



EXCELLENCE *in* PERFORMANCE

The Excellence Model Handbook 6.0 A Guide to Understanding and Implementing the Excellence Model



The Right People

The Right Picture

Energy Northwest Excellence

Safe, Reliable, Predictable

Organizational Excellence

- Effective Leaders
- Predictable
- Accountable
- Learning Organization
- Teamwork

Operational Excellence

- Safety
- Configuration Control
- Teamwork

Training/Business Excellence

- Effective
- Accountable
- Model
- Customer Satisfaction
- Teamwork

Equipment Excellence

- Zero Tolerance
- Reliable
- Predictable
- Pride
- Teamwork

Individual Excellence

| | | | | | |
|---------------|-------------------|------------|------------------|-----------------|-----------|
| A | C | E | M | A | N |
| Accident Free | Control Dose/Cost | Event Free | Meet Commitments | Attend Training | No Rework |

Enablers of Excellence

| | | | | | |
|-------------------|---|--------------------------------|---------------------------|----------------------|------------------|
| Qualified Workers | Job / Business Planning and Preparation | Procedures / Work Instructions | Verification / Validation | Supervisor Oversight | Worker Practices |
|-------------------|---|--------------------------------|---------------------------|----------------------|------------------|

The Right Process

The Right Coaching



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Mission Statement

Providing our public power members and regional customers with safe, reliable, cost-effective, responsible power generation and innovative energy and business solutions.

Vision Statement

Leading the clean energy transformation for the regional public power community.

Columbia Vision

Sustained nuclear excellence reflected by performance in the top quartile.

Energy Services and Development Vision

The leader in providing diverse services and clean energy solutions that offer our regional customers best value while achieving sustained growth and excellence.



Foreword

The Excellence Model Handbook is for your use as a guide to ensure sustained high performance across the agency. While originally developed to foster broad and immediate improvement in our nuclear plant operations, the precepts presented here are timeless truths applicable to all departments and employees at every level across Energy Northwest. The handbook incorporates our own and industry experience to make it a useful tool and daily reference for new and longtime employees. Like all reference material, its value is enhanced when its governing principles are applied each and every day.

Our recent successes – including the growth in the ways we fulfill our mission to the region, our emergence as a leader in new nuclear development, and Columbia’s rise to become an industry top performer – were due in large part to your dedicated adherence to individual excellence as outlined in the Excellence Model. We must be wary of complacency. The daily engagement you have with your co-workers will either miss, meet or exceed our standards and performance expectations. These interactions provide you with real-time opportunities to reinforce the principles, or conversely, to permit backsliding to less than excellent behaviors and standards. It is your choice – and a choice you make many times every day. Each of these opportunities represents a crossroads of sorts – you will either move us toward excellence or away from it. There is no stagnation, only a self-imposed drive to continuously improve. We expect that everyone, leadership included, will drive for excellence every minute of every day, always looking to make something in ourselves or something we do better in some way. This is how we ensure that Energy Northwest continues to be a leader in clean energy. It is not always easy, but it is certainly rewarding and meaningful work.

For agency leaders, this handbook gives you the tools to lead your workers effectively in a time-tested and proven manner. Becoming familiar with this book and its principles will aid you in providing the right coaching at the right time to sustain excellent performance, while also driving for achievement of our agencywide vision.

Please keep these thoughts and practices in mind each day as you fulfill your individual and collective goal of sustaining excellence and pursuing our vision of a clean energy future.

January 2022



Bob Schuetz
Chief Executive Officer



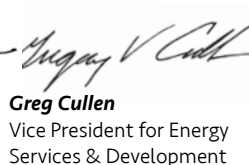
Grover Hettel
Chief Nuclear Officer



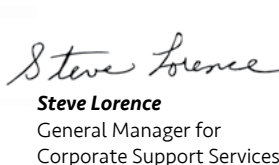
Scott Vance
Vice President for Corporate
Governance & General Counsel



Cristina Reyff
Vice President for
Corporate Finance &
Chief Financial Officer



Greg Cullen
Vice President for Energy
Services & Development



Steve Lorence
General Manager for
Corporate Support Services



Dave Brown
Site Vice President

Core Values

Safety First

A strong safety culture permeates the organization – every employee takes personal responsibility and demonstrates commitment to nuclear, industrial, radiological and environmental safety.

Employees operate every day without incurring an industrial accident (ACCIDENT FREE); minimize their daily exposure and work contamination free while operating in radiological areas (CONTROL DOSE); coach others when they are observed engaged in “at-risk” behavior; and bring nuclear, industrial, radiological, environmental safety or quality concerns to management, the Employee Concerns Program or the Nuclear Regulatory Commission.

Pride in All We Do

We work hard every day for excellent results and are proud of our efforts and performance as individuals and as an agency. When we fall short of our goals, we hold our heads high and ensure we learn from our mistakes. We earn trust through high integrity and strong moral principles, by doing what we say we will do and ensuring our actions and words are consistent, honest and ethical. We help each other succeed through collaboration, mutual respect and trust.

Employees seek out differing perspectives and demonstrate they value what others have to offer; meet their commitment to quality and schedule (PREDICTABLE); effectively coach, mentor and provide assistance to team members; address others with respect and professional courtesy in person and when they are not present; resolve conflicts promptly and respectfully; are considerate and sensitive to other’s self-esteem and well-being; actively listen to others; communicate actions with reason “why” and tests for understanding; share appropriate information important for other situational awareness, well-being and success; and demonstrate commitment to the success of the team.

Service to Others

Energy Northwest exists for the benefit of our member utilities. We take ownership and personal responsibility for both individual and team actions. Employees demonstrate ownership of assigned issues, actions and commitments, driving those items to resolution by an agreed upon time; perform in a manner that does not cause or contribute to an operational event (EVENT-FREE); and enthusiastically acquire and apply their knowledge and experience in the workplace (ATTEND TRAINING). Employees look for opportunities to serve and assist each other and improve our performance for the benefit of our members. Managers and supervisors take accountability not only for their own issues, actions and commitments, but also those of their work group; own decisions made by others in their organization; acknowledge performance gaps and failures to meet individual and/or department commitments (e.g., no late or improperly closed corrective action assignments), and take action to resolve them; work to CONTROL COSTS and MEET COMMITMENTS.



Excellence in Performance

Relentless pursuit of the highest performance expectations through continuous improvement and zero tolerance for deviation from standards, and a dedication to fostering an event-free environment of teamwork.

Employees establish high performance standards for self and others; complete their assignments with no deficiencies that require correction (NO REWORK); are knowledgeable of and drive toward the highest industry/professional standards; value ideas, suggestions and feedback from others; effectively uses learning organization tools as appropriate (e.g., benchmarking, self-assessment, operating experience and corrective action program), and excellence plans to identify gaps and correct issues; actively model, monitor and reinforce department expectations and human performance tool usage when appropriate; engage in, support and reinforce behaviors that promote excellence; drive continuous improvement including proactively adjusting processes and procedures to mitigate risk; actively monitor for declines in performance and act with urgency to arrest declines when detected; create a climate for achieving future results; and demonstrate collective ownership for station and agency-wide effectiveness and performance.

Leadership at All Levels

Organizational excellence is the result of sound individual leaders, a strong leadership team and an effective management model. Every employee plays a role in setting the direction of their workgroup, maximizing competency and proficiency, engaging with other workgroups, successfully managing risk and helping to ensure sustainable excellent performance.

The most important role of leadership is ensuring the right workforce coaching and engagement, both up and down the chain of command and horizontally across work groups. To that end, every employee is a leader and is expected to play a role in continuous improvement, making every day, every task, every assignment better than the one before. Dedication to personal excellence and excellent performance of their workgroup will help to build and sustain the organizational trust necessary for long term success. All employees must not only feel free, but continuously be encouraged, to lean forward and exert the influence necessary to achieve sustainable results.

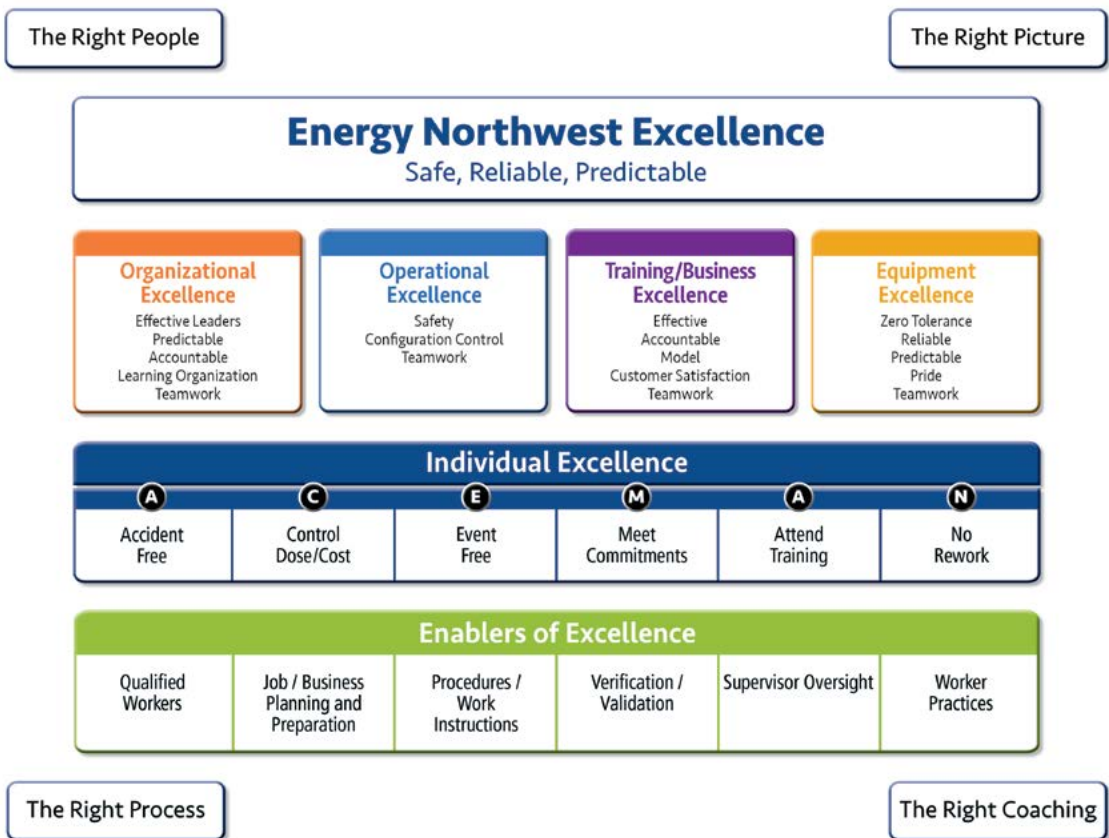
The Excellence Model

The Excellence Model is a model for changing and sustaining workforce behaviors. It is a union of management structure, procedures and processes that result in excellence, which is measured by continuous performance improvement. It builds on proven industry principles to form a solid basis for long-lasting and effective performance.

The model's visual appearance includes four interdependent tiers that build on the preceding tiers' strengths. Its foundation is based on four principles.

The model is a proven blueprint to pursue performance excellence opportunities and realize sustainable results.

Although the concepts within Chapter 2 are applicable agencywide, Chapter 3 has been created as a supplement to provide specific agency oversight and business operations examples for broader adoption of the Excellence Model.



- CHAPTER 1 -

The Excellence Model's Principles

Four principles are key to establishing and maintaining a workplace environment that leads to and sustains desired behaviors. These are selecting and retaining the right people; communicating and reinforcing the right picture; verifying the right implementation of the right processes; and providing the right workforce coaching and engagement.

The Institute of Nuclear Power Operations 19-003, "Staying on Top," and leadership and teamwork effectiveness attributes described in Chapter 6 directly support these principles and, when exercised effectively by leaders, ensure essential outcomes that lead to sustained organizational effectiveness.

The Right People

Selecting and retaining the right people ensures each employee has the right skills, knowledge and required attitudes for their job. It also builds appreciation for workforce diversity. Energy Northwest places the right people in the right jobs by employing these elements:

- Behavior- and technical-based selection process.
- Comprehensive leadership continuity and succession planning.
- Initial and continual individual development.
- Periodic evaluation and feedback.

The Right Picture

Communicating and reinforcing the right picture aligns and engages all employees with agency standards and goals. It involves team and individual goals that align with the model's structured and multi-tiered meetings. The right picture is achieved by doing the following:

- Clearly and credibly communicate the right expectations.
- Model the right behaviors.
- Understand and demonstrate the right performance.
- Understand and align with the right vision, goals, strategy and plan.
- Demonstrate the right passion.
- Provide timely and effective performance feedback.

The Right Process

The right processes lead to improved performance and ensure processes are effective and efficient. Achieving the right processes lowers agency costs and increases productivity. The right processes are achieved when individuals adhere to the following:

- Use procedures that are technically accurate, easily understood and consistently applied.
- Use processes as “the way we do business.”
- Enable, through technology, efficient processes that meet the user’s and performance needs.
- Support workflow design effectively.

The Right Coaching

Ensuring the right workforce coaching and engagement is the most important role of leadership, and involves providing individuals positive and constructive guidance needed for performance improvement. Leading by example and providing anecdotes are effective coaching methods. Positive reinforcement of desired behaviors is the best way to ensure those behaviors are repeated. Performance measures, the performance appraisal process, ACEMAN and trend data provide early indication of performance results. These elements are also cues for supervisory oversight and involvement. The following actions ensure the right coaching and engagement are achieved:

- Communicate respectfully, clearly and credibly.
- Apply effective oversight.
- Conduct effective field observations.
- Use Energy Northwest’s recognition system in accordance with its goals and values.
- Engage the workforce – “What’s in it for me?”



- CHAPTER 2 - Energy Northwest Excellence

Energy Northwest Excellence

Safe, Reliable, Predictable

The Excellence Model shows if each individual exhibits the model's attributes through their behaviors, the agency will have strong pillars of excellence and, in turn, achieve excellence. Attributes and corresponding behaviors indicative of agency excellence are:

| Attributes | Behaviors |
|--------------------|--|
| Safe | <ul style="list-style-type: none"> Do what is right. |
| Predictable | <ul style="list-style-type: none"> Do what we say we will do, when we say we will do it. Find our problems before others do. |
| Reliable | <ul style="list-style-type: none"> Focus on long-term success. Prevent, not react. |

Pillars of Excellence - Nuclear

The four pillars of excellence are: Organizational Excellence, Operational Excellence, Training/Business Excellence and Equipment Excellence. Each is based on industry performance objectives to ensure safe, reliable power operation. Their definitions, attributes and behaviors examples follow. Chapter 3 provides additional details on Business Excellence.



Organizational Excellence

Effective Leaders, Predictable, Accountable, Learning Organization and Teamwork form the foundation for nuclear safety, which embodies conservative values, behaviors and high standards. These attributes foster safe, reliable operation through the strategic use of error-prevention tools, leadership development, performance monitoring and safe work practices. Leader and workforce behaviors reflect these characteristics.

The following attributes and behaviors embody Organizational Excellence:

| Attributes | Behaviors |
|------------------------------|---|
| Effective Leaders | <ul style="list-style-type: none">• Everyone is a leader.• Communicate a clear and compelling vision and strategy.• Build and sustain trust.• Coach and foster accountability. |
| Predictable | <ul style="list-style-type: none">• Do what we say we will do, when we say we will do it.• Follow human performance principles of excellence. |
| Accountable | <ul style="list-style-type: none">• Hold ourselves to the highest industry standards.• Be our own toughest critic. |
| Learning Organization | <ul style="list-style-type: none">• Know our roles.• Develop others and ourselves.• Improve from the experience of others and ourselves. |
| Teamwork | <ul style="list-style-type: none">• Work to resolve our problems, regardless of who owns them.• Communicate what is needed and when it is required. |



Operational Excellence

Operational Excellence is the combination of activities, decision-making and organizational alignment that ensures safe, reliable plant operation. High standards, operational risk and probabilistic safety assessments are strategically applied to prioritize work on plant equipment and control room deficiencies. A team approach is modeled throughout the organization to protect workers and plant equipment.

The following attributes explain Operational Excellence:

| Attributes | Behaviors |
|------------------------------|--|
| Safety | <ul style="list-style-type: none">• Make operational decisions based on safety as our highest priority.• Make risk-informed decisions.• Use procedures that are technically accurate, easily understood and consistently applied.• Eliminate workarounds and operator challenges. |
| Configuration Control | <ul style="list-style-type: none">• Link all work activities to improving plant performance.• Understand and operate facilities and equipment within design basis. |
| Teamwork | <ul style="list-style-type: none">• Do the right thing voluntarily.• Operate seamlessly across organizational lines. |

Training Excellence

Training Excellence, which includes Effective, Accountable, Model and Teamwork, is the collaborative engagement of line and training organizations that produces a capable workforce to support and improve plant performance. High standards among leaders, training programs and training representatives ensure initial and continuing training are performance-based. Excellence includes a well-developed training conscience – the personal obligation of training professionals to support the administration and maintenance of high-quality training programs to ensure safe and reliable plant operations. Business Excellence attributes are included in Chapter 3.

The following attributes reflect Training Excellence:

| Attributes | Behaviors |
|--------------------|---|
| Effective | <ul style="list-style-type: none">• Integrate training into the core business as a means to improve plant and human performance.• Apply the systematic approach to training (SAT) process for performance improvement. |
| Accountable | <ul style="list-style-type: none">• Attend training as scheduled.• Actively participate in training. |
| Model | <ul style="list-style-type: none">• Conduct training consistent with plant standards. |
| Teamwork | <ul style="list-style-type: none">• Demonstrate strong line-management ownership of training programs.• Routinely assign top performers to training.• Provide effective observation of training and use feedback effectively. |



Equipment Excellence

Equipment Excellence is the achievement of sustained, high-performing plant equipment. An integrated and strategic framework of high standards, predictive and preventative maintenance, and equipment and resource management is used to ensure long-term equipment reliability.

The following attributes embody Equipment Excellence:

| Attributes | Behaviors |
|-----------------------|---|
| Zero Tolerance | <ul style="list-style-type: none"> • Demonstrate a consistent intolerance for unanticipated critical equipment failures. • Aggressively resolve long-standing or repetitive equipment problems, especially operator workarounds. • Manage backlogs to eliminate old equipment issues. • Eliminate single-failure vulnerabilities. |
| Reliable | <ul style="list-style-type: none"> • Emphasize preventive and predictive maintenance as long-term strategies. • View work management as a sitewide process to improve equipment reliability. • Use operating experience and benchmarking as a key part of the overall strategy. |
| Predictable | <ul style="list-style-type: none"> • Make critical safety and reliability systems a primary organizational focus. • Understand the risks associated with plant conditions, including those of degraded or out of service redundant equipment. Implement compensatory and interim actions as appropriate. |
| Pride | <ul style="list-style-type: none"> • Focus on work quality by doing the job right the first time. • Focus on maintaining and fixing existing plant equipment over replacing via design changes. |
| Teamwork | <ul style="list-style-type: none"> • Prioritize equipment issues and assign accountability. • Communicate equipment problems and trends. • Select proper outage scope and online work windows. |



Individual Excellence (ACEMAN)

Individual Excellence, or ACEMAN, specifies individual results that constitute individual and agency excellence. ACEMAN was established as a simple “line of sight” tool for individuals to evaluate how their daily performance has an impact on agency performance. The letters in ACEMAN represent six critical attributes developed to show how daily activities and daily individual results relate to excellence.

The attributes are listed below, along with their correlating expected individual result. Business Excellence attributes are included in Chapter 3.

| Attributes | Behaviors |
|-------------------------|--|
| Accident Free | <ul style="list-style-type: none"> Every individual is expected to operate every day without incurring an industrial accident. |
| Control Dose | <ul style="list-style-type: none"> Individuals are expected to operate in radiological areas, minimizing their daily exposure and working contamination-free. |
| Event Free | <ul style="list-style-type: none"> Every individual is expected to perform in a manner that does not cause or contribute to an operational event. |
| Meet Commitments | <ul style="list-style-type: none"> Individuals are expected to meet their commitments to quality and schedule. |
| Attend Training | <ul style="list-style-type: none"> Individuals are expected to enthusiastically acquire and apply their knowledge and experience in the workplace. |
| No Rework | <ul style="list-style-type: none"> Individuals are expected to complete their assignments with no deficiencies that require correction. |

To embed ACEMAN attributes into our culture, agency and departments, human performance clock resets will be evaluated against each of the six ACEMAN attributes. Clock resets require analysis and sharing of lessons learned with employees. ACEMAN is reviewed at production team, leadership, Daily-15, Weekly-30, and monthly group, department and site roll-up meetings to ensure the right outcomes are being achieved and reinforced. Example criteria and desired behaviors are:

| Attributes | Expected Individual Results |
|----------------------|--|
| 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 (PPE), and questioning whether additional actions must be taken to ensure worker 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. |
| Control Dose | <ul style="list-style-type: none"> • Actively engaging in discussion of radiological aspects of the job, including expected dose rates, the possibility of contamination and the use of anti-contamination options to perform work with less dose. • Regularly checking dosimetry for accumulated dose (and expected dose rates) when in the radiologically controlled area. • Staying aware of current dose, margin to site administrative limit and specific job limits dose. • Consistently using low-dose waiting areas and checking that co-workers do the same; making use of other available dose-reduction techniques. • Using the radiation work permit (RWP) and survey sheets effectively to help keep dose as-low-as-reasonably-achievable (ALARA). |
| Event Free | <ul style="list-style-type: none"> • Using STAR (Stop, Think, Act, Review) during selection of equipment for manipulation and during other activities for which choices must be made. • Requesting peer-checks during activities involving choices. • Double-checking one's own work before presenting it for review or prior to the next step in the process. • Using three-way communication techniques per agency standards. • Using placekeeping in procedures and other work instructions. • Pausing or asking others to validate the next step or confirming information to keep out of knowledge-based performance space. |

| Attributes | Expected Individual Results |
|-------------------------|---|
| Meet Commitments | <ul style="list-style-type: none"> • Having a clear awareness of when the current task should be completed; actively communicating when encountering obstacles that may prevent completion on time. • Being aware of the next activity and persons responsible while maintaining communications to ensure readiness and awareness of when they will be needed. • Involving management (for example, supervisor, work week manager [WWM], shift outage manager [SOM]) when challenges occur that may cause delays. • Staying aware of the many tasks yet to be performed, their due dates and whether individuals' actions will support completion as expected. • Working steadily toward task completion, displaying commitment to getting the job done right. |
| Attend Training | <ul style="list-style-type: none"> • Arriving early for scheduled training and displaying readiness to learn. • Participating in class discussions and hands-on opportunities; actively seeking answers to questions; assisting others to understand learning material covered. • Providing thoughtful feedback before leaving class; displaying healthy criticism; providing constructive suggestions for improvement. • Displaying recognition during tasks that prior training is applicable; recalling and using the needed skill or information. • Identifying training needs during task completion; providing this feedback to improve future training. • Participating in pre-job briefings. • Utilizing operating experience, classroom learning and good judgment in the performance of daily tasks. |
| No Rework | <ul style="list-style-type: none"> • Fully participating in pre-job briefings; asking questions to ensure work and responsibilities are understood. • Requesting peer-checks to verify correct step completion before proceeding. • Double-checking one's own work before presenting it for review or for the next step in the process. • Pausing or asking others to validate the next step or confirm information to keep out of knowledge-based performance space. • Using placekeeping in procedures and other work instructions. • Using error-prevention tools to perform the job right the first time. |



Enablers of Excellence

| | | | | | |
|-------------------|---|--------------------------------|---------------------------|----------------------|------------------|
| Qualified Workers | Job / Business Planning and Preparation | Procedures / Work Instructions | Verification / Validation | Supervisor Oversight | Worker Practices |
|-------------------|---|--------------------------------|---------------------------|----------------------|------------------|

Enablers of Excellence

Enablers of Excellence provide physical or administrative tools and processes that promote consistency and enhance safety and performance. They provide assurance methods to achieve a predictable outcome to every task we perform. Business Excellence is included in Chapter 3. The six enablers, and their success measures, follow.

Qualified Workers are effective when workers are trained and task-proficient. Qualifications are verified through supervisory functions such as checking the personnel qualification database (PQD) viewer against job assignments. Behaviors to achieve excellence include the following:

- All necessary training is completed, including initial and classroom training, on-the-job training and task performance evaluation.
- All necessary qualifications are current and not expired.
- PQD is verified.
- The task is familiar; it is not a first-time evolution.
- The human factors (sick, tired, fatigued, etc.) present will not adversely impact the outcome of the task.
- The individual is mentally prepared for the task. Tools were put in place to reduce the likelihood of an error.

Job Planning and Preparation are effective when plans are produced with the right depth of worker involvement to ensure successful job performance and when they communicate and verify worker understanding of plans to ensure successful job performance. Behaviors to achieve excellence include the following:

- The activity is scheduled (normally within the work week schedule).
- Groups or departments impacted by the activity are aware it is taking place.
- Prerequisite activities are completed prior to performance of the task.
- 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.

Procedures/Work Instructions are effective when they have the proper scope and depth commensurate with worker qualifications. Behaviors to achieve excellence include the following:

- The correct procedure revision is verified.
- All of the pages are present in the required documentation.
- The procedure/work plan is reviewed for flaws or inaccuracies before being implemented.
- The procedure/work plan is written to be performed correctly.
- The procedure/work plan is followed in the mindset of a “thinking compliance.”
- The procedure/work plan is followed as written, and progress is stopped to resolve identified deficiencies.

Verification/Validation methods are effective when they ensure plans, procedures and activities are technically correct and based on the correct source documents. Behaviors to achieve excellence include the following:

- Questions asked are answered appropriately.
- Uneasy feelings about task performance are discussed and reconciled.
- The proper tools, procedures, information, etc., necessary to complete a task successfully are verified and validated.
- The correct train or unit of equipment is being worked.
- Proper independent, simultaneous and peer-check verification techniques are used when appropriate.

Supervisor Oversight is effective when supervisors are recognized as leaders; accurate and timely feedback is provided; worker obstacles are identified and corrected at the appropriate level; and workers are developed to their fullest potential. Behaviors to achieve excellence include the following:

- Standards and expectations are established and are being used.
- Effective pre- and post-job briefings are held.
- Work is observed in the field with feedback provided.
- Roles, responsibilities, job scope and key information is communicated.
- Challenges that could prevent work from being successful are identified and resolved.
- Expected behaviors are reinforced positively and behavioral shortfalls are corrected.
- Alignment on plant and department priorities is communicated and demonstrated.
- Effective decisions are made, risk is identified and reasoning is communicated to staff members.

Worker Practices are effective when peer coaching is demonstrated, errors are identified and corrected at a low and non-consequential level and workers demonstrate engagement daily while performing work activities.

Behaviors to achieve excellence include the following:

- Error-prevention tools such as STAR, Task Preview and Take 2 are being consistently used and rigorously applied.
- All individuals are actively engaged in the task (including participating in pre-job briefings and post-job critiques).
- Effective communications are used.
- Individuals are aware of their surroundings and guard against error-likely situations or hazards that are present.
- The Corrective Action Program is used to address problems, identify issues and support safe, reliable operations.



- Chapter 3 - Business Excellence

Energy Northwest is a diverse business with a mission of supporting regional clean energy needs. Nuclear technology and excellence are at the center of our clean energy business. The unique nature of nuclear technology requires an extra focus on specific behaviors and actions to drive standardization and excellence when operating a nuclear generation asset or evaluating nuclear-related business endeavors. Although the first portion of the Excellence Model is applicable to all Energy Northwest departments, programs and projects, Chapter 3 has been created as a supplement to provide business-centric examples for broader application and adoption of the Excellence Model.



Business Excellence is the combination of activities that set strategy and direction for the agency while ensuring resources, activities, decisions and oversight align to drive strategic outcomes for the overall agency. Business Excellence ensures sustainability of high performance levels and proactive protection from inherent enterprise level risks in areas such as strategic, business operations, technical modeling, financial, regulatory, legal, information technology and environmental risk. The following attributes and behaviors provide actionable details around Business Excellence:

| Attributes | Behaviors |
|--------------------|--|
| Effective | <ul style="list-style-type: none"> • Conduct business in a manner that best serves the interests of the region. • Resource (human and financial) planning processes across the agency are properly staffed, sequenced and utilized to ensure effective decision-making and allocation of our resources. • Basis for decisions is clearly documented and sourced back to governing guidance, laws, policy, contracts, formal standards, etc. |
| Accountable | <ul style="list-style-type: none"> • Individuals work with peers and take initiative to solve problems. • Deadlines are met with margins supporting high levels of preparedness. • Planning is conducted far enough in advance to avoid unnecessary iterations or a challenge to commitments. |

| Attributes | Behaviors |
|------------------------------|--|
| Model | <ul style="list-style-type: none"> • Work objectives are clearly defined and aligned to drive strategic outcomes. • Supervision ensures succession planning and development is effective. • Individuals are self-aware and pursue self-improvement and career development. • Needed skills are well understood and frequently trained on. |
| Customer Satisfaction | <ul style="list-style-type: none"> • Communicate with customers in an honest, timely, clear and straightforward manner. • Engage and promote mutually beneficial partnerships with customers; be transparent, dependable and accessible. |
| Teamwork | <ul style="list-style-type: none"> • Individuals and teams work within and across departments and organizations, each ensuring business objectives are met. • Differing professional opinions are worked through openly utilizing tools such as the management decision framework. • Oversight of agency objectives is conducted frequently and balanced feedback is provided in a timely manner. • Supervision and peers provide coaching regularly to encourage excellent actions, continuous improvement or to correct undesirable results. |



Individual Excellence (ACEMAN)

Individual Excellence, or ACEMAN, specifies individual results that constitute individual and agencywide excellence. For Business Excellence, Control Cost replaces Control Dose.

| Attributes | Behaviors |
|---------------------|--|
| Control Cost | <ul style="list-style-type: none"> Broadly protect and optimize Energy Northwest and its resources in conjunction with the agency’s strategic vision. |

To embed ACEMAN attributes into our culture across the agency, it is important to share lessons learned with employees in a timely manner. The Business Excellence ACEMAN is reviewed at Weekly-30 and department meetings to ensure the right outcomes are being achieved and reinforced. Below is a list of example behaviors with expected results for team reflection.

| Attributes | Expected Individual Results |
|---------------------|---|
| Control Cost | <ul style="list-style-type: none"> Utilize EN resources wisely. Understand financial requirements in sufficient detail, including internal and external benchmarks. Ensure financial reporting is accurate and timely. Manage budgets and scope to not exceed authorization. Identify early opportunities to return underruns. Validate business and financial decisions are aligned with agency objectives and properly account for risk as well as opportunity. Ensure proper approval and risk oversight of key business decisions. Validate business models and processes support agency strategy. Develop staffing strategies that promote individual development while managing labor costs within acceptable bounds. Ensure compliance with all policies and legal and regulatory requirements and identify any changes to such requirements. Engage and foster mutually beneficial partnerships with customers and stakeholders by being transparent, dependable and accessible. |

Enablers of Excellence

| | | | | | |
|-------------------|---|--------------------------------|---------------------------|----------------------|------------------|
| Qualified Workers | Job / Business Planning and Preparation | Procedures / Work Instructions | Verification / Validation | Supervisor Oversight | Worker Practices |
|-------------------|---|--------------------------------|---------------------------|----------------------|------------------|

Enablers of Excellence – Business Planning and Preparation

Enablers of Excellence provide physical or administrative tools and processes that promote safety, consistency and excellent performance. They provide assurance methods to achieve a predictable outcome to every task we perform and decision we make. Business Excellence enablers mirror the nuclear excellence enablers except for Job Planning and Preparation, which is replaced with Business Planning and Preparation.

Business Planning and Preparation are effective when:

- The scope of business activities is well understood including roles, responsibilities and expected outcomes.
- Actions and goals are set in support of the agency's strategic plan.
- Goals are specific, actionable, measurable, realistic and timely.
- Agency leaders ensure there is alignment with key goals and initiatives across the organization.
- Standard processes, tools and templates are used when planning, estimating, assessing cost-benefit, assessing cost or present value, or assessing risk.
- Benchmarking is used to understand performance and/or desired changes.
- Resource requirements are aligned with available funding and staffing.
- Resource requirements are understood and anticipated changes are incorporated into the budgets or long-range plans as part of the formal planning processes to eliminate unexpected changes and challenges to planned resource allocation.
- Revenue projections are established using a standard approach to convey likelihood and sound estimation.
- New business requirements are discussed and evaluated with all key stakeholders to ensure individual department and business unit impacts are understood.
- Change management is utilized to ensure organizational impacts are mitigated through training and communication while also understanding the agency's ability to implement effectively.



- CHAPTER 4 -

Implementing the Excellence Model

Continuous Reinforcement of Expectations and Two-Way Feedback

Effective communications align and engage the workforce to achieve desired performance. The Excellence Model capitalizes on multiple communication venues such as new employee integration, training and leadership development programs, structured meetings, the performance management process, informal communications, visual graphics, and other forms of communication. Performance results are also routinely reinforced based on their corresponding performance measures that align effectively with the Excellence Model. Collectively, these consistent and continual communication messages shape the business culture.

Meeting Conduct and Excellence Model Alignment

Agency-, site-, department- and individual-level meetings ensure alignment with the Excellence Model, reinforce expectations, and ensure appropriate resource allocation for assigned actions. View every meeting as a “forcing function,” an opportunity to improve team and individual performance.

Performance Improvement Opportunities: A Definition

Forcing functions are formal opportunities to coach and engage the workforce (includes manager or supervisor to worker, worker to manager or supervisor, and peer to peer) in performance improvement.

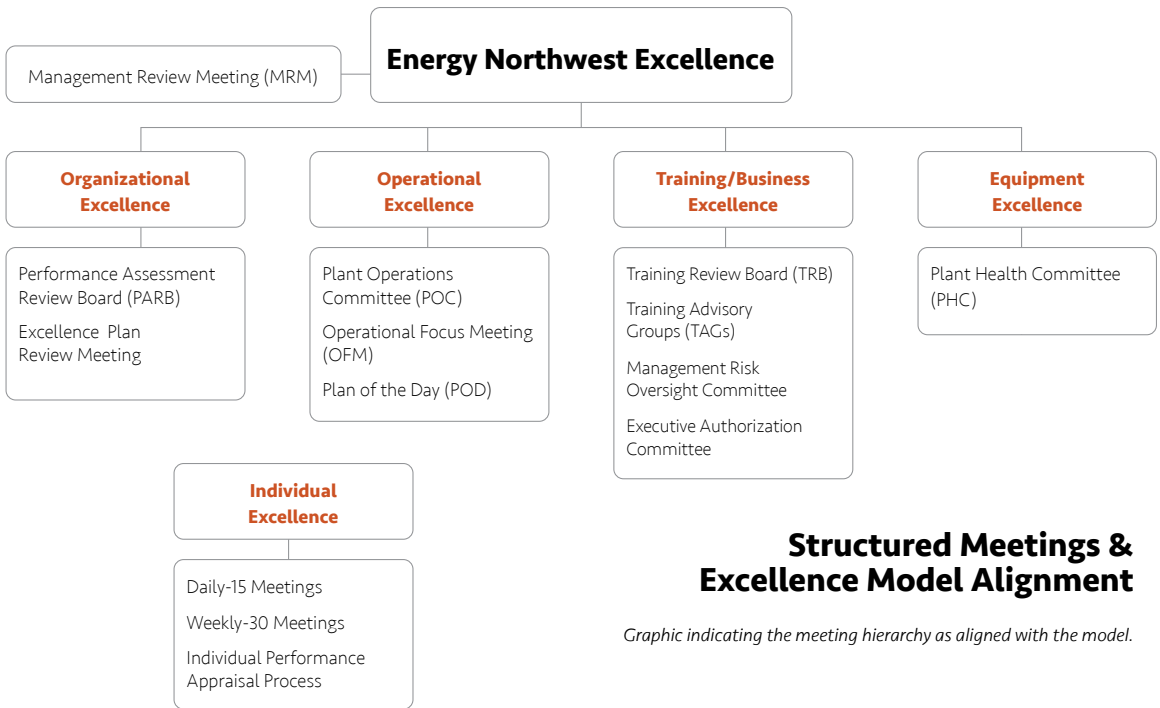
The following pages provide a series of example forcing functions broken out by Excellence Model levels, their associated meetings and their purposes. The examples provided are not all inclusive.

| Excellence Model Tier | Aligned Meetings | Meeting Purpose |
|----------------------------------|--|--|
| Nuclear Excellence | Management Review Meetings | To provide leadership (CEO, VPs, GMs and managers) oversight opportunities of agency performance. |
| Organizational Excellence | Performance Assessment Review Board (PARB) | To provide senior leadership oversight of the Corrective Action Program, self-assessment program, human performance program, operating experience program, and department and plant roll-up meeting processes. |
| | Excellence Plan Review Meetings | To routinely review and adjust planned agency strategic and continuous improvement activities to ensure the proper priority, progress and effectiveness. |

| Excellence Model Tier | Aligned Meetings | Meeting Purpose |
|-------------------------------|-------------------------------------|--|
| Operational Excellence | Plant Operations Committee (POC) | To provide advice to the plant general manager on all plant-related matters concerning nuclear safety. POC shall keep safety considerations paramount relative to cost or schedule considerations. |
| | Operational Focus Meetings (OFM) | To align plant leadership on the priorities supporting an operational focus, including implementation of the risk management principles and behaviors. |
| | Plan of the Day (POD) Meetings | To align the plant workforce on the work priorities, risk mitigation and critical work activities of the day. |
| Training Excellence | Training Review Board (TRB) | To provide leadership oversight, direction, support and accountability for the implementation and maintenance of all site-accredited and selected non-accredited training programs. |
| | Training Advisory Groups (TAG) | To provide strategic oversight and structure for training programs to ensure incumbents receive the training needed to maintain and improve their performance. |
| Business Excellence | Management Risk Oversight Committee | To provide senior leadership oversight of the agency's inherent enterprise and strategic risks. |
| | Executive Authorization Committee | To provide strategic oversight of the agency's key financial strategies and corresponding performance. |



| | | |
|------------------------------|---|---|
| Equipment Excellence | Plant Health Committee (PHC) Meetings | The plant health committee provides oversight of all processes and workers that operate plant equipment, monitor equipment health, perform equipment maintenance and install plant modifications. These meetings are to ensure all resources are integrated and prioritized in a manner to achieve Equipment Excellence. |
| Individual Excellence | Daily-15 Meetings | Daily-15 is a forum for supervisors to meet daily (Monday-Thursday) with their employees for at least 15 minutes to discuss key information. Information includes daily plant status report data, coaching hints and the daily focus topic. The meetings are intended to foster an environment of employee ownership for agency activities; improve employee understanding of how each individual's performance affects safe and reliable operation; and increase awareness of business goals and expectations. |
| | Weekly-30 Meetings | Weekly-30 is a weekly 30-minute forum for supervisors to meet weekly for at least 30 minutes to discuss key information. Information includes daily plant status report data, coaching hints and the daily focus topic. The meetings are intended to foster an environment of employee ownership for agency activities, improve employee understanding of how each individual's performance affects safe and reliable operation; and increase awareness of business goals and expectations. |
| | Individual Performance Appraisal System | The individual performance appraisal system is a means for leaders to give employees accurate feedback so they may develop to their fullest potential. The process allows each employee to plan and document their individual goals, accomplishments and career development over a period of one year. It also measures employee performance and behavior relative to the leadership competencies. |



Structured Meetings & Excellence Model Alignment

Graphic indicating the meeting hierarchy as aligned with the model.

Site-Accredited and Non-Accredited Training Programs

Site-accredited training establishes requirements for initial and continuing training for Operations, Maintenance and technical employees. These programs align with industry training objectives and receive ongoing periodic review to ensure consistent high quality.

Initial training provides new employees with the skills and knowledge needed to perform their assigned duties satisfactorily. Continuing training maintains and improves the level of knowledge and skills needed for qualified incumbent workers. Combined, these programs foster ongoing performance improvement.

Ongoing needs and job analyses are key to ensure training targets the right audiences. Other factors such as task difficulty, importance and frequency influence training decisions.

Non-accredited training (training outside the scope of industry training objectives) is also provided on a case-by-case basis to meet agency needs.

Leadership Training Program

The Leadership Training Program establishes the requirements for initial and continuing leadership training. Initial training ensures entry-level workers attain the required knowledge and skills to perform the duties of the supervisor

or manager position. Continuing training ensures employees maintain and improve job performance and develop a broader scope and depth of job-related knowledge and skills.

This program includes goals designed to develop individuals into effective leaders. Specifically, the goals are to implement a consistent, repeatable and efficient process that develops workers for leadership roles; and to develop or enhance individuals' abilities in the specific core competencies.

Training received in this program is also used to fulfill accredited program management training requirements identified in National Academy for Nuclear Training documents.

A common and effective practice used in this training program is employing senior leaders to present selected courses to plant supervisors and managers. This approach sends a strong message regarding top-down support of the training content. It also provides a healthy venue for candid, two-way communication. In other instances, skilled and knowledgeable vendors are used to present topics in their areas of expertise.

Visual Graphics

A tour through Energy Northwest facilities will reveal a multitude of digital monitors, posters, signs and informational placards that convey the agency's expectations and performance results. The Excellence Model is one such example of a graphic prominently displayed in conference rooms and office areas.

Written Communication Tools

Various communication forms exist to maintain an informed and aligned workforce. Articles are archived electronically and available for employees via the Current.

Excellence Plan

The Excellence Plan is an integrated project plan that aligns the organization toward achieving the agency's vision of excellence. It is an integrated and strategic listing of important improvement initiatives, specific measurements and supporting activities. The plan is designed to help achieve the vision of sustained Operational Excellence at Energy Northwest. The plan's key elements reflect the Excellence Model pillars: Organizational Excellence, Operational Excellence, Training/Business Excellence and Equipment Excellence.

The Excellence Plan review meetings monitor Excellence Plan progress to ensure everyone has the same focus and the right involvement. These meetings also ensure vertical and horizontal alignment is maintained on agency initiatives and priorities. The meetings are attended and run by the leadership team. Through candid conversation, proper focus on priorities is maintained and needed resources are allocated.

- CHAPTER 5 -

Risk Management Is Core Business

Energy Northwest's overarching imperative is to maintain the health and safety of the public and its employees through excellent operation of all agency activities. Excellent operation requires agency risk to be managed effectively. The importance of risk management cannot be overstated. Operating experience throughout the nuclear and broader energy sectors demonstrate the importance of continuously challenging assumptions and being on the lookout for possible risks that could prevent our ability to be safe, reliable and predictable; we must make risk management part of our core business every day. The agency has a collection of risk management principles, behaviors and formal processes established to help systematically identify, eliminate, minimize, manage, communicate and monitor risks across the agency, including operation of our nuclear power plant. Effective application of integrated risk management is a core function for everyone involved in decision-making and conducting work at the agency.

Risk combines the likelihood (probability) of an undesired action and its consequences:

$$\text{Risk} = \text{Likelihood} \times \text{Consequence}$$

Risk management is the systematic approach we use to identify and evaluate risks created by human activities, inherent conditions and external influences and pinpoints ways to mitigate and control them. Some examples of inherent risk we deal with each day include: first-of-a-kind evolutions and activities, changing conditions, emergent issues, stakeholder and public perception, weather, business goals, regulations and laws, etc. An understanding of how risk across the agency influences or impacts other agency activities (referred to as integrated risk) can significantly reduce the potential for events and positively affect the long-term viability of Energy Northwest. Risk management is effective when the controls and barriers most appropriate to either eliminate or minimize the risk are identified and applied, while also recognizing the need to plan contingencies to deal with the remaining residual risk when all risk cannot be eliminated. Identifying something that can be a problem and proactively taking action is the philosophy behind risk management at Energy Northwest and applies to all activities across all assets and services.

The following are a set of risk management behaviors and principles that should be used when faced with an elevated risk situation or when making a risk-related decision. An understanding of risk, with emphasis on integrated risk management, can significantly reduce the potential for events and positively affect the long-term viability of Energy Northwest.

To make risk management part of your core business, ask yourself these types of questions during your daily activities, whether you are inside a formal risk management process or not:

- What is the worst thing that could happen?
- Do I need to expand the team?
- Does my supervisor know?
- What process am I in?
- Do I need to stop?



Risk Management Guiding Principles

- Nuclear safety is the overriding priority.
- Nothing is “routine.”
- First-of-a-kind and first-in-a-while activities are recognized as higher risk.
- Consequence-biased risk assessment is used to mitigate and manage residual risk.
- Integrated risk is assessed during decision-making.
- Risk inherent in their daily activities is managed by individuals at all levels of the organization.
- Risk-significant activities are owned, visible and well-communicated.
- Risk activities are planned, documented, challenged and controlled.
- Rigor and formality increase as the level of risk you are facing increases.
- Risks are continuously monitored.

Supporting Behaviors

- Demonstrate procedure use and adherence.
- Demonstrate proficiency with the Excellence Model and integrated risk management processes.
- Apply operating experience.
- Continuously identify and own risk inherent in your daily activities.
- Use Give 2 and Take 2 daily to assess risk prior to performing work.
- Seek to understand the consequences of your activities.
- Pursue the “no risk” option.
- Avoid complacency, bias, rationalizing and assumptions.
- Communicate barriers or challenges using the 10/30/60 rule.
- Monitor results and changing conditions.
- Coach to help your peers be successful.
- Speak up – stop and engage others when hearing justifications.

Risk-Based Decision-Making

Our principles guide us to be conservative. We apply this to decision-making by ensuring our decisions reflect intolerance for unacceptable end-states. Conservative decision-making incorporates understanding the “no risk” or lowest risk option(s) along with carefully weighing the risk of action (or inaction) against possible mitigation options. When a no risk option is not possible or reasonable, then conservative decision-making supported by effective use of mitigation and contingency actions must be used to reduce the probability and/or consequence(s), such that the remaining residual risk is acceptable for the situation.

If unsure about the appropriate level of risk evaluation for your task, talk with your supervisor or contact the business process owner for guidance.

- CHAPTER 6 -

Continuous Improvement Culture

As Energy Northwest strives toward excellence, we look to our industry organizations and peers for benchmarks and best practices. One supporting document that we rely on is INPO 19-003, "Staying on Top."

Through an analysis of industry data, INPO identified the key characteristics that differentiate long-term high-performing plants from their peers. These characteristics are embedded in company cultures, and INPO catalogued these traits into five core values:

- Setting Long-Term Direction
- Leadership and Talent Development
- Excellence Standards
- Continuous Learning
- Self-Awareness and Self-Correction



Together, these five core values and their associated behaviors provide a framework for a culture that can sustain high performance while also continuously improving. By connecting these values and behaviors with the Excellence Model, we can create a culture of continuous improvement at Energy Northwest.

Setting Long-Term Direction



This core value refers to the agency's commitment to continuous improvement. We connect this to the Excellence Model principle **The Right Picture**. It supports all four of our pillars of excellence.

Leadership and Talent Development



In developing leadership at Energy Northwest, this core value emphasizes the importance of building the internal team through training and succession planning. We connect this to the Excellence Model principle **The Right People**, and the Training/Business Excellence pillar.

Excellence Standards



We are committed to adhering to the highest performance standards. We connect this core value to the Excellence Model principle **The Right Process**. Both our Operational Excellence and Organizational Excellence pillars support Excellence Standards.

Continuous Learning



The core value of Continuous Learning focuses on how organizations can create every opportunity to advance knowledge for individuals and the agency. This also connects to the Excellence Model principle **The Right Picture**.

Self-Awareness and Self-Correction



Self-Awareness and Self-Correction is about an organization's ability to find and correct their own mistakes. This is in line with our Excellence Model principle **The Right Coaching**, and our focus on individual excellence through ACEMAN and the Enablers of Excellence.

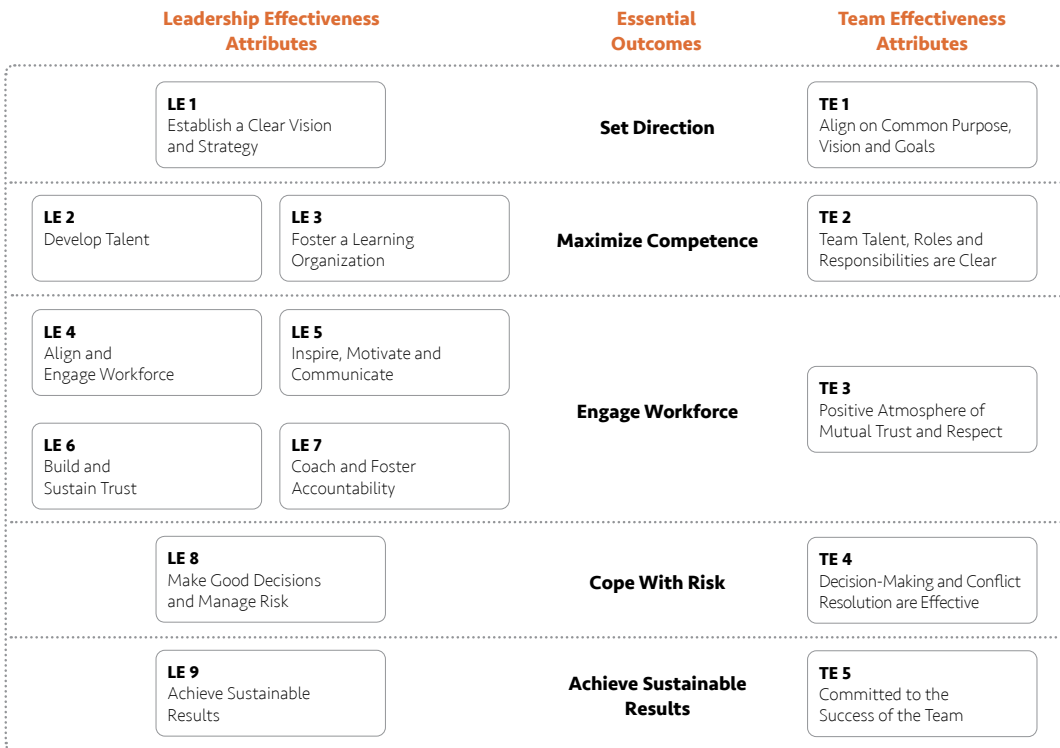
Leadership and Teamwork Effectiveness Attributes

Organizational effectiveness is the outcome of sound individual leaders, a strong leadership team and an effective management model, including elements such as programs, processes, resources, management controls and oversight.

Leaders in commercial nuclear power operations have the unique responsibility of producing electricity reliably while upholding the highest standards of safety and performance.

The Excellence Model provides sound guidance to ensure individual, team and organizational success. Leadership and teamwork effectiveness attributes and their associated behaviors directly support the key principles of the Excellence Model, establishing a work environment that leads to sustainable excellence in performance. The leadership attributes are grouped based on how they relate to essential outcomes of high performing organizations.

The following diagram depicts how leadership and team attributes support the essential outcomes of high-performing organizations.



- CHAPTER 7 -

Phases of Excellence

We developed a four-phase model to approach improving performance at Energy Northwest. The Phases of Excellence are represented in the Excellence pyramid shown below. The model was first used to improve the performance of Columbia Generating Station, but its principles are applicable to all aspects of the agency.

When taking action to change and improve performance, it is important to recognize that not everything can be fixed immediately. This model focuses change in specific areas – called phases – that can be clearly defined and measured. Each phase contains well-defined objectives, actions and measurements to help the organization determine when the goals of that phase have been achieved. Advancing to the next phase is not based on a timeline, but upon achieving pre-identified performance measures. Each phase creates a foundation for success for the phase that follows.

The phases are ordered based on risk to the organization – those areas that have the greatest gap to excellence and therefore present the greatest risk to the organization are addressed first. The agency may move up and down through the phases as work progresses.

The information that follows demonstrates how the Phases of Excellence model is applied to Columbia, however the underlying concepts are applicable to the entire agency. An Excellence Plan was developed to track the actions and focus areas associated with each phase and measure performance and improvements.



Phase I – Improving Behaviors

When changing performance, the right behaviors are fundamental. That’s why Improving Behaviors serves as the foundation for the Phases of Excellence.

We developed smaller, focused objectives that break down the larger objective of improving behavior into more manageable and measurable areas. Those four areas are:

■ **Increased Accountability and Coaching**

The Excellence Model’s individual excellence (ACEMAN) standard provides a framework for improving individual performance on a daily basis by holding ourselves and our co-workers accountable to excellence. This is done through supervisor- and peer-coaching, as well as daily and weekly forcing function meetings that allow for challenging and coaching of each other when the ACEMAN attributes of excellence are not met.

■ **Improved Compliance to Corrective Action Program**

A robust Corrective Action Program is another key to being an industry-recognized top performer. To improve performance at Columbia, leadership put actions in place to drive adherence and quality with our use of corrective actions. Our greatest challenge in this area is our own behaviors, and the Correction Action Program provides a mechanism to hold ourselves accountable.

■ **Improved Risk Management and Decision Making**

Managing risk is best accomplished through using established procedures and processes. For example, ensuring that high-risk work is entered into the high-risk work process so it receives the right level of evaluation and oversight will minimize risk associated with maintenance. Holding ourselves accountable to enter the appropriate processes and then implement with quality helps minimize risk.

■ **Demonstrated Discipline to the Work Management Process**

Much like risk management, using the appropriate work management process helps ensure equipment is maintained and available for the safe operation. As with all processes, it’s not really the process that drives improvement, but the people demonstrating the right behaviors and accountability in the implementation of that process.

Phase II – Demonstrating Results

Phase II is about using the improvements in behaviors to drive demonstrated results. Once behaviors improve, the newly demonstrated higher standards, coaching and accountability can be leveraged to improve performance. The following are Phase II areas:

■ **Reduced Corrective Action Program Backlogs**

Reducing corrective action backlogs is the equivalent to reducing risk. Each open corrective action presents potential risk. The focus area includes measures that track the quality and timeliness of corrective actions to ensure we appropriately reduce backlogs.

■ **Improved Equipment Reliability Index (ERI) Performance**

The ERI measures multiple processes that are essential to fixing equipment and improving Columbia's performance. By improving performance of this index, we improve our performance.

■ **All Outage Preparation Milestones Met**

Although refueling and maintenance outages only account for a short amount of time in a two-year cycle, they constitute a significant nuclear, radiological, safety and environmental risk due to the large number of workers on-site and the varied plant configurations. In addition, they represent a tremendous fiscal investment and will have long-term repercussions on plant performance. Therefore, preparations and execution must be done with the highest standards.

■ **Reduced Maintenance Backlogs**

Just like corrective actions, each open work order constitutes a risk to excellent plant performance. By driving work order backlogs to industry top quartile, we improve plant performance and help to reduce risk to plant operations.

■ **Improved Risk Management and Decision-Making**

This fundamental carries over from Phase I, highlighting the role it plays in continued excellent performance.

Phase III – Achieving Excellence

When turning performance around, organizations are normally driven from the top-down, with senior leadership being very directive. To achieve excellence, fundamentals in Phase III were developed with the idea of pushing ownership down into the organization.

The goal of Phase III was to move Columbia to the point of industry excellence as defined by our industry peers. The following are Phase III areas:

■ Supervisor-Led

To achieve excellence, leadership needs to be pushed down into the organization. Managers and supervisors must interact with their people, set high standards and coach to those standards on a daily basis. The fundamentals of a supervisor-led organization are defined in the attributes and behaviors addressed under the supervisor oversight Enabler of Excellence.

■ Successful Outage

As noted earlier, outages present a significant challenge to the organization because of their complexity. No nuclear plant can achieve excellence without demonstrating the ability to execute safe and predictable outages.

■ Predictable Performance

This is where we stay rooted in the fundamentals established in Phase I and Phase II. If we fail in maintaining the improved behaviors developed in Phase I or demonstration of results from Phase II, achieving excellence is not possible; the foundation for excellent performance would be eroded. Achieving excellence can only be attained by building on Phase I and Phase II, not as a stand-alone objective.

Phase IV – Sustaining Excellence

The fourth and final phase to improving performance focuses on building an agencywide structure that supports long-term excellent performance. At Columbia, we have seen long periods of cyclic performance. This is not uncommon to our industry. Plants will make tremendous efforts to improve their performance and achieve their goals only to slip backward upon attaining those goals. This is normally attributable to not having a rigorous senior leadership and corporate oversight support structure in place. The following are Phase IV areas:

■ Predictable Long-Range Planning and Execution

To sustain excellent performance, we need to be capable of identifying long-term needs. This includes both equipment and human resources. At Columbia, a structure is needed that ensures senior leadership is engaged in the identification and implementation of plant modifications and equipment upgrades. The senior team needs to make sure the resources needed to maintain the plant in excellent condition are identified and budgeted well in advance to support proper implementation. In addition, there should be strong senior leadership involvement in the hiring and training of workers.

■ Strong Governance and Oversight

It is extremely important that as performance improves, we become even more critical of our performance. To this end, we need to ensure that we leverage multiple sources to provide feedback on performance. At Columbia, this includes a strong Quality Department; critical and knowledgeable members on the Corporate Nuclear Safety Review Board (CNSRB); and that we leverage industry peers for detailed and critical assessments. This area also ensures that we have a reporting and accountability structure that ensures our executive board has a clear understanding of performance and challenges, and holds Energy Northwest senior leadership accountable to taking action that sustains excellent performance.

■ Risk Management is Core Business

This fundamental includes nuclear, radiological, industrial and environmental safety risk. Risk management includes operational, enterprise and project risk and integrates these types of risk to ensure safety remains the utmost priority. Aggregate risk is recognized and considered in operational and business decisions and processes used to identify risk and mitigation strategies. The senior team needs to be involved with those plant, process and political areas that could compromise the long-term safe, reliable and predictable performance of Columbia or the agency's overall success.

■ Cost-effective Operation

Cost-effective Operation is an effort to ensure that resources are being used in a method that optimizes value. It is meant to ensure that resources go to the most important needs. It looks to eliminate low-value work that can pull resources away from more important issues that need to be addressed. Finally, it is recognition that we are a business, and it is in our best interest to remain cost competitive.

■ Successful Outage

Outage success carries over into Phase IV because of the immense importance it has to the overall success of Columbia.

Focus Areas

Achieving and sustaining excellence in this industry is a challenging task. It requires commitment and perseverance. Without breaking the goal of achieving excellence into manageable phases, it can appear overwhelming. By using this phased approach, with clear actions and measurable goals aligned to industry excellence, we find small victories on the way to meeting the larger goal and, most importantly, have the opportunity to course correct along our journey.

In our quest for excellence, we are continually reviewing agency performance, plant performance and trending information, as well as seeking input from internal and external oversight groups, regulatory agencies and industry peers. Through these efforts, we will periodically identify gaps in performance. These gaps tend to be more tactical in nature and may change more frequently than the strategic and ongoing fundamentals that make up the Phases of Excellence.

These focus areas are included on the inside back cover of the Excellence Model Handbook, as well as on posters and other communications across the agency. We want to clearly communicate these gaps and the actions being taken, while at the same time foster alignment on these gaps and how the Excellence Model attributes will help to close them.

We may identify gaps that are specific to Columbia, Energy Services & Development or our corporate support functions. While a gap may not apply to an individual's particular function, it's important to remember that through following the principles of the Excellence Model we can help each other rise to success.



Columbia Generating Station
RAISE THE BAR
 to stay on top



Measures

| Organizational Excellence | Operational Excellence | Training/Business Excellence | Equipment Excellence |
|--|--|---|--|
| R-27 Duration ≥ 5 Days Under Target R-27 Meet Milestones | Radiation Protection Index 100 Consequential Human Performance Errors Zero | FY25 Production Cost of Power ≤ \$45.61 MWhr | Consequential Equipment Reliability Events ≤ 1 Columbia Index 100 |



Focus Areas

- Effective Leaders** Organizational Excellence ■

- Risk Elimination** Operational Excellence ■

- Find It and Fix It Forever** Equipment Excellence ■



Individual Excellence

A C E M A N

Energy Services & Development
RAISE THE BAR
 to serve our members and customers



Measures

Organizational Excellence

**ESD Milestones
7 Achieved**

- Six EV stations installed
- One grid tech grant
- Nine Canyon extension plan approved
- ≥ \$40M in grants awarded
- SMR project ≥ 75% subscribed
- SMR feasibility report issued
- SMR environmental work commenced

Operational Excellence

**OSHA Recordables
Zero**

**New Nuclear Development
≥ \$70M**

Training/Business Excellence

**BDF Margin
\$3.3M**

**BDF Revenue
\$46M**

**Nine Canyon & Packwood
Meet O&M Budgets**

Equipment Excellence

**Nine Canyon Adjusted Availability
≥ 98%**

**Packwood Lost Generation Due to Equipment Issues
Zero**



Initiatives

| | | |
|---|---|---|
| Expand non-generating joint operating agency solutions and services for members | Expand portfolio of clean energy solutions and services | Expand EN nuclear portfolio and nuclear professional services |
| Expand and optimize lab services | Extend Nine Canyon operation | Expand new nuclear leadership and influence |
| Expand workforce development solutions | Support carbon-free transportation | Develop and operate new nuclear in the region |
| Engage with members | Increase solar portfolio | Develop an EN-owned and operated project on an EN site |
| | Expand hydroelectric and wind O&M | |
| | Secure grant funding for members | |
| | Develop alternatives to generation | |



Individual Excellence

