**Breakout 2A, Developing CM for New Builds  
Facilitator, Lloyd Hancock**

CM Program Attributes

* User Friendly
* Tied to licensing basis
* Describes Roles and responsibilities of parties involved
* Clearly defined scope (Processes, SSCs, Documents, etc.  what is and is not included)
* Graded approach for the degree of control
* Comprehensive database with correct pointers to it
* Single source of truth
* Requirements Management  
            Data - metadata associated with it  
            Documents  
            Life cycle
* Top Management/Executive Support and Sponsorship
* Owner and operator level, as well as the builder/designer
* Minimum set of requirements
* Integration - design, system, equipment, component, etc.
* Common identification methodology
* Standard Procurement methodology
* Monitoring methodology, KPIs, etc.
* Training needs
* Tied to CAP, performance improvement and assessments
* Clear definition of terminology

Barriers

* Licensing
* Adequate Management Support
* Budget and Policy support,
* Resource Allocation
* Where to start the process Digital systems,
* Not comfortable with new plants
* Lack of a consolidated understanding of CM
* Lack of contracting strategy to support data receipt
* Vendor and Utility misalignment of expectations
* Change adverse,
* Changing paradigms
* Schedule Drivers
* Early alignment of objectives - IT, Engineering, Designers within stakeholder perspective
* Clear communication between design authorities
* Managing interfaces
* Poorly defined data structures
* Proprietary data
* Cyber security

Remedies

* Open/timely communication
* Operating Experience
* Compliance system in place with requirements management and commitments Tracking of NCRs
* Track commitment to what was done to satisfy it
* Establishing regulatory margin
* Benchmarking
* Robust Oversight
* How many contracts to you have to sign before you can build the plant?
* Late stakeholders - get them the information they need?, need during contract negotiations
* Define data requirements and priority
* Establish Nuclear Safety Culture