Benefits of Lean Management in Liquid Waste Operations
One Company’s Journey

SRR began the Lean Journey in the Fall 2013

Lean...
...is a leading edge continuous improvement process...
...empowers the employee to identify and implement improvements rapidly...
...in today's environment, maximizes achievements with what we have...
...is about “Double the Good and Half the Bad”

It's All in the Count

346 participants (>15% of the workforce) I see huge potential in streamlining work packages by deleting non-value added steps.

Aaron Weeks, SRR Lead Construction Field Engineer

I think it is great that SRR is willing to let DOE and our regulators participate. It is an awesome forum for everyone to come together and "take their hats off" and step out of their official roles.

Jolene Seitz, DOE-Savannah River

I believe we have an opportunity for some great collaboration, particularly in areas of standardized equipment and techniques.

Robbi Burke, Manager, Retrieval and Closure Engineering, VFPS

What’s in it for Me?
Removes barriers to allow efficient work execution
Brings workgroups together to focus
on solving a common problem
Allows the people who do the work
to determine the best solution

Celebrate Successes

Lean Supports a Strong Nuclear Safety Culture
• Improves safety through the elimination of waste and error-likely situations
• Worker engagement emphasizes personal commitment
• Fosters open communication and teamwork
• Field observations result in suggestions for improvements
• Leadership is a core element of Lean and Nuclear Safety Culture
• Value-Stream Analysis identifies areas of process and safety improvement
• Focuses on problem solving and organizational learning

Lessons Learned
• Smaller work scope results in rapid achievements and increased savings
• Increased employee participation drives wide-spread knowledge, engagement and culture change
• Clearly defined roles and responsibilities promote ownership, participation and closes gaps
• Enhanced key metric displays increases the lean product knowledge
• Establishing key metrics upfront is critical to properly align resources to sustain change and realize event benefits

Lean by the Numbers

Waste in a process slows or stops flow “Non Value Added” activities that are not needed...from the customer's perspective

Lean Events

7 Lean Value Streams
39 Rapid Improvement Events
6S Events

Mission Control Centers The "war room" for our improvement teams

Lean Value Streams and Sample Benefits

Work Planning & Control
Reduction of Work Packages that need to be planned by converting them to Fix It Now (FIN)

Supply Chain
10% reduction in rejected Material/Service requests, resulting in 5-15 hours saved per week per Planner

Waste Retrieval & Tank Closure
Closing Tank 12 early by using an inventory of collected data resulting in 3 months of schedule reduction

Engineering
6,500 person-hours/year eliminated for Design Authority engineers in new work on backlogs, system health, process reviews, etc.

Effluent Treatment Facility
Efficiencies identified in facility operations in anticipation of increased retrievals

Cross-Cutting
50% reduction in procedure backlog by binning/prioritizing procedures and scrapping backlog of new/revised procedures >2 years in approval cycle

8 Forms of Waste

Waiting
Inventory
Transport

Overproduction
Motion

Quality

Improper

Process

Improper

Transport

9,600 person-hours/year eliminated for Design Authority engineers to now work on backlogs, system health, process reviews, etc.

Partner Participants (SRNS, SRNL, etc.)

Mission Control Centers
The "war room" for our improvement teams

9,600 person-hours/year eliminated for Design Authority engineers to now work on backlogs, system health, process reviews, etc.

Mission Control Centers
The "war room" for our improvement teams

Mission Control Centers
The "war room" for our improvement teams

Mission Control Centers
The "war room" for our improvement teams