

ID	Task Name	Duration	Start	Finish	Resource Names	August	September	October	November	December	January	February	March	April	May	June	July	August	September
1	Review NUREG 1021	5 days	Mon 8/14/01	Fri 8/18/01	Loesch		Loesch												
2	Complete Requestion for W/D Contr.	10 days	Mon 8/14/01	Fri 8/23/01	Loesch		Loesch												
3	Draft NRC Best Practice Manual	60 days	Mon 8/14/01	Fri 11/30/01	Loesch														
4	Suppress Invald KVAs from 1122	86 days	Thu 8/31/00	Thu 12/28/00	Loesch														
5	Ship Materials to Contractor	5 days	Mon 7/1/01	Fri 7/6/01	Loesch														
6	Contractor Starts Work	0 days	Mon 7/8/01	Mon 1/8/01	Steve Johnson														
7	Set Exam Security	0 days	Mon 7/8/01	Mon 1/8/01	Loesch														
8	Outline Development	25 days	Mon 7/8/01	Fri 2/9/01	Steve Johnson														
9	Approve Outline	5 days	Mon 2/12/01	Fri 2/16/01	Loesch														
10	Develop NRC Written Exam	60 days	Mon 2/19/01	Fri 5/11/01	Steve Johnson														
11	Develop NRC Operating Exam	60 days	Mon 2/19/01	Fri 5/11/01	Loesch														
12	Validate Exam w/ Ops	10 days	Mon 5/14/01	Fri 6/25/01	Operations Peers														
13	Incorporate Ops Comments	10 days	Mon 5/28/01	Fri 6/8/01	Loesch														
14	Utility Peer Review	5 days	Mon 6/11/01	Fri 6/15/01	DAEC														
15	Set Imposed Exam Due Date	0 days	Fri 6/15/01	Fri 6/15/01	Steve Johnson,Loesch														
16	Pre-view Exam w/ NRC	5 days	Mon 6/18/01	Fri 6/22/01	Loesch														
17	Incorporate NRC Comments	5 days	Mon 6/25/01	Fri 6/29/01	Loesch														
18	Reschedule Exam w/ Ops	5 days	Mon 7/2/01	Fri 7/6/01	Operations Peers														
19	Proposed Outline Due to NRC	0 days	Wed 7/4/01	Wed 7/4/01	Loesch														
20	PI Approval of Exam	0 days	Fri 7/6/01	Fri 7/6/01	Ops Management														
21	Proposed Exam Due to NRC	0 days	Fri 8/3/01	Fri 8/3/01	Loesch														
22	Audit Exam Week Begins	0 days	Mon 8/20/01	Mon 8/20/01	Loesch														
23	Audit Exam Week	5 days	Mon 8/20/01	Fri 8/24/01	Loesch														
24	NRC Exam Prep Week	5 days	Mon 8/27/01	Fri 9/1/01	Loesch														
25	Reschedule Exam w/ Ops	5 days	Mon 9/3/01	Fri 9/7/01	Operations Peers														
26	NRC Exam Week Begins	0 days	Mon 9/17/01	Mon 9/17/01	Loesch,NRC														
27	NRC Exam Week	5 days	Mon 9/17/01	Fri 9/21/01	NRC,Loesch														
28																			
29	Develop Audit Written Exam	80 days	Fri 2/16/01	Thu 6/7/01	Steve Johnson														
30	Develop Audit Operating Exam	80 days	Fri 2/16/01	Thu 6/7/01	Loesch														

Project: 2001 Exam Project Plan
 Date: Mon 8/25/00

Task Split: [Progress Bar]

Progress Milestone: [Milestone Bar]

Summary Rollover Task: [Rollover Bar]

Rollover Split: [Rollover Bar]

Rollover Milestone: [Milestone Bar]

Rollover Progress: [Progress Bar]

Project Summary: [Summary Bar]

Prairie Island actions to improve:

- Exam development, review and approval,
- Candidate pass rates

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Our Challenge:

- Determine the cause(s) of our past failures
- Incorporate effective corrective actions
- Be **experts** in the exam process
- Develop a **top notch, high quality** exam in 2001
 - No NRC comments
 - 100% pass rate

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Root Cause Process

- Led by industry peer
 - ◆ Barrier and Cause and Effect Analysis
 - ◆ Interviews
- ◆ Focused on the exam development, review and validation processes
- Candidate preparation will be evaluated in November 2000
 - Comprehensive self-assessment
 - Team will include several industry peers

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Root Cause -- Change Management

Condition:

- Change occurred without sufficient control
 - Many exam items changing late in the process

Corrective Action

- Focus is on the students
- Effective validation
 - Draft exam prior to outline submittal
 - Validate using good tools & enough resources
 - Industry peer review
 - Pre-review exam with the NRC
 - **NEVER USE AN EXAM ITEM THAT HAS NOT BEEN FULLY VALIDATED**

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Student Focus

- **First - we share the NRC's commitment to protect the health and safety of the public**
 - A cornerstone of that commitment is effective reactor operator training and licensing
- **Within that context, we believe that our primary customer for NRC exams are the candidates**
 - They have worked long and hard to prepare themselves for a licensing exam
 - They deserve a professionally administered, high quality, and operationally valid exam

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Root Cause -- Resource Management

Condition:

- Insufficient manpower to support the exam development processes
 - Too few instructors in operations training
 - Ineffective barriers to compensate for the loss of experienced instructors

Corrective Action

- Updated the human asset plan
 - Added four ops instructor positions
 - Two hired
 - Two offers made
- Reorganized ops training
 - Two additional supervisors
- Manager oversight of the process
 - Will hold station accountable

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Root Cause -- Work Organization and Planning

Condition:

- Insufficient time allowed for task
- Insufficient number of trained or experienced workers assigned to task
- Duties not well distributed among personnel

Corrective Actions:

- NMC BEST-practice project plan
 - **WE will be the expert**
 - Promotes being over prepared
 - 3,000 person hours
- Project manager with no concurrent duties
- Exam developer with no concurrent duties
 - Contract support
- Instructor training and mentoring

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Improving Candidate Pass Rates

- Test to the right level during the entire program
 - Exam bank upgrade project
- Write the audit exam using the same process as the NRC exam
 - Same degree of difficulty
- Follow the station standards
 - 85% quiz average
 - 85% audit exam score

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Summary

Condition:

Corrective Action

- | | | |
|----------------------------------|---|---|
| ■ Ineffective Change Management | → | ■ Focus on students and effective validation |
| ■ Resource Management | → | ■ Add staff, add supervisors, management oversight |
| ■ Work Organization and Planning | → | ■ Project Plan, Project Manager, Exam Developer, Training and Mentoring |

Confusion Factors for Developers

- 1021 vague on Admin JPMs.(NEI)
- Inconsistencies between Lead examiner and NRC reviewers. last 2 exams.
- At times we cannot reach examiner for weeks during critical work, no feedback.
- Interactions between examiners, facility and region related to May 2000 exam.
- Is a quality problem anything that results in a change, ie: enhancement?