

Millstone Plant Performance Review Meeting

**Northeast Utilities Presentation
for the
U.S. Nuclear Regulatory Commission**

June 20, 2000

Millstone

Progress: All five key functional areas have improved into the "satisfactory" performance band.

	Nov-99/Dec-99	Jan-00	Feb-00	Mar-00	Apr-00	May-00
Nuclear Operations	NI +	NI + ➡	NI + ▼	NI + ➡	SAT = ▲	SAT = ▲
Station Operations (MP2 Ops, MP3 Ops, RP & Chem)	SAT =	SAT = ▲	SAT ➡	SAT ▲	SAT ▲	SAT ▲
MP2 Operational Focus	NI	NI ➡	NI ▼	NI ➡	NI ▲	SAT = ▲
MP3 Operational Focus	SAT =	NI + ▼	NI + ➡	NI + ▲	SAT = ▲	SAT = ▲
MP2 Operations	SAT	SAT ▲	SAT ➡	SAT ➡	SAT ▲	SAT ➡
MP3 Operations	SAT	SAT ▲	SAT ➡	SAT ▲		
Maintenance	NI +	NI + ➡	NI + ➡	NI + ➡	NI + ▲	SAT = ▲
Work Management	NI +	NI + ▲	NI + ▼	NI ➡	NI + ▲	SAT = ▲
Engineering Services	NI +	NI + ➡	NI + ➡	NI + ▲	NI + ▲	SAT = ➡
Design	NI +	NI + ➡	NI + ➡	NI + ➡	NI + ▲	NI + ➡
Plant	NI +	NI + ▲	NI + ➡	NI + ▲	NI + ▲	SAT = ▲
Nuclear	Blue	NI + ➡	NI + ▲	NI + ▲	NI + ▲	SAT = ➡
Site Services	NI	NI + ➡	NI + ➡	NI + ▲	SAT = ▲	SAT = ▲
MP1 Decommissioning	NI	NI ▼	NI ▼	NI ▲	SAT = ▲	SAT = ▲
Environmental Services	NI +	NI + ▲	NI + ➡	NI + ▲	SAT = ▲	SAT = ▲
Site Services *	Blue	SAT ➡	SAT ➡	Blue		SAT = ▲
Nuclear Materials & Document Management	NI	Blue	Blue	NI + ▲	Blue	Blue
Human Services	NI +	NI + ▲	NI + ➡	SAT = ➡	SAT = ➡	SAT = ➡
Training	SAT	Blue	Blue	SAT ➡	SAT ➡	SAT ➡
Emergency Planning	NI	NI + ▲	NI + ➡	SAT = ➡	SAT = ▼	SAT = ➡
Human Resources					Blue	Blue
Management Effectiveness & Oversight	NI +	NI + ▲	NI + ▲	NI + ▲	SAT = ▲	SAT = ▲
Human Performance		Blue	Blue	Blue	SAT = ➡	Blue
Corrective Actions	SAT =	SAT = ➡	SAT = ➡	SAT = ➡	SAT = ➡	SAT = ➡
Management Assessment	NI +	NI + ➡	NI + ➡	NI + ▲	SAT = ➡	SAT = ▲
Self Assessment	SAT =	SAT = ▲	Blue	SAT = ➡	SAT = ➡	Blue
Definition						
Each of the above listed issues are assessed based on a set of attributes derived from NU, INPO and NRC documents which provide standards, objectives and inspection guidance.						
<div><div><div>■</div> Excellence (GREEN)</div><div><div>■</div> Satisfactory + (G/W)</div><div><div>□</div> Satisfactory (WHITE)</div><div><div>□</div> Needs Improvement (YELLOW)</div><div><div>■</div> Significant Weakness (RED)</div><div><div>■</div> Not Assessed (BLUE)</div></div> <div><div>+</div> Indicates Upper Range of Performance Window</div> <div><div>-</div> Indicates Lower Range of Performance Window</div> <div><div>*</div> Each month a different Site Services area is evaluated: Jan - Security Feb - Industrial Safety, Station Projects, and Fire Protection March - Not Assessed April - Security May - Industrial Safety, Fire Protection</div> <div><div>▲</div> Performance Arrows: Up (improving performance)</div> <div><div>➡</div> Steady</div> <div><div>▼</div> Down (declining performance)</div>						
Data Source: Assigned Leads						

Agenda

- ◆ **CNO Perspective**
- ◆ **Nuclear Operations**
- ◆ **Engineering**
- ◆ **Nuclear Oversight
Perspective**

Lee Olivier

Mike Brothers

Mike Bain

Steve Scace

CNOO Perspective

Lee Olivier

Northeast Nuclear Energy

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Northeast

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Nuclear Operations

Mike Brothers

Northeast Nuclear Energy

Three Focus Areas

- ◆ Plant Reliability
- ◆ 3R7
- ◆ Process Reorganization

Plant Reliability

- ◆ **12 week schedule**
- ◆ **Integrated Preventative Maintenance Program**
- ◆ **Equipment/Unit Reliability**
- ◆ **Materiel Condition/Housekeeping**

3R7

- ◆ Scope Freeze
- ◆ Major Contractor Selection
- ◆ Mod Packages Approved
- ◆ AWOs Planned
- ◆ Parts Staged

Process Reorganization

- ◆ **Maintain the Asset**
- ◆ **Operate the Asset**
- ◆ **Staffing Goals**

Millstone Backlog Management Update

- ◆ Workoff of backlog balanced with an operational focus in mind.
- ◆ Any recovery backlog cancellations are reviewed by an Operational Expert Panel.

Three Focus Areas

- ◆ Plant Reliability
- ◆ 3R7
- ◆ Process Reorganization

Engineering

Mike Bain

Northeast Nuclear Energy

Three Focus Areas

- ◆ **Improve Plant Reliability**
- ◆ **Improve Availability of Key Systems**
- ◆ **Move Into Asset Management**

Plant Reliability is a Cornerstone to Meeting Our Goals

- ◆ **Recurring equipment problems continue on Unit 3 and Unit 2 (CEDS and Feedwater Heaters)**
- ◆ **Equipment Problem List identifies key equipment issues**

Plant Reliability is a Cornerstone to Meeting Our Goals

Improvement noted in:

- Unit 2 ESAS**
- Unit 2 FWH Level Controls**
- Unit 2 RCP Seal Performance**
- Unit 3 MSIVs**
- Unit 3 AFW System**

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Plant Reliability is a Cornerstone to Meeting Our Goals

- ◆ **Improved P.M. program is necessary**
- ◆ **Support of 12 week schedule**

Best of Best Plants Focus on Key System Performance

- ◆ **Maintenance Rule System
unavailability**
- ◆ **Maintenance Rule a(1) action plan
status**

Process Reorganization

- ◆ Three key areas include Manage the Asset, Assessment, and Procure the Asset
- ◆ Pilots need support from the Organization
- ◆ Engineering Functional Reorganization is underway

Progress on the Engineering Backlog Has Been Satisfactory

- ◆ **Unit 3 Recovery Discrepancy Reports (DR) are complete**
- ◆ **Unit 3 Recovery Corrective Actions are on Track for 12/31/00 Completion**
- ◆ **Unit 2 Recovery DR are Ahead of Schedule**
- ◆ **Unit 2 Recovery Corrective Actions are on Track for 12/31/01 Completion**

Engineering Work Requests Have Been reviewed

- ◆ **A 5 cycle work plan has been developed**
- ◆ **EWRs were canceled based on low priority**
- ◆ **Nuclear Oversight issues on the review need to be addressed**

Nuclear Oversight Perspective







Steve Scace

Nuclear Oversight Verification Plan Results**Millstone**

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Nuclear Materials & Document Management	NI	Blue	Blue	NI + ▲	Blue	Blue
Human Services	NI +	NI + ▲	NI + →	SAT = →	SAT = →	SAT = →
Training	SAT	Blue	Blue	SAT →	SAT →	SAT →
Emergency Planning	NI	NI + ▲	NI + →	SAT = →	SAT = ↓	SAT = →
Human Resources					Blue	Blue
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Human Performance		Blue	Blue	Blue	SAT = →	Blue
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|  | Needs Improvement (YELLOW) | | Performance Arrows:
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→ Steady
▼ Down (declining performance) |
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Data Source: Assigned Leads

Analysis by: Assigned Leads