

Implementation of Lean Management to the Decommissioning of Nuclear Facilities

The Last Planner System (LPS) as a key element

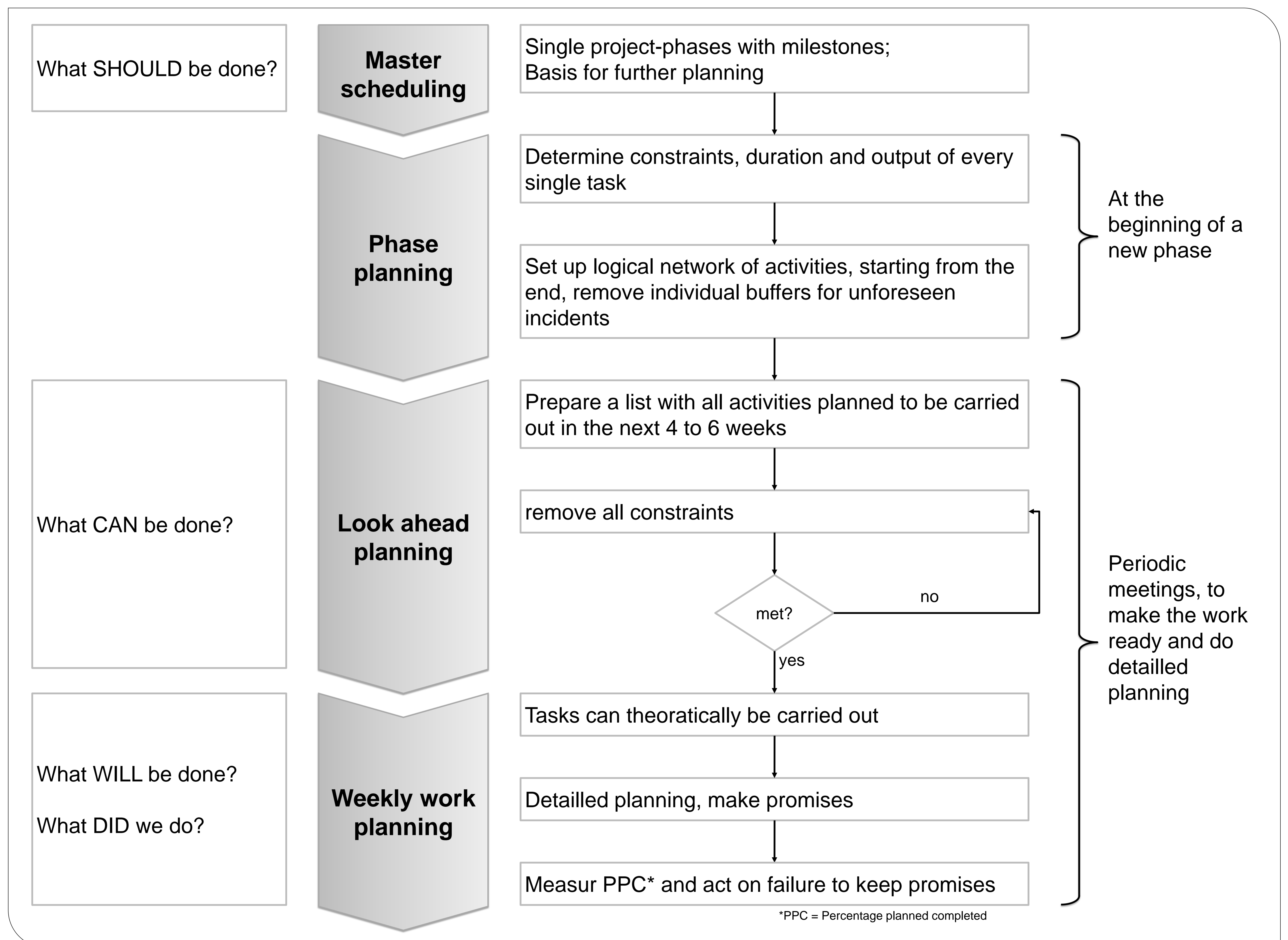
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Fundamental thoughts:

- Get all the Last Planners together in regularly meetings
- Who is Last Planner? – person or team that produces assignments of work to be carried out
- Knowledge transfer from execution to planning and design phase

Planning process of the Last Planner System:

Planning begins with master scheduling, in regularly meetings this plan is continuously detailed. So plan in greater detail as getting closer doing the work is an essential concept within the Last Planner System.



The Last Planner System, with aim to create reliable promises, reduce variances and increase productivity.

Benefits of the Last Planner System:

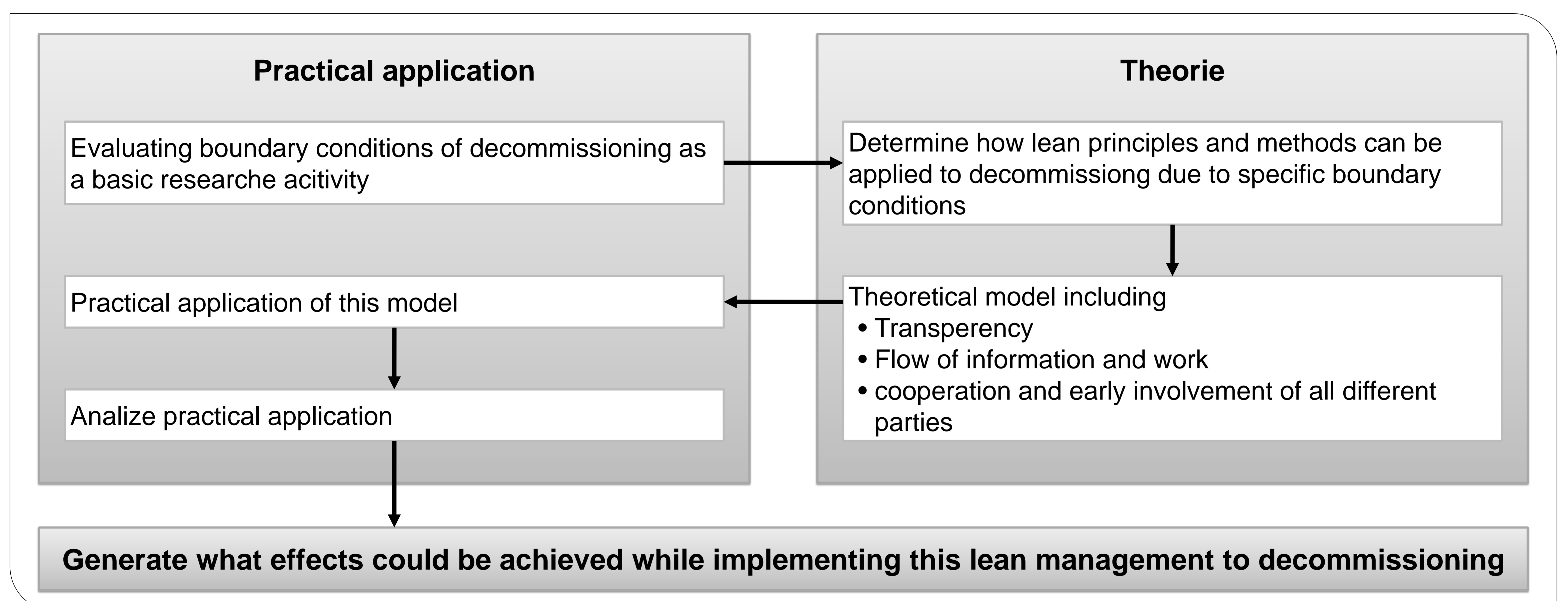
- increasing detail with the progress of planning leads to appropriate increases in the planning accuracy
- Reliability of assignments will rise within ongoing planning process
- Deviations in the planning process will decrease through customized, shorter preview periods and reliable work commitments
- problems are detected earlier and will be removed together
- well-established project structure to act fast and proper to unforeseen incidents
- continuous learning process throughout the project by the detection of errors and their causes

Research process:

The research process is divided into the practical application of methods and principles of lean management and into the theoretical development of a model. First the special boundary conditions are evaluated. These are especially the complex licensing process for decommissioning with its different parties involved.

Determining how lean principles and methods can be applied to decommissioning due to specific boundary conditions is the second step. This will lead to a theoretical model how decommissioning projects are managed with lean principles. Transparency, flow and cooperation are vital elements to optimize decommissioning.

By linking the theoretical model and the parallel, practical implementation statements over the effect of the model will be developed.



Combination of theory and practice with aim:

- Minimization of iteration steps in the licensing process
- Improve coordination between owner, regulatory body and review expert
- Create reliable promises
- Enhance transparency of material and information flows
- Continuous improvement

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encouraged by:

