

WM2017 - EFOCG Panel on CAS, Metrics and Governance

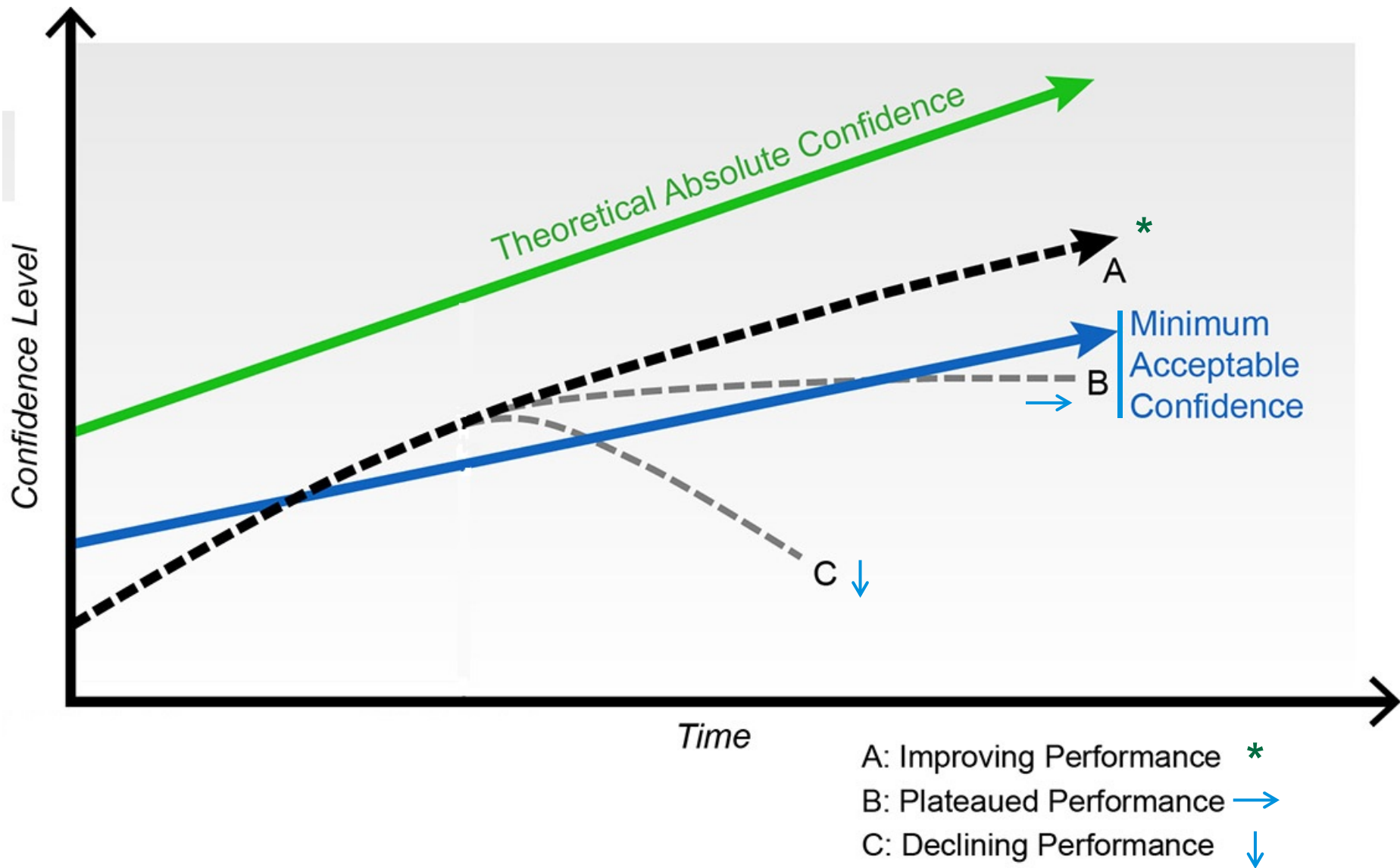
Dave Olson, VP of Operations for Fluor E&N
March 7, 2017



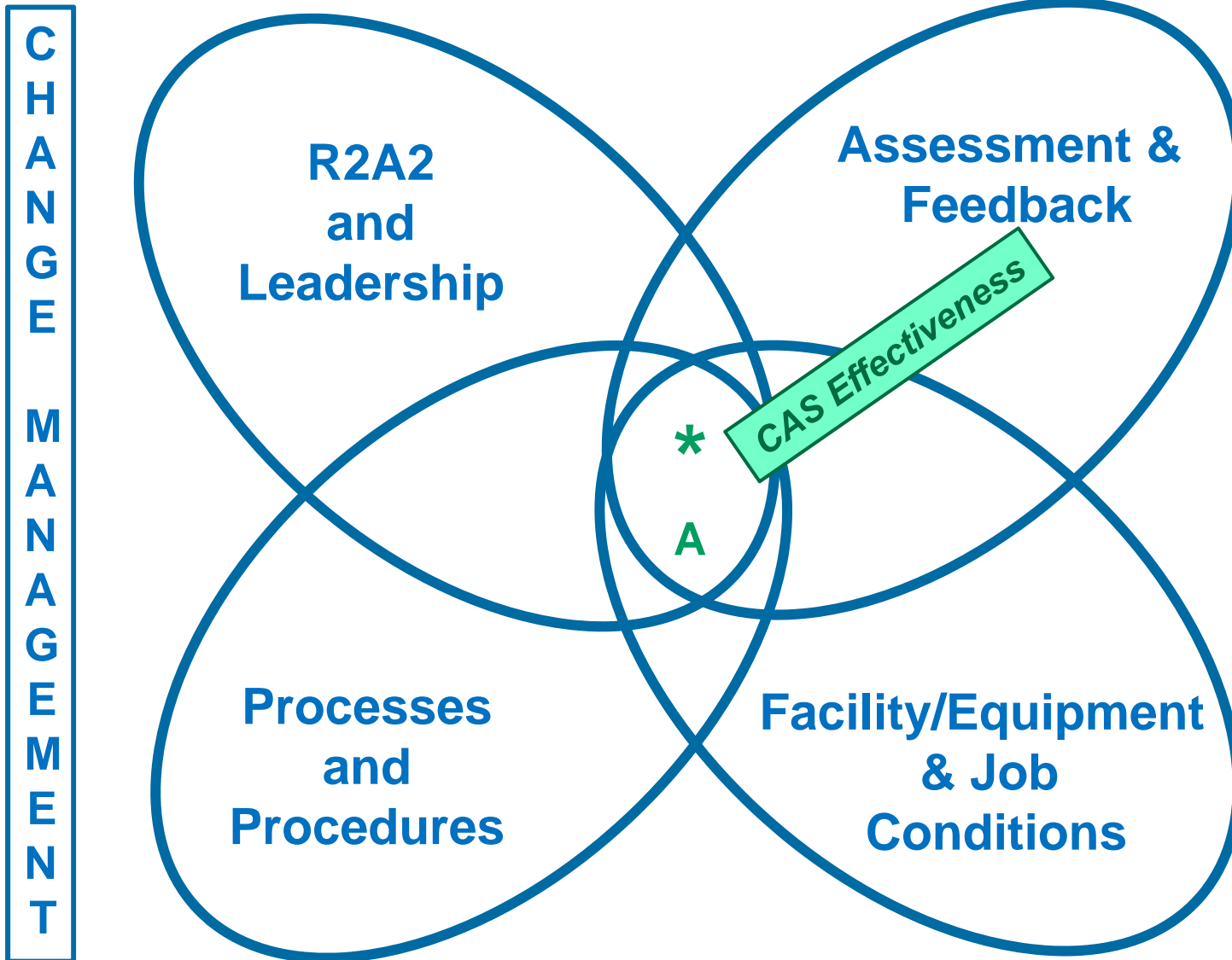
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Demonstrated Areas of CAS Effectiveness on Fluor E&N Projects

- ❑ Developed and implemented a CAS Program Description Document at SRNS
- ❑ Implemented replacement issue management software systems and integrated procedures/training at Portsmouth and Paducah
- ❑ Modified the metrics set used by management for decision making at SRNS and Paducah
- ❑ Completed corporate independent reviews of ISM/CAS effectiveness at Portsmouth and Paducah
- ❑ Established a CAS Corporate Board governance model at SRNS
- ❑ Piloted an organizational learning model to supplement Root Cause Analysis at Paducah
- ❑ Institutionalized sharing of operational experiences/lessons learned via the Operations Excellence Council as a peer network for potential solutions and support resources

Areas for CAS Continuous Improvement across the Fluor E&N Portfolio

- Standardization and consistency (where appropriate and with tailoring) of CAS implementation
- Maximizing the effectiveness of assessment programs to be more comprehensive, integrated and self-critical, and validated by independent participation and oversight
- Simplification of issue management systems and associated processes
- Availability and adequacy of data for trending, leading to more proactive and preventative measures
- Broadening and quickening the consideration of lessons learned and best practices

Near-term CAS Focus Areas for the Fluor E&N Portfolio

- Expand the sharing of lessons learned and best practices by bringing together a Community of Quality/Contractor Assurance Managers from all projects to share tools and resources, and to standardize select approaches
- Deploy a corporate-led team to conduct standard CAS effectiveness reviews using the attributes in the EFCOG Best Practice, and then work on joint solutions to common challenges
- Continue to facilitate the conduct of assessments/reviews using standardized Lines of Inquiry sets to pulse all projects on compliance and performance, being attentive to vulnerabilities experienced across the nuclear operations complex (US and International)