

Increasing customer value with Lean

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Focused Improvement Transformation (FIT)

SRNS raised the bar in 2015 by introducing a new Focused Improvement Transformation (FIT) Lean operating system. FIT is a collaborative, closed-loop, process focused, and disciplined approach to aid in:

- Raising employee engagement and satisfaction
- Reducing costs
- Increasing productive capacity
- Improving quality and timeliness of product delivery, and
- **Increasing value to SRNS customers**



Continuous Improvement Productivity & Efficiency Savings Summary 2008 to FY 17

SRNS Indicator	FY 17 \$ Goal	FY17 Current \$ Amount	% Goal
EM Productivity & Efficiency Cost Savings	\$15.6 M	\$36.8 M	235%
NNSA Productivity & Efficiency Cost Savings	\$6.0 M	\$6.04 M	101%
SRNS Productivity & Efficiency Cost Savings	\$21.7 M	\$42.9 M	198%

FY 17	Submitted	Cost Savings	Implemented
SRNS IDEAS	1156	\$1.72 M	237

Since SRNS assumed the contract in 2008, CI productivity and efficiency cost savings total over \$320 M.



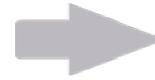
FY 17 Performance Based Incentive - Cost Savings Initiative

FY 17 Identified Savings	Savings Amount	FY17 Additional Scope Worked
FY 17 Indirect Work Scope	\$861 K	<ul style="list-style-type: none"> • Formation of SRNS Drill Team • Increase cost to change to DOE-HQ Microsoft License Agreement • Operating lease for the replacement of the site radio system • Increased the amount of money available for indirect roof replacement
Human Resource TALEO Replacement	\$124 K	<ul style="list-style-type: none"> • Built a new employee portal to allow completion of pre-employment paperwork online prior to reporting to work • Developed and implemented the SRS Marketing and Welcome Aboard Package • Performed preliminary work associated with One-Stop-Shop for Orientation, General Employee Training, Badging and Medical
A-Area Firewater Functional Classification Downgrade	\$356 K	<ul style="list-style-type: none"> • Funds held in the management reserve for the project
Staffing Requisition Approval Team	\$4.4 M	<ul style="list-style-type: none"> • K-Area Perimeter Intrusion Detection and Assessment System (PIDAS) Repair • 9975 and 3013 Container Fire Testing • Criticality Container Over-Pack Storage Design • Low Enriched Uranium Preparations • H and K-Area Staffing to Support Operations • Modeling of the H-Canyon Air Tunnel • Upgrade the H-Canyon Distribution Control System • L-Area Uninterruptable Power Supply • L-Area PIDAS
Partial Asbestos and Lead Paint Abatement	\$962 K	Disposition of water in the 488-1D North and South Inlet Basins
Total	\$6.7 M	

L- Area Spent Fuel Value Stream Analysis Summary

Scope:

Trigger: Cask arrives in the L- Area Yard



Done: Cask leaves the L-Area Yard

Our Approach:

Conducted a Value Stream Analysis including all organizational elements that participate in the flow. Created a common vision and strategy to achieve the aim, resulting in a completion plan that included **4 rapid improvement events, 9 projects, and 7 just-do-its.**

Assessing the Impact:

The team identified and removed the following non-valued work practices:

- Optimized Preventive Maintenance Scheduling
 - Outages
 - Coordinated with Training
- Process/Procedure Improvements
 - Removed redundant criticality rules
 - Optimized radiological safety equipment
 - Lag storage of loaded baskets
 - Gasket condition flexibility
- Tool Improvements
 - Better absorbent rags
 - Redesigned bundle Insert

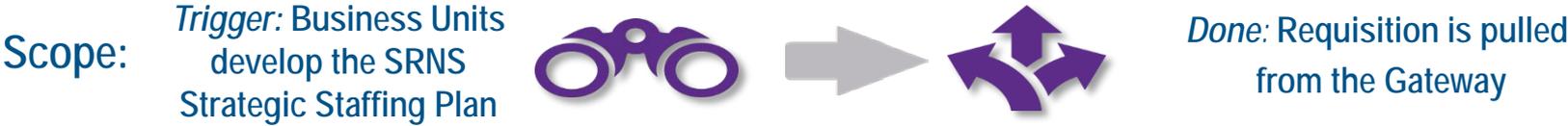


**\$623 K
Impact**

Key Solutions:

- Involve the Right People
- Perform the events (VSA and RIEs) in the facility
- Use the CI tools/methodology using a graded approach
- Regular Value Stream Steering Team Meetings / Visible Mission Control Board
- Update facility personnel regularly on status and goals
- Changed the plan (# of RIEs and projects) when it made sense
- Keep VSA aim in mind when making decisions:
 - Improve mission execution
 - Make field work easier for personnel
 - Cost savings

Process of Sourcing and Recruiting a Candidate



Our Approach:

Conducted a rapid improvement event for sourcing and recruiting a candidate because a standard process did not exist which created confusion, duplication of efforts, and an uneven work distribution. The aim of the event was to implement a new process for positive results for reaching and retaining a more targeted audience for filling skills that are needed in a timely manner.

Assessing the Impact:

The team developed data driven root causes:

- Lack of efficient/effective usage of the system
- Lack of process knowledge
- Lack of budget visibility
- Lack of resources
- Lack of user friendliness



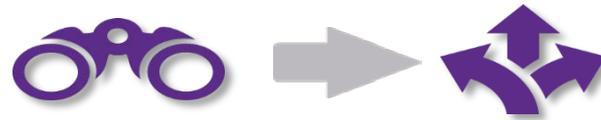
**\$1.9 M
Impact**

Key Solutions:

- Develop a Strategic Staffing Plan
- Hold a Strategic Sourcing Meeting
- Benchmark competitors' website and systems
- Develop a centralized location for process information
- Develop and document system requirements

K-Area Complex (KAC) 9975 Shipping Package Life Extension

Scope: *Trigger:* 9975 packages with 3013 in KAC Vault are at the current 15-year life span



Done: Approved 5-year life extension technical justification for the current 9975 packages with 3013 stored in KAC Vault

Our Approach:

Established a project team to determine a 20-year storage life for 9975 shipping packages storing plutonium bearing materials in 3013 containers in the KAC based on the findings from the 9975 surveillance program and laboratory studies.

Assessing the Impact:

The Surveillance Program Authority used the established integrated surveillance plan to determine the following;

- Suitability of the 9975 shipping packages with 3013 containers for 20-year storage (5-year extension)
- New safety class calculations performed to address facility fire and impact events



**\$5.2 M
Impact**

Key Solutions:

- The surveillance data obtained to date and the SRNL Testing provides the technical justification that the 9975 shipping packages with 3013 container will maintain the minimum safety requirements for a period of 20 years in storage
- This justification is established with the stipulation that surveillance activities will continue throughout this extended time to ensure further validation of the conclusions and for future life extension activities