

Westinghouse Columbia Fuel Fabrication Facility Licensee Performance Review

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Westinghouse Performance Perspective

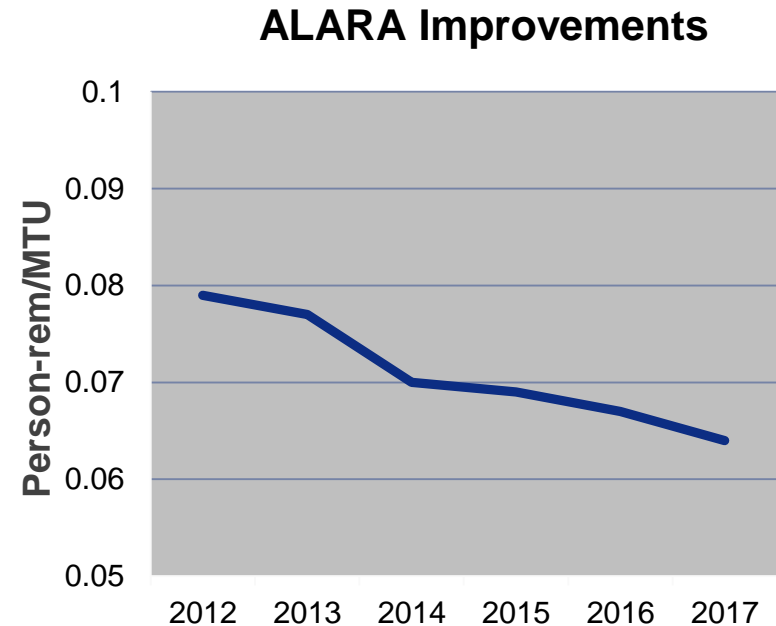
- S-1030 scrubber controls have operated effectively for nearly 18 months
- Implemented a disciplined and rigorous approach to completing Confirmatory Order (CO) commitments
- Significant progress made in strengthening our nuclear safety culture and in implementing foundational work to strengthen our management measures
- Strong focus on critical self-assessment and effective learning as we progress on our journey to excellence
- Delivering sustainable, long-term improvement through execution of a comprehensive excellence plan

**Westinghouse is committed to the safety
of our employees, our operations and
our community**



Westinghouse Performance Perspective

- Safety Operations
 - Strengthening administrative controls through procedure improvements
 - Validating design of engineered controls
 - New criticality safety metrics
- Radiological Controls
 - Continued good performance in minimizing employee exposures, reducing waste and protecting the environment

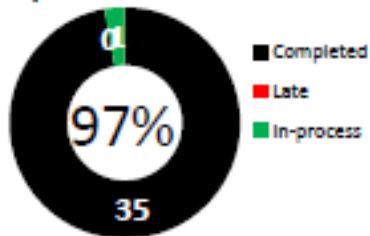


Westinghouse Performance Perspective

- Facility Support
 - Completed programmatic upgrades to Maintenance, Procedure, Configuration Management and Corrective Action Program (CAP) management systems
 - Fire protection system upgrades are underway
- Strengthening Our Management Measures
 - Issued procedure use and adherence standards following industry best practices
 - Protecting our safety basis through improved design control and engineering technical rigor
 - Implemented quarterly management review of criticality safety program health
 - Improved safety basis qualification training for plant personnel

Confirmatory Order Status

**CO Item 13 - 2017 NSC Assessment
Gap Closure Activities**



Confirmatory Order Items	Work In-process	Work Completed	CFFF Objective Evidence Review	WEC Objective Evidence Review	Due Date	NRC Review of Item Closure**
1. Written Corrective Action Statement					9/8/2017	IR 2017-004
2. Future NSC Survey					8/9/2019	
3. Reduce Uranium Carry-over					8/9/2020	
3.1 Engineering Evaluation - Calciner					2/9/2019	
3.2 Engineering Evaluation - Blue M Oven					2/9/2019	
3.3 Implement Engineering Solutions					8/1/2020	
4. Notification process for S-1030 scrubber system changes*					8/9/2020	
5. S-1030 Accumulation Monitoring System					8/9/2019	
6. Industry Forum Presentation					2/9/2019	EA-16-173
7. Safety Significant Control (SSC) Database					2/9/2019	
8. Leadership Behaviors					2/9/2018	IR 2018-006
9. Criticality Safety Program Metric/Report					11/9/2017	IR 2017-009
10. Procedure Improvement Project					5/9/2018	
11. Closure of Open RCA CAPRS					5/9/2018	
CAPR 1					7/31/2017	IR 2017-004
CAPR 2					4/21/2017	IR 2017-004
CAPR 3					10/18/2016	IR 2017-004
CAPR 4					4/28/2017	IR 2017-004
CAPR 5					10/19/2016	IR 2017-004
CAPR 6					11/22/2017	Open Item
12. RCA Corrective Action Effectiveness Reviews					8/9/2020	
13. 2017 NSC Assessment Deficiencies Entered into CAP					9/8/2017	IR 2018-006
14. Confirmatory Order Closure Letter					11/9/2020	



Nuclear Safety Culture Improvements

- Leadership safety values and actions
- Self identification and correction of issues
- Stronger Questioning Attitude
- Conservative Decision Making

Nuclear Safety Culture — Employee Behaviors



Excellence Plan Focus Areas



Performance Monitoring



Operating & Manufacturing Excellence



Asset Management



Organizational Excellence



Safety Excellence



Leadership Alignment & Employee Engagement



Developing a Learning Organization

- ✓ Improving our focus on recognizing and mitigating risk, with improved emphasis on understanding potential consequences
- ✓ Building and preserving safety margins in our solutions
- ✓ Improved focus on organizational and behavioral challenges
- ✓ Implementing appropriately broad extent of condition reviews for important issues
- ✓ Instilling a sense of urgency in mitigating and resolving issues
- ✓ Leveraging external expertise to review and challenge

**Improved focus on learning from issues
to prevent future events**

Summary

- Regulatory commitments are on track and are well-managed to ensure both compliance and effectiveness
- Our excellence plan provides the road map to sustainable safe, reliable and excellent operations
- Transfer of lessons learned with other fuel manufacturing locations
- Corporate assessment and oversight has been strengthened
- Westinghouse continues to communicate openly and frequently to ensure NRC and public trust

**Westinghouse is committed to safe fuel
manufacturing at Columbia**

