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MEMBER
FORUM
XVI

ENERGY IN MOTION

Performance Excellence: How to Strengthen Team Performance

Brad Sawatzke
Chief Nuclear Officer
Columbia Generating Station

Past Performance Challenges

- Leadership was ineffective in 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

Actions Taken

- Leadership assessments conducted
- Organizational changes
- Rollout of Excellence Model
- Forcing function realignment
- Phased Approach

Leadership Assessments

- Over 200 candidates
- Involves senior managers
- Reviews multiple areas
- Development plans based on results
- Organizational changes made

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

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The Right Process

The Right Coaching

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 :

- The activity is scheduled (normally in the 12-week plan).
- Groups/departments that are impacted by the activity are aware it is taking place.
- Prerequisite activities are completed prior performance of tasks.
- The proper tools are available.
- Error-likely situations are identified and resolved as appropriate.
- Work packages, procedures, work plans, and so forth 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

Phase II – Demonstrating Results

Phase III – Achieving Excellence

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

- Reduced CAP Backlogs
- Improved Equipment Reliability Index (ERI) Performance
- Reduced Maintenance Backlogs
- All Outage Preparation Milestones Met
- Improved Risk Management and Decision Making

- Supervisor Led
- Predictable Performance
- Successful Outage

Phases of EXCELLENCE

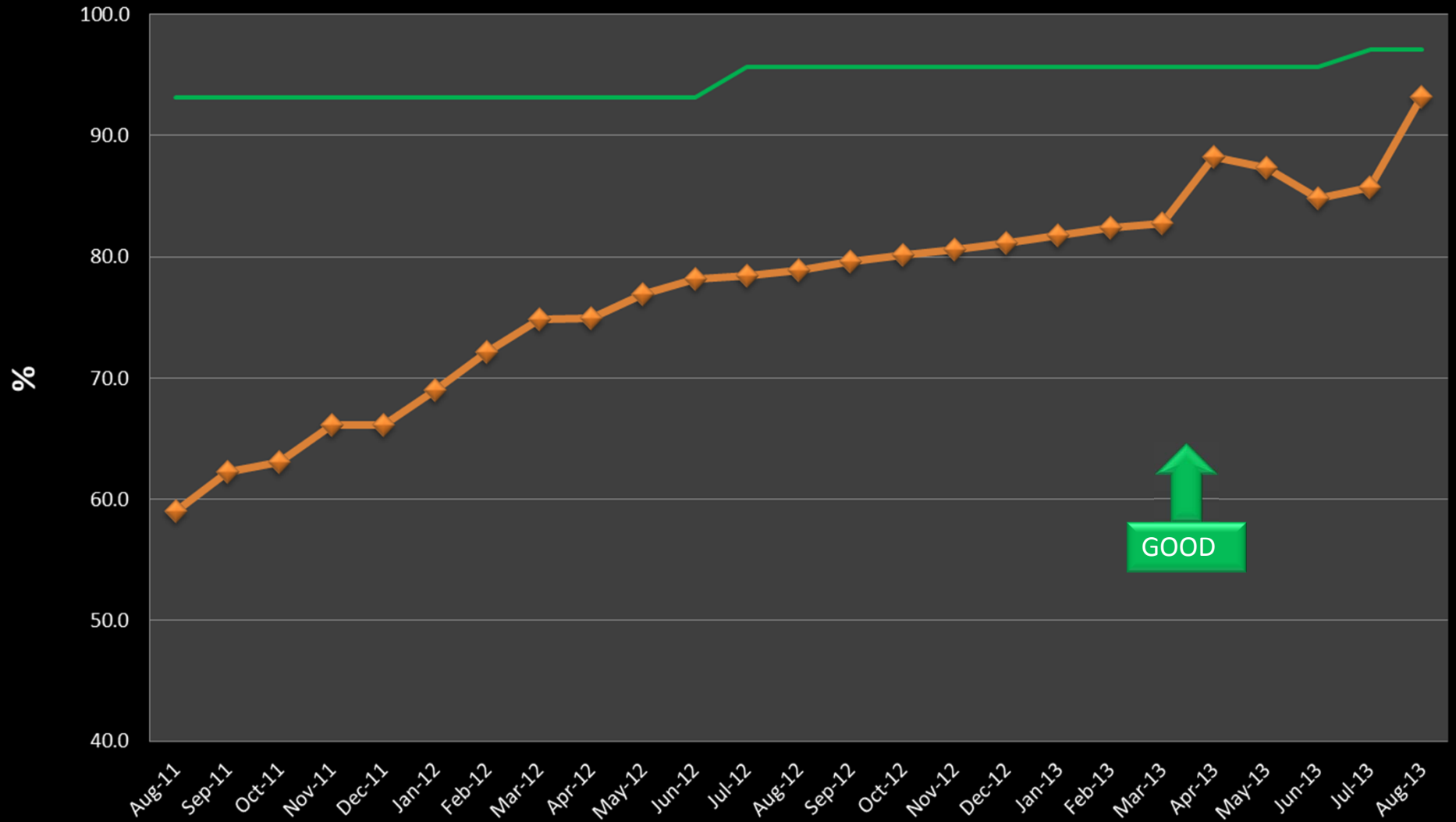
Measuring Performance



Phase II – Demonstrating Results

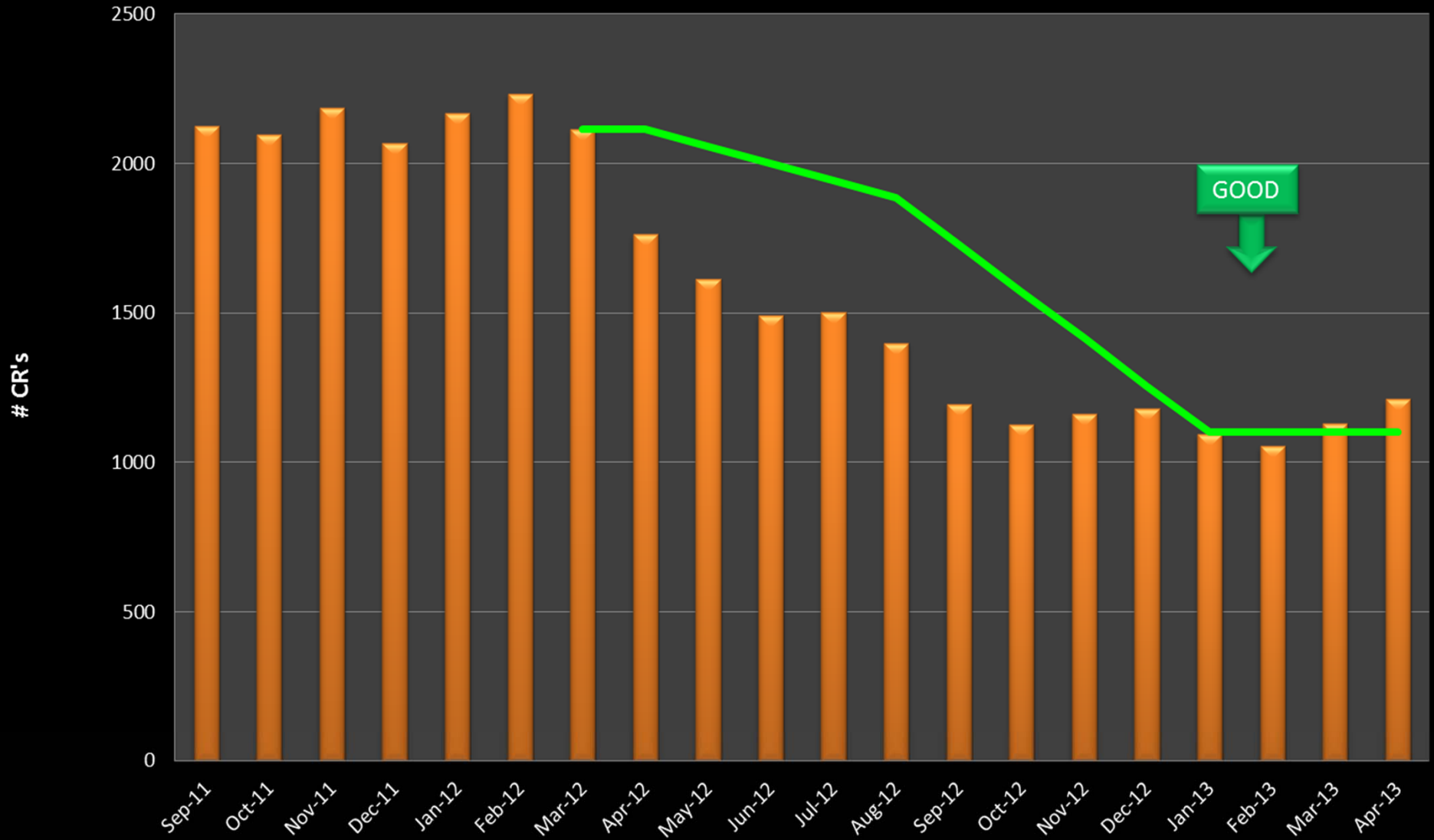
Reduced CAP Backlogs	<ul style="list-style-type: none"> • Corrective Actions Overdue • Corrective Action Program Scorecard • Corrective Action Program Backlog Graph
Improved Equipment Reliability Index (ERI) Performance	<ul style="list-style-type: none"> • Equipment Reliability Index (ERI) • Safety System Performance – Diesel Generator Unavailability Hours • Safety System Performance – Service Water Unavailability Hours • Safety System Performance - HPCS System Unavailability Hours • Safety System Performance – RHR Unavailability Hours • Unit Capacity Factor • INPO Forced Loss Rate • Reactivity Management • Operational Decision Making
Reduced Maintenance Backlogs	<ul style="list-style-type: none"> • On-line Operator Aggregate Impact • Site Material Condition • Non-Outage Corrective Maintenance Backlog Aging • PM Performance (Non-outage) • Online Scheduling Process Health Index • Operations Aggregate Impact Index
All Outage Preparation Milestones Met	<ul style="list-style-type: none"> • Pre-Outage Milestones Dashboard
Improved Risk Management and Decision Making	<ul style="list-style-type: none"> • Operational Decision Making Performance Indicator • Reactivity Management Index

Columbia Performance Index (24 Month)



	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	
INDEX	59.0	62.3	63.1	66.1	66.1	69.0	72.1	74.8	74.9	76.9	78.2	78.4	78.9	79.6	80.1	80.6	81.1	81.8	82.4	82.7	88.2	87.3	84.8	85.7	93.2	
Excellence	93.1	93.1	93.1	93.1	93.1	93.1	93.1	93.1	93.1	93.1	93.1	95.6	95.6	95.6	95.6	95.6	95.6	95.6	95.6	95.6	95.6	95.6	95.6	95.6	97.1	97.1

Corrective Action Backlog



	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13
# CR's	2127	2096	2187	2070	2167	2234	2115	1763	1613	1493	1502	1399	1196	1127	1162	1182	1096	1055	1130	1212
Backlog Goal							2115	2115	2058	2001	1943	1886	1729	1572	1415	1257	1100	1100	1100	1100

Questions

