

Optimization of the process for reception of merchandise at the GENTILLY 2 NUCLEAR CENTRAL

Following the September 11 disaster in 2001, the security measures for reception of merchandise at the Gentilly 2 central have been re-enforced to ensure that the material received will not cause any security problems to the installations at the Gentilly 2 central. By necessity, these measures were implanted rapidly and piece meal without considering the global effect, which led to important delays and time required for the reception of merchandise. The personnel on hand had to regularly work overtime (often in emergency situations) to handle the material received, which left them without any available time to work on different projects for the improvement of efficiency in their departments (implantation of new numbering systems, re-location of certain products, getting rid of outdated material). This situation left very little hope for the team that desired improving the situation.

Management quickly realized that adding manpower into a disorganized environment would only complicate the situation and would be of no advantage to anyone.

Our firm was therefore given the initial mandate of analysing the activities in the store's sector.



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This study permitted the identification of possible gains at the level of delays and productivity of the reception area.

Management of G2 and AGC, both being leery of implicating labour in the deployment of solutions, decided to proceed with the kaizen approach. This sympathetic method for continuous improvement, in a context where there will not be any loss of jobs, and/or the outcome is foreseeable, permits the personnel on hand to participate in an enriching experience of efficiency improvement. Management of G2 insisted that in the end the personnel would live this positive experience.

The kaizen approach was realized by uniting, not only the store's supervisor and employees, but also representatives of related sectors for instance the department in charge of security. In a couple of days, the team succeeded in putting together an optimized process which permitted a minimal improvement in productivity of 40% and an average reduction in delays for standard products (without inspection) of over 90%. The improved process had to take in security requirements and also the safety aspect which necessitated a complete re-arrangement of the department, considering work stations, the material handling systems and the material transfer zones.

After a few meetings with representatives responsible for security, the new process was approved with a few modifications having an impact on the equipment required. The new work methods were very different from the previous ones and the employees collaborated in a professional manner in the development and application of the new procedures.

The project also permitted the tuning of rules for auto-management, the latter permitting the management of priorities to be addressed dependant on the level of work. A follow-up committee comprised of the store's employees, management and of AGC ensured the attainment of objectives while waiting for a method of supervision and follow-up procedures to be implemented.

This team work resulted in an average improvement in productivity of over 100% for standard products and permitted surpassing the objective in regards to delays for treatment of merchandise, thus liberating time for the store's efficiency improvement projects as well as reducing significantly the overtime required in the past. But over and above the benefits for the store's department the team in place especially contributed towards improving client services, which had a positive impact on the maintenance operations as well as the exploitation of the G2 central.



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