



UNITED STATES  
NUCLEAR REGULATORY COMMISSION  
REGION IV  
1600 EAST LAMAR BLVD  
ARLINGTON, TEXAS 76011-4511

January 12, 2012

Mr. M. E. Reddemann  
Chief Executive Officer  
Energy Northwest  
P.O. Box 968, Mail Drop 1023  
Richland, WA 99352-0968

Subject: SUMMARY OF MEETING WITH ENERGY NORTHWEST REGARDING COLUMBIA  
GENERATING STATION PERFORMANCE IMPROVEMENT INITIATIVES

Dear Mr. Reddemann:

This refers to the public meeting conducted at NRC Region IV in Arlington, Texas on January 9, 2012, between the NRC and your staff. The participants discussed performance improvement initiatives at Columbia Generating Station.

In accordance with 10 CFR 2.390 of the NRC's "Rules of Practice," a copy of this letter and its enclosures will be available electronically for public inspection in the NRC Public Document Room or from the Publicly Available Records (PARS) component of NRC's document system (ADAMS). ADAMS is accessible from the NRC Web site at <http://www.nrc.gov/reading-rm/adams.html> (the Public Electronic Reading Room).

Should you have any questions concerning this matter, we will be pleased to discuss them with you.

Sincerely,

***David Proulx for Wayne Walker***

Wayne C. Walker  
Chief, Projects Branch A  
Division of Reactor Projects

Docket: 50-397  
License: NPF-21

Enclosures:

1. Meeting Attendance List
2. Energy Northwest Jan 9 2012 Presentation

cc w/Enclosures: Distribution via ListServ

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1/10/12	1/11/12	1/11/12		

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**NRC PUBLIC MEETING ATTENDANCE**

<b>LICENSEE/FACILITY</b>	Energy Northwest Columbia Generating Station
<b>DATE/TIME</b>	January 9, 2012; 1:30 p.m.
<b>LOCATION</b>	U S NRC, Region IV Office 1600 East Lamar Blvd. Arlington, Texas
<b>NAME (PLEASE PRINT)</b>	<b>ORGANIZATION</b>
David Proxer	NRC
Jason Dykert	NRC
Wayne Walker	NRC
Jeremy Groom	NRC
Elmo Collins	NRC
Tony Vogel	NRC
Kniss Kennedy	NRC
Alex Javorik	Energy Northwest
Bruce Mackissock	Energy Northwest
BRAD SAWATZKE	Energy North West
Don Gregoire	ENERGY NORTHWEST
Tom Houghton	Certrec
Gabriel Apger	NRC

## NRC PUBLIC MEETING ATTENDANCE

<b>LICENSEE/FACILITY</b>	Energy Northwest Columbia Generating Station
<b>DATE/TIME</b>	January 9, 2012; 1:30 p.m.
<b>LOCATION</b>	U S NRC, Region IV Office 1600 East Lamar Blvd. Arlington, Texas
<b>NAME (PLEASE PRINT)</b>	<b>ORGANIZATION</b>
Annette Cary	Tri-City Herald
Richard Owley	WA State Office of Radiation Protection
JOHN J. MARSHALL	CERTREC CORP
Kevin McCullen	ENERGY NORTHWEST
Bob Sherman	Bonnerille Power
Donald Lincoln	NStone Corporation
Tim Gelder	Comanche Peak Nuclear Power Plant
Sidney Morrison	ENERGY NORTHWEST
Bob Storik	Private Citizen
Hillary Madsen	Private Citizen
Carl Golightly	Energy Northwest
Laurie Sanders	Energy Northwest
David Merrill	Areva



**ENERGY  
NORTHWEST**

Columbia Generating Station  
NRC Region IV Presentation

January 9, 2012



# Introduction

## ✦ Team

Brad Sawatzke, Vice President, Nuclear Generation and Chief Nuclear Officer

Alex Javorik, Vice President, Engineering

Bruce MacKissock, Plant General Manager

Don Gregoire, Regulatory Affairs Manager

## ✦ Purpose of Visit

## ✦ Overview of Presentation

# 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



# Excellence Model

- ✦ Forcing Function Meetings
- ✦ Strategic Improvement
  - Station Excellence Plan
  - Station and Department Roll-up Meetings
  - Department Excellence Plans



# Excellence Model

- ✦ Leadership Assessments
- ✦ Management Alignment
- ✦ Employee Alignment
- ✦ Leadership Changes
- ✦ Early Feedback

# Phases of EXCELLENCE

## Measuring Performance



Phase I – Improving Behaviors		Phase II – Demonstrating Results		Phase III – Achieving Excellence	
Increased Accountability and Coaching	<ul style="list-style-type: none"> <li>Late Corrective Action Program Action Requests</li> <li>Station and Department Clock Resets</li> <li>Station Observation Program Performance Indicators</li> <li>Total Industrial Safety Accident Rate (TISAR)</li> </ul>	Reduced CAP Backlogs	<ul style="list-style-type: none"> <li>Corrective Action Program Backlog Performance Indicators</li> </ul>	Supervisor Led	<ul style="list-style-type: none"> <li>Corrective Action Program Report Card</li> <li>Clock Resets</li> <li>Observation Performance Indicators</li> <li>TISAR</li> <li>Work Management Performance Indicators</li> </ul>
Improved Compliance to CAP	<ul style="list-style-type: none"> <li>Corrective Action Program Report Card</li> <li>Late CAP Action Requests</li> </ul>	Improved Equipment Reliability Index (ERI) Performance	<ul style="list-style-type: none"> <li>ERI</li> </ul>	Predictable Performance	<ul style="list-style-type: none"> <li>Columbia Performance Index</li> <li>ERI</li> <li>Budget Performance Indicators</li> </ul>
Improved Risk Management and Decision Making	<ul style="list-style-type: none"> <li>Unplanned Short-term Technical Specification Action Statement Entries (Unplanned LCOs)</li> <li>Operational Decision Making Performance Indicator</li> <li>Reactivity Management Index</li> <li>Operations Aggregate Impact Index</li> </ul>	Reduced Maintenance Backlogs	<ul style="list-style-type: none"> <li>Maintenance Backlog Performance Indicators</li> </ul>	Successful Outage	<ul style="list-style-type: none"> <li>Outage Goals</li> </ul>
Demonstrated Discipline to the Work Management Process	<ul style="list-style-type: none"> <li>ERI</li> <li>Work Management Performance Indicators</li> <li>Operations Aggregate Impact Index</li> </ul>	All Outage Preparation Milestones Met	<ul style="list-style-type: none"> <li>Outage Milestone Performance Indicators</li> </ul>		

# Challenges

- ✦ Human Performance
- ✦ Risk Management and Decision Making

# Equipment Reliability

- ✦ Improvements
  - Investment in Equipment
  - Technical Rigor
  - Long Range Planning

# Closing Remarks