

# Nuclear Safety Culture Transformation: Restoring Trust to Delivering Excellence

Mike Annacone  
Vice President and Nuclear Safety Officer  
CB&I



## CB&I's Current Role in the Nuclear Industry

- Two *AP1000*<sup>®</sup> units at Vogtle, Waynesboro, GA
- Two *AP1000*<sup>®</sup> units at V.C. Summer, Jenkinsville, SC
- Containment vessels at Vogtle and V.C. Summer
- *AP1000*<sup>®</sup> module fabrication at Lake Charles, LA
- Maintenance contracts throughout the operating reactor community
- Independent spent fuel storage installations
- Nuclear plant decommissioning



**Chilled Work Environment Letter – CB&I Lake Charles (April 2013)**

**Confirmatory Order EA-12-189 (September 2013)**

**Restoration of trust with:**

- **Our workforce**
- **Our clients**
- **Our Regulator**



## Integrated Improvement Plan – Overarching themes:

- Improved SCWE
- Improved Corrective Action Program

## Elements:

- Leadership Alignment and Effectiveness
- Employee Engagement - Pulse Surveys/Focus Groups
- Process Improvements - Leveraged Benchmarking
- Training
- Oversight
- Success Criteria/Metrics



- **Revised Policy statements/All-hands meetings/Orientation**
- **Establishment of VP-Nuclear Safety**
- **Single employee concerns program**
- **Executive review boards for employee actions**
- **On-going Safety Culture Monitoring**
  - **Independent NSC Assessments/Surveys**
  - **SCMP/ENSC/NSRB**
- **Initial and Periodic NSC/SCWE Training**
- **Corrective action program improvements**



- **Excellence Plan – Sustainability/Continued Improvements**
  - Effectiveness Reviews/Metrics
  - Further benchmarking/Industry engagement
  - Leveraging QA and independent consultants
- **Integration of NSC traits into everyday behaviors/activities**

*CB&I's nuclear safety culture will be a strong positive differentiator in performance, delivering excellence in all our nuclear projects and activities.*





# Questions/Comments?



