



**ENERGY
NORTHWEST**

Columbia: Changing Performance

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Past Performance Challenges

- ✦ Leadership was ineffective at changing fundamental standards and behaviors
- ✦ Leaders at all levels of the organization were not demonstrating and holding employees accountable to high performance standards
- ✦ Leaders were not intrusive enough to fully understand the safety and reliability impacts of degraded equipment

Making of the Excellence Model

- ✦ HPI
- ✦ Stephen Covey
- ✦ John Kotter

Actions Taken

- ✦ Rollout of Excellence Model
- ✦ Forcing function realignment
- ✦ Phased Approach

Nuclear Safety Culture

Nuclear Safety Culture is the core values and behaviors resulting from a collective commitment by leaders and individuals to emphasize safety over competing goals to ensure protection of people and the environment.

Nuclear Safety remains the overriding priority

EXCELLENCE MODEL PREMISE

Behaviors
+ Results

Performance

EXCELLENCE MODEL

The Right People

The Right Picture

Nuclear Excellence

Safe, Reliable, Predictable

Organizational Excellence

Predictable
Teamwork
Accountable
Learning Organization

Operational Excellence

Safety
Configuration Control
Teamwork

Training Excellence

Teamwork
Effective
Accountable
Model

Equipment Excellence

Zero Tolerance
Reliable
Predictable
Pride

Individual Excellence

Accident Free

Control Dose

Event Free

Meet Commitments

Attend Training

No Rework

Enablers of Excellence

Qualified Workers

Job Planning/
Preparation

Procedures/
Work Instructions

Verification/
Validation

Supervisor Oversight

Worker Practices

The Right Process

The Right Coaching

Individual Excellence

ACEMAN ATTRIBUTES	EXPECTED INDIVIDUAL RESULTS
Accident-Free	Every individual is expected to operate every day without incurring an industrial accident.
Control Dose	Individuals are expected to operate in radiological areas, minimizing their daily exposure and working contamination free.
Event-Free	Every individual is expected to perform in a manner that does not cause or contribute to an operational event.
Meet Commitments	Individuals are expected to meet their commitments to quality and schedule.
Attend Training	Individuals are expected to enthusiastically acquire and apply their knowledge and experience in the workplace.
No Rework	Individuals are expected to complete their assignments with no deficiencies that require correction.

Individual Excellence (cont'd)

ACEMAN ATTRIBUTE	BEHAVIORS MODELING ACEMAN ATTRIBUTES
Accident-Free	<ul style="list-style-type: none">• Actively engaging in discussion of safety aspects of the job (in pre-job briefings and at other times)• Using proper personal protective equipment, and questioning whether additional actions must be taken to ensure personnel safety• Conducting formal and/or informal job safety analyses prior to beginning work• Exhibiting concern for others' safety – looking out for one another• Requesting the conduct of a job safety evaluation prior to beginning work• Adhering to clearance and tagging practices

Enablers of Excellence

- ✦ Qualified Workers
- ✦ **Job Planning / Preparation**
- ✦ Procedures / Work Instructions
- ✦ Verification / Validation
- ✦ Supervisor Oversight
- ✦ Worker Practices

Enablers of Excellence (cont'd)

Job Planning and Preparation behaviors to achieve excellence include the following:

- ✦ The activity is scheduled (normally in the 12-week plan)
- ✦ Prerequisite activities are completed prior to performance of tasks
- ✦ The proper tools are available
- ✦ Error-likely situations are identified and resolved as appropriate
- ✦ Work packages, procedures, and work plans are accurate, walked down, reviewed and ready
- ✦ The pre-job briefing is completed as appropriate
- ✦ Contingency plans are developed and are in place for risk-significant activities

Forcing Functions

✦ Daily

- Plan of the Day Meeting
- Daily – 15 Meeting
- Operational focus Meetings

✦ Weekly

- Managers & Supervisors Meetings

✦ Monthly

- All-Hands Department Meetings

Phases of EXCELLENCE



Phase I • Improving Behaviors

Ongoing

- Increased Accountability and Coaching
- Improved Compliance to Corrective Action Program
- Improved Risk Management and Decision Making
- Demonstrated Discipline to the Work Management Process

Phase II • Demonstrating Results

Ongoing

- Reduced Corrective Action Program Backlogs
- Improved Equipment Reliability Index Performance
- All Outage Preparation Milestones Met
- Reduced Maintenance Backlogs
- Improved Risk Management and Decision Making

Phase III • Achieving Excellence

Began July 2013

- Supervisor Led
- Successful Outage
- Predictable Performance

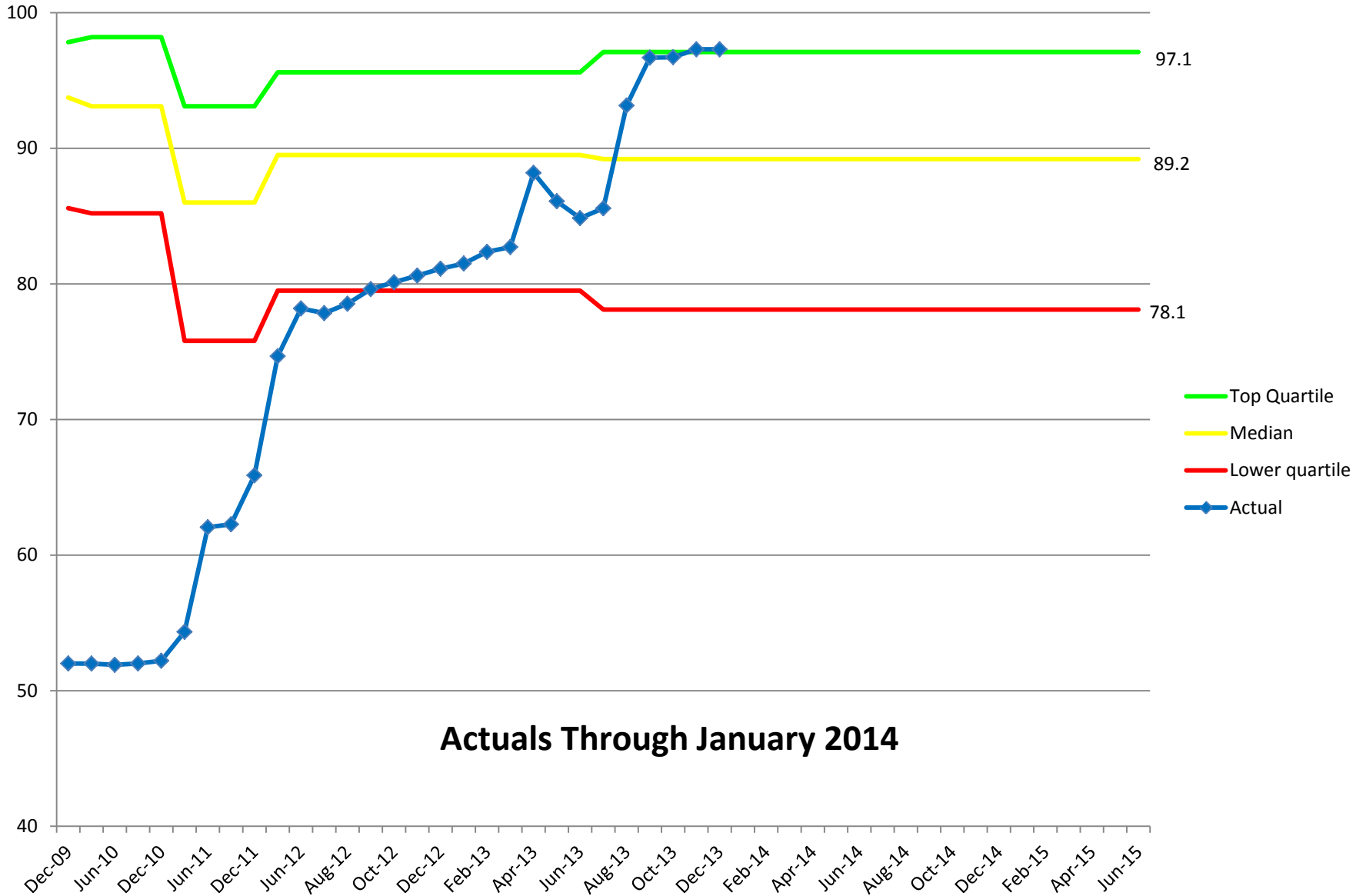
Phase IV • Sustaining Excellence

- Predictable Long-range Planning and Execution
- Strong Governance and Oversight
- Risk Management is Core Business
- Cost-effective Operation

2013 Accomplishments

- ✦ Highest Annualized Unit Capacity Factor in an outage and non-outage year for the station
- ✦ Lowest Number OSHA Recordable Injuries (1) during a year (this was an outage year) - Safety accident rate will be at zero in April
- ✦ Lowest Number of Station Clock Resets – Human Performance Errors (1)
- ✦ Highest ever Industry Index and in Industry Top Quartile (97.3)
- ✦ Industry Top Decile in Equipment Reliability

CGS Performance Index FY2009-FY2015



Questions

