



EXCELLENCE *in* PERFORMANCE

The Excellence Model Handbook 5.0

A Guide to Understanding and Implementing the Excellence Model



ENERGY NORTHWEST

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

Accident
Free

C

Control
Dose/Cost

E

Event
Free

M

Meet
Commitments

A

Attend
Training

N

No
Rework

Enablers of Excellence

Qualified
Workers

Job Planning /
Business
Preparation

Procedures /
Work
Instructions

Verification /
Validation

Supervisor
Oversight

Worker
Practices

The Right Process

The Right Coaching

160014



Contents

Foreword	3
The Excellence Model	4
Chapter 1: The Excellence Model's Principles	5
The Right People	
The Right Picture	
The Right Process	
The Right Coaching	
Chapter 2: Nuclear Excellence	7
Nuclear Excellence	
Pillars of Excellence	
Individual Excellence (ACEMAN)	
Enablers of Excellence	
Chapter 3: Corporate Excellence	17
Pillars of Excellence – Business Excellence	
Individual Excellence (ACEMAN)	
Enablers of Excellence – Business Planning and Preparation	
Corporate Risk Management	
Chapter 4: Implementing the Excellence Model	20
Continuous Reinforcement of Expectations and Two-Way Feedback	
Meeting Conduct and Excellence Model Alignment	
Performance Improvement Opportunities: A Definition	
Site Accredited and Non-Accredited Training Programs	
Leadership Training Program	
Visual Graphics	
Written Communication Tools	
Excellence Plan	
Chapter 5: Risk Management Tools	24
Nuclear Risk Management	
Risk Management Behaviors	
Risk Management Principles	
Chapter 6: Leadership and Teamwork Effectiveness Attributes	27
Chapter 7: Phased Approach to Improving Performance	28
Phase I – Improving Behaviors	
Phase II – Demonstrating Results	
Phase III – Achieving Excellence	
Phase IV – Sustaining Excellence	



Mission Statement

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

Vision Statement

A regional leader in clean power generation and energy solutions through sustained excellence in performance and innovation.

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

This Excellence Model Handbook is for your use and development. While many of the precepts presented here are timeless truths applicable to many industries and leadership in general, we have taken our experience in the nuclear industry and applied it to this book to make it a useful tool and reference for both new and experienced nuclear leaders. In addition, the Excellence Model has been revised for those Energy Northwest groups that may have different challenges outside the nuclear area. Like many reference materials, it is limited in its value if it is not referred to, and its governing principles applied, every day. Consider a typical interaction you might have on a daily basis with your workers. This engagement will either miss, meet or exceed your standards and performance expectations. The interaction provides you with a real-time opportunity to reinforce principles or to permit retrenchment of less than excellent behavior 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 excel. As leaders, we expect you to drive for excellence every minute of every day. This is how we protect public health and safety and how you earn your pay. It is not always easy, but it is certainly rewarding and meaningful work.

This book 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 aide you in providing the right coaching at the right time to continue our efforts in seeking excellence in our daily operations. Please keep these thoughts in mind and in use every day as we operate our generation facilities in a safe, reliable and predictable manner.

August 2019



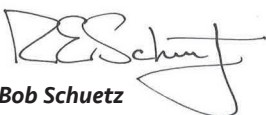
Brad Sawatzke
Chief Executive Officer



Grover Hettel
Chief Nuclear Officer



Brent Ridge
Vice President, Corporate Services
& Chief Financial Officer



Bob Schuetz
Site Vice President



Alex Javorik
Vice President,
Engineering Projects



Scott Vance
Vice President, Corporate
Governance / General Counsel

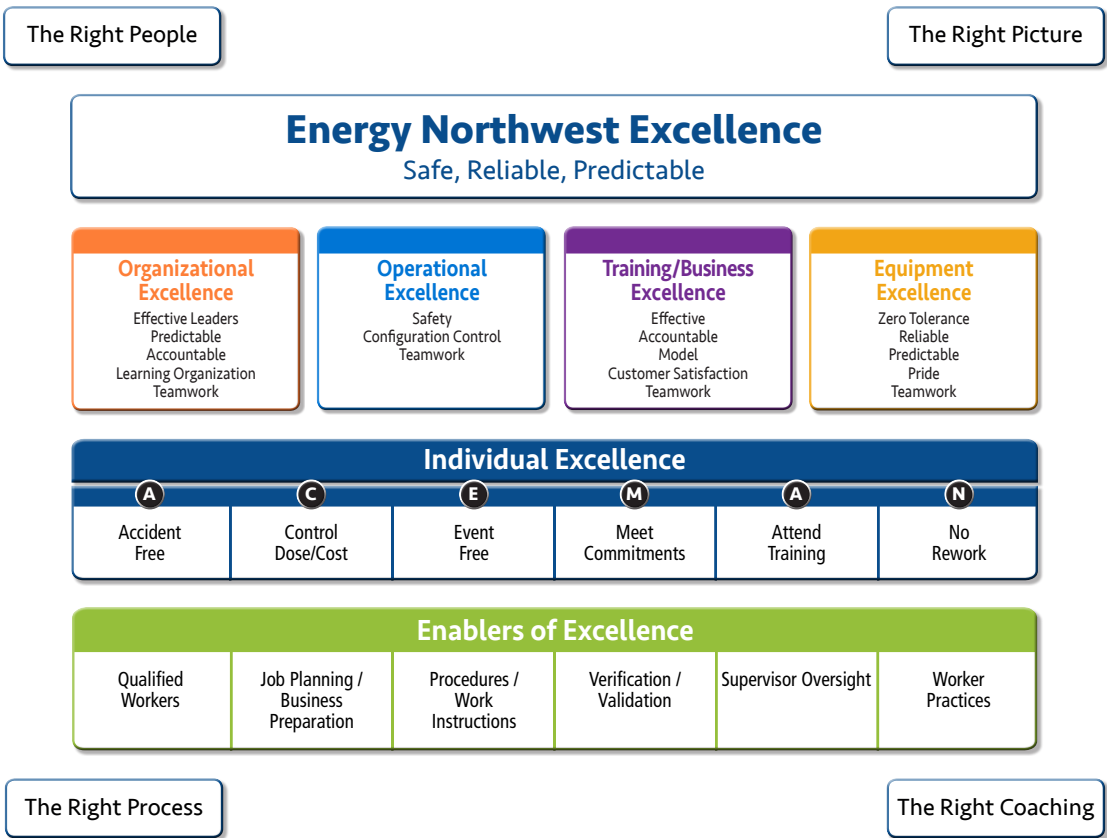
The Excellence Model

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 performance excellence results.

Chapter 3 "Corporate Excellence" discusses the attributes business training, control cost and business preparation, which are more relevant to the corporate entities.



- 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.

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 attitudes required for his/her job. It also builds appreciation for workforce diversity. Energy Northwest places the right people in the right jobs by employing these elements:

- Behavior/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 lower agency costs and increase 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 work flow 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 rewards system in accordance with its goals and values.
- Engage the workforce – “What’s in it for me”



- CHAPTER 2 - Nuclear Excellence

Energy Northwest Excellence

Safe, Reliable, Predictable

The Excellence Model shows that if each individual exhibits the model's attributes through their behaviors, the site will have strong pillars of excellence and, in turn, achieve site excellence. Attributes and corresponding behaviors indicative of site 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 – and 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 Excellence and Equipment Excellence. Each is based on industry performance objectives to ensure safe, reliable power operation. Their definitions, attributes and behavior examples follow.



Organizational Excellence

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

The following attributes and behaviors were selected to 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 – and 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 past problems, regardless of who owns them.• Communicate what is needed and when it is required.



Operational Excellence

Operational Excellence is the combination of plant 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/equipment within design bases.
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. In the Energy Northwest Excellence Model, Training Excellence is replaced with Business Excellence (see 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 to training 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 were selected to 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 site-wide 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/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 on-line work windows.

Individual Excellence

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

Individual Excellence (ACEMAN)

Individual Excellence, or ACEMAN, specifies individual results that constitute individual and site excellence.

ACEMAN was established as a “line of sight” tool for individuals to see how their daily performance has an impact on site performance. The letters in ACEMAN represent six critical attributes developed to show how daily activities and daily individual results relate to achieving top quartile performance at the site. The attributes are listed below, along with their correlating expected individual result. Corporate excellence focuses on Control Cost in place of Control Dose. (see Chapter 3)

ACEMAN 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, site and departments, human performance clock resets will be evaluated against each of the six ACEMAN components. Clock resets require analysis and sharing of lessons learned with plant employees. ACEMAN is reviewed at production team, leadership, D-15, monthly group, department and site roll-up meetings to ensure the right outcomes are being achieved and reinforced. Example site criteria and desired behaviors are listed below.

ACEMAN 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, 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.
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 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 site standards. • Using place keeping 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.

ACEMAN 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 place keeping in procedures and other work instructions. • Using error prevention tools to perform the job right the first time.



Enablers of Excellence

Qualified Workers	Job Planning / Business 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 plant safety and performance. They provide assurance methods to achieve a predictable outcome to every task we perform. 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 (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/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/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.

Note: Job Planning and Preparation is replaced with Business Planning and Preparation for corporate excellence. (see Chapter 3)

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/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.
- Effective use of triggers: something different; something different than expected; not clear or understood; or not described, defined or provided.



- Chapter 3 - Corporate Excellence

Energy Northwest departments outside of nuclear generation use a version of the Excellence Model that makes it more applicable to their work functions.

Corporate excellence mirrors approximately 95 percent of the nuclear excellence content. The slight differences, however, make it more meaningful to groups outside of Nuclear Generation.

The differences center around the business-related functions of the organization.



Pillars of Excellence – Business Excellence

Business Excellence was added to the Energy Northwest Excellence Model and includes the following attributes and behaviors:

Attributes	Behaviors
Effective	<ul style="list-style-type: none"> Ensure the agency has necessary budget, staff and other assets to achieve and sustain excellence. Provide adequate resources to support long-range planning. Conduct business in a manner that best serves the interests of all Northwest customers affected by our agency and agency projects.
Accountable	<ul style="list-style-type: none"> Deliver on projects in a timely manner.
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 – and be transparent, dependable and accessible.
Teamwork	<ul style="list-style-type: none"> Engage corporate staff and resources wisely in a manner that best serves agency interests.

Individual Excellence

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

Individual Excellence (ACEMAN)

Individual Excellence, or ACEMAN, specifies individual results that constitute individual and site excellence.

For the corporate excellence, Control Costs replaces Control Dose.

Attributes	Behaviors
Control Costs	<ul style="list-style-type: none"> Ensure financial resources are managed wisely by meeting budgets and monitoring expenses.

To embed ACEMAN attributes into our culture, site and departments, human performance clock resets will be evaluated against each of the six ACEMAN components. Clock resets require analysis and the sharing of lessons to be learned with plant employees. The Energy Northwest ACEMAN is reviewed at Weekly-30 and department meetings to ensure the right outcomes are being achieved and reinforced. Example site criteria and desired behaviors for Control Costs are listed below.

Attributes	Expected Individual Results
Control Costs	<ul style="list-style-type: none"> Manage resources wisely by not exceeding departmental, program or project budgets. Ensure monthly cost reports are accurate by making necessary accruals. Ensure estimates at completion are accurate on a monthly basis and return projected savings monthly without any significant year-end budget under-runs or over-runs. Capture or fund all changes to estimates at completion within the business unit budget. Consider open positions an opportunity to reduce head count under the five-year staffing plan. Manage contracts appropriately to ensure correct funding levels and expiration dates so that no commitments are made without proper authorization.



Enablers of Excellence

Qualified Workers	Job Planning / Business 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 consistency and enhance safety and performance. They provide assurance methods to achieve a predictable outcome to every task we perform. Corporate excellence enabler 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 work activities, projects, and initiatives are well understood and planned in advance. Resource requirements are aligned with future budgets proactively and do not upset current budgets.
- Business initiative and project requirements are communicated throughout the entire organization to assure that individual department impacts are understood. Change management is implemented allowing organizational impacts to be mitigated through training and communication.
- Benchmarking for “best practices” has occurred well before the initiative or project is undertaken. This provides for a more global view of approaches to problems/solutions and lessens the potential for an isolated solution that may not be in line with industry best practices.
- Effective business planning assures that the strategic focus areas and goals of the organization are integrated with initial work planning. Senior team and executive board input advises and directs initial plan development.

- 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 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 model. Collectively, these consistent and continual communication messages shape the business culture.

Meeting Conduct and Excellence Model Alignment

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/supervisor to worker, worker to manager/supervisor and peer to peer) in performance improvement.

The following pages provide a series of examples of forcing functions broken out by Excellence Model levels, their associated meetings and their purposes.

Excellence Model Tier	Aligned Meetings	Meeting Purpose
Nuclear Excellence	Management Review Meetings	To provide senior management (CEO, VPs and line managers) oversight opportunities of site performance.
Organizational Excellence	Performance Assessment Review Board	To provide senior management 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 site 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 management 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 management 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.
Equipment Excellence	Plant Health Committee (PHC) Meetings	The plant health committee provides oversight of all processes/personnel, which 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	D-15 Meetings	To provide a forum for functional group supervisors to meet daily (Monday-Thursday) with their employees for at least 15 minutes, to discuss key information. Information includes, for example, daily plant status report data, coaching hints and the daily focus topic. The meetings are intended to foster an environment of employee ownership for site activities, improve employee understanding of how each individual's daily performance affects safe and reliable plant operation; and increase awareness of business goals and expectations.
	Individual Performance Appraisal System	To provide 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 his/her individual goals, accomplishments and career development over a period of one year. It also measures employee performance and behavior relative to the leadership competencies.

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 site 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 plant needs.

Leadership Training Program

The Leadership Training Program establishes the requirements for initial and continuing leadership training. Initial training ensures entry-level personnel 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.

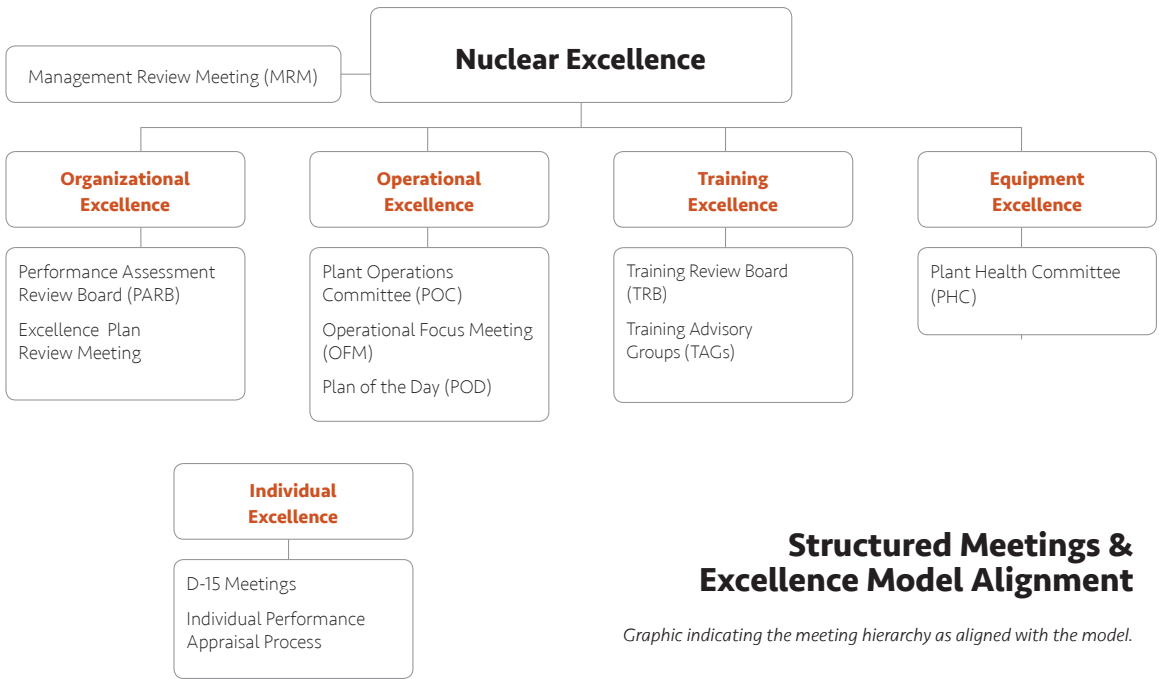
This program includes goals designed to develop personnel into effective leaders. Specifically, the goals are to implement a consistent, repeatable and efficient process that develops personnel for leadership roles; and to develop or enhance individuals' abilities in the specific core competencies.

Training received in this program also is 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.



Structured Meetings & Excellence Model Alignment

Graphic indicating the meeting hierarchy as aligned with the model.

Written Communication Tools

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

Excellence Plan

The Excellence Plan is an integrated project plan that aligns the organization toward achieving its 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 Columbia Generating Station reflected by performance in the top-quartile. It is founded on four key elements: organizational excellence, operational excellence, training 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 both vertical and horizontal alignment is maintained on plant initiatives and priorities. The meetings are attended and run by the site's 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 understated. 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. As a representative of the nuclear industry and a valuable carbon free resource of the Pacific Northwest, 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 you systematically identify, eliminate, minimize, manage, communicate, and monitor risks across the enterprise, 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 plant 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 Risk Management 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 Columbia Generating Station and Energy Northwest.



To make risk management part of your core business, ask yourself these types of questions during your day to day 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 Principles

- Maintaining nuclear safety is the overriding priority.
- Nothing is “routine.”
- First-of-a-kind and first-in-a-while activities are recognized as higher risk.
- Make risk-significant activities visible and well-communicated.
- Risk activities are planned, challenged and controlled.
- Consequence-biased risk assessment is used to mitigate and manage residual risk.
- Integrated risk is assessed during decision-making.

Guiding Principles

- Risk inherent in their daily activities is managed by individuals at all levels of the organization
- Nuclear safety is the overriding priority.
- Nothing is “routine.”
- First-of-a-kind and first-in-a- while activities are higher risk.
- Risk-significant activities are owned, visible and well-communicated.
- Risk activities are planned, documented, challenged and controlled.
- Consequence-biased risk assessment is used to ensure we are not overly optimistic.
- Integrated risk is assessed during decision-making.
- 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 -

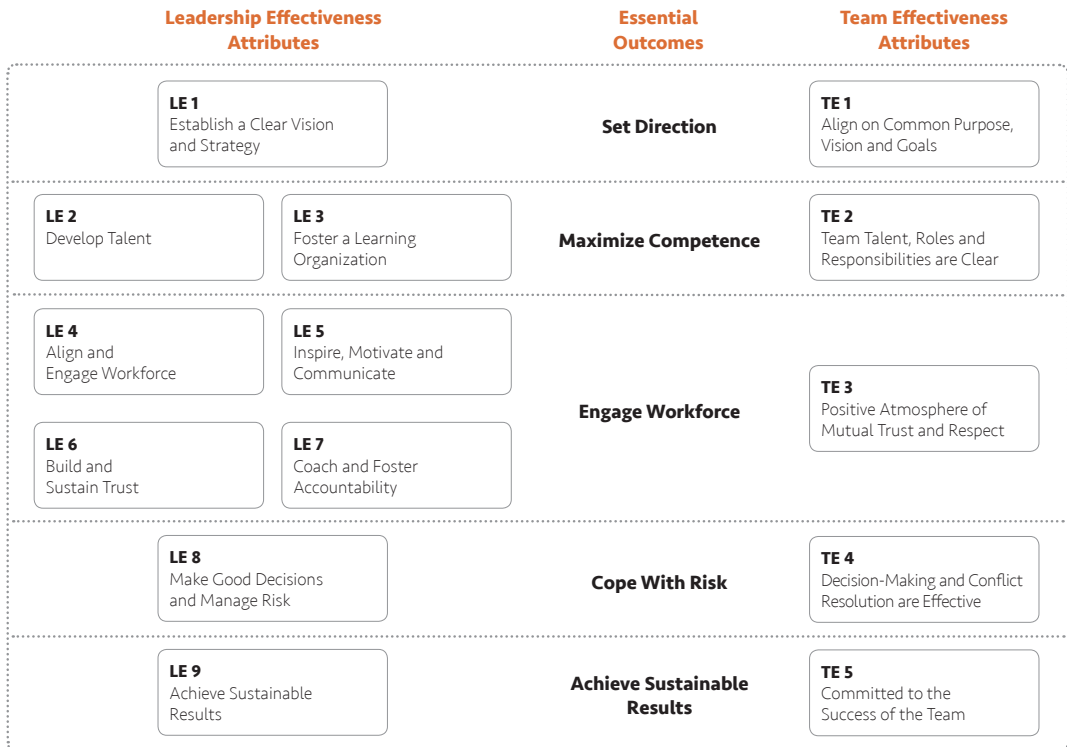
Leadership and Teamwork Effectiveness Attributes

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 -

Phased Approach to Improving Performance

When taking action to change and improve performance, it is important to recognize that not everything can be fixed immediately. A plan is developed that focuses change in specific areas, and can be clearly defined and measured. Each area is considered a phase of the overall improvement plan with each phase having 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.

The phased approach to improving performance selects and orders the phases to improvement based on risk to the organization. Those areas that have the greatest gap to excellence and therefore are presenting the greatest risk to the organization are addressed first. In addition, as the phases are identified, it is important to recognize that each phase serves as a building block for future phases, i.e., a foundation for achieving excellence.

At Energy Northwest, we developed four phases to improve the performance of Columbia Generating Station.

Phases of EXCELLENCE



Phase I – Improving Behaviors

Phase II – Demonstrating Results

Phase III – Achieving Excellence

Phase IV – Sustaining Excellence

Phase I – Improving Behaviors

Phase I was selected as our foundation since the right behaviors are fundamental to all we want to accomplish in changing Columbia's performance. We recognize that achieving excellence in our industry is not attainable without demonstration of the right behaviors. As with the development of all four of the phases, smaller more focused objectives were developed to help break down the larger objective of changing behavior into more manageable and measurable areas. Those four areas are:

■ Increased Accountability and Coaching

With the Excellence Model's individual excellence (ACEMAN) as the standard, a focus is placed on improving individual performance on a daily basis by holding ourselves and fellow workers accountable for meeting the attributes identified in ACEMAN. 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

The team recognized that we could not become an industry recognized top performer without a robust corrective action program. To that end, actions are in place to drive improved adherence and quality with our use of corrective actions. The team recognized that our greatest challenge in this area is our own behaviors and recognized the need to improve our quality and timeliness through holding ourselves accountable.

■ Improved Risk Management and Decision Making

Managing risk is best accomplished through the use of 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 is key to minimizing risk associated with the conduct of 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 processes, in this case the work management process, helps ensure plant equipment is maintained and available for the safe operation of the plant. As with all processes, it's not really the process but the people demonstrating the right behaviors and accountability in the implementation of the process that drives improvement.

As stated earlier, phase I was developed with a clear action plan that was tracked in the site Excellence Plan, and performance measures that tracked improvements for each focus area were identified.

Phase II – Demonstrating Results

In phase II, the Energy Northwest team focused on using the improvements in behaviors to start driving demonstrated results. The theory being that once behaviors improved, the newly demonstrated higher standards, coaching and accountability could be leveraged to begin improving Columbia's performance. As with phase I, phase II included focus areas that would have the greatest immediate impact in improving plant performance. The following are phase II focus areas:

■ **Reduced Corrective Action Program Backlogs**

Reducing corrective action backlogs is the equivalent to reducing risk. Each open corrective action presents potential risk to the plant. This focus area is about more than reducing backlogs; it includes measures that track the quality and timeliness of corrective actions to ensure we are appropriately reducing backlogs.

■ **Improved Equipment Reliability Index Performance**

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

■ **All Outage Preparation Milestones Met**

Although refueling 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 personnel on site and the varied plant configurations. In addition, they represent a tremendous fiscal investment in the plant 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 focus area was deemed to be important enough to carry forward into phase II.

Phase III – Achieving Excellence

Phase III was designed to move the organization to the point of industry excellence as defined by our industry peers. It is recognized that when turning plant performance, organizations are normally top-down driven with senior management being very directive. To achieve excellence, focus areas were developed with the idea of pushing ownership down into the organization. The following are phase III focus areas:

■ **Supervisor-Led**

To achieve excellence, leadership needs to be pushed down into the organization. Managers and supervisors need to be interacting with their people, setting high standards and coaching their people 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 the Excellence Model.

■ **Successful Outage**

As noted earlier, outages present a significant challenge to the organization because of their complexity. Outages contain significant nuclear, radiological, industrial and environmental safety challenges, in addition to a large commitment of site resources. No plant can achieve excellence without demonstrating the ability to execute safe and predictable outages.

■ **Predictable Performance**

This focus area is where we stay rooted in the fundamentals that were established in phase I and phase II. If we fail in maintaining the improved behaviors that were developed in phase I or demonstration of results from phase II, achieving excellence would not be 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 standalone objective.

Phase IV – Sustaining Excellence

The fourth and final phase to improving plant performance focuses on building a plant and corporate management 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 backwards upon attaining those goals. This is normally attributable to not having a rigorous senior management and corporate oversight support structure in place. The following are focus areas for phase IV:

■ Predictable Long-range Planning and Execution

To sustain excellent performance at Columbia we need to be capable of identifying long-term plant needs. This includes both equipment and human resources. A structure is needed that ensures senior management 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 management involvement in the hiring and training of site personnel.

■ Strong Governance and Oversight

It is extremely important that as plant 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 plant performance. In this focus area we need to ensure we have a strong Quality department, that we have critical, knowledgeable members on our Corporate Nuclear Safety Review Board and that we leverage industry peers for detailed, critical assessments. This focus area also ensures that we have a reporting and accountability structure that ensures our executive board has a clear understanding of plant performance and challenges, and holds Energy Northwest senior management accountable to taking action that sustains excellent performance.



■ Risk Management is Core Business

This focus area includes nuclear, radiological, industrial and environmental safety risk, as discussed in the earlier phases. 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. In this focus area, 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 the plant.

■ Cost-effective Operation

Cost-effective operation is an effort to ensure that resources allocated to the plant are being used in a method that optimizes value. It is meant to ensure that resources go to the most important plant equipment needs. It looks to eliminate low value work which can pull resources away from more important plant 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

Outages present a significant challenge to the organization because of their complexity. Outages contain significant nuclear, radiological, industrial and environmental safety challenges, in addition to a large commitment of site resources. No plant can achieve excellence without demonstrating the ability to execute safe and predictable outages.

Current Focus

Our ongoing review of plant performance and trending, along with input from internal and external oversight groups such as Quality, Corporate Nuclear Safety Review Board, regulatory agencies and industry peer groups will periodically identify performance gaps to excellence that impact a number of departments across the agency. These gaps tend to be more tactical in nature and may change more frequently than the strategic/on-going focus areas that make up phases I through IV of the model. These focus areas are included on the inside back cover of the Excellence Model Handbook as well as on posters and other graphics used throughout the station to communicate these gaps and the actions being taken, while at the same time fostering alignment to these gaps and how the Excellence Model attributes will help to close them.

Achieving and sustaining excellence in the nuclear industry is a challenging task. It requires commitment and perseverance. Without breaking the goal of achieving excellence into manageable phases, it can appear overwhelming. Use of the phased approach, clear actions and measurable goals aligned to industry excellence provide opportunities to identify smaller victories on the way to meeting the larger goal and, most importantly, allows the opportunity for course correction along our journey.



RAISE THE BAR



Goals

Zero
OSHA Recordables

98% +
Schedule Adherence

97.8 +
Columbia Index

Zero
Significant Events

1st Quartile
Equipment Reliability

All Tier 1 Goals Met
Successful Outage



Focus Areas

Safety First

Coaching for **Excellence**

Risk Management
is **Core Business**



Individual Excellence

A

C

E

M

A

N



Energy Northwest | P.O. Box 968 | Richland, WA 99352-0968