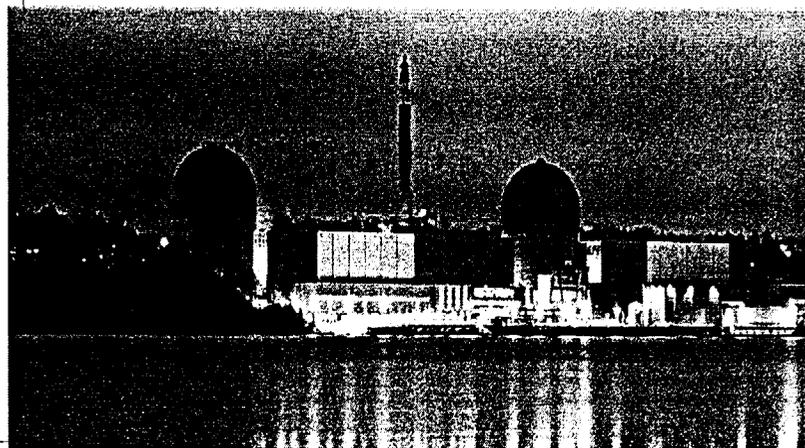
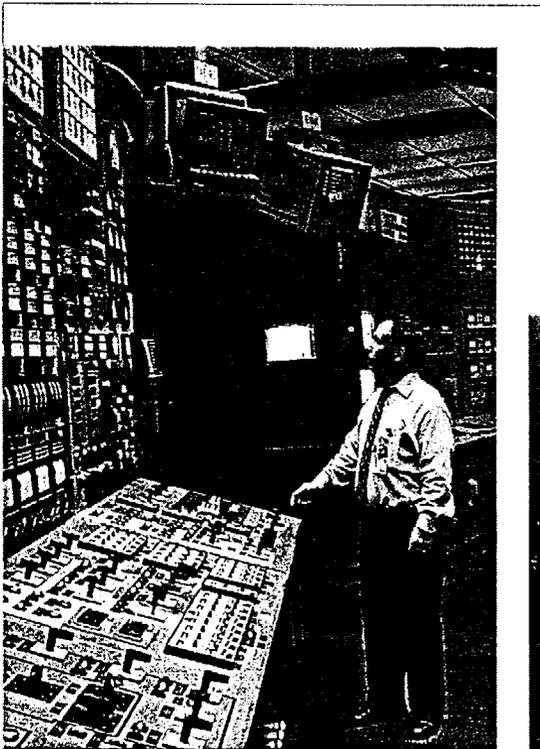




Rev 7

# Plant Performance Review Indian Point Unit 2

December 20, 2001



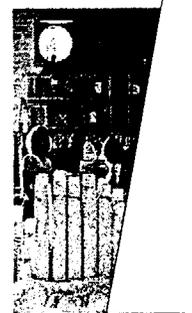
# Agenda

- **Overview** Fred Dacimo, Vice President - Operations
- **Operations** Paul Rubin, Operations Manager
- **Plant Performance** Larry Temple, Plant General Manager
- **Engineering** Geoff Schwartz, Director of Engineering
- **Closing Remarks** Fred Dacimo, Vice President - Operations



# Overview of Progress

**Fred Dacimo**  
**Vice President, Operations**



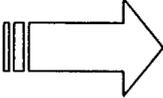
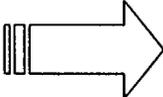
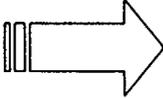
*Leadership*

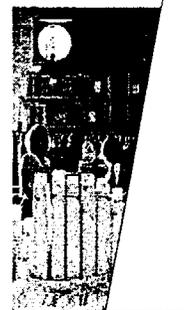
*Standards*

*Accountability*

# Entergy has made progress during the first 100 days of ownership

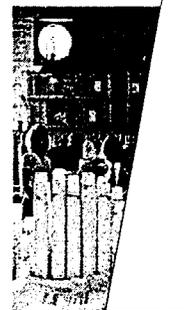
## *Our First Priorities*

-  **Conduct a comprehensive self-assessment – patterned after INPO evaluations**
-  **Execute a mid-cycle outage to improve equipment reliability**
-  **Assess management team performance**
-  **Address security issues**



# Self-assessment confirmed our understanding of conditions at IP2

- **Independent, highly qualified team**
  - ❖ **Experts from the nuclear industry**
  - ❖ **Entergy personnel**
- **Confirmed scope and depth of previously identified issues**
- **Improvement plans developed in conjunction with results of pre-sale engineering assessment**

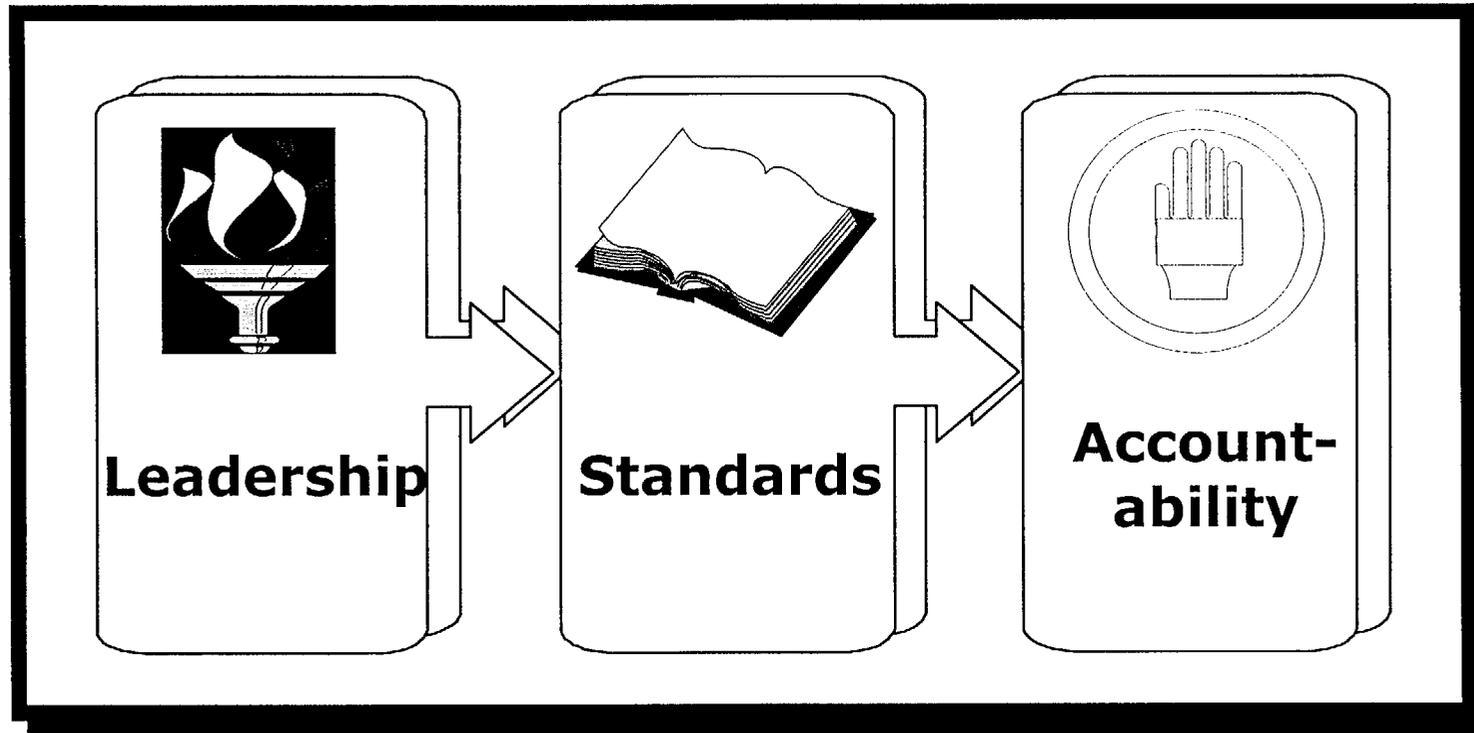


# Keys to mid-cycle outage success

- ✓ **Focus on safety**
- ✓ **Detailed preplanning**
- ✓ **Concise, measurable goals**
- ✓ **Clear accountability for results**
- ✓ **Areas for improvement identified**



# Management Team Focus



**Operational Focus**

**Safety Culture**

**Teamwork**



*Leadership*

*Standards*

*Accountability*



# Improvement plan builds on business plan, but goes farther



**Capitalizes on the resources of  
ENTERGY**



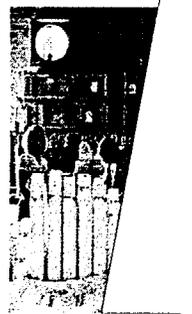
**Focuses on addressing issues from  
self-assessments**



**Establishes clear schedule and  
progress indicators for each element**

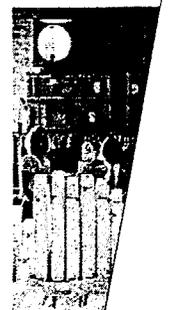


**Incorporates accountability tools**



# Operational Focus

**Paul Rubin**  
**Operations Manager**



*Leadership*

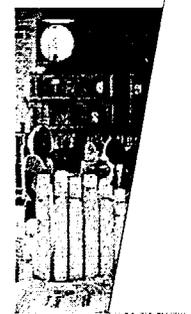
*Standards*

*Accountability*

# Operations Performance

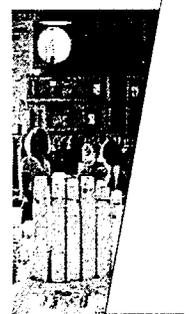
## Key focus areas:

- **Safety**
  - **Crew performance**
- **Leadership**
  - **Operational focus**
  - **Standards**
  - **Reactivity management**
- **Operator training**

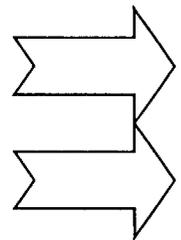


# Crew Performance

- **Assessment**
  - **Corporate assessment**
  - **Monitoring of shut down performance**
  - **Prior to start up from mid-cycle**
  - **Management oversight**
  - **Shift mentors**
  - **Training evaluation results**



# Operational Focus

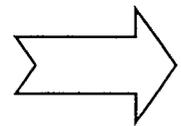


**Rotational assignments**

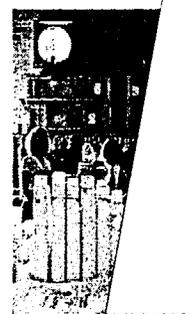


**Equipment reliability**

- **Rapid response team**
- **Work control expectation**
- **Black board**
- **Shift manager setting priorities**



**Leadership alignment**



# Reactivity Management

- **Conducted corporate assessment**
- **Strengthen controls for reactivity management**
  - **Pre-job briefs**
  - **Upgraded procedures**
  - **Continuous use of procedures**
  - **Work management**
  - **Training**
  - **Performance Indicator**



# Operator Training

**1**

**Line management ownership of training**

**2**

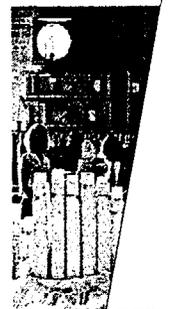
**Alignment of standards between the units**

**3**

**Quality of instructors**

**4**

**Operations Manager involvement in operator training**



# Plant Performance

**Larry Temple,  
General Manager, Operations**



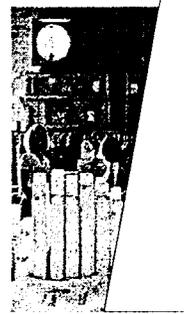
*Leadership*

*Standards*

*Accountability*

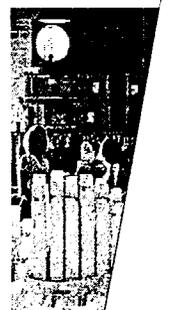
# Corrective Action Program

- Low threshold**
- Self-critical attitude**
- Timeliness**
- Effectiveness**



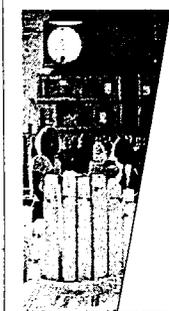
# Work Management System

- **Work Management is focused**
- **Not satisfied with status**
- **Enhancements being implemented**
- **Material Condition**



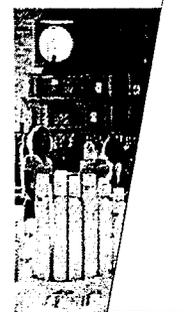
# Top Technical Issues

- 1 Replace Pressurizer Relief Valves  
*Reactivity*
- 2 Replace 22 Condenser Expansion Joint
- 3 Replace Control Rod Drive Connector Cable  
*Control Room Recorders*
- 4 Upgrade and Improve Feedwater System
- 5 Improve Gas Turbine Reliability
- 6 Improve Radiation Monitor Reliability



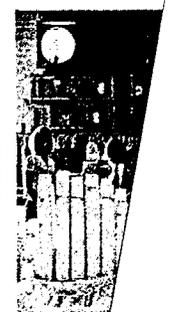
# Top Technical Issues (cont'd)

- 7 Repair Degraded Pilot Wire
- 8 Unit 1 North Curtain Drains
- 9 Address Fuel Pool Boraflex Degradation
- 10 Upgrade Fuel Handling Equipment
- 11 Replace Stator Bar H<sub>2</sub> Dryer-Main Generator
- 12 Upgrade Paging System



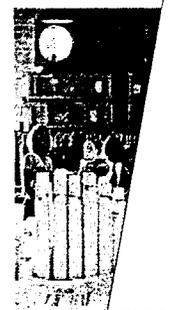
# Top Management Issues

- 1 Improve Industrial Safety Performance
- 2 Improve Operational Focus
- 3 Leadership Team Alignment
- 4 Improve Human Performance Program
- 5 Improve Reactivity Management Program
- 6 Improve Equipment Performance



# Top Management Issues (cont'd)

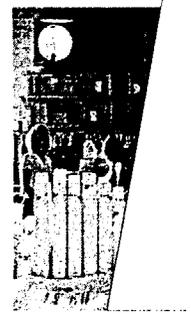
- 7 Improve Work Management System
- 8 Reinforce Line Ownership of Training
- 9 Improve Corrective Action and Self-Assessment Programs
- 10 Support IP2/IP3 Integration
- 11 Build 2002 Business Plan
- 12 Develop Financial Five Year Plan



# Entergy is upgrading its human performance program

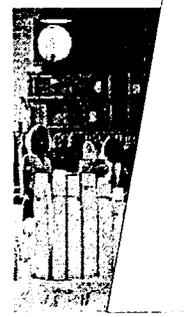
## Key areas of focus

- **Industrial safety practices**
- **Standards and expectations**
- **Management field observations**
- **Error rate reduction**



# Engineering Initiatives

**Geoff Schwartz**  
**Director, Engineering**



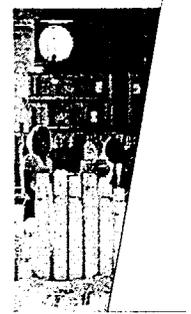
*Leadership*

*Standards*

*Accountability*

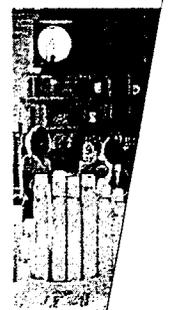
# Engineering Issues

- **Design basis and configuration**
- **Equipment performance**
- **Assessments and evaluations**
  - 1 Entergy review prior to plant sale**
  - 2 Site-wide self-assessment**
  - 3 Safety system functional assessments**

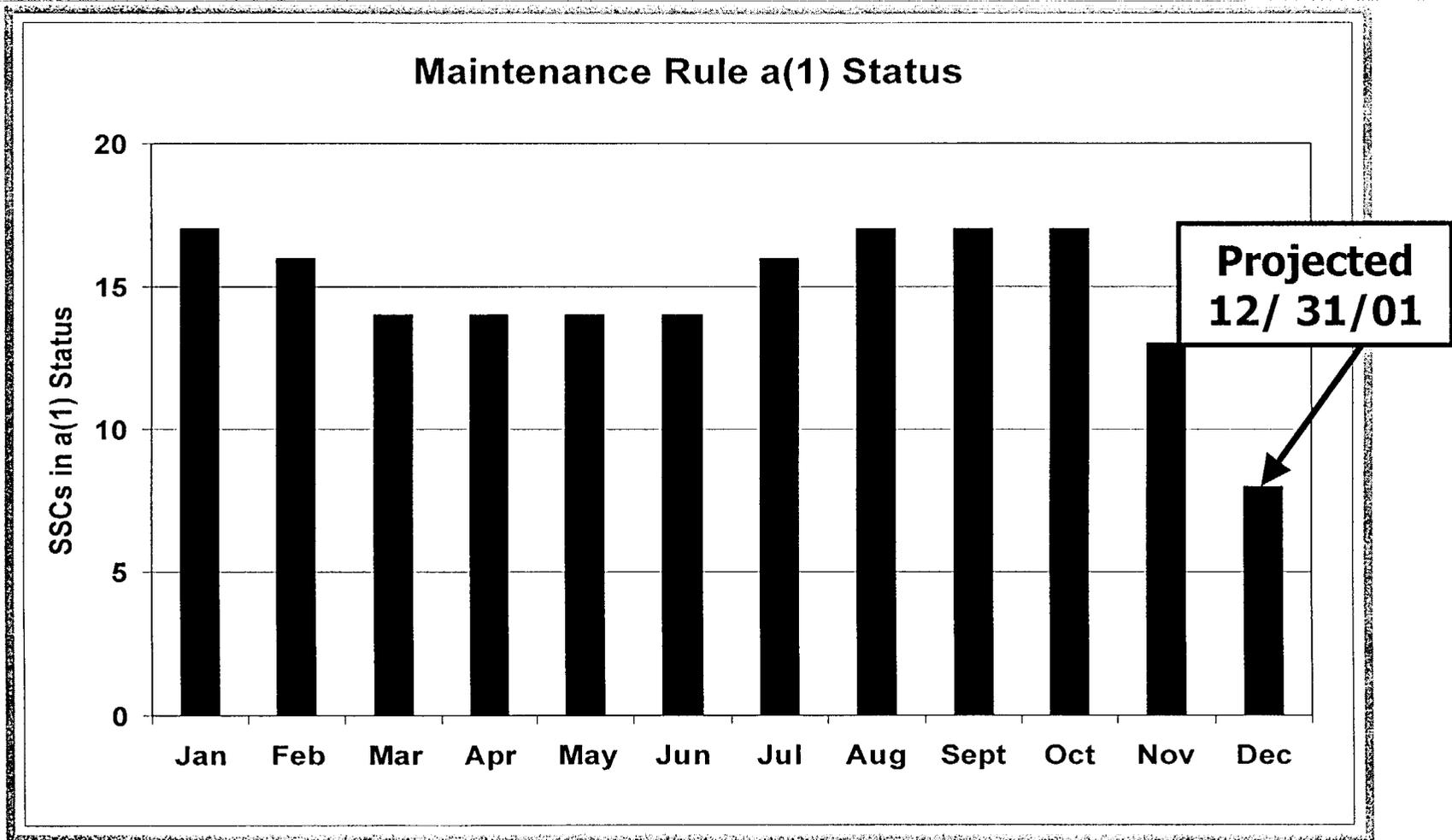


# Engineering Status

- **Organization and alignment**
  - Standardization, use of fleet resources
- **Strengthen personnel**
  - Design/licensing basis training
- **Progress on plans**
  - Equipment monitoring and performance
  - Condition identification/resolution
  - Final Safety Analysis Report verification
  - Design Basis Documents
  - Calculation roadmaps



# Maintenance Effectiveness

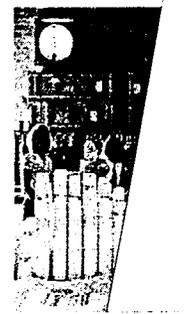
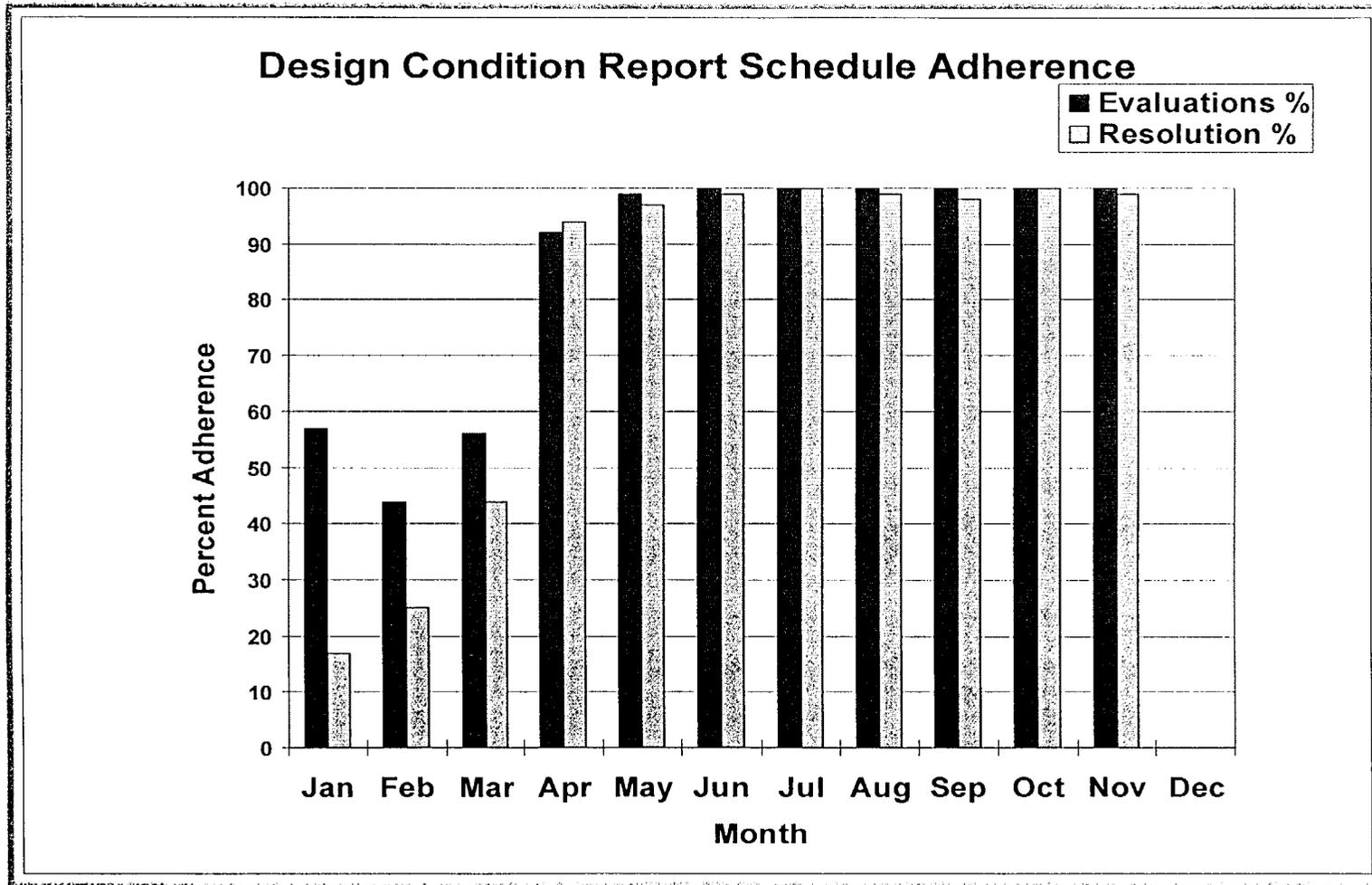


Leadership

Standards

Accountability

# Accountability

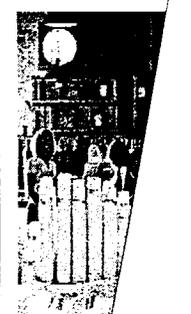
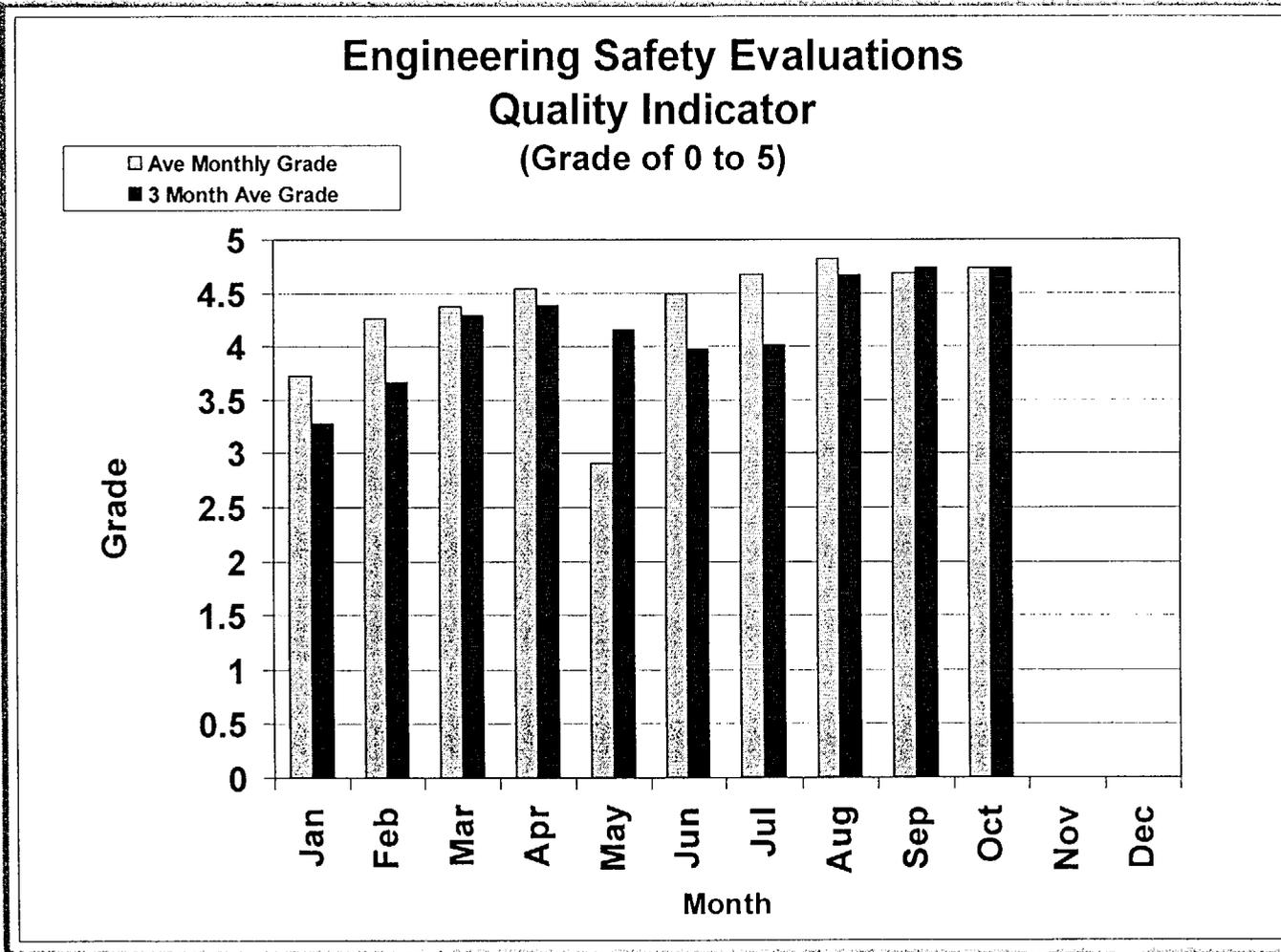


*Leadership*

*Standards*

*Accountability*

# Quality



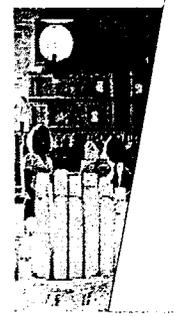
*Leadership*

*Standards*

*Accountability*

# Design Basis Information Improvement Project

- **Revised plan underway**
- **Built from 2001 Business Plan and assessments**
- **Comprehensive overall project plan**
  - Deliverables better defined and prioritized
  - Clearer picture of end-state
  - Improved project management and controls



# Design Information Project

➤ **Process improvements**

➤ **Program improvements**

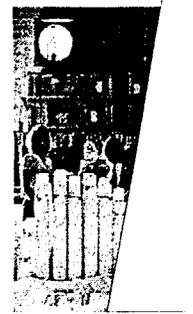
➤ **Backlog reduction**

➤ **Design basis**

➤ **Calculations**

➤ **Drawings**

➤ **Configuration verification**

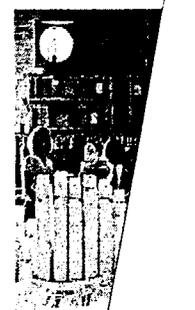


# Engineering Summary

✓ **Issues and condition understood**

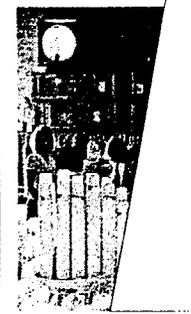
✓ **Progress in 2001**

✓ **Comprehensive, well-defined  
plan going forward**



# Closing Remarks

**Fred Dacimo**  
**Vice president, operations**



*Leadership*

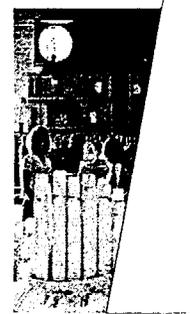
*Standards*

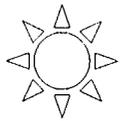
*Accountability*

# Indian Point unit 2 is operating safely and is transitioning forward

- Addressing leadership issues
- Reestablishing standards and operational focus
- Demanding accountability

**Perspectives on  
September 11  
events and  
security at IP2**





# Performance Indicators

