

# Agency Action Review Meeting NRC Commission Briefing

Columbia Fuel Fabrication Facility, SNM-1107  
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# Westinghouse Leadership

- Doug Weaver
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# Westinghouse Performance Perspective

- Performance did not meet our expectations
- Thorough Root Cause Analysis (RCA)
- Extensive corrective actions to support safe restart
- Completed Alternative Dispute Resolution (ADR)
- Confirmatory Order (CO) actions
- Focused on sustainable, long-term improvements

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



# Safe Restart

- Reconstituted safety basis for wet ventilation systems
- Extensive physical modifications
- Rigorous scrubber inspection process controls
- Independent reviews of configuration and safety basis changes
- Training on changes and lessons learned from the event



**New S-1030 controls have been successful in preventing accumulation in the scrubber.**

# Completed Corrective Actions

- Values and behaviors
  - Instituted nuclear safety culture (NSC) monitoring panel
  - Conducted independent third party NSC assessment
  - On-going NSC training
  - Strengthened visibility/use of Employee Concerns Program
  - Leadership alignment forums and improved communications
- Management Systems
  - Improved criticality safety engagement in configuration changes
  - Implemented integrated ventilation inspection program
  - Corrective action program screening and trending improvements
  - Management review meetings focused on criticality safety program
  - Strengthened corporate oversight and audit program

**Westinghouse has implemented extensive corrective actions to strengthen our NSC.**



# Sustainable, Long-Term Improvement

- Analysis of past events
- Leveraging nuclear industry recovery guidance and sustainability principles
- Excellence plan and recovery team:
  - Leadership alignment on the right values, behaviors and standards
  - Program and process rigor to ensure desired, repeatable outcomes
  - Strong self-identification, intrusive self-monitoring and critical oversight
  - Investment in people and equipment
  - Industry emulation and engagement
  - Effective risk recognition and mitigation

**Using a proven approach to bring about sustained performance improvement**

# Summary

- Strengthened corporate assessment and oversight
- Transfer of lessons learned with other Westinghouse fuel manufacturing locations
- Corporate resources support Columbia
- Excellence plan and upcoming Confirmatory Order commitments are fully funded

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

