



After a phone call with then Y-12 Site Manager Bill Brumley, Sherry decided to take the assignment, and within days of his arrival, he was “blown away by the quality of people” at the site.

“I learned so much from everyone — people on the shop floor, people in the site office and the new contractor, BWXT Y-12,” he said. “I also loved the area, so I knew that this was a team I wanted to be part of.”

Sherry credits Brumley for selecting a great staff to create the new site office, and he was determined to build on that foundation to create “solid processes and procedures for repeatable performance” that would not only build a new and better culture of federal oversight but also would be viewed as credible by the management and operating contractor.

“We have brought in knowledge from other places by benchmarking, we’ve taken employee input and gathered as much information as we can so that we can continue to improve,” he said. “The implementation of our information management system, PEGASUS, has been a tremendous asset and has worked well with B&W Y-12’s Contractor Assurance System to ensure both the federal side and the contractor side are making the best decisions possible.”

He also is proud of the completion and loading of the Highly Enriched Uranium Materials Facility; Y-12 being the first NNSA site to achieve reaccreditation for the technical qualification program; and the selection of two of Sherry’s managers for leadership positions elsewhere in the NNSA enterprise — Kevin Smith at Los Alamos and Doug Dearolph at Savannah River.

Sherry said his decision to leave was based on the current contracting situation between Y-12 and Pantex, a situation that would have involved relocating his family.

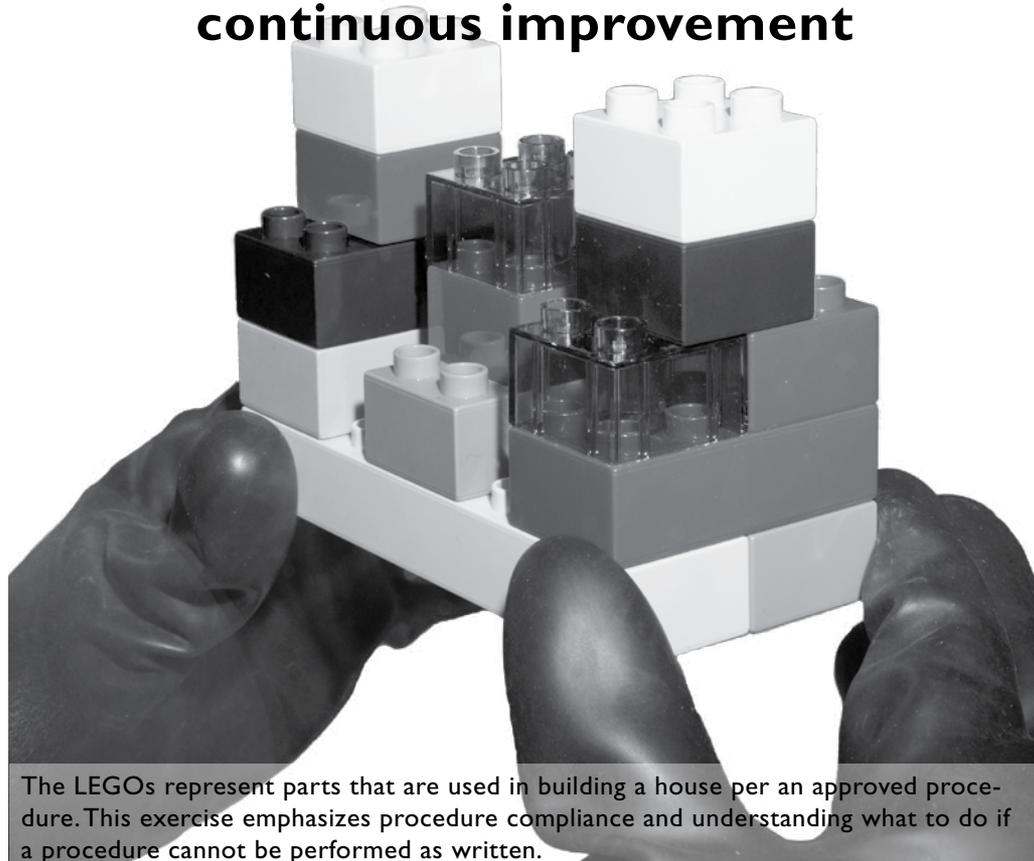
“I had to look at both my professional and personal situations,” said Sherry, 47. “I have two kids at Oak Ridge High School, and I want them to be able to finish their educations there. This is a great community that has been incredibly supportive to me and my family.”

When asked what things he hoped to see happen at Y-12 after his departure, Sherry listed an accelerated timeline for the Uranium Processing Facility, approval of the H Road project, smooth transition to a new contract and aggressive progress to clean up the environmental legacy in Bear Creek Valley.

Sherry urges Y-12ers to remember the importance of the site’s missions because all activities contribute to national security. He said it is a message he will continue to spread as much as he can so there are no more inaccurate views of Y-12, such as the one he had before his arrival.

# CONOPS

focuses on  
continuous improvement



The LEGOs represent parts that are used in building a house per an approved procedure. This exercise emphasizes procedure compliance and understanding what to do if a procedure cannot be performed as written.

To continue strengthening conduct of operations at Y-12, a new CONOPS Performance Improvement Plan was issued in September.

“We are continually improving performance and productivity at the plant. The new CONOPS Performance Improvement Plan will raise standards to complete our mission more efficiently,” said John Stewart, chief of Nuclear Safety Operations.

This plant-wide initiative continues Y-12’s practice of conducting continuous improvement activities while recognizing that current operations are safe for employees, the public and the environment. Improvement areas include training; operational policies and procedures; oversight, lessons learned and feedback systems; and organizational structure.

To complement Web-based course work, CONOPS training will include hands-on, scenario-based training. Using simulators that fully represent work situations, team members will be challenged to respond to common work situations.

Operational policies and procedures will be revised to clarify technical operations. Guidance for writing more simplified procedures will be developed to ensure documents more clearly align with the needs of workers.

The plan also calls for reinvigorating oversight, lessons learned and feedback systems to provide greater support mechanisms for continuous improvement. The organizational structure has been revised to better support workers’ needs on the floor.

The actions outlined in the plan will improve CONOPS fundamentals while enhancing the program. Executing the plan involves critically assessing processes and systems and evaluating performance to ensure improvement measures achieve the desired results.

Although this CONOPS Performance Improvement Plan is new, many of the changes have been in progress for some time, and Y-12 is benefiting.



# Kohlhorst gets the boot



The East Tennessee Economic Council honored B&W Y-12 President and General Manager Darrel Kohlhorst with the Muddy Boot Award at its annual meeting. The award is presented annually to individuals whose work and community activities strengthen East Tennessee. University of Tennessee President Joe DiPietro, who presented the award, lauded Kohlhorst's leadership of Y-12 and support for the community, citing examples ranging from the 1,000-participant Volunteer Day to Y-12's growing partnership with UT. In accepting the award, Kohlhorst credited his leadership team at Y-12 and praised Y-12 Site Office Manager Ted Sherry. Kohlhorst also thanked his wife, June, for being a steady support throughout the years.

"It's a great honor to receive a Muddy Boot Award," Kohlhorst said, "and I accepted it on behalf of our Y-12 team and the many people who contribute year after year to Y-12's outstanding performance and tradition of service in the community." Kohlhorst is shown here after the Dec. 2 ceremony with his wife, June.

## BIG hearts, BIG results

About 59 percent of employees participated in this year's United Way campaign, setting a new record. The campaign raised a total of \$961,225 for local United Way agencies throughout 18 East Tennessee counties.

"An increase in participation at Y-12 means that we may have convinced a few more of our co-workers to contribute to this incredible cause," said Michelle Culp, this year's campaign chair.

Participation came through payroll deductions and vacation donations, but also through numerous fundraising efforts from the campaign committee, coordinators and creative Y-12 employees.

In addition to the official kickoff — a September event at New Hope Center that featured new University of Tennessee basketball coach Cuonzo Martin — the United Way campaign committee hosted events, including weekly music cafés, tours of local United Way agencies, a school supply drive, jewelry sales, book fairs, two food drives and a coat drive.

Many individuals and organizations also found creative ways to contribute to the cause by holding their own fundraising events, including bake sales, chili cook-offs, hot dog lunches, breakfast burritos and even Bruster's Ice Cream on the west end.

"Labor and management teamwork was the key to the giving spirit of the Y-12 employees," said Debbie Shecterle, senior management sponsor for the 2011 campaign. "Not even the economy got in the way of our employees' desire to help support those in our communities who are less fortunate. No one has bigger hearts than Y-12 employees, and the result is this year's record-breaking contribution to United Way."



Standing (left to right): Vicky Marrow, Zetty Bell, Tina Liles and Susan Hughes. Sitting: Eunice Hobbs and Karol Harper. These employees knitted scarves and toboggans that were distributed with donated coats. A total of 104 handmade scarves and 73 toboggans were donated. Not pictured: Tom Dice and Pat Miller.

The Y-12 Apprentice Program celebrated its first graduation in 30 years Nov. 30. The nine graduates achieved their respective requirements in the carpenter, insulator, ironworker/rigger and painter programs in a joint effort between B&W Y-12 and the Atomic Trades and Labor Council, with local unions providing the classroom training.

“We’ve been waiting for this day for a while,” said Steve Little, vice president of Facilities, Infrastructure and Services. “As the head of FI&S, I’ve seen the pride of the apprentices firsthand. I’m assured we have a bright future here at Y-12.”

Y-12 Site Office Assistant Manager for Engineering, Safety and Environment Ken Ivey said, “Each of you plays a role in the big picture of national security and Y-12’s missions. As you move forward, look at the history of



**Matt Ashburn**

“My best moment was finding out that I was one of only 50 chosen in over 2,000 people. I'd tell other apprentices to hang in there; sometimes it seems like a lot, but it's well worth it in the end. Once the apprenticeship was done, I realized that I want to keep learning and continue my education.”



**Brad Browning**

“For the next generation of apprentices, I offer this piece of advice: Don't mess up this opportunity. This is the best apprenticeship out there; take it seriously, become a journeyworker, then go and do what you want.”



**Chuck Welch**

“This program is completely worth the effort. I'd relive every moment.”



**Brandy Morgan Jonathan**

“I truly enjoyed the opportunity to work with such great people every day. It was a lot of work, but I'd do it again in a heartbeat.”



“This is a great opportunity to keep the company and offer more people a great experience. Other apprentices stick it through learning; your support with you for the rest of your life.”



Y-12 and know that you're now a part of Y-12's future. We can't accomplish anything without new people and new ideas. This program is very important and much more than just a job."

To assist with the learning curve, apprentices are paired with journeyworkers, who not only teach Y-12-specific procedures, but also pass on their own lessons-learned and specific on-the-job skills.

B&W Y-12 Deputy General Manager and Senior Vice President Bill Klemm said, "Experience can't be bought, and we have workers here with lots of life to share. I express my gratitude to those who taught these apprentices. The program is self-sustaining and in 20 years, these graduates will be teaching the next generation."



**Nathan Fleury**

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motivated  
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**David Orr**

"As I pulled into the parking lot and saw the line of applicants, I thought it would be a waste of time. When I heard that there were only 50 positions available, my hopeless feeling grew. Then I was called for an interview. A month later, I was offered a job and my life changed forever."



**Vanessa Johnson**

"A friend told me about the program, and I was fortunate enough to be chosen. My advice for other apprentices is to go to class and go to work, because it's worth it in the end."



**Nathan Stout**

"I had been laid off and was looking for something full time. I heard about the apprenticeship here, applied and luckily I got it."



**Lance Foster**

"There's not an opportunity out there that I will not entertain, and this one has opened a new and better chapter in my life."

# Y-12 THROUGH THE DECADES — ENVIRONMENTAL ISSUES

## The late 1970s and early 1980s

The 1970s brought a series of new issues to Y-12. Public concern grew for a host of environmental issues, including air and water pollution, radiation, pesticides and solid waste disposal.

Y-12 was not excluded from the results of this swing in public opinion, as environmental regulations began to apply here as well. For example, as early as May 29, 1971, the Occupational Safety and Health Administration issued regulations limiting exposure to asbestos. When surveys began at Y-12, asbestos was found in many places where it had not been noticed previously, resulting in remediation actions.

The new and revised regulations in the 1970s and 1980s caused Y-12 to make the organizational changes needed to respond to regulators and to implement required changes. New organizations were formed, new procedures were written and, generally, Y-12 saw a major shift in workload. Increased paperwork was to become the norm for years to come, but this emerging concern for the environment was met with the same can-do attitude that Y-12 displays to all challenges.

Y-12 formed an umbrella organization and effort known as "environmental compliance," which included four major programs: Air Pollution Control, Water Pollution Control, Solid Waste Management and Remedial Actions. According to the July 1985 Y-12 Plant Long-range Environmental Management Plan, each of these major programs had its own master strategy and set of objectives to ensure compliance with regulations.

Management of environmental issues would continue to expand as more requirements were placed on the protection of the environment and on cleanup of previous legacy practices. Past practices such as collecting waste materials in the S-3 ponds, using New Hope Pond as a catch basin for East Fork Poplar Creek and other early attempts to address environmental issues had to be readdressed and, in many cases, replaced entirely.

While the changes were far from over, environmental protection would eventually become a way of life at Y-12.

*East Fork Poplar Creek is maintained as a suitable environment for aquatic life.*

oak ridge  
**Y-12**  
plant



*New Hope Pond as it existed for years prior to being replaced by Lake Reality in 1989*



*Lake Reality as it appears today with the previous location of New Hope Pond in the foreground and the New Hope Center in the background*

# Around Y-12 ...



The National Nuclear Security Administration announced Dec. 9 that Dan Hoag will be the acting manager of the Y-12 Site Office. Hoag replaces Ted Sherry (see cover story) and has served as the YSO deputy manager since March.

B&W Y-12 Deputy General Manager and Senior Vice President Bill Klemm accepted (on behalf of B&W Y-12) the president's award for best performing business unit for a large site within B&W Technical Services Group. Recently appointed B&W Technical Services Group President George Dudich presented the award to Klemm at the B&W annual corporate awards dinner in Nashville. The award recognizes employees for "their exemplary efforts, commitment and hard work on implementing the B&W Target Zero Initiatives."

Gary Goff, president of Roane State Community College, and Y-12 President and General Manager Darrel Kohlhorst signed a memorandum of understanding Dec. 9. The agreement gives employees who want to return to college more scheduling options for classes, and college credit for work and apprenticeship experience.

Aquatic biologists have continued to document long-term improvement in the ecological health of East Fork Poplar Creek. The stream originates within Y-12 and flows through the city of Oak Ridge. During the Cold War era, it sustained substantial contamination as a result of nuclear weapons production at Y-12. Substantial increases in the number and abundance of fish and other aquatic life have been found in the latest studies performed.

Tennessee Tech University President Dr. Robert Bell visited Y-12 Nov. 11 to discuss possible ways the Cookeville university and the Oak Ridge facility can collaborate. While at Y-12, Bell met with several alumni who are Y-12 employees, including George Dailey, Y-12's Information Technology manager.

Keeping health and exercise at the forefront is a Y-12 priority illustrated well by its first corporate-sponsored team for the Ragnar Relay. The team relay ran from Chattanooga to Nashville Nov. 2-3. The Y-12 team — Derek Adamson, Alan Beddingfield, Renee Buchanan, Eric Bullington, Ryan Hay, John Hoffarth, Kelly Jones, Zach LeVasseur, Bryan Mann, Darrin Mann, Harsh Parikh, Bill Ready and Brandon Yen — was one of 211 teams that ran the 196-mile, two-day race. Y-12's Critical Mass team finished 152nd. "I was proud to be part of a team that ran across the state," said Hay of Production. "I had a great time, and the team exceeded the goals we set."

Y-12 was recognized as the top fundraiser in the government business category at the 2011 Susan G. Komen's Race for the Cure in Knoxville. The Y-12 team had 58 participants at the Oct. 22 race and raised more than \$2,000. "B&W Y-12 was gracious enough to give us \$1,000 toward this great cause, then our employees rallied together to match that," said Y-12 team captain Bridget Correll Waller. "Our employees here at Y-12 are fantastic. They truly understand the importance of helping others and supporting causes like this."

## In memoriam



Employees and their children and grandchildren enjoyed this year's Y-12 Employees' Society holiday parties. The events, held Dec. 15 and 17, offered fellowship, food, fun and visits with Santa. Above: Mary Ellen, daughter of Maleia Wood of Publishing Communications, wonders about that man named Claus!

**M**ichael Blaine Sampson of Plant Services passed away Nov. 11. He had 10 years of company service.

**L**arry E. Bowers of Quality Assurance passed away Nov. 25. He had 27 years of company service.

**P**atricia Finley of the Chief Financial Officer Division, passed away Dec. 2. She had 32 years of company service.

Each employee is listed as a member of the organization in which he or she last worked.

Y-12 offers condolences to their friends and family.

### JANUARY

#### 46 years

Engineering: Charles T. McLoughlin

#### 45 years

Budgets: James W. Cox

Quality Assurance: John B. Stephens

#### 44 years

Quality Assurance: Andrea K. Zava

#### 43 years

Production: Carl H. Linginfelter and Danny H. Lowry

Resource Management: James E. Kincaid

#### 41 years

Engineering: Winfred E. Shoopman

Maintenance Execution: Steven D. Henegar

Production: Ronnie L. Bardill, Earl D. Dagley and Julian C. Gross

Resource Management: Thomas T. Hardy, Ernest E. Johnson and Darrell L Justice

#### 35 years

Accounts Payable, Travel, and Treasury:

Sharon J. Green

Communications Services: Terry M. Byrd

Development: Keith A. Kitzke and Ronald F. Simandl

Document and Property Management: Betty K. Robinette

Emergency Services: Luther V. Gibson Jr.

Engineering: Gloria J. Dowdell and Philip K. Stone

Maintenance Execution: William N. Shipley Jr.

Plant Services: John W. Storey

Production: Mike E. Bell, Lonnie Ellison Jr. and Marion K. Sidwell

Radiological Control: Gary R. McConkey

Resource Management: Charles E. Crowe and Joseph Moore

#### 30 years

Development: Mark A. Miller and Robert E. Valiga

Engineering: Nolan E. Moore

Information Technology: Kenneth E. Anderson

Maintenance Support: Danny R. Hixson and Don A. Morgan

Material Management: Edwin R. Kelly

Program Management: Russell W. Schmidt

#### 25 years

Engineering: Matthew D. Boring

Ethics and Internal Audit: Michael W. Hodge

Information Technology: Martin Beckerman and Mark W. Yambert

#### 20 years

Benefit Plans Management: Edith M. Sampson

Industrial Hygiene: Melissa R. Carrubba

Production: Scott A. Lay and Douglas B. Sexton

Program Analysis and Evaluation: Linda G. Clawson

Program Management: Dennis B. Miller

Radiological Control: Gary A. Wright

Resource Management: Sherrye D. Hopper,

Dennis C. Howell and Bonnie F. Reed

Quality Assurance: Michael B. Nabors

Technical Integration: Patricia S. Hess

## Martin Luther King, Jr. Day

Jan. 16

See YSource for event details.

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# Motivation to *move*



Some of the Light the Night team members are (front) Pam Summers, Shirley Marion, Karren Cochran, Melissa Buckner, (standing) Julia Rupert, Dan Wickard, Melissa North, Joel Lesch, Dottie Kelly, Sharon Bays, Ginny Miles, (back) Otis Peterson, Kim Cobb, Jim Edwards and Rocky Walters.

Knowing that simply taking a walk can help someone affected by cancer motivated Y-12 employees to team up with co-workers, friends and family for two fundraising events. For Y-12's Light the Night Walk team, 2011 was undoubtedly the most successful year ever. "We raised more than \$30,000 for the Leukemia and Lymphoma Society," team captain Pam Summers said. The 41-member team earned the title Top Corporate Team at the Oct. 27 event for its extraordinary job in leading East Tennessee's efforts to raise funds for blood cancer research, education and patient support services.

"People from everywhere reach out — that's something you don't realize until you're diagnosed," Karen Ryan said. Ryan, an aerobics instructor, joined Y-12's Light the Night team six years ago to support a co-worker whose wife had been diagnosed with cancer. She became more involved each year, even starting a bake sale. In August, Ryan was diagnosed with a rare form of lymphoma following several doctor evaluations to determine the cause of her unusual muscle fatigue. Amazed by the support,

Ryan said, "I'm thankful for the compassionate people at Y-12."

Y-12 employees also participated in Buddy's Race Against Cancer. Rhonda Bogard, coordinator for the Y-12 Cancer Support Group, ran the 5K course in honor of a friend battling lung cancer. "I knew she was dealing with a difficult treatment regimen, so I decided to run this year's race for her," said Bogard, who herself is a cancer survivor. Y-12's team raised more than \$4,100, all of which goes back into the community to provide cancer screenings and education to medically underserved citizens in East Tennessee.