RAS 5903 50-390-CIVP, et al. — Licensee Exhibit 62 - Rec'd 4/25/02

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OFFICE OF THE SECRETARY
RULEMAKINGS AND
ADJUDICATIONS STAFF

Operations Support

Organizational Overview

TVA Exh. 62

BI 000001

Template = SECY-028

SECY-02

'CLEAR REGULATORY COMMISSION

Docket No. 50-390 Official Exh. No. TVA-62

In the matter of TVA

Staff		IDENTIFIED	✓
Applicant	✓	RECEIVED	✓
Intervenor		REJECTED	
Other		WITHDRAWN	
DATE	4-25-02	Witness	
Clerk	BHM		

Agenda

- Overview
  - Organization
  - Benchmarking
  - Budget
- Maintenance & Tech Support
- Radcon, Chemistry, & ERM&I
- Operations & Fire Protection
- Performance Assessment
- Training

Organization

71
63 Current

GENERAL MANAGER OPERATIONS SUPPORT (75)

- Secretary (1)

MANAGER NUCLEAR TRAINING (6)

- Secretary (1)

CORPORATE

- LEAD THE TVAN TECHNICAL TRAINING PROGRAM
- PROVIDE PROGRAM DIRECTION TO TVAN SITE TRAINING DEPARTMENTS
- SPONSOR THE TVAN TRAINING PROGRAMS EXECUTIVE COUNCIL (TPEC)
- EVALUATE AND GUIDE INCORPORATION OF BEST PRACTICES AND TECHNOLOGICAL ADVANCES
- PROVIDE CENTRALIZED TECHNICAL SUPPORT TO SITE TRAINING DEPARTMENTS AS WARRANTED

SITE TRAINING DEPARTMENTS

- IMPLEMENT SITE BASED ACCREDITED AND REGULATED TRAINING PROGRAMS
- MANAGE SITE TRAINING PERSONNEL, PROCESSES, AND FACILITIES
- INTERFACE WITH CONSTITUENT AND SUPPORT GROUPS
- INCORPORATE BEST PRACTICES AND TECHNOLOGICAL ADVANCES

MANAGER PERFORMANCE ASSESSMENT (5)

- MAINTAIN CAPABILITY FOR AND PERFORM TVAN WORK UTILIZATION STUDIES
- EVALUATE AND REPORT CONTRACTOR PRODUCTIVITY
- PERFORM PROCESS IMPROVEMENT STUDIES
- CONDUCT EVALUATIONS TO REDUCE CYCLE TIMES/STREAMLINE PROCESSES
- ESTABLISH PROCESS WORK INTERFACES
- SUPPORT SITE PROCESS STANDARDIZATION AND REENGINEERING EFFORT
- PROVIDE SITE MANAGEMENT SUPPORT/CONSULTATION

MANAGER MAINTENANCE & TECHNICAL SUPPORT (21)

- MAINTENANCE, TECHNICAL SUPPORT, AND MODIFICATION FUNCTIONAL AREA PROGRAM / PROCESS SUPPORT
- LONG RANGE PLANNING AND LONG-TERM PROGRAMMATIC SUPPORT
- PROGRAM / PROCESS STANDARDS
- S / G PROGRAM
- PIP CONTRACT TECHNICAL MANAGEMENT
- EQUIPMENT & SYSTEM EXPERTISE
- PROVIDE INPUT OF CURRENT INDUSTRY ACTIVITIES / INITIATIVES FOR IMPROVING FUNCTIONAL AREAS
- NPRDS CORPORATE COORDINATOR
- LUBRICATION PROGRAM

MANAGER OPERATIONS & FIRE PROTECTION (7)

- OPERATIONS PROGRAM SUPPORT
- OUTAGE MANAGEMENT PROGRAM SUPPORT
- FIRE PROTECTION PROGRAM SUPPORT
- REENGINEERING AND STANDARDIZATION PROGRAM SUPPORT
- MAINTENANCE OF CORPORATE STANDARDS
- PREOUTAGE SHUTDOWN RISK ASSESSMENTS
- REVIEW KEY PERFORMANCE AREAS

MANAGER CHEMISTRY & RADIOLOGICAL PROTECTION (33)

- Secretary (1)

MANAGER CHEMISTRY & ENVIRONMENTAL PROTECTION (6)

ENVIRONMENTAL PROTECTION

- IDENTIFY ENVIRONMENTAL REQUIREMENTS
- PREPARE CORPORATE DIRECTIVE/STANDARD AND MANUAL
- IDENTIFY AND COORDINATE ENVIRONMENTAL TRAINING
- EVALUATE ENVIRONMENTAL PERFORMANCE
- IDENTIFY NEW INDUSTRY INITIATIVES
- SUPPORT PERMIT RENEWALS

NUCLEAR CHEMISTRY

- PLAN, DEVELOP, REVIEW, MAINTAIN, AND COORDINATE CHEMISTRY POLICY, STANDARDS, REQUIREMENTS, AND MANAGEMENT CONTROLS FOR NUCLEAR POWER
- BENCHMARK, IDENTIFY, AND RECOMMEND CHEMISTRY GOALS CONSISTENT WITH BEST INDUSTRY PRACTICES TO TVA SITES
- PROVIDE TECHNICAL SUPPORT TO ALL TVA NUCLEAR SITES FOR REQUEST OF ASSISTANCE, PROBLEMS, AND PROJECTS RELATED TO NUCLEAR CHEMISTRY
- ASSIST IN DEVELOPMENT OF LONG TERM STRATEGIC PLANS FOR SITE CHEMISTRY PROGRAM IMPROVEMENTS

MANAGER RADIOLOGICAL CONTROL (5)

- DEVELOP, MAINTAIN TVAN RADIOLOGICAL CONTROL STANDARDS
- REVIEW PROGRAM INDICATORS AND EVALUATE PROGRAM EFFECTIVENESS
- STANDARDIZATION OF SITE RADIOLOGICAL CONTROL PROGRAMS
- ADMINISTER MULTISITE RADCON CONTRACTS
- SUPPORT TVAN TEAM ASSESSMENTS
- APPLICATION OWNERS FOR RADCON QUALITY RELATED SOFTWARE
- NVLAP ADMINISTRATION
- REVIEW, IMPLEMENT RADIOLOGICAL CONTROL REGULATIONS AND REQUIREMENTS FOR TVAN IMPACT
- RADIOLOGICAL EXPOSURE RECORDS SYSTEMS
- REXS UPGRADE PROJECT

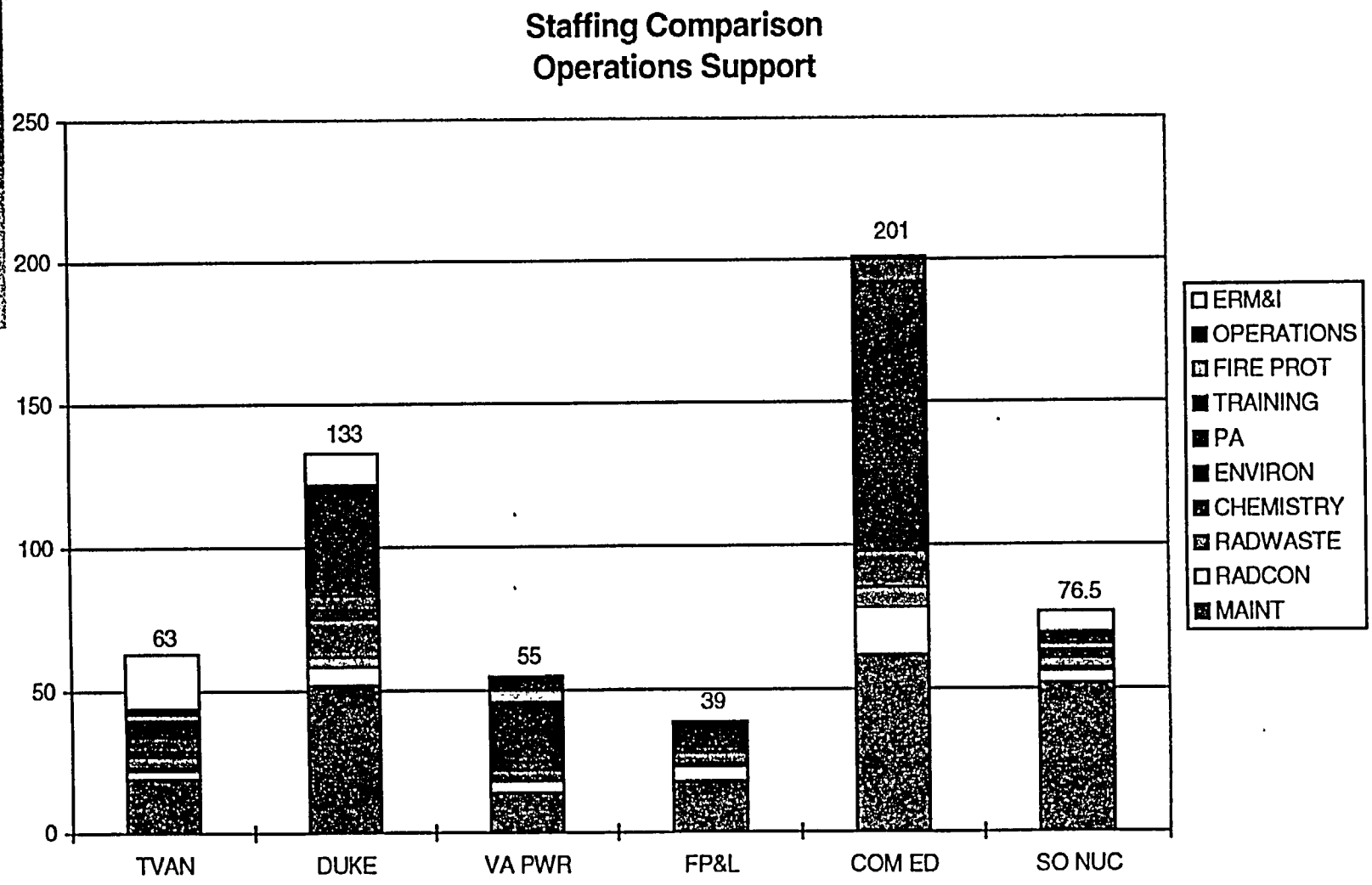
MANAGER ENVIRONMENTAL RADIOLOGICAL MONITORING & INSTRUMENTATION (20)

- CALIBRATE & REPAIR RADCON INSTRUMENTATION AND ELECTRONIC DOSIMETERS
- TEST AND EVALUATE NEW INSTRUMENTATION
- CONDUCT RADIOLOGICAL ENVIRONMENTAL MONITORING (REMP) FOR SITES
- COLLECT AND ANALYZE REMP SAMPLES
- PREPARE ANNUAL REPORT TO NRC
- ANALYSIS OF 10CFR50 AND 10CFR61 SAMPLES
- SUPPORT SITE RADCON WITH SAMPLE ANALYSIS
- WHOLE BODY COUNTING MEASUREMENT ASSURANCE

9/13/95

BI 000003

Benchmarking



Budget

OPERATIONS SUPPORT
FY 1995 vs. FY 1996
SUMMARY COMPARISON

SUPPORT

	FY95 Budget	FY96 10% Reduction Target	FY96 Budget	Actual % Reduction	FY96 Approved Headcount	FY96 Budgeted Headcount
General Manager	381	343	257	32.5%	2	2
Maint. & Tech.	2,362	2,108	2,126	9.9%	21	20
Perf. Assessment	430	387	432	(.5)%	5	5
Nuclear Training	1,006	906	894	11.1%	7	7
Chem. & EP	805	725	701	12.9%	6	6
RadCon	669	602	488	27.0%	5	4
Chem & RP Secty.	30	27	27	10.0%	1	1
Ops & Fire Prot.	719	677	600	16.5%	7	5
Subtotal	6,402	5,775	5,525	13.9%	54	50

Changes for FY96 beyond FY95 Baseline

SUPPORT

	FY95 Budget	FY96 10% Reduction Target	FY96 Budget	Actual % Reduction	FY96 Approved Headcount	FY96 Budgeted Headcount	
Chem. & RP Mgr.	0	0	149	(100%)	1	1	(1)
ERMI	1,756	1,581	252	8.2%	20	20	(2)
AIP	236	212	0	100%			(3)
Subtotal	1,992	1,793	401	79.9%	21	21	
O&M							
Chem. & EP	338	304	300	11.2%	(4)		
Subtotal	338	304	300	11.2%			
TOTAL SUPPORT & O&M	8732	7872	6226	28.7%	75	71	
Capital	1,152	1,037	0	100%			
TOTAL	9,884	8,909	6,226	37%	75	71	

(1) Addition of the Chemistry & Rad Protection Manager Position (not included in FY95 budget).
(2) Addition of ERMI to Operations Support (budgeted by plants in FY95). 1996 site chargebacks=$1,386.
(3) No AIP budgeted in FY96
(4) Previously budgeted in TVAN roll-up for Resource Group

71 Actual

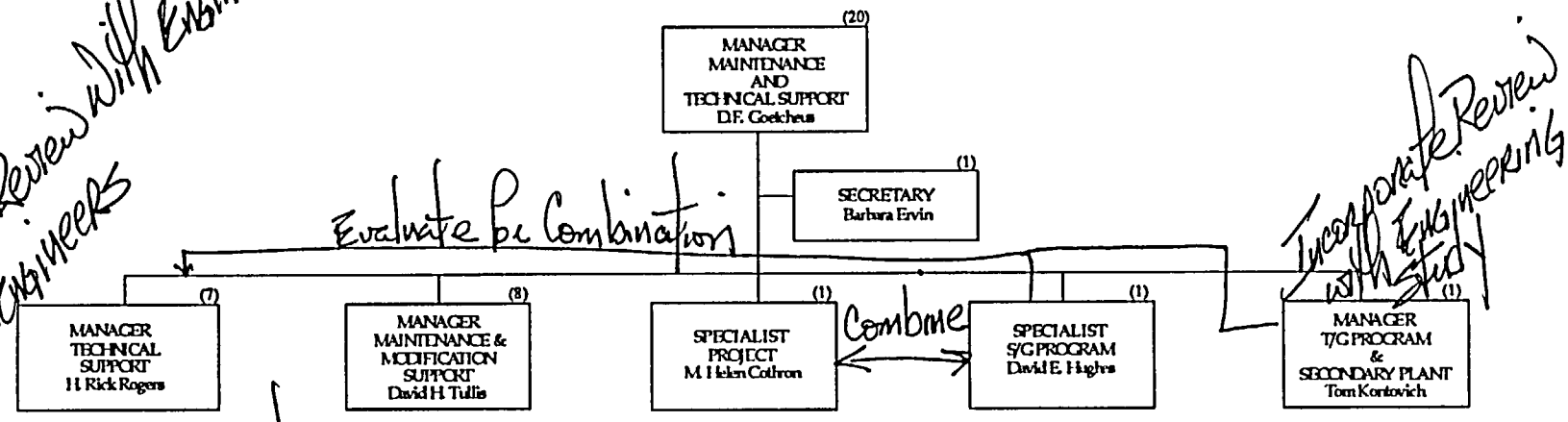
BI 000005

Maintenance & Technical Support

Organizational Overview

BI 000006

Maintenance & Tech Support



- NSSS, PWR, BWR PROGRAMS
- CILRT / LLRT
- HEAT EXCHANGERS
- VALVES
- PUMPS
- MOTORS

- SYSTEMS & COMPONENTS SUPPORT AND EXPERTISE

- TECHNICAL SUPPORT CORPORATE STANDARDS

- LONG-TERM MAJOR COMPONENT STRATEGIC PLANS

- PRIMARY SYSTEMS TRENDS AND PERFORMANCE

- MAJOR COMPONENTS TRENDS AND PERFORMANCE

- MAINTENANCE & MODIFICATION PROGRAM SUPPORT
  - PLANNING & TECHNICAL
  - MECHANICAL, ELECTRICAL, AND I&C
- MAINTENANCE RULE / PM PROGRAM
  - RCM
  - PREDICTIVE MAINTENANCE PROGRAM
- CORPORATE STANDARDS
- INDUSTRY / INHOUSE LESSONS
- SELF ASSESSMENT SUPPORT
- PROCESS / PROGRAM STANDARDIZATION AND IMPROVEMENT
- CORPORATE NPRDS COORDINATOR
- LUBE OIL PROGRAM

- MANAGES PROJECTS THAT PROVIDE O&M SUPPORT TO SITES
- DEVELOPS LONG-TERM ECONOMIC MODELS
- MANAGES S/G TUBE INSPECTION, PLUGGING, AND DEGRADATION HISTORY DATA BASE

- LONG-TERM S/G STRATEGIC PLAN
- S/G CORROSION MECHANISM EXPERTISE
- S/G MAINTENANCE, REPAIR, AND TESTING EXPERTISE

- SECONDARY SYSTEMS EXPERTISE AND SUPPORT
- LONG-TERM T/G STRATEGIC PLANS
- SECONDARY SYSTEMS TRENDS AND PERFORMANCE

Incorporate Review with Engineering Study

Incorporate Review with Engineering Study

Evaluate for Combination

Combine

Combine with KWS Function

NER review for Duplication

eliminate effectiveness

Problem: Evaluate

eliminate performance monitoring

eliminate with SYRTAS

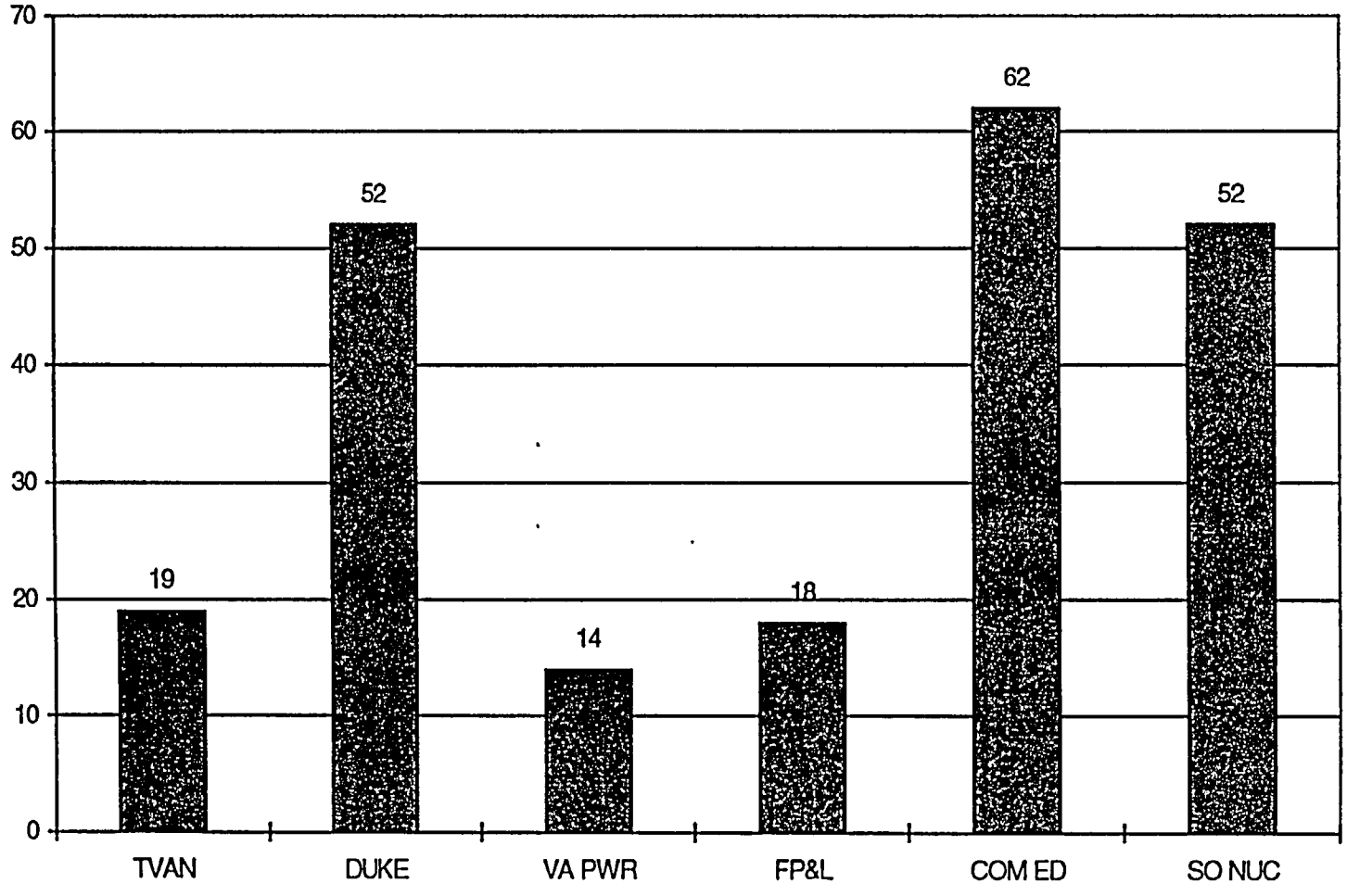
eliminate main Corp Review

DQR with sites

shift contract management to sites

Benchmarking

Staffing Comparison
Maint, Mods, & Tech Support



BI 000008

Maintenance & Technical Support

MATRIX

CORPORATE MAINTENANCE & TECHNICAL SUPPORT/SITE/CORPORATE ENGINEERING ROLES

Corp. Maintenance & Technical Supp. Role	Site Role	Corporate Engineering Role
Develop long-term strategies and maintenance plans for S/Gs, T/Gs, heat exchangers, pumps, valves, and motors (1.1.B.1) • Maintain component/system expertise for maintenance, repair, and testing of major equipment/components (1.1.B.6) • Provide expertise to assist plant in resolution of major equipment failures and long standing equipment problems (2.1.A.8 & 2.3.A.3) • Monitor equipment reliability and provide recommendations to improve reliability/ availability (2.1.A.9) • Develop/maintain maintenance and system programs (1.2.A.10) • Maintain standards and Maintenance Good Practices for guidance to sites (1.2.A.10) • Facilitate peer group activities in the areas of maintenance, modifications, and technical support to support standardization and process improvements (2.1.A.11) • Communicate and monitor lessons learned in maintenance and technical support areas among sites (2.1.A.8) • Participate in industry activities and provide input to sites identifying new and current methods or techniques to improve maintenance, modification, and technical support activities (1.1.B.2) • Technical contract management of major contracts for maintenance, repairs, field support and NSSS PIP contracts (1.1.B.4 & 2.1.A.11) • Provide central coordination for implementation of Maintenance Rule (1.1.B.2)	• Perform and control plant maintenance, modification, and technical support activities • Maintain plant materiel condition • Develop and implement maintenance, modification, and surveillance instructions • Implement maintenance and modification programs • Trend maintenance indicators and equipment failures to identify system and equipment performance problems • Develop and implement plan to resolve equipment and system deficiencies • Perform incident investigations and/or safety evaluations • Perform investigations of plant significant events and prepare corrective action plan/report • Maintain training and qualification of personnel to perform functions that could impact safe operation or shut down	• Establish standards used in conduct of engineering/design analysis activities, interpret and apply code requirements • Maintain design basis and configuration control. • Analyze activities related to and effecting system design basis type actions, and procure the correct type of component to meet design functional requirements • Perform calculations, failure mode and affects, and risk assessments • Develop justifications for continued operations based on safety analysis • Assist plant in resolution of major equipment failures and equipment problems that are related to the design basis • Develop upper tier engineering procedures • Develop/maintain corporate engineering technical programs such as welding and environmental qualification • Provide oversight of Site Engineering organization • Maintain personnel with specialized areas of expertise to support Site Engineering • Establish overall training strategy for Site and Corporate organizations • Prepare/maintain the Probabilistic Risk Assessment (PRA) for all sites • Establish performance indicators and standards for engineering activities and programs

( ) Indicate INPO 90-20 Criteria

Radcon, Chemistry, Environmental, & ERM&I

Organizational Overview

CORPORATE RADIOLOGICAL CONTROL

RADIOLOGICAL CONTROL MANAGER

- Standardization
- Benchmarking
- Technical Support
- Programmatic Issues
- Instrumentation Expertise
- CECC Support

RADIOLOGICAL CONTROL PROGRAM MANAGERS (3)

- RMSM Owner
- Multi-Site Contracts
- Radwaste Expertise
- Disposal Site/Storage Interface
- CECC Support
- Byproduct Material License Support

Review

DOR

- TVAN RADCON Program and Project Management
- Exposure Management Expertise (ALARA)
- Applied Radiological Control Expertise
- Byproduct Material Control EXpertise
- Radiological Assistence Expertise
- Internal Dosimetry
- Multi-site Software Administration (REXS, RADMAN, etc.)

Listing of Major Projects

Review of Prior Compartmentization

- Site Outage/Startup Support
- Industry Standards
- Chair, REAG
- Litigation Minimization
- Exposure Records and Records System Expertise
- External Dosmietry Expertise
- Radiological Protection Program Expertise

eliminate unless major problem develops

DOR with security

BI 000011

SDBC (961)

CHEMISTRY AND ENVIRONMENTAL PROTECTION

6 Auditors
5 Filled

Site Reviews - Compartmentalized

CHEMISTRY AND ENVIRONMENTAL PROTECTION MANAGER

CHEM./ENV. PROTECTION PROGRAM/ SPECIALIST

- NPDES Permitting
- State Operating Permits
- Ground Water Investigations
- Stormwaller Permitting
- 404 Permits
- Training (Water/UST)
- Contracts Administration
- UST Permitting
- SPCC-Oil Plan
- CECC Support
- Self Assessments
- NEPS Reviews
- Resin Analysis and Specifications
- Chemical Traffic Control

CHEM./ENV. PROTECTION PROGRAM SPECIALIST

- Site Lead Contact
- NEPS Reviews
- Asbestor Permitting/ Abatement
- PCB's
- Ozone Depletion (Title III)
- Training (Air/PCB)
- Pesticides/HErbicides
- Potable Water
- Self Assessment
- CECC Support
- Facility Permitting (TItle V)
- Chemistry Manual Updates
- Chemistry Standards Updates
- Diesel Fuel Oil Control
- Bulk Chemical Control
- Make-Up Water Treatment
- Post Accident Sampling Systems

CHEM./ENV. PROTECTION PROGRAM SPECIALIST

- Site Lead Contact
- Secondary Chemistry
- On-Line/Bench Instrumentation
- Steam Gen. Chemistry Programs
- CECC Support
- Westinghous PIP ← Shift
- Self Assessment
- Service Water Treatment Program
- Zinc Injection
- Raw Water Treatment
- Hazardous Materials Control Plan
- Training (Hazardous Waste)
- Hazardous Waste
- Hazardous Materials Review (313)
- Chemistry Data Management
- Steam Gen. Chemistry

DOR 5/6

CHEM./ENV. PROTECTION PROGRAM SPECIALIST

- Site Lead Contact
- Primary Chemistry
- Hydrogen Water Chemistry
- Radiation Monitors
- Radioanalytical Working Group
- Source Term Reduction
- Gamma Scans/Outage
- Fuel Performance
- Chemical Cleaning/ Decon
- Self Assessments
- CECC Support
- Cooling Tower Program
- Startup/Shutdown Chemistry
- Dose Assessment
- Radioactive Effluents Reports
- ODCM/RARC Chairman
- Met. Monitoring
- Training (REP/ODCM)
- ~~Solid Waste~~
- Site Budget Reviews

CHEM./ENV. PROTECTION PROGRAM SPECIALIST

- Site Lead Contact
- Software Control Program
- Countroom QC Standardization
- Indefinite Laboratory QC Program
- Polisher Performance
- CECC Support
- Self Assessments
- Analytical Chemistry
- SARA (Tier II)
- Landfill/Disposal Permitting
- CERCIA
- NEPA Reviews
- Mixed Waste Permitting
- Analytical Working Group

All Site Contract Review
All Major Projects Review

5 YR Program Not Working

BI 000012

Evaluate for Relocation to Chattanooga

20 Total

ENVIRONMENTAL RADIOLOGICAL MONITORING AND INSTRUMENTATION

- Radiological Environmental Monitoring
- RADCON Instrument Services
- Radioanalytical Analysis Services
- Rad-Chem Technical Support

RADCON INSTRUMENT SERVICES

Calibration and Repair for Radcon Instrumentation
Calbration and Repair of Electronic Dosimetors
Testing and Evaluation of New Instrumentation
Technical Support for Site Instrument Issues
Inventory Control for RADCON Instrumentation
Maintain Instrument Calibration Records

RADIOLOGICAL ENVIRONMENTAL MONITORING (REMP)

- Conduct of REMPs for BFN, SQN, and WBN
- Design and Review of REMP
- REMP Sample Collection
- Sample Analysis
- Maintain REMP Data & QA Records
- Preparation of Annual Report to NRC

RADIOANALYTICAL SERVICES

- Analysis of 10 CFR 50 Samples
- Analysis of 10 CFR 61 Samples (Radwaste Characterization)
- Sample Analysis To Support Site RADCON Program
- Bioassay
- Measurement Assurance Program for Whole Body Counting

TE of Work Effectiveness
Tom Knight

)TAL HEADCOUNT - 20
Includes One Clerical Position)

LCRSDBC (961)

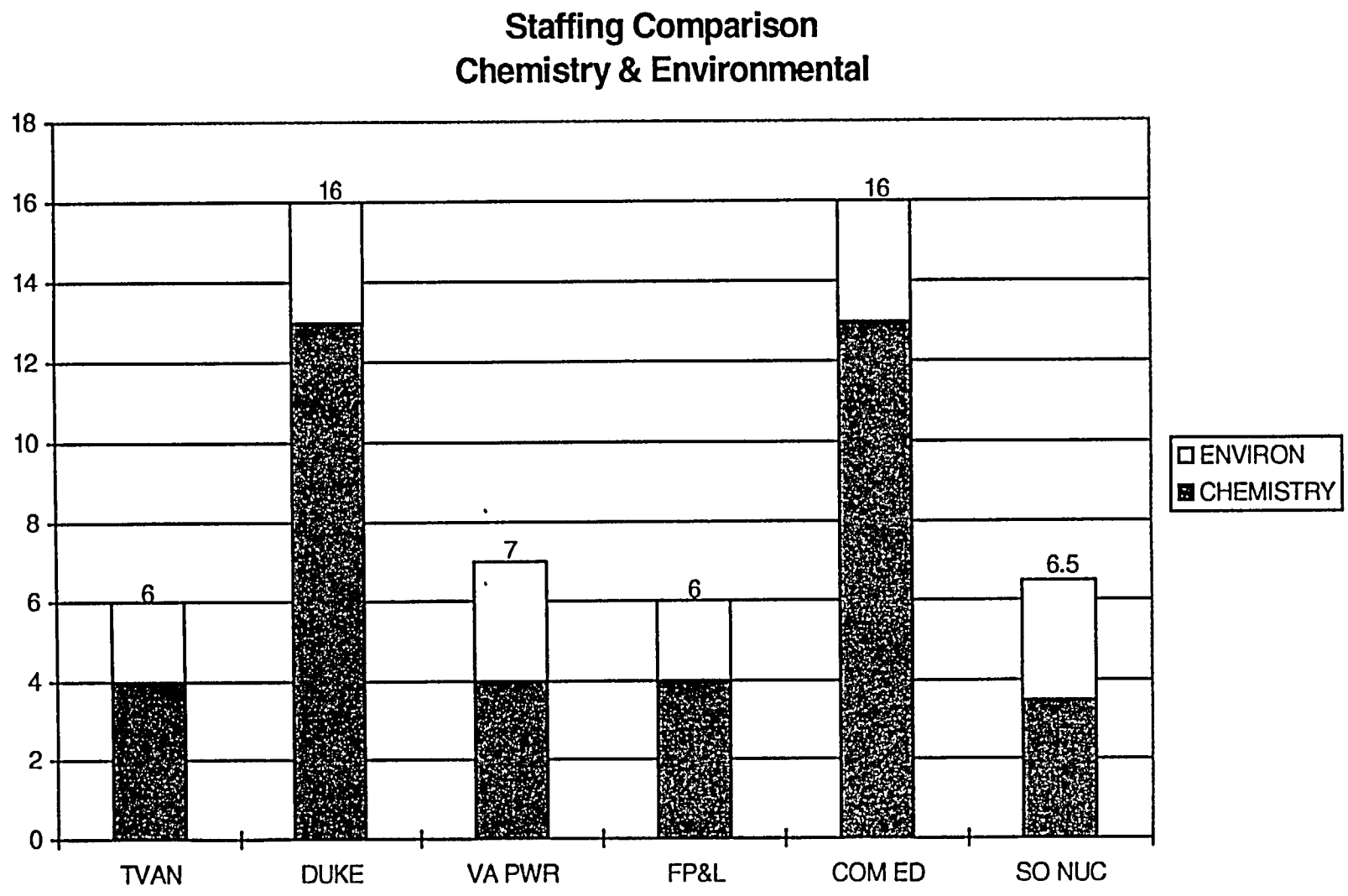
BI 000013

Radcon

Corporate Radiological Control / Site Radiological Control Roles

Corporate RADCON Role	Site RADCON Role
• In conjunction with the plants, develop radiation protection and radwaste standards for TVA Nuclear (TVAN). • Interpret standards and provide clarification as necessary. • Assist plants in standardization of RADCON activities and operations. • Coordinate periodic meetings with site RADCON personnel to foster good communications and to address specific issues (i.e., ALARA, radwaste, dosimetry, and records). • Provide coordination and management of long-term projects that effect all sites (i.e., revised 10 CFR 20 implementation, TLD processing configuration, dose records SCAR). • Identify industry good practices and benchmark data and issue to plants for evaluation. • Provide long-term evaluation of RADCON parameters and provide data to corporate and plant management. • Provide technical assistance and operational support in RADCON program areas as required. • Manage the multisite contracts (e.g., radwaste services, radwaste disposal, extremity dosimetry, and other assigned service contracts). • Support CECC in various RADCON positions during exercises and emergencies. • Chair TVA's Radiation Effects Advisory Group (REAG). • Serve as Application Owner for REXS and RADMAN software. • Assist plants with evaluating REXS database integrity. • Provide specialists in support of TVAN team assessment. • Assist plants in self-assessments of programs to evaluate effectiveness and consistency of implementation.	• Implement programs on a daily basis by development and execution of plant standards and procedures in accordance with TVAN Standards and standardization programs/procedures. • Review and act on adverse performance or trends to meet expectations for the products and services provided. • Conduct periodic self-assessments of programs to evaluate policy compliance, effectiveness, and consistency of implementation. • Prepare and submit all required NRC submittals. • Incorporate radiological goals and good practices consistent with best industry practices and performance. • Address industry issues and events and incorporate issues in continuing training and GET. • Operate dosimetry programs to maintain NVLAP accreditation. • Provide feedback to corporate as to new issues or errors in standards to maintain corporate standards consistent with industry best practice. • Administer single plant contracts for needed RADCON services, supplies, or equipment. For multisite contracts, identify to corporate changes in contract conditions which require attention. • Facilitate communications with corporate and other TVA plants. • Provide staff to attend periodic plant/corporate meetings. • Review and implement direction and guidance from RARC and REAG. • Serve as Application Owner for selected software. • Maintain industry awareness and skills by participating on standards and review groups. • Address issues identified during routine and special oversight assessments to improve operational performance.

Benchmarking



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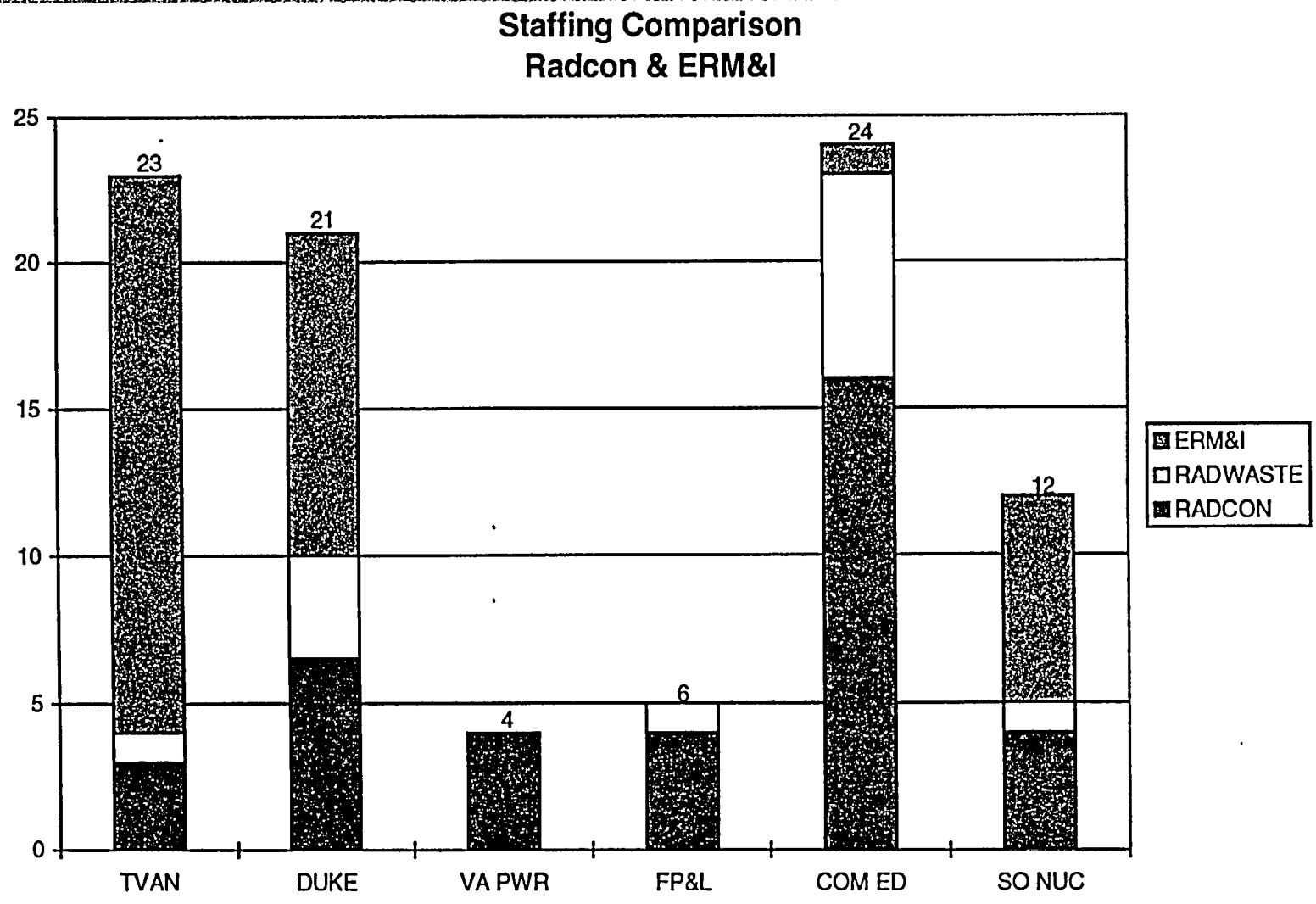

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ERM&I

ERM&I / Site Rad-Chem Roles

ERM&I Role	Site Rad-Chem Role
• Designs and implements radiological environmental monitoring programs (REMP) • Conducts REMP including sample collection and analyses • Develops revisions to REMP and coordinates revision to ODCM with site • Prepares the annual report to the NRC for REMP results • Develops and maintains procedures required for the conduct of the REMP • Maintains QA records generated from the performance of the REMP • Provides calibration and repair services for portable RADCON instrumentation • Provides calibration and repair services for electronic dosimeters • Develops and maintains a repair parts inventory • Maintains and calibrates NIST traceable radiation sources used in instrument servicing • Provides response window settings for site radiation sources used for instrument response checks • Develops and maintains procedures required for instrument calibration and operation of the calibration facility • Maintains QA records of instrument service and calibration • Maintains a data base tracking system for instrument status and service history • Provides addition technical support and service for site instrumentation as requested • Performs radionalytical analyses of 10 CFR 50 and 10 CFR 61 samples • Performs analysis of in-vitro bioassay samples • Performs radioanalytical analyses of contamination characterization samples for site RADCON • Develops and maintains procedures required for radioanalytical analyses • Maintains the QA records of radioanalytical analyses performed for site Rad-Chem	• Develops and maintains REMP requirements in the ODCM • Reviews the draft annual report of REMP results • Provides oversight of ERM&I performance of the REMP • Makes formal submittal of annual report to the NRC • Budgets for ERM&I funding for REMP activities • Develops site procedures and policies for control and use of RADCON instrumentation • Trains site personnel on the use and operation of portable RADCON instrumentation • Maintains REXS data for instrument use and control • Performs in service response checks of instrumentation • Maintains installed site instrumentation • Identifies instruments requiring service, repair, or due for calibration • Maintains site QA records on instrument use and control • Budgets for ERM&I funding for instrument services • Budgets for the purchase of new or replacement portable RADCON instruments and electronic dosimeters • Develops and maintains specifications and procedures for sampling and reporting 10 CFR 50 and 10 CFR 61 samples • Collections and ships samples to ERM&I • Performs any dose calculations required for in-vitro bioassay • Provides ERM&I with analysis requirements • Maintains site QA records for 10 CFR 50 & 61 sampling, bioassay and RADCON program samples • Budgets for ERM&I funding for radioanalytical services

Chemistry

• Serves as primary TVA member on EPRI and industry Chemistry technical work groups and seminars to ensure that TVA's interests are represented and to remain aware of industry norms and good practices. Provide technical information from these work groups and seminars to the site counterpart. • Develop Research & Development project issues and act as technical point-of-contact to assist in Chemistry program enhancements. • Review and coordinate responses between sites on NERs, NRC information bulletins, and generic letters related to the NP Chemistry program. • Chair the Chemistry Managers, Radioanalytical working group, and Analytical working group meetings and publish meeting minutes. • Provide long-term chemistry trending evaluations and recommendations (annual report for each site). • Develop and coordinate long-term strategic plans for site chemistry program improvements. • Recommend and provide technical support for plant technical specification and FSAR changes. • Conduct seminars on chemistry technical topics as requested. • Assist in standardization of the Chemistry software control program. • Assist in preparation for INPO evaluations and responses to findings. • Assist site with Westinghouse/GE Partners in Performance (PIP) concept through active participation in business meetings. • Provide support with startup and shutdown chemistry recommendations and data evaluation. • Provide technical review for off-site Technical Specification (TS) and off-site Dose Calculation Manual (ODCM) implementing procedures. • Provide support as a member of the Radiological Assessment Review Committee (RARC) operations as requested by site RARC coordinator. • Evaluate and coordinate TVAN off-site laboratories service activities to support plant chemistry sample analyses.	• For multi-site contracts, identify to corporate changes in contract conditions which require attention. • Administer single plant contracts for needed Chemistry services, supplies or equipment. • Review and implement direction and guidance from the Radioanalytical and Analytical working groups. • Maintain industry awareness and skills by participating on standards and review groups. • Address issues identified during routine and special oversight assessments to improve operational performance. • Direct requests for technical support to corporate Chemistry. • Provide site response on NERs, NRC information bulletins, and generic letters related to the site Chemistry program. • Chair the site Chemistry Curriculum Review Committee for Chemistry Training. • Collaterally works with corporate to recommend and provide technical support for plant technical specification and FSAR changes. • Implement Westinghouse/GE Partners in Performance concept through active participation in business meetings. • BFN serves as TVA voting member for the EPRI BWR Chemistry Guidelines Committee. • Provide daily and monthly Chemistry data trending evaluations (monthly report) to Plant Management.

Chemistry

• Plan, develop, review, maintain, and coordinate Chemistry policy, standards, requirements, and management controls for Nuclear Power (NP). • Provide an aggressive oversight presence during routine operations and plant outages through site visits, plant tours, personnel interviews, observation feedback, etc. • Interpret corporate policy, provide clarification as necessary, and provide technical specialists to evaluate policy compliance, effectiveness, and consistency of program implementation. Provide routine assessments for all aspects of the Site Chemistry program. • Support the Chattanooga Emergency Control Center as Radiological Assessment Manager, Radiological Assessment Coordinator, Radiological Environmental Assessor, and Radiological Dose Assessor. • Provide technical expertise in support of audits by Nuclear Assurance, NSRB, and other groups. • Benchmark, identify, and recommend Chemistry goals consistent with best industry practices to TVA sites. • Maintain industry awareness and provide technical information to all sites from available sources by providing meeting summaries, minutes and handouts as appropriate. • Facilitates chemistry design changes and capital projects. • Facilitate and foster site-to-site communications by monitoring site critical performance indicators, site activities, outside agency visits, lessons learned, and provide feedback to all sites periodically. • TVA technical contract manager for Chemistry multi-site contracts. Monitor and establish and/or renew multi-site contracts as required. Provide site information on status and changes. • Provide technical contract management of partnership contracts contracts for TVAN sites. • Provide technical, oversight, and operational support to all TVA nuclear sites and corporate organizations for request of assistance, problems, and projects related to Nuclear Power Chemistry. • Serve on the Site Curriculum Review Committee (CRC) for Chemistry training.	• Provide input and concurrence on corporate standards, policies, and programs. • Provide input to corporate on the health and status of the site chemistry program. • Provide site specific chemistry information (i.e., logs, reports, data, graphs, etc.) for corporate review. • Provide input to corporate on meetings scheduled that corporate may want to be represented including NRC exits, CRC meetings, project meetings, etc.. • Support site TSC during drills, graded exercises, and emergencies to support site Emergency Plan (EP). • Collaterally works with corporate to develop long-term strategic plans for chemistry program enhancements. • Owns/Implements the site Chemistry Program. • Champions chemistry design changes and capital projects. • Acts as primary site contact for interface with off site agencies (i.e., NRC, INPO, etc.) regarding the site Chemistry Program. • Monitor system chemistry to maintain plant integrity and increase the life of the plant. Provide technical expertise to site groups on chemistry of plant systems. • Provide staff to attend the Chemistry Managers, Radioanalytical working group, and Analytical working group meetings. • Participate in periodic assessments of chemistry programs to evaluate policy compliance, program effectiveness, and consistency of implementation. • Incorporate chemistry goals and good practices consistent with best industry practices and performance. • Address industry issues and events and incorporate issues in continuing training. • Provide feedback to corporate Chemistry as to new issues, problems, or errors in standards to maintain corporate standards consistent with industry standards and best practice. • Facilitate communications with corporate Chemistry and other TVA plants.

Environmental

- Develop and maintain TVAN environmental standards which are consistent with overall TVA environmental compliance goals and responsibilities.
- Define, coordinate, and track the non-nuclear environmental support budget (Resource Group and contractors) for TVAN activities.
- Define, coordinate, and track environmental training requirements.
- Represent TVAN on interagency/cross-functional process improvement teams.
- Establish multi-site Indefinite Quantity Term (IQT) contracts for TVAN (i.e., asbestos, solid waste disposal, and emergency spill response).
- Evaluate the overall effectiveness of the TVAN environmental performance indicators.
- Participate in site regulatory inspections and communicate lessons learned to other sites.
- Develop and maintain a coordinated TVAN environmental policy.
- Review and comment on proposed environmental laws and regulations with potential to impact TVAN.
- Disseminate information and guidance on compliance with new and revised environmental regulations including maintenance of the TVAN Environmental Compliance Manual (ECM).
- Define and coordinate team oriented assessments of TVAN facilities' environmental compliance programs (support mode rather than an audit function). This includes the review of environmental permit and regulatory compliance performance and tracking corrective action as necessary.
- Seek and disseminate technical expertise related to environmental compliance associated technology/methodologies that will benefit TVAN.
- Maintain and provide technical expertise to sites in negotiation for equitable regulatory permits.
- Facilitate communications between sites and between sites and EP via bi-weekly teleconferences and bi-annual "all hands" meetings.
- Coordinate and Oversee EA;s and EIS's for major site projects or activities.

- Hazardous Waste Management
  Sampling requests, Hazardous waste determination (sampling/characterization), Proper Packaging, labeling, marking and manifesting, Disposal authorization request forms, Storage inspections, Maintenance of contingency plan, Training of employees to contingency plan and hazardous waste requirements, Manifest tracking and exception reports, Record keeping, Guidance to site personnel, Hazardous waste emergency coordination, Disposal of unwanted/expired/excess chemicals, Hazardous waste biannual/annual report, Waste stream notifications, OSHA 1910.120 personnel training, Satellite area control/inspections, Interim status inspections, DOT HM - 181 training
- Underground Storage Tanks
  Registration, Leak detection/inventory control, Procedures to respond to address unaccounted inventory, Physical modification of tanks to meet regulatory requirements, Tank integrity verification (hydrostatic testing) as appropriate, Tank closure
- Clean Water Act Compliance
  NPDES guidance to onsite organizations, Erosion and sediment control, Waste water treatment/control, NPDES monitoring/reporting/record keeping, Identification of hazardous substances for NPDES permit application, Outfall inspections
- Oil and hazardous substances compliance
  Spill Response/SPCC coordination, Spill training, Maintenance and review of SPCC plan
- Stormwater Management
  Containment/bermed area inspection during applicable periods (outages and construction), Stormwater pollution prevention plan maintenance/control
- Sewage treatment sandfilter operation
  Routine maintenance

Environmental

Environmental Role	Environmental Responsibilities
• maintain cognizance of industry-wide environmental events, practices and trends that affect TVAN and evaluates the potential impact on TVAN activities. • Ensure appropriate TVAN representation in environmental meetings with other TVA organizations, regulatory agencies, and external organizations and at significant conferences, user's group meetings, expositions and other meetings of applicability. • Support the Chattanooga Emergency Control Center (CECC) as Environmental Assessor to support TVAN Emergency Plan.	• Clean Air Act Management Asbestos program compliance, NESHAP toxics compliance, Monitoring/reporting/recording keeping where appropriate, Opacity monitoring, Fuel consumption monitoring, Ozone depletion (Title VI) compliance, Venting control, Applicable equipment servicing records, Technician training, Surplusing of equipment • Pesticide/Herbicides Management Guidance and approval to contract services on use, Applicator certification verification as appropriate • PCB Management Ensure proper removal and disposal, Labeling, marking and shipping, Manifesting, Cleanup, Risk assessments, Annual report input, Testing/analytical • Waste Oil Management Sampling requests, Contamination/non-contamination segregation, Shipping, Guidance to on-site personnel on disposition, Collection and Disposal • Medical Waste Management Notification where appropriate, Proper management of waste • Annual Operating Report Development and submittal to NRC • Drum Control Management Issuance's and return, Color coding or labeling, Inspections and enforcement, Disposal and recycling • Potable Water Management Contamination monitoring, System modifications, Cross connection protection • Mixed Waste Management Identification, Storage, Disposal, Interim status compliance • National Environmental Policy Act (NEPA) Management Environmental review, Protective action implementation, EDR record keeping • Solid Waste Management Landfill control, Routine reporting

Environmental

•	• Non-Nuclear Environmental Budgeting Review/approval of Resource Group Workplans, Monitoring of quarterly reports and spending • Prepare the following environmental reports and correspondence to regulators (courtesy copy to Corporate Environmental) Weekly NPDES reports, DMR review/development, Asbestos notifications, Annual/quarterly/emergency asbestos notifications, Annual fuel consumption, SARA Title III Tier II submittals to LEPC, Hazardous waste annual/biannual, Hazardous waste minimization, Hazardous waste stream notification • Meteorological Monitoring (Not at BFN) Review/approve Resource Group Workplans, Review/approve system modifications, Respond to NRC findings/violations

Operations & Fire Protection

Organizational Overview

Operations & Fire Protection

Yellow - Not Filled

Review with NE Technical Support

Current 1/3/4 @ Site

Fire Protection Personnel - Accredited Program Attendance

Evaluate Need

DOR with Sites

MANAGER OPERATIONS & FIRE PROTECTION (6)

- **SUPERINTENDENT OUTAGE** (1)
  - OUTAGE PROGRAM ASSESSMENTS
  - OUTAGE PROGRAM/PROCESS IMPROVEMENT AND STANDARDIZATION
  - OUTAGE NUCLEAR EXPERIENCE REVIEW ISSUES
  - TREND OUTAGE DURATION
  - SUPPORT AND ASSESSMENT OF OUTAGE PLANNING AND IMPLEMENTATION
  - OUTAGE RISK ASSESSMENT
  - LESSONS LEARNED OUTAGE CRITIQUE COORDINATION
  - MAINTAIN CORPORATE STANDARDS ON OUTAGE PLANNING, IMPLEMENTATION, AND RISK MINIMIZATION
- **SUPERINTENDENT OPERATIONS / OUTAGE** (1)
  - OPERATIONS PROGRAM SUPPORT
  - OPERATIONS SELF ASSESSMENT SUPPORT
  - MAINTAIN CORPORATE OPERATING STANDARDS
  - OPERATIONS PROGRAM/PROCESS IMPROVEMENT AND STANDARDIZATION
  - OPERATIONS NUCLEAR EXPERIENCE REVIEW ISSUES NER Review
  - MONITOR OPERATIONS TRAINING PROGRAMS
  - PARTICIPATE IN PLANT SUPERVISOR EVALUATIONS, SIMULATOR OBSERVATIONS, AND SRO LICENSE TRAINING
- **SUPERINTENDENT OPERATIONS / OUTAGE** (1)
  - OPERATIONS PROGRAM SUPPORT
  - OPERATIONS SELF ASSESSMENT SUPPORT
  - MAINTAIN CORPORATE OPERATING STANDARDS
  - OPERATIONS PROGRAM/PROCESS IMPROVEMENT AND STANDARDIZATION
  - OPERATIONS NUCLEAR EXPERIENCE REVIEW ISSUES
  - MONITOR OPERATIONS TRAINING PROGRAMS
  - PARTICIPATE IN PLANT SUPERVISOR EVALUATIONS, SIMULATOR OBSERVATIONS, AND SRO LICENSE TRAINING
- **MANAGER FIRE PROTECTION** (1)
  - FIRE PROTECTION PROGRAM SUPPORT
  - TECHNICAL ASSISTANCE ONSITE AND OFFSITE
  - FIRE PROTECTION PROGRAM/PROCESS IMPROVEMENT AND STANDARDIZATION WITH FOCUS ON EFFICIENCY AND EFFECTIVENESS
  - FIRE PROTECTION SELF ASSESSMENT SUPPORT
- **PROGRAM MANAGER FIRE PROTECTION** (1)

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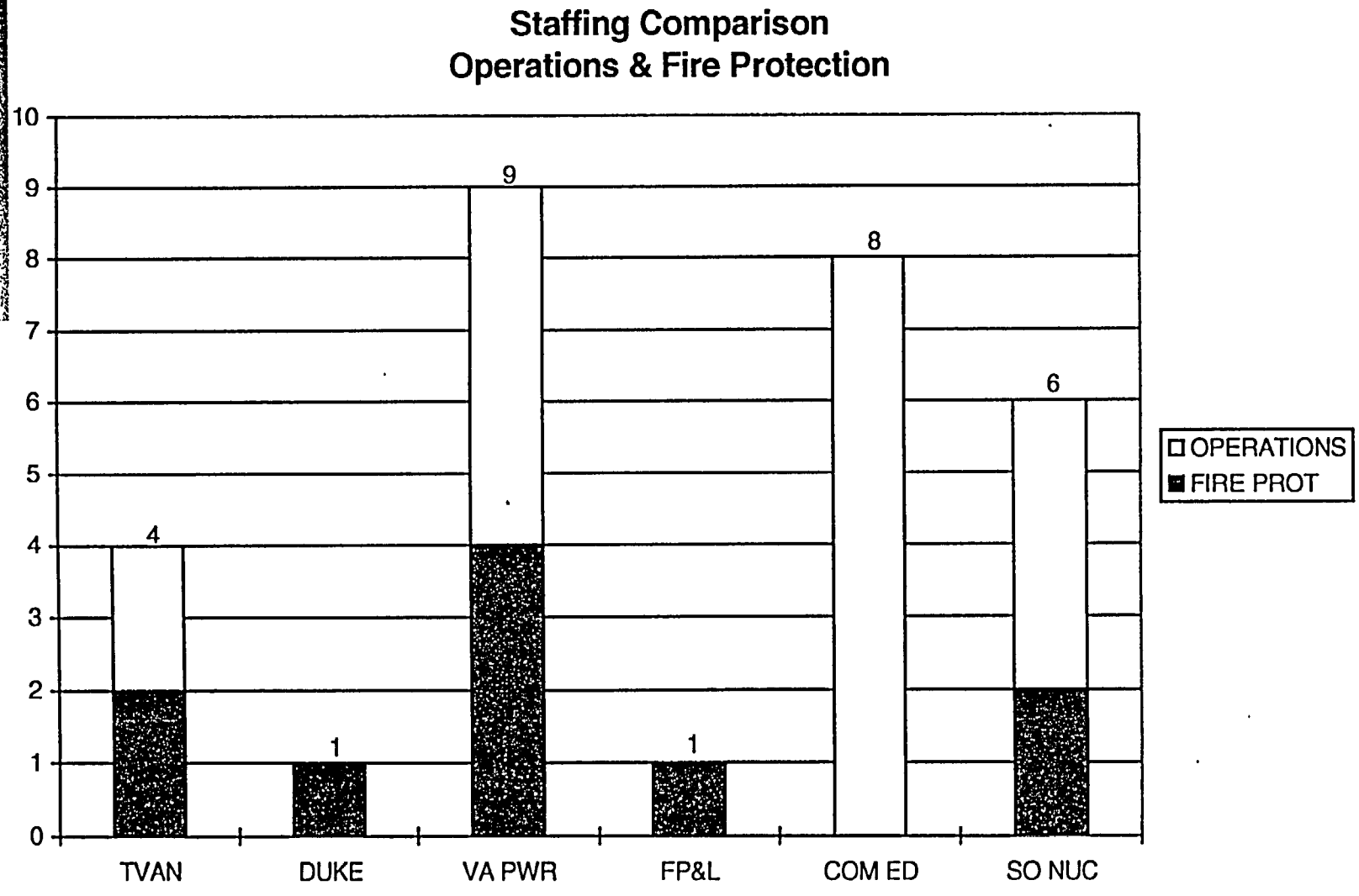
Benchmarking



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Operations & Fire Protection

Corp. Operations Support & Fire Protection Role	Site Role
• Maintain corporate Standards related to Conduct of Operations, Work Control, and Reactivity Management • Provide support for operations and work control programs • Coordinate peer group meetings for Operations and Work Control for process improvement streamlining/standardization effort • Provide central point of contact for industry issues • Maintain latest software for Outage Risk Analysis Management (ORAM) • Develop and maintain severe accident mitigation guideline (SAMG) implementation plan • Provide industry benchmarking and operations experience information to sites • Assist site with establishing operation policies and programs • Review industry events and assist sites with response to NER issues • Monitor Operations training program and participate with plant staff in simulator observations • Assist plant with self-assessments and participate on Operational Readiness Review teams • Assist sites in development of fire protection program and implementation • Provide corporate point of contact with outside agencies (i.e. NRC, insurance carrier, INPO, etc) related to fire protection issues • Specify and provide justification for fire protection surveillance intervals and requirements • Provide sites with surveillance matrix • Support process redesign, work elimination and standardization in fire protection area • Monitor site fire protection program implementation and assist site in performance of self-assessments	• Implement Operation programs and policies • Review and revise procedures and instructions that define plant controls for operation and fire protection activities • Maintain training and qualification of personnel to perform functions as specified in regulatory requirements and industry standards • Schedule, coordination, and control work activities on plant equipment or systems • Maintain plant status/configuration control of each unit • Provide shift manning to perform activities and maintain a safe condition of plant configuration • Perform surveillance activities and test required by Tech Spec • Report significant events to NRC • Provide tagging and safe configuration for support of work activities of various plant organizations • Maintain procedures and instruction for site emergency condition and carry out drills to demonstrate adequacy of preparation • Control access to critical plant areas

Performance Assessment

Organizational Overview

Performance Assessment

More visibility

DOR with KWS

Performance Assessment Value Adds

- *IMPROVEMENT OF METHODS*
- *IMPROVEMENT OF PROCESSES*
- *ESTABLISH STAFFING LEVELS*
- *FACILITIES LAYOUT IMPROVEMENT*
- *IMPROVE PRODUCTIVITY*
- *REDUCE COSTS FOR RESOURCES AND MATERIALS*
- *IMPROVE QUALITY*
- *INCREASE EFFICIENCY AND EFFECTIVENESS*
- *SITE MANAGEMENT SUPPORT / CONSULTATION*
- *SITE PERFORMANCE ANALYSIS PROCESS DEVELOPMENT AND ROLLUP PERFORMANCE REPORTING*
- *SITE STANDARDIZATION&REDESIGN PROCESS BASELINING*

(5)

Manager Performance Assessment
T.D. Knight

Industrial Engineer
S. L. Babb

- Utilization Studies
- Cost Analysis/Economic Analysis
- Process Improvement Studies
- Cycle-Time Reductions
- Establish Optimum Staffing Levels
- Benchmarking
- Shop, Office, Facility Layout
- Streamline Crew, Section, Organization Work Interfaces
- Determine Optimum Usage of Plant Equipment and Office Facilities
- Evaluation of Standards
- Performance Trending
- Standardization&Redesign Process Baselining
- Methods Transfer to Sites(Std&Redesign Area)

Industrial Engineer
B.W. Hamby

- Utilization Studies
- Cost Analysis/Economic Analysis
- Process Improvement Studies
- Cycle-Time Reductions
- Establish Optimum Staffing Levels
- Benchmarking
- Shop, Office, Facility Layout
- Streamline Crew, Section, Organization Work Interfaces
- Determine Optimum Usage of Plant Equipment and Office Facilities
- Evaluation of Standards
- Performance Trending
- Standardization&Redesign Process Baselining
- Methods Transfer to Sites(Std&Redesign Area)

Industrial Engineer (Specialist)
G.G. Hutcheson

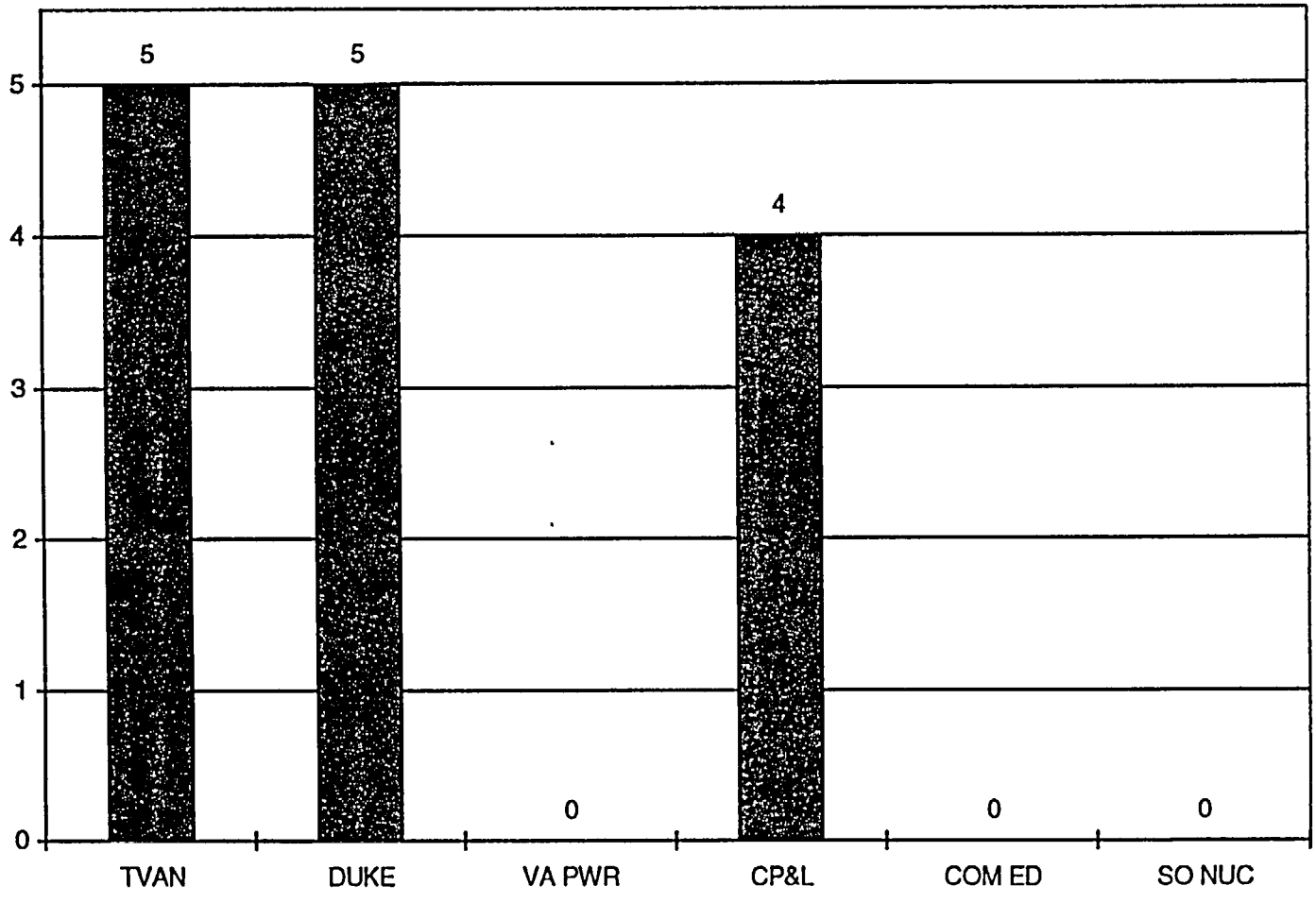
- Utilization Studies
- Cost Analysis/Economic Analysis
- Process Improvement Studies
- Cycle-Time Reductions
- Establish Optimum Staffing Levels
- Benchmarking
- Shop, Office, Facility Layout
- Streamline Crew, Section, Organization Work Interfaces
- Determine Optimum Usage of Plant Equipment and Office Facilities
- Evaluation of Standards
- Performance Trending
- Standardization&Redesign Process Baselining
- Methods Transfer to Sites(Std&Redesign Area)

Industrial Engineer
S. L. Pemberton

- Utilization Studies
- Cost Analysis/Economic Analysis
- Process Improvement Studies
- Cycle-Time Reductions
- Establish Optimum Staffing Levels
- Benchmarking
- Shop, Office, Facility Layout
- Streamline Crew, Section, Organization Work Interfaces
- Determine Optimum Usage of Plant Equipment and Office Facilities
- Evaluation of Standards
- Performance Trending
- Standardization&Redesign Process Baselining
- Methods Transfer to Sites(Std&Redesign Area)

Benchmarking

Staffing Comparison
Performance Assessment



BENCHMARKING DATA COMPARISON BETWEEN TVA & OTHER UTILITIES

TVA	Commonwealth Edison	Duke	CP&L	Virginia Power	Southern Nuclear
Performance Assessment (PA) (5) - Redesign & Standardization (costs, staffing, cycle time) - Work Process Baselining, Analysis, and Imp. - Craft, Crew Work Utilization Studies	Maintenance Support - No direct counterpart to PA - Task, Process Redesign in Maint. Supt. Dept. (just beginning)	Consulting Svcs. (internal) (5) - Interdisciplinary - MBAs, Tech., IEs - Bus. Process Imp. • Core Bus. Competencies • Redesign • Process Imp.	Industrial Engineering (4) - Work Utilization Studies - Redesign & Process Improvement (primary focus) - Classical IE Evals.	- No direct counterpart to PA - Process redesign, standardization for Nuclear will start in Spring '96.	- No direct counterpart to PA - IEs assigned to Project Mgt. Groups - Engr. Excellence Program (Process Imp.) - Teams of Site Employees. Some IEs

Performance Assessment

Corp. Performance Assessment Role	Site Role
WORK UTILIZATION EVALUATIONS • Perform Independent Mods. & Maint. craft work utilization evaluations. Report results to site management. • Provide specific evaluations for site management to identify field work problems, delays, and their causes and make recommendations for improvements. • Develop, maintain trending from work utilization studies for all sites, providing analysis and overviews to site management and input to TVA reports to GAO on contractor productivity. **PROCESS IMPROVEMENT (Redesign, Standardization, Work Elimination)** • Perform site process baselining evaluations in direct support of site redesign, standardization, and streamlining efforts. • Identify and measure process cycle times, costs, and FTE man hours as a part of evaluations of site activities. • Provide recommendations to site management for process streamlining, cost reductions, and removal of barriers as a part of baselining site activities. • Participate with peer groups in areas of work control, scheduling, and others to support standardization and process improvements. • Benchmark best industry practices for major site work processes (DCN, etc.) as direct input to site process redesign or cost reduction efforts. • Participate with site management directly in the redesign of site processes. • Develop cost/benefit/economic evaluations for site processes and activities versus redesign implementation plans or alternative methods or processes. **ORGANIZATION, FUNCTION, PERFORMANCE EVALUATIONS** • Perform organization, function, and/or performance evaluations to assist site management in resolving productivity, quality, or efficiency problems. • Transfer of Performance Assessment methods, tools, and techniques to site line managers and teams to leverage TVA capability in Performance Assessment area.	**CRAFT WORK** • Supervise/perform Mods. & Maint. craft work. • Establish schedules for craft work activities and utilize optimum craft workforce levels to meet schedules. **PROCESS IMPROVEMENT (Redesign, Standardization, Work Elimination)** • Define process for redesign and standardization including rules, methodology, and criteria to perform baselines, benchmarks. • Prioritize processes to be redesigned/standardized and schedule, implement, and monitor the process standardization, redesign effort. • Establish priorities, overall schedules for Performance Assessment's (PA) process baseline evaluations and for PA participation in process redesign and in development of cost/benefit results for redesigned processes. **DAY-TO-DAY WORK AND PROCESS MANAGEMENT** • Manage current site processes, systems, and work evolutions. • Identify work performance, quality, or efficiency problems with above and request PA assistance/evaluation, as appropriate, to identify causes and develop recommendations for resolution.

Nuclear Training

Organizational Overview

Nuclear Training

Total Training Plan

DOR Review In Light of Recent Site Problems

(7)

MANAGER
NUCLEAR TRAINING

SECRETARY
(SHARED)

MANAGER
BFN
TRAINING DEPT.

MANAGER
BLN
TRAINING SECTION

MANAGER
SQN
TRAINING DEPT.

MANAGER
WBN
TRAINING DEPT

OPERATIONS
TRAINING
PROGRAMS MANAGER

- ACCREDITED TRAINING PROGRAMS (6)
- PROGRAM DIRECTION
- SAT PROCESS
- STANDARDIZATION
- NRC EXAM PROCESS
- ENTRY-LEVEL JOINT TRAINING PROGRAMS
- SIMULATOR CERTIFICATION STATUS

MAINTENANCE
TRAINING
PROGRAMS MANAGER

- ACCREDITED TRAINING PROGRAMS (3)
  - PROGRAM DIRECTION
  - SAT PROCESS
  - STANDARDIZATION
- ENTRY-LEVEL JOINT TRAINING PROGRAMS
- NUCLEAR ACCREDITATION BONUS (NAB)
- MAINTENANCE PLANNER TRAINING
- OSHA TRAINING

TECHNICAL
TRAINING
PROGRAMS MANAGER

- ACCREDITED TRAINING PROGRAMS (3)
  - PROGRAM DIRECTION
  - SAT PROCESS
  - STANDARDIZATION
- GET/FFD TRAINING PROGRAMS
  - PROGRAM DIRECTION
  - STANDARDIZATION
- TECHNOLOGY-BASED TRAINING
  - STRATEGIC DIRECTION
  - STANDARDS

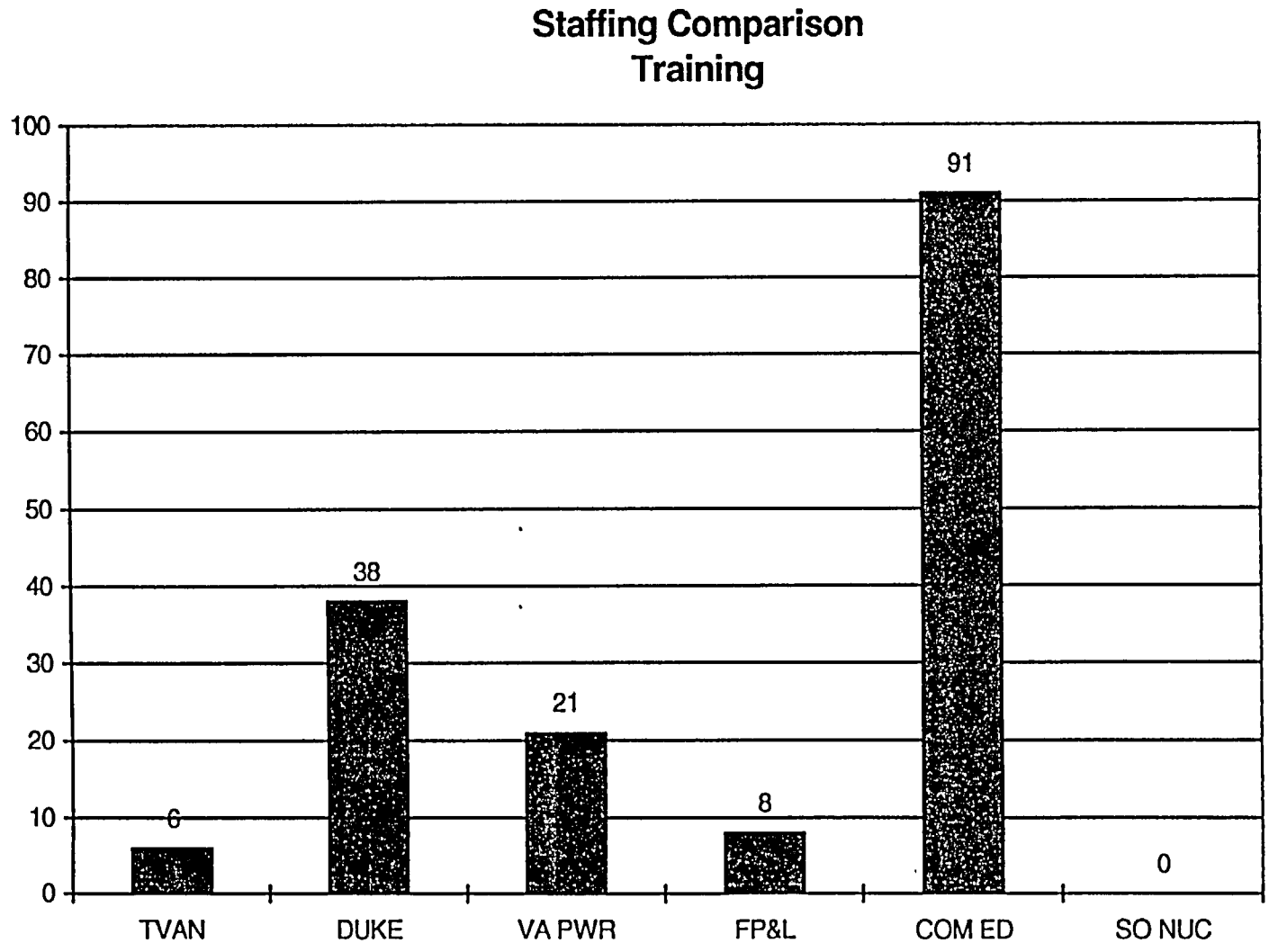
CURRICULUM
CONTROL
MANAGER

- TRAINING STANDARDS
- PERFORMANCE REPORTING
- TRANSFER OF LESSONS LEARNED
- TROI REPORTING AND CLOSURE
- NETS SPONSOR
- RECORDS SYSTEM PROGRAM REQUIREMENTS AND UPGRADES
- BUSINESS PLANNING/BUDGET

AUTOMATED
RECORDS SYSTEMS
PROGRAM MANAGER

- AUTOMATED RECORDS SYSTEM ADMINISTRATION
  - COURSE APPROVAL AND CONTROL
  - SYSTEM SECURITY
  - NEW USER ORIENTATION
  - SYSTEM VERIFICATION AND TEST
  - SITE/USER INTERFACE
  - IS SYSTEM MAINTENANCE INTERFACE
- ENTRY-LEVEL TRAINEE TRACKING (ATRS) SYSTEM ADMINISTRATION

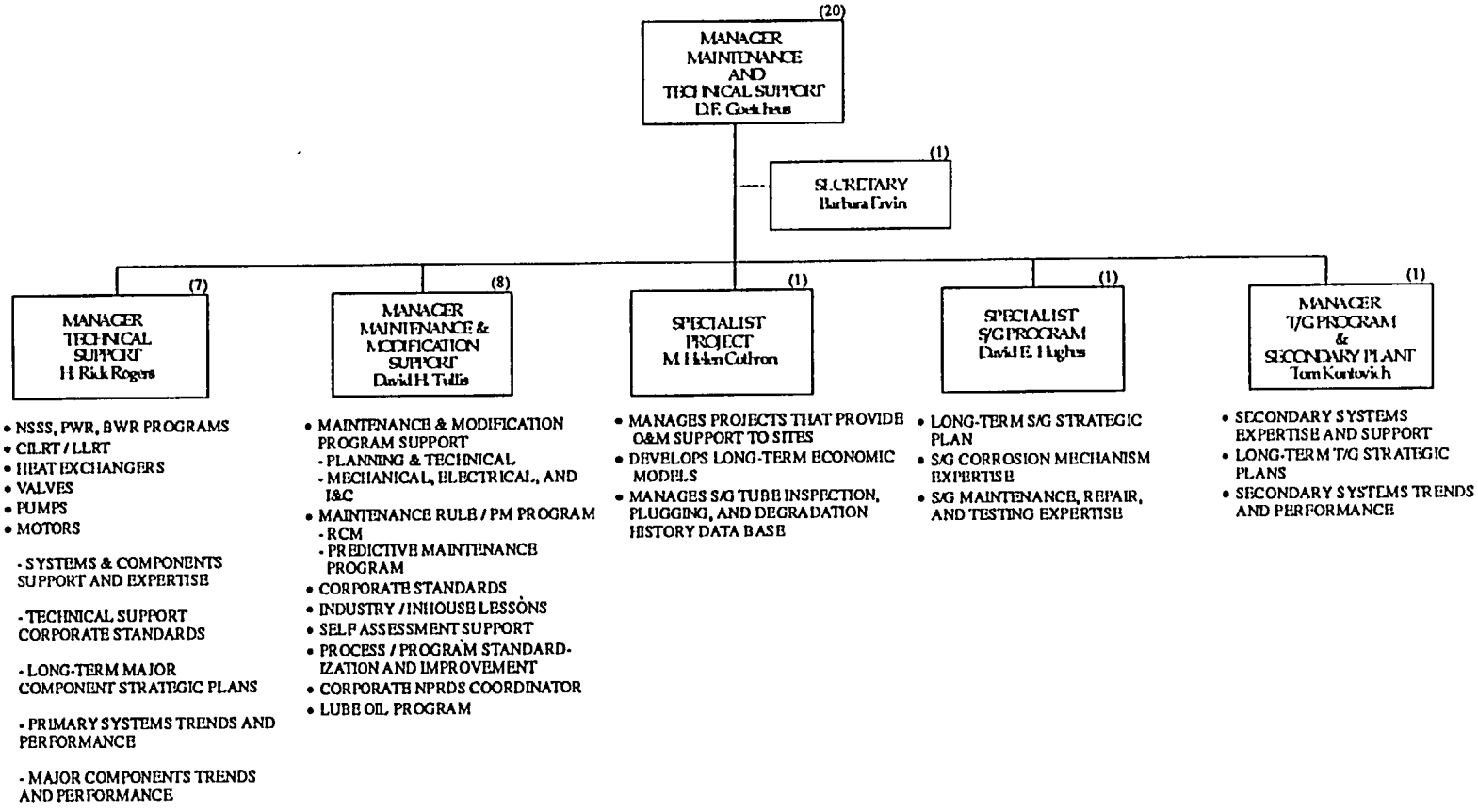
Benchmarking



Nuclear Training

Corporate Role	Site Role
• Define training program requirements to satisfy Federal regulation and industry accreditation objectives • Maintain upper tier training and process standards • Sponsor Training Programs Executive Council (TPEC) • Provide program direction for regulated and accredited training • Assist with problem correction and share lessons-learned with other sites • Sponsor training records data base (NETS) • Identify, acquire, and maintain selected TVAN generic training materials • Scan TVAN, education, government, business, and industry for lessons-learned, best practices, and technological advances • Participate in Accrediting Subcommittees for Jointly Administered Training Programs • Provide TVAN representation to industry and regulatory groups on programmatic training issues	• Implement site-based regulated and accredited training programs • Develop site training procedures to implement corporate standards • Sponsor Curriculum Review Committees (CRCs) • Manage site training personnel, processes, and facilities • Evaluate, monitor, and trend training effectiveness • Maintain registration, scheduling, and trainee participation data • Implement generic training and develop/implement necessary site-specific training • Implement "lessons-learned," best practices, and technological advances to enhance cost-effective training delivery • Participate in Local Subcommittees for Jointly Administered Training Programs • Provide site representation to industry and regulatory groups on training implementation issues

Maintenance & Tech Support



BI 000036

September 21, 1995

R. O. Grover, BR 5D-C
W. C. McArthur, BR 5D-C
W. L. Raines, WAR 1A-M

ACTION ITEMS FROM SEPTEMBER 19, 1995 MEETING WITH OLIVER D. KINGSLEY ON OPERATIONS SUPPORT ORGANIZATIONAL STRUCTURE

My notes from the September 19, 1995 meeting indicate the following action items. If there are corrections to my notes please inform me.

General Comments

- Normally, only one TVA person per offsite industry meeting.
- Corporate personnel should not be utilized for staff augmentation. If corporate can augment site staffs, they are overstaffed.
- Vogtle and Farley have site staffing levels of about 900 people. To remain competitive TVA must find ways to provide quality work with similar number.
- Corporate should maintain an overview of data but not necessarily trend the data.
- Emphasis on Corporate not trending plant data or preforming plant work. For example, in Maintenance Corporate should not be addressing chiller or air compressor problems, lub oil programs should be a plant responsibility.
- More plant ownership but no additional staff for sites. No programmatic turnover to plants.
- Do not need Corporate to resolve surveillance issues.
- All areas should have five-year plans.
- Eliminate Corporate NPRDS function.
- Corporate should "beat drums" for the sites to increase priority on improved chemistry for Fire Protection and service water systems.

- Too many engineers! Corporate function, if any, must be programmatic issues and special programs.

Envrionmental Radiological Monitoring and Instrumentation

1. Coordinate with Tom Knight to have an Industrial Engineering study of work efficiencies at Western Area Radiological Laboratory (WARL).

2. Evaluate possibility of relocating WARL to Chattanooga.

Radiological Control (RADCON)

1. Review and provide a summary of all contracts.

2. Prepare a list of major projects.

3. Evaluate the division of responsibilities (DOR) for the areas of radwaste disposal site/storage, Central Emergency Control Center (dose codes), and exposure records and records system expertise.

4. Eliminate Corporate function of site outage/startup support.

5. Concern that site RADCON organizations are compartmentalized and manpower intensive.

6. Are plant staffs receiving the proper level of RADCON training. Is the training geared to the needs of different groups?

7. Five-year plans should be developed for each site.

Chemistry

1. Review and provide a summary of all contracts.

2. Do not preform site functions.

3. Concern that site chemistry organizations are compartmentalized and manpower intensive.

4. Evaluate the DOR for steam generator cleaning.

5. Delete "Westinghouse Pip" from list of Corporate functions.

6. Each site should have a five-year program. Provide status of items in Browns Ferry Nuclear Plant five-year program that are not working or are behind schedule.

7. Where programmatic issues are deemed not to be making satisfactory progress Corporate must raise the issue to the power levels.

Each functional area should begin drafting responses to the action items in their area.

A.W. Sorrell

Allen W. Sorrell
Manager
Radiation Protection and Chemistry
WAR 1A-M

AWS:DBC
cc: J. M. Corey, POB 2H-BFN
J. W. Cox, MOB 2U-WBN
C. E. Kent, POB 2C-SQN
D. E. Moody, LP 3B-C

PLCRSDBC (976)

OPERATIONS SUPPORT REVIEW

ODK (1)

ODK very interested in:

- duplicity elimination; we need to focus
- our not performing site functions
- staffing numbers (how many people at WBN? up to 9 at one time; i.e., that proves we're overstaffed) / stay at 71 (actu
- shoot for Sonopco site H/C's (sizes) -

LBD note Nuclear Training has eliminated duplication of effort between corporate and site training organizations. We focus on "what" they attend to "how."

ODK - reevaluate div of respon. entre corp engr and site engineers ("in spades") - combination w/ Engr. study

- corp. - program issues and "special" problem that sites don't have resources to hand problems > chronic valve trouble, etc.

ODK → "five year plans" - AN EXCELLENT IDEA! ODK

ODK → Corp. be our conscience and provide overview but don't get into minutia and trend things "for them." (I'm not going to put you out there to do their work for them.)

Maint. • need a rec on "stage of improvement" and "on corp. std."

• evaluate NER (why needed beyond the TVAN NER program?) - consider where it should be

(3) (maintain corporate overview of this) • (1) move to eliminate the corp NPRDS function; (2) let sites do it.

• move contract management to sites; get a "DOR" on ~~[illegible]~~ data base

[☆ ODK - "I'm looking for more involvement and ownership by the sites."]

~~• get a "DOR" on co~~

We are definitely not going back to owner-operator concept wrt programs. But, we (corporate) aren't going to do the sites' "grunt work" for them!

RadCon

: review this area for lessons learned (positive sense)

: list of projects

: do a DOR w/ Security on PADS; who should own it:

OAK - programmatic assistance at sites okay; not "grunt" work

Chemistry

: a review of all major projects

: get out of PIP

: show him the 5-yr programs that aren't working

: do same "compartmentalization" (DOR) review wrt sites as requested of RadCon

ODK - no trending at corp.; spot-check & review whatever sites may do

ERMI - do another review of relocation (LBD question - could it go into "bunker" being vacated at dam

- have Tom's group look at ERMI (IE internal review

- look at DOR w/ sites

Ops & FP -

- do a review in this area wrt ENGR functions

- do we need an outage function? (Couldn't Gen Mgr do that

• (review this and include Bill Hamm function)

• such a site function (@ site VP level)

• at corporate, it's not a lower level job

- totally agree that NER is in the wrong place (ODK,

LBD action — ODK — why are Fire Protection personnel not in accredited main & ops trng programs
- fire brigade
May be a big problem; they may not be qualified for their tasks —

* LBD DO THIS for all three sites ASAP (and get back to DEM/OD

- do a DOR w/ Singer's group and Perf. Assessment
- get more visibility for this group and its good work

LBD ACTION
• DOR/NT interface review in light of recent problems (site trng pblm

• get another TAT mtng set up w/ ODK (total trng plan)

ODK question to group — what would you do to straighten this trng situation out?
{ we have a hodge-podge — outside the acc prgm area — programmatic areas outside accred areas

• plants feel that there may

ODK: programmatic overview; help 'em; don't do their work

→ set up a follow-up review w/ ODK

DEM staff must again

MAINTENANCE & TECHNICAL SUPPORT

ORGANIZATION AND ACCOUNTABILITIES

MANAGER MAINTENANCE AND TECHNICAL SUPPORT
D F. Goetcheus

SECRETARY (SHARED)
Barbara Ervin

MANAGER TECHNICAL SUPPORT (7)
H. Rick Rogers

- NSSS, PWR, BWR PROGRAMS
- CILRT / LLRT
- HEAT EXCHANGERS
- VALVES
- PUMPS
- MOTORS

- SYSTEMS & COMPONENTS SUPPORT AND EXPERTISE

- TECHNICAL SUPPORT CORPORATE STANDARDS

- LONG-TERM MAJOR COMPONENT STRATEGIC PLANS

- PRIMARY SYSTEMS TRENDS AND PERFORMANCE

- MAJOR COMPONENTS TRENDS AND PERFORMANCE

MANAGER MAINTENANCE SUPPORT (7)
David H. Tullis

- MAINTENANCE PROGRAM SUPPORT
  - PLANNING & TECHNICAL
  - MECHANICAL, ELECTRICAL, AND I&C
- MAINTENANCE RULE / PM PROGRAM
  - RCM
  CORPORATE STANDARDS
- INDUSTRY / INHOUSE LESSONS
- SELF ASSESSMENT SUPPORT
- PROCESS / PROGRAM STANDARDIZATION AND IMPROVEMENT
- CORPORATE NPRDS COORDINATOR
- LUBE OIL PROGRAM

SPECIALIST MODIFICATION SUPPORT (1)
Nuel W Caudle

- MODIFICATION PROGRAM SUPPORT
- CORPORATE STANDARDS
- INDUSTRY / INHOUSE LESSONS
- SELF-ASSESSMENT SUPPORT
- PROCESS / PROGRAM STANDARDIZATION AND IMPROVEMENT

SPECIALIST S/G PROGRAM (1)
David E. Hughes

- LONG-TERM S/G STRATEGIC PLAN
- S/G CORROSION MECHANISM EXPERTISE
- S/G MAINTENANCE, REPAIR, AND TESTING EXPERTISE

SPECIALIST T/G PROGRAM & SECONDARY PLANT
Tom Kontovich

- SECONDARY SYSTEMS EXPERTISE AND SUPPORT
- LONG-TERM T/G STRATEGIC PLANS
- SECONDARY SYSTEMS TRENDS AND PERFORMANCE

SPECIALIST PROJECT (1)
M. Helen Cothron

- MANAGES PROJECTS THAT PROVIDE O&M SUPPORT TO SITES
- DEVELOPS LONG-TERM ECONOMIC MODELS
- MANAGES S/G TUBE INSPECTION, PLUGGING, AND DEGRADATION HISTORY DATA BASE
- TECHNICAL CONTRACT MANAGER OF WESTINGHOUSE 'PIP' CONTRACT FOR SQN AND WBN

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MAINTENANCE SUPPORT

ORGANIZATION AND ACCOUNTABILITIES

Maintenance Support Manager
D. H. Tullis (7)

Secretary
Debby Lawson
(shared)

Maintenance Rule /PM Program Specialist
C. Richard Favreau

- Maintenance Rule
- PM Program
- RCM

Planning & Technical Specialist
Gary S. Boles

- MPAC Applications
- Work Control
- Planning
- Scheduling
- Maintenance Technical Programs
- Corporate Standards and Process

Mechanical Maintehance Programs Specialist
E. Fonda Harwell

- Functional Area Program/Process Support
- Corporate Standards
- Industry / Inhouse Lessons
- Self-Assessment Support
- Lubrication Program
- Technical Support

Electrical Maintenance Programs Specialist
Roger T. Thorn

- Functional Area Program/Process Support
- Corporate Standards
- Industry / Inhouse Lessons
- Self-Assessment Support
- Technical Support

I & C Maintenance Programs Specialist
Douglas L. Jeralds

- Functional Area Program/Process Support
- Corporate Standards
- Industry / Inhouse Lessons
- Self-Assessment Support
- Technical Support

Sr Maintenance Specialist NPRDS Coordinator
H. Don Elkins

- NPRDS Coordinator
- NPRDS Implementation Support
- NPRDS Performance Indicators
- NPRDS Program/Process
- Equipment History & Trending
- Corporate Standards
- Technical Support
- Performance Indicators

BI 000044

4/14/95

TECHNICAL SUPPORT

ORGANIZATION AND ACCOUNTABILITIES

(7)
Manager
Technical Support
H. R. Rogers

Secretary
(shared)
Debby Lawson

Valves
Programs Specialist
C.Wm. (Bill) Pratt

- Valve Programs
- GL 89-10 Program
- Temporary Leak Repair Methods
- Strategic Plans for Valves
- Valve Expertise

Primary Systems - BWR & PWR
Programs Specialist
Dennis E. Curtley

- Primary Systems Expertise and Oversight
- Primary Systems Trends and Performance
- Long-Term Equipment Programs

Pumps
Sr. Maintenance Specialist
Phillip H. Hitchcock

- Pump Expertise
- Strategic Plans For Pumps
- Pump Programs

Heat Exchanger & Service Water
Programs Specialist
Tommmy D. Golston

- Heat Exchanger Expertise and Oversight
- Heat Exchanger Long-Range Plans
- SWS Trends and Performance
- SWS Expertise and Oversight

CILRT/LLRT
ProgramsSpecialist
Kenneth H. Clark

- LLRT & CILRT Expertise and Oversight
- Specialized Diagnostic Testing
- Appendix J, ASME Section XI Inteface

Motors
Sr. Maintenance Specialist
Jerry S. Honeycutt

- Electric Motors Expertise
- Power Service Shop Program (STD)
- Strategic Plans for Large Motors
- Motor Programs

BI 000045

4/14/95
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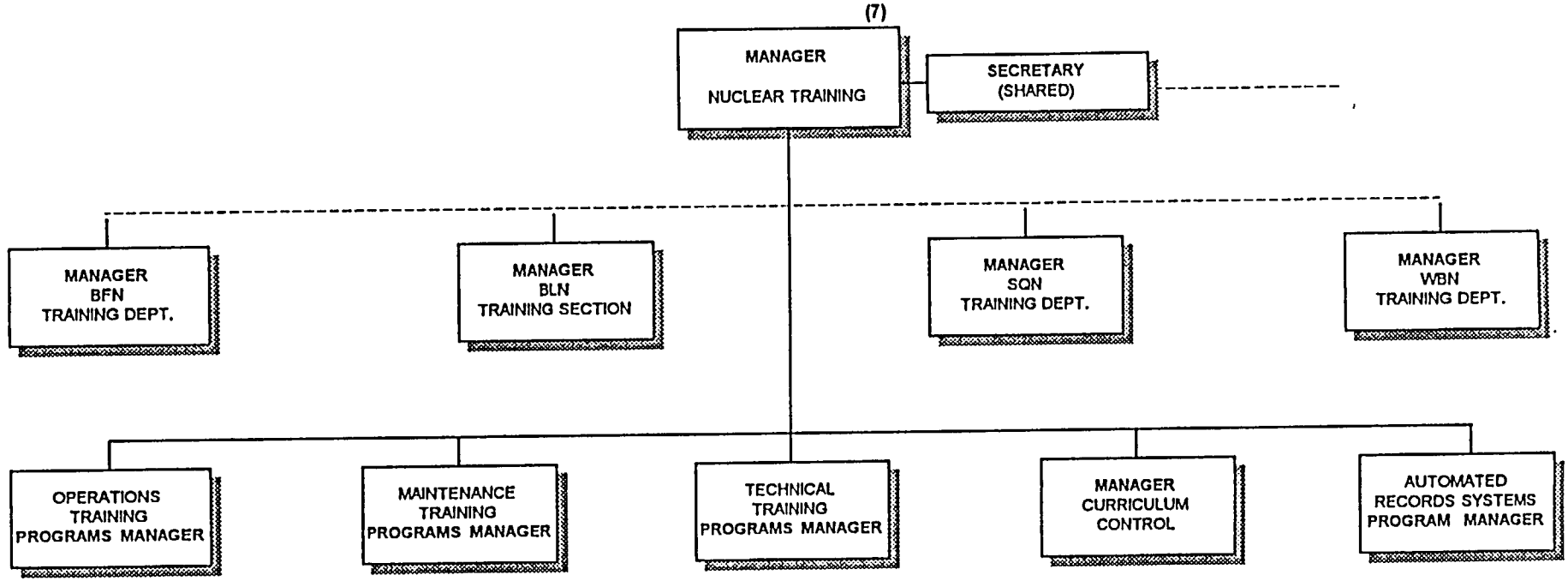
NUCLEAR TRAINING



- ACCREDITED TRAINING PROGRAMS (6)
  - PROGRAM DIRECTION
  - SAT PROCESS
  - STANDARDIZATION
- NRC EXAM PROCESS
- ENTRY-LEVEL JOINT TRAINING PROGRAMS
- SIMULATOR CERTIFICATION STATUS

- ACCREDITED TRAINING PROGRAMS (3)
  - PROGRAM DIRECTION
  - SAT PROCESS
  - STANDARDIZATION
- ENTRY-LEVEL JOINT TRAINING PROGRAMS
- NUCLEAR ACCREDITATION BONUS (NAB)
- MAINTENANCE PLANNER TRAINING
- OSHA TRAINING

- ACCREDITED TRAINING PROGRAMS (3)
  - PROGRAM DIRECTION
  - SAT PROCESS
  - STANDARDIZATION
- GET/FFD TRAINING PROGRAMS
  - PROGRAM DIRECTION
  - STANDARDIZATION
- TECHNOLOGY-BASED TRAINING
  - STRATEGIC DIRECTION
  - STANDARDS

- TRAINING STANDARDS
- PERFORMANCE REPORTING
- TRANSFER OF LESSONS LEARNED
- TROI REPORTING AND CLOSURE
- NETS SPONSOR
- RECORDS SYSTEM PROGRAM REQUIREMENTS AND UPGRADES
- BUSINESS PLANNING/BUDGET

- AUTOMATED RECORDS SYSTEM ADMINISTRATION
  - COURSE APPROVAL AND CONTROL
  - SYSTEM SECURITY
  - NEW USER ORIENTATION
  - SYSTEM VERIFICATION AND TEST
  - SITE/USER INTERFACE
  - IS SYSTEM MAINTENANCE INTERFACE
- ENTRY-LEVEL TRAINEE TRACKING (ATRS) SYSTEM ADMINISTRATION

OPERATIONS SUPPORT
BUSINESS PLAN PRESENTATION
FISCAL YEARS 1997-2003

TVA NUCLEAR

BI 000047

NUCLEAR OPERATIONS
FY 1997 BUSINESS PLAN

VISION

Achieve operating results placing TVAN plants among the top nuclear plants worldwide.

MISSION

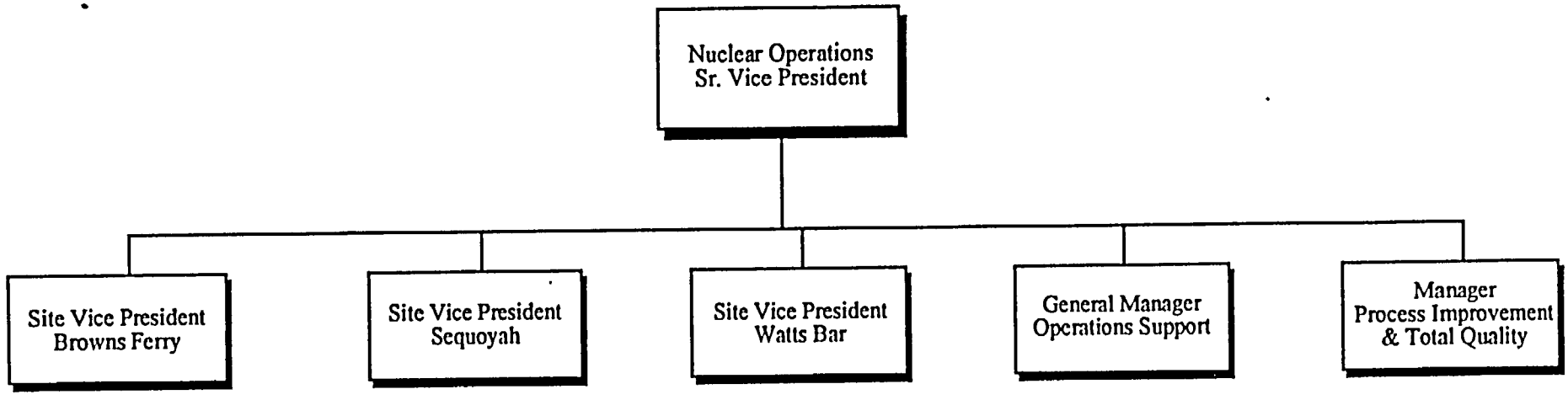
To support increasingly safe and efficient operations of TVAN plants.

CULTURE

Open and honest with our workforce and environmentally conscious in our activities in a cost effective, planned, flexible, self - critical, and timely manner with demonstrable compliance.

BI 000048

Nuclear Operations



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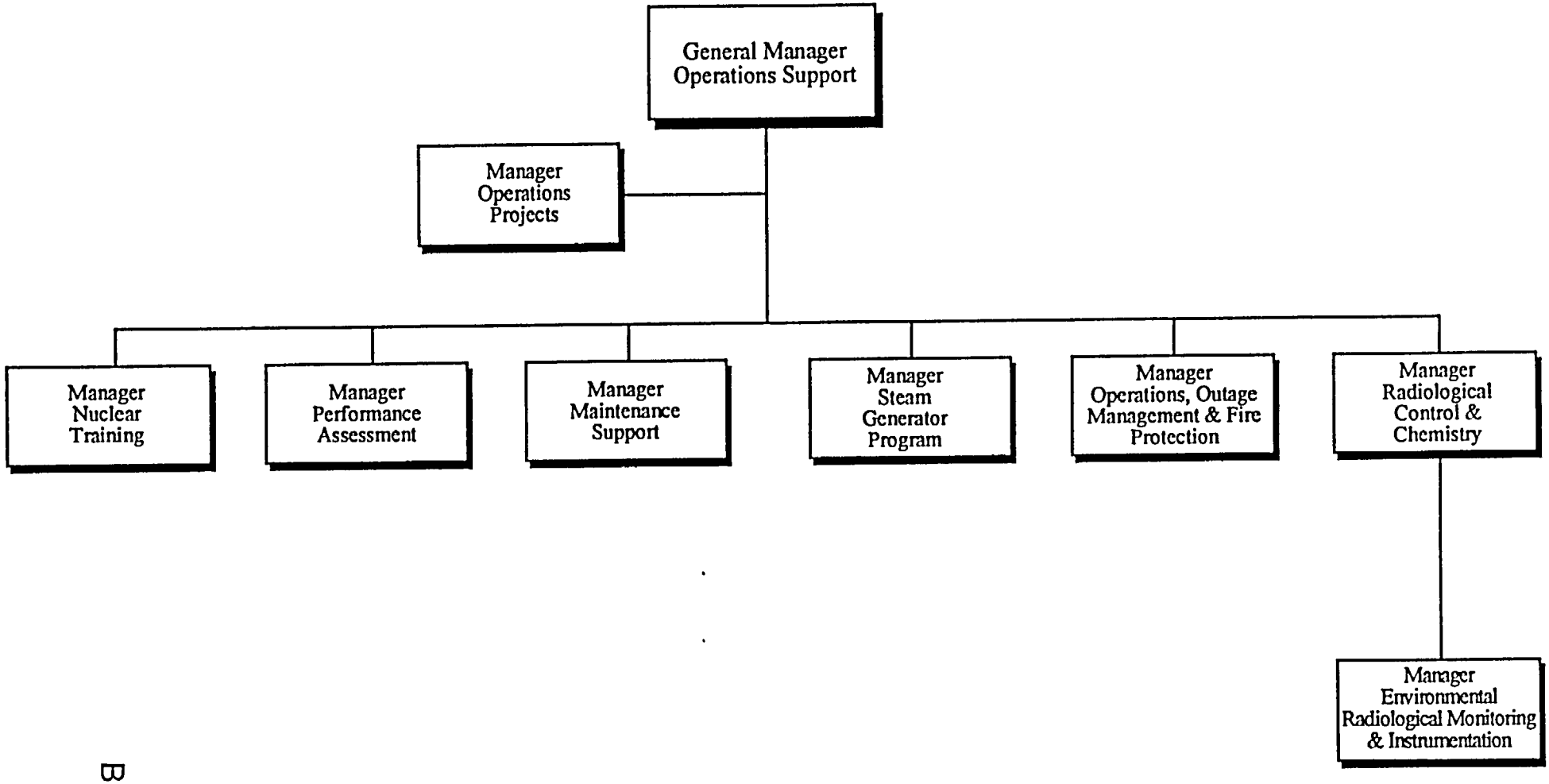
Operations Support



BI 000050

OPERATIONS SUPPORT
EXECUTIVE SUMMARY
FISCAL YEAR 1997

MAJOR CHALLENGES AND RELATED INITIATIVES:

- Refine and focus corporate roles consistent with long-term goals, providing maximum value-add to sites.
- Establish more effective INPO-like evaluation processes to support sites' SALP, INPO, and accreditation performance.
- Implement a cost-effective S/G Integrity Program to extend the useful life of existing generators while minimizing life cycle costs.
- Develop and implement plans for effective S/G support for back-to-back or overlapping WBN and SQN outages.
- Assess TVAN life cycle management process relative to industry processes/initiatives; initiate changes as appropriate.
- Coordinate implementation of Severe Accident Management plan for sites consistent with industry guidelines and regulatory commitments.
- Establish TVAN outage optimization strategic plans using industry best practices and overall TVA cost considerations and standardization programs.
- Implement program changes as a result of new regulatory guidelines on initial license examinations system implementation.
- Develop strategy, through the Southeast Compact Generators Group (SECGG), for the disposal of low-level radwaste.
- Develop strategy and implement radiation injury claim management/minimization.
- Develop long-term business strategy for ERMI.

BI 000051

Updated: 5/3/96

OPERATION SUPPORT
EXECUTIVE SUMMARY
FISCAL YEAR 1997

HIGHLIGHTS OF THE OPERATIONS PLAN:

- ALL OPERATIONS SUPPORT
  - Maintain and provide technical expertise to support site programs, processes, and problem resolution.
  - Facilitate program/process benchmarking, optimization, and standardization.
  - Transition previously provided functions to engineering and sites without loss of effectiveness.

- MAINTENANCE SUPPORT
  - Maintain major equipment strategic plans and provide effective integration into long-term TVAN planning processes.
  - Support sites in implementation of process improvements and reengineering, such as EMPAC and new Work Order process.
  - Support sites in implementation of INPO guidelines for Minor/Toolpouch maintenance and expanded utilization of "Fix-It-Now" teams.

- STEAM GENERATOR PROGRAM
  - Implement consolidated S/G organization to provide improved resource focus and integration, ensure qualified and dedicated expertise/services, and optimize cost-effective program implementation.
  - Incorporate S/G Level III position into new S/G organization in addition to S/G Specialists.

- OPERATIONS, OUTAGE & FIRE PROTECTION
  - Establish and facilitate Fire Protection optimization plan based on industry best practices.

- NUCLEAR TRAINING
  - Increase cost-effectiveness of TVAN training investment through benchmarking, standardization, cooperation, and innovation.
  - Incorporate General Fundamentals Examination materials in CD-ROM format into several disciplines.
  - Support Program to develop/obtain multi-discipline System Descriptions for WBN and SQN (Phase I) and BFN (Phase II).

- RADCHEM
  - Finalize Radiological Control and Chemistry standardized procedures.
  - Develop long-term strategic plan for Radiological Control and Chemistry program improvements.
  - Optimize ERMI operation to meet increased workload for three operational sites and increased repair demand for electronic dosimeters.
  - Provide technical support for major chemistry projects such as hydrogen water chemistry at BFN, secondary chemistry optimization at SQN/WBN, comprehensive raw water treatment program, and chemistry data management

BI 000052

OPERATIONS SUPPORT PROCESS FOCUS AREA

CUSTOMER DRIVEN/ GROWTH ORIENTED

FINANCIAL PERFORMANCE

REDUCE COST/ACHIEVE TOP PERFORMANCE

- PLANT SUPPORT
- REDUCE ERMI COSTS

OPERATIONS SUPPORT

FINANCIAL PLAN SUMMARY

FISCAL YEAR 1997

FY 97 Budget represents a 23.7% reduction.

Headcount reduced from 71 to 56

ERMI corporate subsidy eliminated ($252K) and cost to sites reduced ($64K)

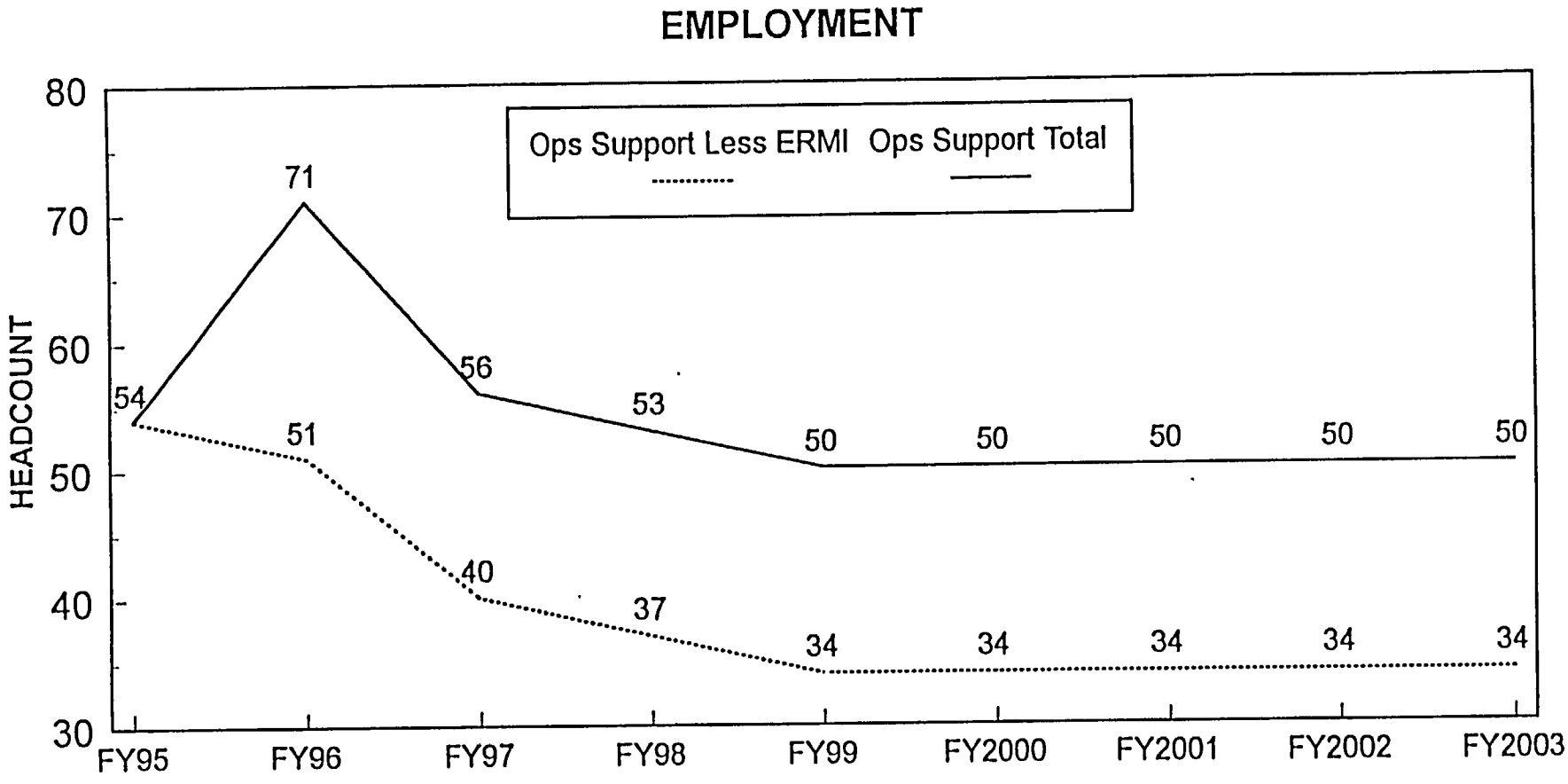
BI 000054

OPERATIONS SUPPORT
FINANCIAL PLAN
FISCAL YEAR 1997
(DOLLARS IN THOUSANDS)

TOTAL BUDGET	FY 1995 ACTUALS	FY 1996 BUDGET	FY 1996 FORECAST	FY 1997 PROPOSAL	FY ESTIMATE FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
BASE O&M	294	340	340	280	16	4,321	4,478	4,620	4,750	4,888
SUBTOTAL	294	340	340	280	16	4,321	4,478	4,620	4,750	4,888
CAPITAL	1027									
SUBTOTAL	1027	0	0	0	0	0	0	0	0	0
SUPPORT	5,785	5,933	5,933	4,507	4,442					
TOTAL EXPENSE	7,106	6,273	6,273	4,787	4,458	4,321	4,478	4,620	4,750	4,888
Additional Reduction required to meet Targets						-1121	-1,878	-2,220	-2400	-2400
Target						3,200	2,600	2,400	2,400	2,400
Total Production Costs(mills/kWh)										

BI 000055

OPERATIONS SUPPORT RESOURCES REQUIRED



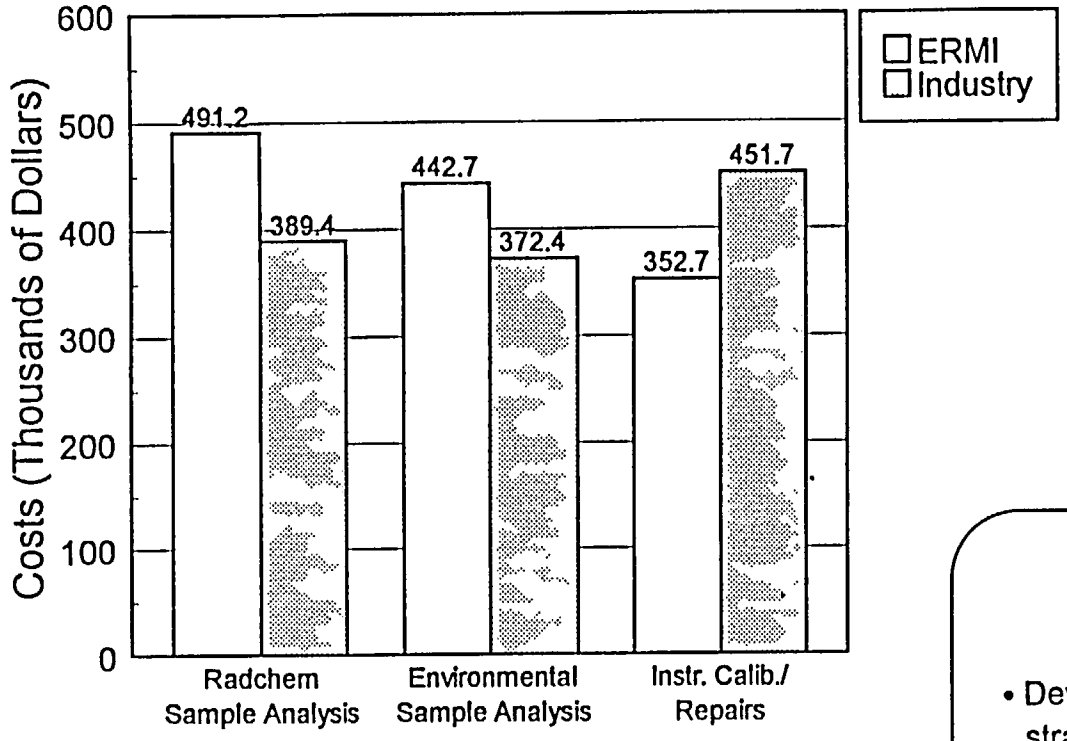
	FY95 Approved	FY96 Approved	FY96 Actual	FY97 Proposed	FY98 Estimate	FY99 Estimate	FY2000 Estimate	FY2001 Estimate	FY2002 Estimate	FY2003 Estimate
Corporate Operations Support	54	51	50	40	37	34	34	34	34	34
ERMI		20	19	16	16	16	16	16	16	16
Total	54	71	69	56	53	50	50	50	50	50

BI 000056

OPERATIONS SUPPORT FINANCIAL PERFORMANCE

Objective: Reduce ERMI Costs

Comparison of ERMI Processing Cost vs. Industry



Estimated Annual Processing Cost to Support Five Operating Units Including Labor (84.5%) & Overhead (15.5%) for ERMI cost.

Sponsor: T. J. McGrath

	Owner
• Develop long term business strategy for ERMI	W. McArthur
• Accommodate increased workload for three sites and electronic dosimetry without increased costs	W. Raines

BI 000057

OPERATIONS SUPPORT PROCESS FOCUS AREA

CUSTOMER DRIVEN/ GROWTH ORIENTED

PLANT PERFORMANCE

INCREASE ENERGY GENERATION

- EQUIPMENT RELIABILITY

BI 000058

OPERATIONS SUPPORT
PLANT PERFORMANCE
Objective: Equipment Reliability

Implement a Cost Effective Steam Generator Integrity Program which addresses issues such as:

- Mitigation of tube degradation mechanisms
- Tube inspection technology
- Alternate tube plugging criteria
- Emergent Issues (e.g., tube support plate degradation)
- Steam pressure degradation
- Avoid/defer S/G replacement at a cost of $250 million per unit
- Avoid NRC mandated mid-cycle outages

Sponsor: T. J. McGrath

	OWNER
➢Strengthen Central S/G Group, including full time Eddy Current Level III	T. J. McGrath
➢Plan for overlapping SQN/WBN outages	D. F. Goetcheus
➢Develop process for evaluation of new inspection technology	D. F. Goetcheus
➢Develop Alternate Tube Plugging Criteria for SQN damage mechanisms	D. F. Goetcheus
➢Participate in industry initiatives	D. F. Goetcheus/ T. J. McGrath

BI 000059

OPERATIONS SUPPORT
ORGANIZATION CHANGES

ALL-HANDS MEETING

JUNE 17, 1996

SETTING THE STAGE - FY97 & BEYOND

TVAN VISION & BUSINESS STRATEGIC THEME - COMPETITIVE & CREDIBLE

- **CHANGING ENVIRONMENT**
  - INCREASING INDUSTRY COMPETITION
    - mile/kwh
    - capacity factor
    - outage duration
  - FIRST FULL YEAR OF 5-UNIT OPERATION — opportunity

Not just nuc

- **ACTIONS TO ADDRESS**
  - EXAMINE PERFORMANCE - OURS & COMPETITION
  - ESTABLISH COMPETITIVE & ACHIEVABLE TARGETS — substantial challenge!
  - STRENGTHEN TIE BETWEEN VISION & BUSINESS PLAN

SETTING THE STAGE - FY97 & BEYOND
(CONTINUED)

- KEY TVAN STRATEGIC PROGRESS MEASURES - ID GAP & ADDRESS THROUGH BUSINESS PLAN
  - MILLS/KWHR; INPO PERFORMANCE INDEX; REGULATORY PERFORMANCE ~ 3 mills/kwh

- OVERALL TVAN FOCUS
  - OPERATIONAL EXCELLENCE
  - COST REDUCTION
  - ACCEPTANCE OF CONSTANT CHANGE
  - EMPLOYEE UNDERSTANDING OF NECESSITY & PARTICIPATION IN DEALING WITH EFFECTIVELY

Details of the BOD

OPS SUPPORT - ALIGNMENT

- TVAN BUSINESS OBJECTIVES & CUSTOMER NEEDS ARE REASONS FOR OUR EXISTENCE
- MUST SUPPORT COST REDUCTION, IMPROVED HARDWARE RELIABILITY, EARLY PROBLEM ID, & EFFECTIVE CORRECTION
- OPS SUPPORT <u>VALUE-ADD'S</u>
  - TECHNICAL EXPERTISE →
  - INDUSTRY BEST PRACTICES
  - CONSISTENCY & EFFICIENCY
  - * ASSESSMENT & EVALUATION
  - * FORWARD LOOKING PLANNING & INNOVATION

Areas to do better

- SQN Tang
- RCP motor
- RCP. seal
- Tie equipment plans to strategic plans
- SE Compact

BI 000063

OPS SUPPORT - THE PLAN

- ALIGN FUNCTIONS & PRIORITIES WITH TVAN STRATEGIC FOCUS - PLANT PERFORMANCE IMPROVEMENTS & COST REDUCTIONS
- STREAMLINE ORGANIZATION TO SUPPORT TVAN OBJECTIVES
- ESTABLISH AGGRESSIVE BP OBJECTIVES & TARGETS

  look to 2001 - logical first step
- DEVELOP "DEPARTMENT EXCELLENCE PLANS" TO DETAIL SPECIFIC ACTIONS TO CLOSE THE GAP'S

OPS SUPPORT - THE PLAN (CONTINUED)

STREAMLINE THE ORGANIZATION

- REDUCE MANAGEMENT LEVELS [w. McA rad chem]
- MOVE PA TO PROCESS IMPRV. & TOTAL QUALITY
- COMBINE FUNCTIONS WITH FEWER POSITIONS
- TRANSITION SOME FUNCTIONS TO SITES/ENGINEERING [Eng study]
- TECHNICAL/MANAGEMENT POSITIONS ROTATIONAL
- COMBINED ADMIN/CLERICAL FUNCTIONS - shared w/ KWS
- SOME POSITIONS WILL BE ELIMINATED
- SOME POSITIONS WILL BE POSTED
- AT-RISK TYPE LETTERS WILL BE ISSUED
- SERVICE ORGANIZATION WILL EXIST IN SOME FORM

(53)

GENERAL MANAGER OPERATIONS SUPPORT

- PROVIDE PROGRAM/TECHNICAL EXPERTISE USING INDUSTRY EXPERIENCE AND INITIATIVES
- FACILITATE PROGRAM/PROCESS BENCHMARKING, OPTIMIZATION & STANDARDIZATION
- SUPPORT INPO-TYPE EVALUATION & TRAINING EFFECTIVENESS FEEDBACK

(1) **MANAGER OPERATIONS PROJECTS**

(4) **Admin/Clerical** { post ~1 wk
next SB-4 – per contract }

(7) **MANAGER NUCLEAR TRAINING**

- LEAD THE TVAN TECHNICAL TRAINING PROGRAM
- PROVIDE PROGRAM DIRECTION TO TVAN SITE TRAINING DEPARTMENTS
- PROVIDE TRAINING EVALUATIONS & EFFECTIVE MONITORING
- EVALUATE AND GUIDE INCORPORATION OF BEST PRACTICES AND TECHNOLOGICAL ADVANCES

(9) **MANAGER MAINTENANCE SUPPORT**

- SUPPORT MAINTENANCE AND MODIFICATION FUNCTIONAL AREA PROGRAMS/PROCESSES
- DEVELOP LONG-TERM MAJOR COMPONENT STRATEGIC PLANS
- PROVIDE COMPONENT EXPERTISE FOR MAINTENANCE, REPAIR, & TESTING AND RESOLUTION OF NONROUTINE PROBLEMS
- OVERVIEW OF EQUIPMENT/PROGRAMS EFFECTIVENESS
- PROVIDE INPUT OF CURRENT INDUSTRY ACTIVITIES/ INITIATIVES FOR IMPROVING FUNCTIONAL AREAS

(5) **MANAGER STEAM GENERATOR TECHNOLOGY**

- DEVELOP LONG-TERM S/G STRATEGIC PLANS
- PROVIDE EXPERTISE IN S/G MAINTENANCE, REPAIRS, TESTING, & OUTAGE IMPLEMENTATION
- PROVIDE QUALIFICATION OF TESTING & REPAIR PROCESSES
- MAINTAIN QUALIFIED CONTRACTED S/G SERVICES
- MAINTAIN DATA BASE FOR TUBE INSPECTION & DAMAGE PROGRESSION

(4) **MANAGER OPERATIONS, OUTAGE MANAGEMENT & FIRE PROTECTION**

- PROVIDE OPERATIONS & FP PROGRAM/PROCESS BENCHMARKING AND OPTIMIZATION PLANS
- PROVIDE OUTAGE OPTIMIZATION ASSISTANCE USING INDUSTRY BEST PRACTICES
- SUPPORT PREOUTAGE SHUTDOWN RISK ASSESSMENTS

(6) **MANAGER RADIOLOGICAL CONTROL & CHEMISTRY**

- PROVIDE PROGRAM & TECHNICAL EXPERTISE TO OPTIMIZE PROGRAM EFFECTIVENESS AND SUPPORT PROBLEM RESOLUTION
- DEVELOP & MAINTAIN STANDARDS & REVIEW PROGRAM EFFECTIVENESS
- DEVELOP LONG TERM STRATEGIC PLANS FOR PROGRAM IMPROVEMENTS
- MAINTAIN RADIOLOGICAL EXPOSURE RECORDS SYSTEMS
- PROVIDE APPLICATION OWNERSHIP FOR RADCON AND RADWASTE QUALITY RELATED SOFTWARE & NVLAP ADMINISTRATION
- DEVELOP LOW LEVEL RADWASTE HANDLING & DISPOSAL STRATEGIES
- PROVIDE RADIATION LITIGATION MANAGEMENT

(16) **MANAGER ENVIRONMENTAL RADIOLOGICAL MONITORING & INSTRUMENTATION**

- CALIBRATE & REPAIR RADCON INSTRUMENTATION AND ELECTRONIC DOSIMETERS
- ANALYZE 10CFR50 AND 10CFR61 SAMPLES
- CONDUCT RADIOLOGICAL ENVIRONMENTAL MONITORING (REMP) FOR SITES
- SUPPORT SITE RADCON WITH SAMPLE ANALYSIS
- PROVIDE WHOLE BODY COUNTING MEASUREMENT ASSURANCE

BI 000066

6/12/96

MAINTENANCE SUPPORT

ORGANIZATION AND ACCOUNTABILITIES

- COMPONENT EXPERTISE FOR MAINTENANCE, REPAIR, TESTING
- LONG-TERM MAJOR COMPONENT STRATEGIC PLANS
- PROGRAM ISSUES AND SPECIAL PROBLEMS
- RESOLUTION OF LONG-TERM COMPONENT/EQUIPMENT ISSUES
- RESOLUTION OF OUT OF NORMAL PROBLEMS
- EQUIPMENT/PROGRAMS OVERVIEW FOR EFFECTIVENESS
- INDUSTRY INVOLVEMENT/NEW TECHNOLOGY TRANSFER
- INTER-OFFICE WORK AGREEMENT COORDINATION
- FACILITATE CONSISTENCY/STANDARDIZATION BETWEEN SITES
- SUPPORT SERVICE CONTRACT MANAGEMENT
- SITE SELF ASSESSMENT SUPPORT

S/G Mgr
(2 positions July)

Manager Maintenance Support (9)

Valves Maintenance Specialist

- AOV, MOV, Check Valve Programs
- GL 89-10 Program
- Field Expertise for valve operations, maintenance, and repairs
- Manage major valve maintenance issues
- Troubleshooting/failure analysis/corrective action plan development
- Valve predictive/preventive maintenance programs
- Industry involvement/ lessons learned
- Temporary Leak Repair Methods
- Strategic Plans for Valves
- Owner of TVAN valve maintenance standards
- Monitor valve training

Pumps Maintenance Specialist

- Pumps, Diesels, & Compressor Expertise
- Manage major issues related to above
- Field expertise in operation, maintenance, and repair of above
- Troubleshooting/failure analysis/corrective action plan development
- Predictive/preventive maintenance programs
- Industry involvement/ lessons learned
- Strategic Plans For Pumps
- Monitor Pump Training Programs
- Owner of rotating equipment maintenance standards

Motors Maintenance Specialist

- Electric Motors Programs
- Power Service Shop Program (STD)
- Strategic Plans for Large Motors
- Manage Major Motor maintenance issues
- Troubleshooting/failure analysis/corrective action plan development
- Motor predictive/preventive maintenance programs
- Industry involvement/ lessons learned
- Field expertise in operation, maintenance, and repair of motors
- Owner of motor maintenance standards
- Monitor motor training
- Coordinate Inter-office Agreement with Power Service Shops
- Tech review of PSS procedures

Turbine-Generator Maintenance Specialist

- Secondary Systems Expertise and Support
- Long-Term T/G Strategic Plans
- Secondary Systems Trends and Performance

Electrical Maintenance Specialist

- Transformers/Switchgear/ Breakers
- Program Support
- Corporate Standards
- Industry / In-house Lessons
- Self-Assessment Support
- Coordinate Inter-office Agreements
- Training monitoring and development

Mechanical Maintenance Specialist

- MPAC Applications
- Work Control/Planning
- Program Support
- Corporate Standards
- Industry/Inhouse Lessons
- Self-Assessment Support
- Predictive/PM Programs
- Training monitoring and development
- Lubrication Program
- Heat Exchanger Oversight

I & C Maintenance Specialist

- M & TE Programs
- Field Support
- Troubleshooting/ Problem Analysis
- Industry Feeder of I & C Issues
- Site Self Assessments
- I & C Standards
- Interface with Corp Enginnering on Perspective New Design Changes
- Non-Tech Spec (BOP) Calibration Program
- Training monitoring and development

Modification Support Manager

- Modification Program Support
- Corporate Standards
- Industry/In house Lessons
- Self-Assessment Support
- Process/Program Standardization & Improvement
- S/G Replacement
- Support Services Contracts

BI 000067

4/12/96
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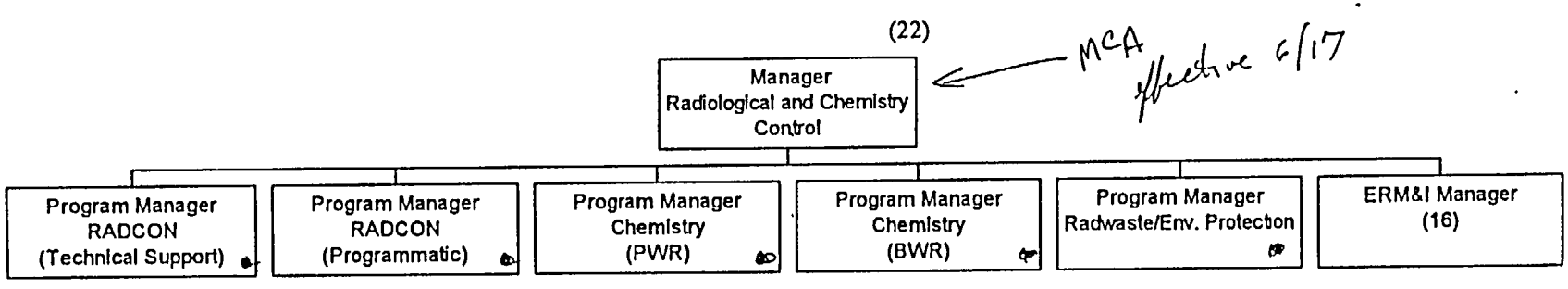
RADIOLOGICAL AND CHEMISTRY CONTROL
ORGANIZATION AND ACCOUNTABILITIES

- Radchem program mgt
- Multi-site contract administration
- Multi-site software administration
- Site self assessment support
- Industry benchmarking
- Radchem training monitoring and oversight
- Facilitate consistency/standardization between sites
- Technical support
- Instrument calibration/repair
- Environmental monitoring program
- Rad lab analysis



THE PLAN - SCHEDULE

- DEFINE FUNCTIONS — COMPLETE
- DEFINE ORGANIZATION — COMPLETE
- POST VPA'S — JUNE - JULY
- SELECTION BOARDS — JUNE - JULY
- AT-RISK TYPE LETTERS — JULY
- TRANSITION TO NEW ORGANIZATION — JULY - SEPTEMBER
- NEW ORGANIZATION EFFECTIVE — OCT. 1, 1996

Organization

71
~~63~~ Current

GENERAL MANAGER
OPERATIONS SUPPORT (75)

Secretary (1)

MANAGER NUCLEAR TRAINING (6)

Secretary (1)

CORPORATE

- LEAD THE TVAN TECHNICAL TRAINING PROGRAM
- PROVIDE PROGRAM DIRECTION TO TVAN SITE TRAINING DEPARTMENTS
- SPONSOR THE TVAN TRAINING PROGRAMS EXECUTIVE COUNCIL (TPEC)
- EVALUATE AND GUIDE INCORPORATION OF BEST PRACTICES AND TECHNOLOGICAL ADVANCES
- PROVIDE CENTRALIZED TECHNICAL SUPPORT TO SITE TRAINING DEPARTMENTS AS WARRANTED

SITE TRAINING DEPARTMENTS

- IMPLEMENT SITE BASED ACCREDITED AND REGULATED TRAINING PROGRAMS
- MANAGE SITE TRAINING PERSONNEL, PROCESSES, AND FACILITIES
- INTERFACE WITH CONSTITUENT AND SUPPORT GROUPS
- INCORPORATE BEST PRACTICES AND TECHNOLOGICAL ADVANCES

MANAGER PERFORMANCE ASSESSMENT (5)

- MAINTAIN CAPABILITY FOR AND PERFORM TVAN WORK UTILIZATION STUDIES
- EVALUATE AND REPORT CONTRACTOR PRODUCTIVITY
- PERFORM PROCESS IMPROVEMENT STUDIES
- CONDUCT EVALUATIONS TO REDUCE CYCLE TIMES/STREAMLINE PROCESSES
- ESTABLISH PROCESS WORK INTERFACES
- SUPPORT SITE PROCESS STANDARDIZATION AND REENGINEERING EFFORT
- PROVIDE SITE MANAGEMENT SUPPORT/CONSULTATION

MANAGER MAINTENANCE & TECHNICAL SUPPORT (21) 20

- MAINTENANCE, TECHNICAL SUPPORT, AND MODIFICATION FUNCTIONAL AREA PROGRAM / PROCESS SUPPORT
- LONG RANGE PLANNING AND LONG-TERM PROGRAMMATIC SUPPORT
- PROGRAM / PROCESS STANDARDS
- S / G PROGRAM
- PIP CONTRACT TECHNICAL MANAGEMENT
- EQUIPMENT & SYSTEM EXPERTISE
- PROVIDE INPUT OF CURRENT INDUSTRY ACTIVITIES / INITIATIVES FOR IMPROVING FUNCTIONAL AREAS
- NPRDS CORPORATE COORDINATOR
- LUBRICATION PROGRAM

MANAGER OPERATIONS & FIRE PROTECTION (7) – Sec

- OPERATIONS PROGRAM SUPPORT
- OUTAGE MANAGEMENT PROGRAM SUPPORT
- FIRE PROTECTION PROGRAM SUPPORT
- REENGINEERING AND STANDARDIZATION PROGRAM SUPPORT
- MAINTENANCE OF CORPORATE STANDARDS
- PREOUTAGE SHUTDOWN RISK ASSESSMENTS
- REVIEW KEY PERFORMANCE AREAS

MANAGER CHEMISTRY & RADIOLOGICAL PROTECTION (33)

Secretary (1)

MANAGER CHEMISTRY & ENVIRONMENTAL PROTECTION (6)

ENVIRONMENTAL PROTECTION

- IDENTIFY ENVIRONMENTAL REQUIREMENTS
- PREPARE CORPORATE DIRECTIVE/STANDARD AND MANUAL
- IDENTIFY AND COORDINATE ENVIRONMENTAL TRAINING
- EVALUATE ENVIRONMENTAL PERFORMANCE
- IDENTIFY NEW INDUSTRY INITIATIVES
- SUPPORT PERMIT RENEWALS

NUCLEAR CHEMISTRY

- PLAN, DEVELOP, REVIEW, MAINTAIN, AND COORDINATE CHEMISTRY POLICY, STANDARDS, REQUIREMENTS, AND MANAGEMENT CONTROLS FOR NUCLEAR POWER
- BENCHMARK, IDENTIFY, AND RECOMMEND CHEMISTRY GOALS CONSISTENT WITH BEST INDUSTRY PRACTICES TO TVA SITES
- PROVIDE TECHNICAL SUPPORT TO ALL TVA NUCLEAR SITES FOR REQUEST OF ASSISTANCE, PROBLEMS, AND PROJECTS RELATED TO NUCLEAR CHEMISTRY
- ASSIST IN DEVELOPMENT OF LONG TERM STRATEGIC PLANS FOR SITE CHEMISTRY PROGRAM IMPROVEMENTS

MANAGER RADIOLOGICAL CONTROL (5)

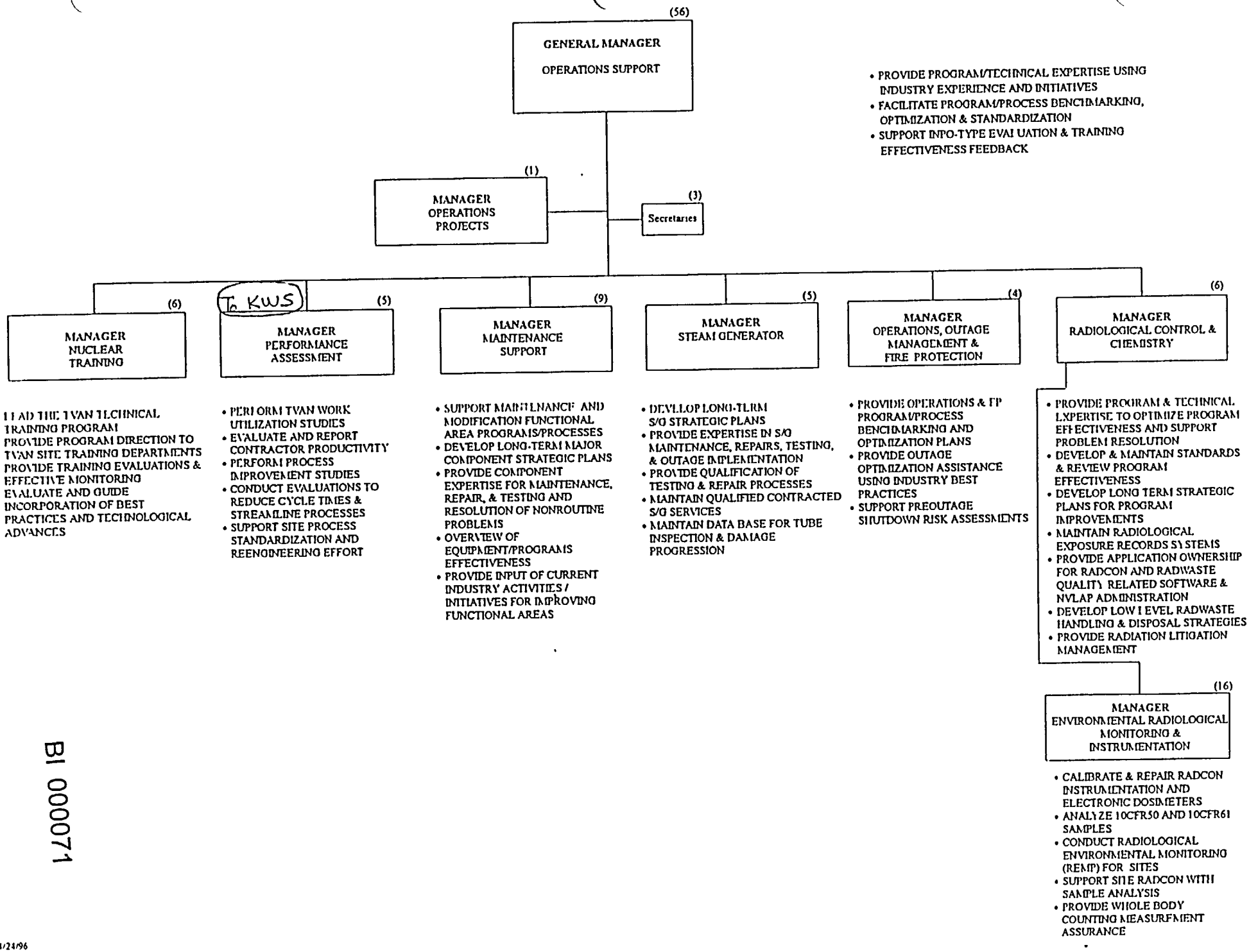
- DEVELOP, MAINTAIN TVAN RADIOLOGICAL CONTROL STANDARDS
- REVIEW PROGRAM INDICATORS AND EVALUATE PROGRAM EFFECTIVENESS
- STANDARDIZATION OF SITE RADIOLOGICAL CONTROL PROGRAMS
- ADMINISTER MULTISITE RADCON CONTRACTS
- SUPPORT TVAN TEAM ASSESSMENTS
- APPLICATION OWNERS FOR RADCON QUALITY RELATED SOFTWARE
- NVLAP ADMINISTRATION
- REVIEW, IMPLEMENT RADIOLOGICAL CONTROL REGULATIONS AND REQUIREMENTS FOR TVAN IMPACT
- RADIOLOGICAL EXPOSURE RECORDS SYSTEMS
- REXS UPGRADE PROJECT

MANAGER ENVIRONMENTAL RADIOLOGICAL MONITORING & INSTRUMENTATION (20)

- CALIBRATE & REPAIR RADCON INSTRUMENTATION AND ELECTRONIC DOSIMETERS
- TEST AND EVALUATE NEW INSTRUMENTATION
- CONDUCT RADIOLOGICAL ENVIRONMENTAL MONITORING (REMP) FOR SITES
- COLLECT AND ANALYZE REMP SAMPLES
- PREPARE ANNUAL REPORT TO NRC
- ANALYSIS OF 10CFR50 AND 10CFR61 SAMPLES
- SUPPORT SITE RADCON WITH SAMPLE ANALYSIS
- WHOLE BODY COUNTING MEASUREMENT ASSURANCE

9/13/95

BI 000070



BI 000071

4/24/96

OPERATIONS SUPPORT
FY 1996 vs. FY 1997
SUMMARY COMPARISON

ɹpport

01	FY96 Budget	FY96 Budget 17%.Reduction Target	FY97 Budget	Actual % Reduction	FY96 Budgeted Headcount	FY97 Budgeted Headcount	
eneral Manager	480	354	586	(22.1)%	2	5	(1)
ɪn & Tech	2,126	1,765	1,007	24.9%	20	9	(2)
eam Generator			590	combined	0	5	(3)
ɜrf. Assessment	432	359	457	(5.8%)	5	5	
ɹclear Training	894	742	677	24.3%	7	6	
ɪem,RadCon.EP	1,489	1,300	970	34.9%	12	6	(4)
ɜMI	252	209	0	100.0%	20	16	(5)
ɔs & Fire Prot.	600	498	500	16.7%	5	4	
Total	6,273	5,227	4,787	23.7%	71	56	

ɜsumptions

Assumes consolidation of secretarial positions to GM budget/HC; Funds Mgr, Operations Projects position for FY 1997,incorporates reproduction & phone budget from OJZ FY96 budget (29K) & 16K O&M Workers Comp.
Assumes (1) position to Corp Eng - (7) positions surplused - (3) S/G people realigned.
functions were part of Mtn & Tech for FY96. Includes (2) positions from other site and corporate groups.
Assumes Chem, RadCon, & EP are consolidated into one group. Includes $264K (12% actual vs 5% target reduction from FY96) O&M funding for Resource Group work agreement.
ERMI will be completely site-funded throughout FY 97. Total FY97chargeback to site will be $64k less than FY96.

ΓE BUDGET IMPACT SUMMARY

	FY96	FY97	CHANGE
ɜMI Site Chargeback	1,360	1,296	(64)
ɜam Generator Program	240*	0	(240)
Total	1,600	1,296	(304)

t savings to sites in FY97 304K.

stimated ISO chargebacks for S/G program implementation 110K(SQN) & 50K (WBN) for average year, Site ɪget for S/G specialist 80K(SQN). Positions funded in Corp budget for FY97.

Significant Changes

① Performance Assessment (IE's) to KWS (5/1/96)

② Combine Radcon + Chemistry
- Reduce from 3 Mgr + 8 specialist
  to 1 Mgr + 5 specialist (4 in FY98)

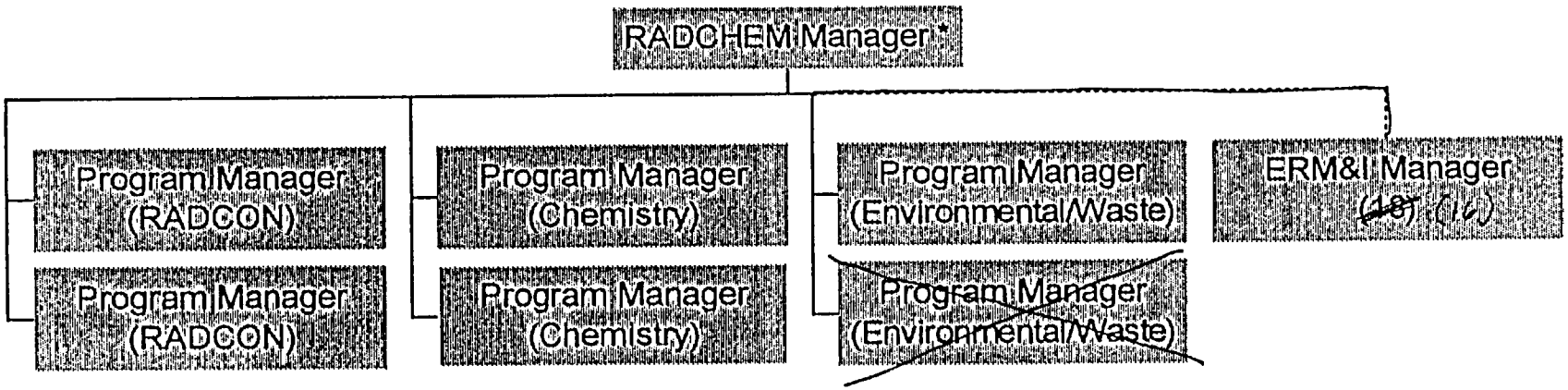
③ Separates Steam Generator group from Maintenance
- currently 2 specialists / part-time Mgr
- 1 Mgr + 3 specialist + Level III
- WBN/SQN - one "owner" (maybe part time)
  currently 1 full time WBN / 2 SQN
- reduces Level III costs to sites

④ Corporate Maintenance
- Component experts (TG, pumps, motors, valves)
- Mods specialist
- Functional area specialists (I+C, Elec, Mech)
  - Elec will cover Sw Yd
  - Mech will cover HX program
- Transferred Maint Rule / NSSS systems / App J to Eng
  + Service Water systems
- drops corp NPRDS coordinator; Plng+Tech Specialist

⑤ For next year evaluate - Fire Protection
Training
ERMI

BI 000073

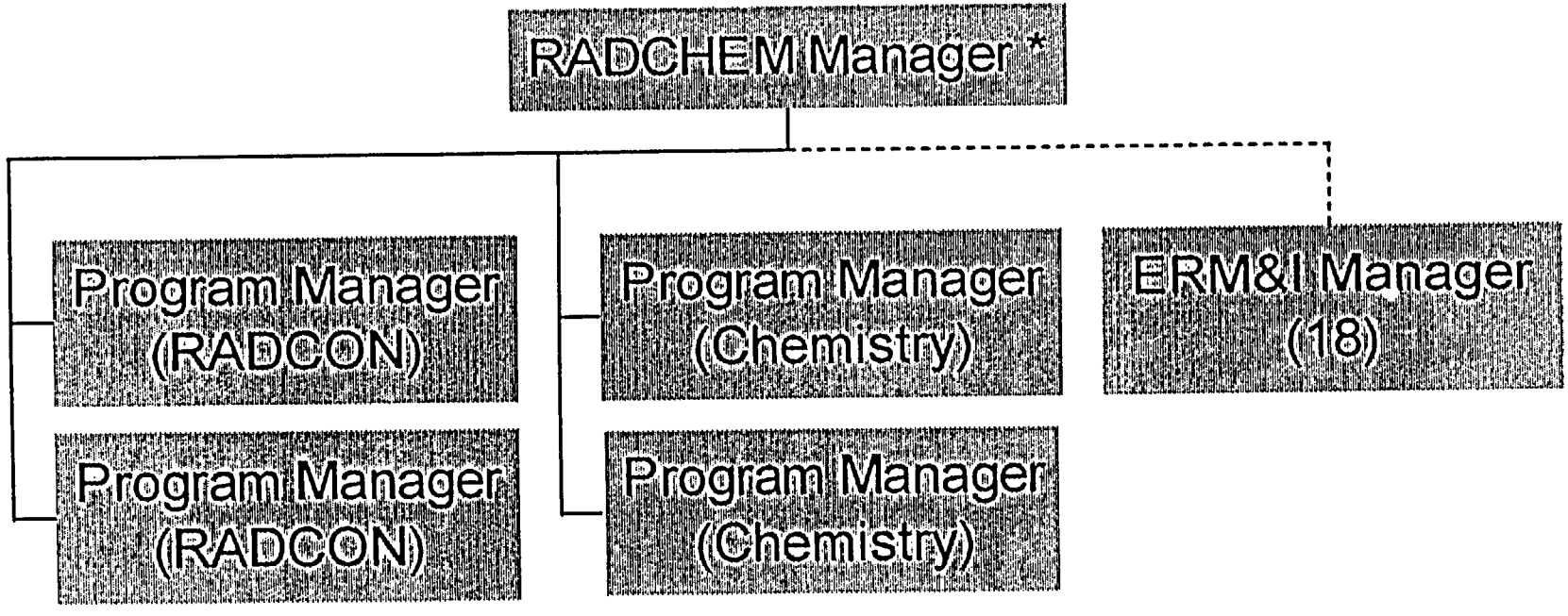
Proposed RADCHEM Organization
Transition Plan
FY97



* Does not include secretary

Proposed RADCHEM Organization Transition Plan

FY2001



* Does not include secretary

S/G PROGRAMMATIC ORGANIZATION

need comparison of total cost

in ISO

change back

S/G Department Manager

- Development of long-term S/G strategic plans
- Expertise in S/G maintenance, repairs & testing
- Expertise to manage S/G outage implementation
- Develop & implement alternate plugging criteria
- Qualification of testing & repair processes
- Maintains qualified contracted S/G services

Secretary SB-5 Shared

WBN/SQN (2)
Site Implementation Specialist
Proposed
PG-7

- Site Budget
- Outage planning
- Site Owner

SG ECT (1)
Level III
Proposed
PG-7

- EPRI QDA Qualifications
- Site Specific Test
- Qualification of ECT Methods
- Industry Involvement
- State-of-the-art expertise
- Adherence to industry standards & guidelines

Specialist (1)
S/G Program
Proposed
PG-8

- S/G Corrosion Mechanism expertise
- Develops long-term S/G strategic plans
- S/G maintenance, repairs, and testing expertise
- S/G alternate repair strategies
- Manages S/G outage implementation

Specialist (1)
S/G
Proposed
PG-7

- S/G Damage Progression models
- S/G Thermal Hyradulic Models to reduce Degradation
- Data Base for SG Repair, Maintenance & testing
- Manage Control of S/G Data during Outages

Specialist (1)
S/G
Proposed
PG-7

- Secondary side Repairs Maintenance & Testing
- Expertise in Outage Implementation
- Qualification of Repair Processes
- Shift Outage Supervisor
- Outage Planning & Procedures

Mend/plots on outage org

BI 000076

OPERATIO S SUPPORT
EXECUTIVE SUMMARY
FISCAL YEAR 1997

MAJOR CHALLENGES AND RELATED INITIATIVES:

- Refine and focus corporate roles consistent with long-term goals, providing maximum value-add to sites.
- Transition previously provided functions to engineering and sites without loss of effectiveness.
- Establish more effective INPO-like evaluation processes to support sites' SALP, INPO, and accreditation performance.
- Maintain major equipment strategic plans and provide effective integration into long-term TVAN planning processes.
- Implement a cost-effective S/G Integrity Program to extend the useful life of existing generators while minimizing life cycle costs.
- Provide effective S/G support for back-to-back WBN and SQN outages.
- Assess TVAN life cycle management process relative to industry processes/initiatives; initiate changes as appropriate.
- Coordinate implementation of Severe Accident Management plan for sites consistent with industry guidelines and regulatory commitments.
- Establish TVAN outage optimization strategic plans using industry best practices and overall TVA cost considerations.
- Develop the capability in Performance Assessment to perform activity based cost (ABC) process analyses which is needed to support TVAN's ongoing process improvement and standardization programs.
- Implement program changes as a result of new regulatory guidelines on initial license examinations.
- Provide technical support for major chemistry projects such as hydrogen water chemistry at BFN, secondary chemistry optimization at SQN/WBN, comprehensive raw water treatment program, and chemistry data management system implementation.
- Develop strategy, through the Southeast Compact Generators Group (SECGG), for the disposal of low-level radwaste.
- Develop strategy and implement radiation injury claim management/minimization.
- Adjust and optimize ERMI operation to meet increased workload for three operational sites and increased repair demand for electronic dosimeters.
- Develop long-term business strategy for ERMI.

BI 000077

Note: Use multiple pages if necessary to provide sufficient detail and completeness.

OPERATIONS SUPPORT
EXECUTIVE SUMMARY
FISCAL YEAR 1997

HIGHLIGHTS OF THE OPERATIONS PLAN:

- ALL OPERATIONS SUPPORT
  - Maintain and provide technical expertise to support site programs, processes, and problem resolution.
  - Facilitate program/process benchmarking, optimization, and standardization.
  - Facilitate and support INPO-like evaluations including increased discipline review and feedback on training effectiveness.

- MAINTENANCE SUPPORT
  - Support sites in implementation of process improvements and reengineering, such as EMPAC and new Work Order process.
  - Support sites in implementation of INPO guidelines for Minor/Toolpouch maintenance and expanded utilization of "Fix-It-Now" teams.

- STEAM GENERATOR
  - Implement consolidated S/G organization to provide improved resource focus and integration, ensure qualified and dedicated expertise/services, and optimize cost-effective program implementation.
  - Incorporate S/G Level III position into new S/G organization in addition to S/G Specialists.

- OPERATIONS, OUTAGE & FIRE PROTECTION
  - Establish and facilitate Fire Protection optimization plan based on industry best practices.

- PERFORMANCE ASSESSMENT
  - Support increasing demand for work utilization studies and reviews to support TVAN reengineering and process standardization efforts.

- NUCLEAR TRAINING
  - Increase cost-effectiveness of and optimize return on TVAN training investment through benchmarking, standardization, cooperation, and innovation.
  - Incorporate General Fundamentals Examination materials in CD-ROM format into several disciplines.
  - Support Program to develop/obtain multi-discipline System Descriptions for WBN and SQN (Phase I) and BFN (Phase II).

RADCHEM
- Finalize Radiological Control and Chemistry standardized procedures.
- Develop long-term strategic plan for Radiological Control and Chemistry program improvements.

Note: Use multiple pages if necessary to provide sufficient detail and completeness.

BI 000078

Changes in Operations Support Organization

1. Eliminate 5 manager positions; add 1 (Steam Generator Programs).

2. Total staffing (less ERMI) reduced from 54 to 36 (or 37).

3. Still need to evaluate number of outage personnel (1 or 2) and division of responsibility for work control/planning/scheduling among operations/outage/maintenance.

4. Eliminate corporate fire protection.

5. Within maintenance continue to provide component specialists (pumps/motors/hx/valves/turbine generator). Modifications/maintenance program support reduced from 5 to 2 NPRDS coordinator eliminated. Component specialists will also provide some program support.

6. System engineering support and CILRT/LLRT support responsibility goes to engineering.

7. Rad Chem will have to transfer some responsibilities to sites (e.g., contract lead, environmental or radwaste).

8. Operations will coordinate "INPO-style" assessment program.

9. Rotational positions

FY97 Business Plan

- Marci lead (Hayman/Harwell to assist)
  - Gates for Ops/Outage/FP

- FY97 goal – 17% < FY97 target in FY96 BP ($6.3M – $5.1M)
  - long term (Corp < 1/2 current)

Two Products – ① FY97 plan based on beating goal (~20%) but is a step to ② long term plan

i.e. – things corp must do

Criteria for must

regulatory development
- supports safety/reliability/competitive
- only practical way
- most cost effective way
- INPO-type evaluations
- no roles to just check sites or to do something site can do

Specific expectations – activity (not org) based
- think outside box
- help each other (- experience - cross boundaries (e.g. line resp for temp))
- look at Rad/Chem combination (w/ERMI)
- no subsidies of ERMI
- look at what should to charged to site (e.g. Environ, Maint/Mods Rad) → can't be used to meet '97 goal

BI 000080

- consider each cost area (e.g. travel)
- Identify potential transfers to Eng

- Meet again w/ results ~ 4/1
  - present to group
  - start w/ expectations ("mission") of your group
    what roles are <u>musts</u>
  - long term plan
  - how 97 is a step to that plan
  - activity based
  - risks

List of functions

Component Spec

Valve

Pump

HX

Turb Gen

Motor

why needed, may be combine w/ Mech

(98)

(1)

(2) I+C

Elec (Tony/SY)

(1) Mech

(1) Mods

- 1 Mgr

Maint Prog

PA/IE

- Why not at site?
- Coordinate w/ KCWS plan?
- Site Methods

Rad Con/Chem → Too big / Too slow

To: Tom
From: Marci
Date: April 8, 1996
Subject: Followup from 4/5 discussion on OPS Support BP

Attached find initial markup of incorporation of items we discussed Friday. I don't have the final numbers from Perf. or RadChem but the estimates I used should be pretty close; expect final numbers by end of day. Tom will not have confirmed site budgeting of chargebacks for work sampling for another day or so; he will be going to SQN and WBN to discuss. Red numbers reflect incorporation of everything we discussed with the exception of 1) Engineering does not want to take FP until no additional headcount required, i.e., FY98 - therefore that headcount is left in for FY97 and 2) still working on org reconfigurations in the 2000-2001 timeframe to realize additional efficiencies.

I've asked each manager to set up meetings with you for the 10th. or 15th. to discuss non-labor items. Also have asked each to have draft full BP package, i.e, executive summary, operations plan, etc..., by this Friday soas to have a package for your review Monday the 15th; will be meeting this week to support those dates. Getting your feedback Monday should well support a presentation to Ike the week of 4/22 when you get back.

With regards to how hard do FY2000/2001 numbers need to be to 50% targets - Delphine is confirming, but believes FY97 and 98 need to be firm with the 17% and 11% reductions assumed. With our larger than 17% reductions in FY97 she believes a slightly lower reduction from '97 to '98 (9.5%) is okay; again, she will confirm.

Delphine also indicated that she only has targets for Karl Singer's org at this time, which are 6 or 7 heads and $1026k. Karl's BP presentation will be combining his and Grant Yelliott's org's. Grant Yelliott's group of 12 has a target of $655k. The combined target is $1681k. I'll be continuing to look at this.

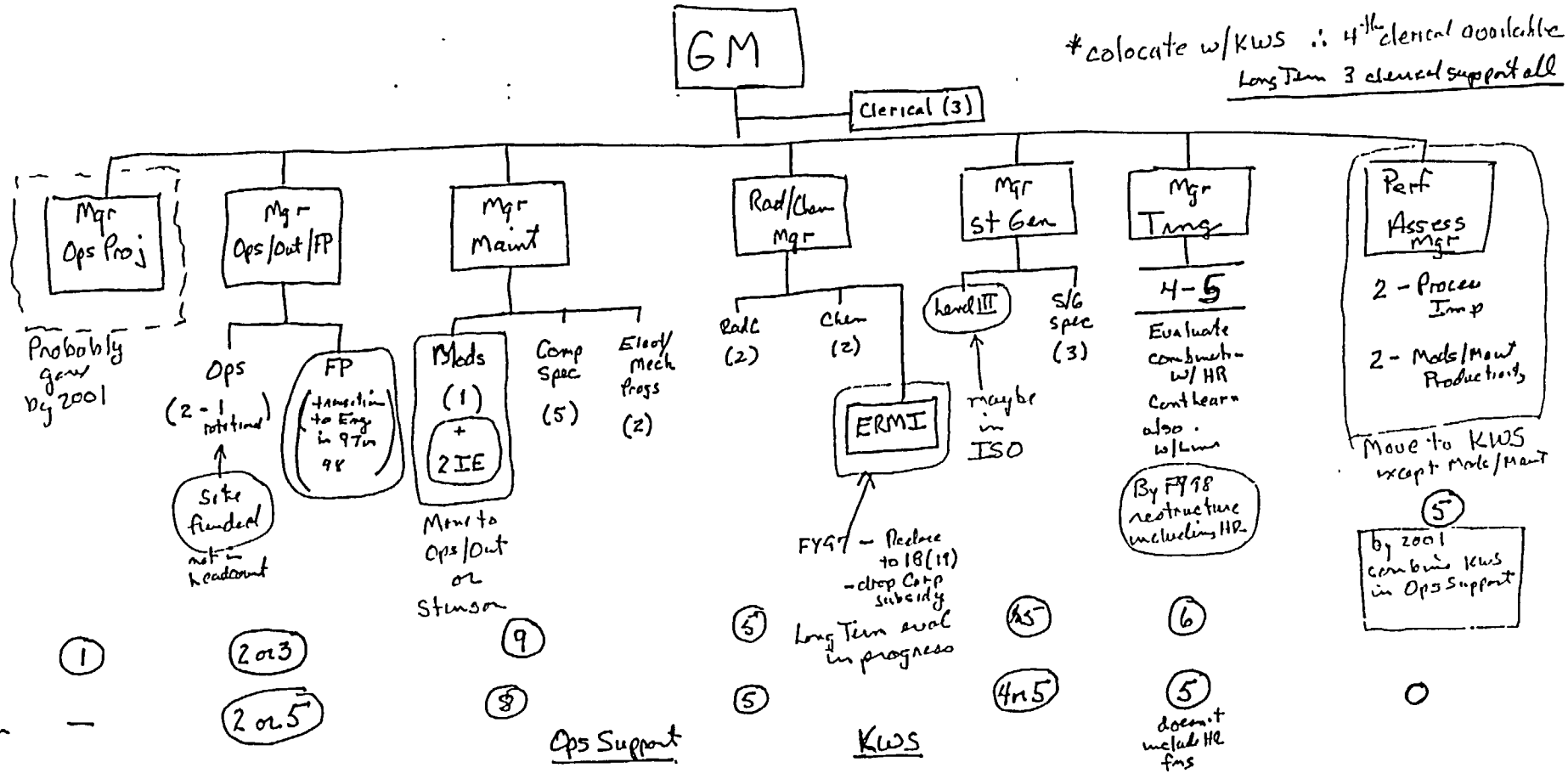
Marci

	FY96 Budget	~~Cow~~ ~~FY96BP~~ Plan ~~FY~~ FY97	FY97 Target w/ 17% Red	(1.037 x 1.07) FY97	1.037 FY98	1.037 FY99	1.037 FY2000	1.037 FY2001
	# $		$	HD $	HD $	HD $	HD $	HD $
MGR	2 (1 sec) 250	Add MAC pos: in thru '98 - YES	208	(only extracted sec) 2 ~~274.6~~ 356.3	2 ~~339.9~~ 369.4	1 241.5	1 250.5	1 259.8
TRG	7 (1 sec) 894		704	6 681	5½ 660.6	5 644.1	5 666.6	5 690.0
PERF	5 432	Incorp. chargebacks for (2) starting FY97 - YES	359	5 324.2 ~~457.42~~ ~~141.95~~	4 265.8 ~~403.83~~ ~~147.2~~	4 275.0 ~~417.42~~ ~~152.65~~	4 284.6 ~~431.83~~ ~~158.3~~	4 291.5 ~~446.7~~ ~~164.4~~
M&TS	20 (2 sec) 2126		1765	9 1002.7	9 1036.3	9 1071.1	9 1107.2	9 1144.
S/G				5 584	5 603	5 622	5 643	5 664
OS/OUT/FP	5 600	• Check on KFER FP in FY97 - NO • Reduce 1 OPS starting FY99 - YES	• refine $'s for actuals w/ TKG 498	? 4 510 ~~522~~	3 420 ~~441~~	~~3~~2 301 ~~456.2~~	~~3~~2 312 ~~471.7~~	~~3~~2 327 488.
CAD & STAFF	2 (1 sec) 176	• Subtract Rad Chem Mgr if daisie added - YES	22					
CHEM & ENVM	6 1034	1698	858	6 959.8 ~~1047.8~~	5 629.2 ~~978.2~~	5 659.3 ~~1002.5~~	5 672.4 ~~1027.8~~	5 695.4 1054
RAD	4 488	• Subtract resource contract YES	406					
ERMI	20 252		209 *	18 0	? 0	TBD ? 0	? 0	? 0
Total	71 6252		5026	58 with ERMI 4538.2 (40) ~~4667.7~~	4109.1 (34) ~~4517.7~~	(34) 3934.3	(34) 4070.4	~~54~~ with ERMI 34 (~~36~~) 4130 ~~4266~~
Self Fund - Cover All costs	(5 sec)	Reduce one sec'y w/ assumption of sharing K. Singer secretary when physically consolidate YES	Sec'y MAY Gm	1 41.1	42.64	44.21	45.85	47.55
			MID-MAY Trg	1 38.0	39.43	40.89	42.40	43.97
			MAY M&TS 3/6 OOT	1 41.1	42.64	44.21	45.85	47.55
			MID-MAY Rad	~~1 38.0~~	~~39.43~~	~~40.89~~		
				1.7	29.3	1=134.1	42.40	2=139.1 43.97

BI 000084

	FY96 (71.6)	FY97 (56) to start FY97	FY98 (52½) 53 to start FY98	FY99 (50)	FY2000 (50)	FY2001 (50)
		(*) (14) bodies (assures posted positions filled within OPS support)	(*) (4) bodies during FY98: 3 start FY98, 1 Mid FY98	(2) bodies		1 CMS surgery
IM	2	5 Add MAC Add 2 Secretaries from sections (2 not brought)	5	(-1) body	4	4	4
		(-2) secretary (bodies)					
I&TS	20	-1 secretary -7 (1 mgr, 6 specialists)	9	9	9	9	9
IG	0	3 → 5 +2	5		5	5	5
		XFER 1 specialist to NE (-6) 1 mgr, 5 specialists (bodies) pot'l for 2 to be picked up by NE					
PA	5	5	(-1) body	4	4	4	4
Trg.	7	-1 secretary	6	-½ 27 -1 body Mid year FY98	5½ Funded	-½	5	5	5
RadChem	12	-1 secretary - 2 unfilled pos's (-3) bodies	6	(-1) body	5	5	5	5
ERMI	20	-1 unfilled pos. (-3) bodies	16		16	16	16	16
O&FP	5.6	-1 secretary	4	(-1) body	3	(-1) body	2	2	2

BI 000085


GM
Clerical (3)
*colocate w/KWS ∴ 4th clerical available
Long Term 3 clerical support all
Mgr Ops Proj
Probably gone by 2001
Mgr Ops/Out/FP
Ops (2-1 rotational)
Site funded not in headcount
FP (transition to Eng in 97 in 98)
Mgr Maint
Mbcds (1) + 2 IE
Move to Ops/Out or Stinson
Comp Spec (5)
Elect/Mech Progs (2)
Rad/Chem Mgr
RadC (2)
Chem (2)
ERMI
FY97 – Reduce to 18(19) – drop Corp subsidy
Long Term eval in progress
Mgr St Gen
Level III
maybe in ISO
S/G spec (3)
Mgr Trng
4-5
Evaluate combination w/ HR
Cont learn also w/ Lum
By FY98 restructure including HR
Perf Assess Mgr
2 - Process Imp
2 - Mods/Maint Productivity
Move to KWS except Mode/Maint
5
by 2001 combine KWS in Ops Support
FY97 1 2or3 9 5 5 6 0
Long Term – 2or5 8 5 4or5 5
doesn't include HR fms
Ops Support
KWS
Headcount
Current COC 51
ERMI 19 (+1)
70 (+1)
6
FY 97 COC 36-38
ERMI 18 (+1)
54-56 (+1)
6
possible move of 2or3 from Perf Asses to KWS
Long Term COC 29-32
ERMI ?
2
29 assumes Mode + IE's to Stinson
one less if Level III in ISO

BI 000086

OPERATIONS SUPPORT
FY 1996 vs. FY 1997
SUMMARY COMPARISON

Support

6.1

	FY96 Budget	FY97 Forecast 17% Reduction Target	FY97 Budget	Actual % Reduction	FY96 Budgeted Headcount	FY97 Budgeted Headcount	
General Manager	250	207	520	(108.0)%	2	5	(1)
Mtn & Tech	2,126	1,765	1,007	52.6%	20	9	(2)
Perf. Assessment	432	359	307	28.9	5	5	(3)
Nuclear Training	894	742	677	24.3%	7	6	
Chem,RadCon.EP	1,398	1,160	966	30.9%	12	6	(4)
ERMI	252	209	0	100.0%	20	16	(5)
Steam Generator	0	0	590		0	5	(6)
Ops & Fire Prot.	600	498	500	16.7%	5	4	
Total	5,952	4,940	4,567	23.3%	71	58	
		264	264				
		5204	4,831				

Changes for FY97 from FY96 Baseline $5.1M => 270K

O&M

			264		
Chem. & EP	300	285	285	5.0%	(7)
Total	300	285	285	5.0%	

Assumptions

(1) Assumes consolidation of secretarial positions to GM budget/HC; Funds MAC position for FY 1997,incorporates reproduction & phone budget from OJZ FY96 budget (29K).
(2) Assumes (1) position to Corp Eng - (7) positions surplused - (3) S/G people realigned.
(3) Assumes (2) positions will be funded by site work agreements.
(4) Assumes Chem, RadCon, & EP are consolidated into one group.
(5) ERMI will be completely self-funded throughout FY 97. Total FY97chargeback to site will be 1,25 less than FY96.
(6) Assumes full implementation of S/G group by 10/1/96. Includes (2) positions from other site and corporate groups
(7) Budgeted roll-up for Resource Group FY97 target reduction 5%.

Savings:

1) ERMI 100K
2) SG (Unit III/ow squ 100) 200K (130)
3) PA

OPERATIONS SUPPORT
FY 1996 vs. FY 1997
SUMMARY COMPARISON

Support

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ERMI	252	209	0	100.0%	20	16	(6)
Ops & Fire Prot.	600	498	500	16.7%	5	4	
Total	6,273	5,227	4,637	26.1%	71	56	

Assumptions

(1) Assumes consolidation of secretarial positions to GM budget/HC; Funds Mgr, Operations Projects position for FY 1997,incorporates reproduction & phone budget from OJZ FY96 budget (29K) & 16K O&M Workers Comp.
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(3) [illegible] functions were part of Mtn & Tech for FY96. Includes (2) positions from other site and corporate groups.
(4) Assumes (2) positions ($150K) will be funded by site work agreements.
(5) Assumes Chem, RadCon, & EP are consolidated into one group. Includes $264K (12% actual vs 5% target reduction from FY96) O&M funding for Resource Group work agreement.
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SITE BUDGET IMPACT SUMMARY

	FY96	FY97	CHANGE
ERMI Site Chargeback	1,360	1,296	(64)
Steam Generator Program	240*	0	(240)
~~**Performance Assessment**~~	~~0~~	~~150~~	~~150~~
Total	1,600	1,446	(154)

Net savings to sites in FY97 154K.

* Estimated ISO chargebacks for S/G program implementation 110K(SQN) & 50K (WBN) for average year, Site budget for S/G specialist 80K(SQN). Positions funded in Corp budget for FY97.

OPERATIONS SUPPORT
FY 1996 vs. FY 1997
SUMMARY COMPARISON

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Total	6,252	5,227	4,571	26.9%	71	56	

Assumptions

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(58) 56

GENERAL MANAGER OPERATIONS SUPPORT

MANAGER OPERATIONS PROJECTS (1)

- Secretaries (3)

MANAGER NUCLEAR TRAINING (6)

CORPORATE

- LEAD THE TVAN TECHNICAL TRAINING PROGRAM
- PROVIDE PROGRAM DIRECTION TO TVAN SITE TRAINING DEPARTMENTS
- PROVIDE TRAINING EVALUTIONS & EFFECTIVE MONITIORING
- EVALUATE AND GUIDE INCORPORATION OF BEST PRACTICES AND TECHNOLOGICAL ADVANCES
- PROVIDE CENTRALIZED TECHNICAL SUPPORT TO SITE TRAINING DEPARTMENTS AS WARRANTED

SITE TRAINING DEPARTMENTS

- IMPLEMENT SITE-BASED ACCREDITED AND REGULATED TRAINING PROGRAMS
- MANAGE SITE TRAINING PERSONNEL, PROCESSES, AND FACILITIES
- INTERFACE WITH CONSTITUENT AND SUPPORT GROUPS
- INCORPORATE BEST PRACTICES AND TECHNOLOGICAL ADVANCES

MANAGER PERFORMANCE ASSESSMENT (5)

- MAINTAIN CAPABILITY FOR AND PERFORM TVAN WORK UTILIZATION STUDIES
- EVALUATE AND REPORT CONTRACTOR PRODUCTIVITY
- PERFORM PROCESS IMPROVEMENT STUDIES
- CONDUCT EVALUATIONS TO REDUCE CYCLE TIMES/STREAMLINE PROCESSES
- ESTABLISH PROCESS WORK INTERFACES
- SUPPORT SITE PROCESS STANDARDIZATION AND REENGINEERING EFFORT
- PROVIDE SITE MANAGEMENT SUPPORT/CONSULTATION

MANAGER MAINTENANCE SUPPORT (9)

- MAINTENANCE AND MODIFICATION FUNCTIONAL AREA PROGRAM / PROCESS SUPPORT
- LONG-TERM MAJOR COMPONENT STRATEGIC PLANS
- PROGRAM ISSUES AND SPECIAL PROBLEM RESOLUTION
- COMPONENT EXPERTISE FOR MAINTENANCE, REPAIR, & TESTING
- ~~SUPPORT SERVICE CONTRACT TECHNICAL MANAGEMENT~~
- EQUIPMENT/PROGRAMS OVERVIEW FOR EFFECTIVENESS
- PROVIDE INPUT OF CURRENT INDUSTRY ACTIVITIES / INITIATIVES FOR IMPROVING FUNCTIONAL AREAS
- RESOLUTION OF LONG-TERM COMPONENT/EQUIPMENT ISSUES AND OUT OF THE NORMAL PROBLEMS
- INTER-OFFICE WORK AGREEMENT COORDINATION
- LUBRICATION PROGRAM

MANAGER OPERATIONS, OUTAGE MANAGEMENT & FIRE PROTECTION (4)

- OPERATIONS PROGRAM SUPPORT
- OUTAGE MANAGEMENT PROGRAM SUPPORT
- FIRE PROTECTION PROGRAM SUPPORT
- REENGINEERING AND STANDARDIZATION PROGRAM SUPPORT
- MAINTENANCE OF CORPORATE STANDARDS
- PREOUTAGE SHUTDOWN RISK ASSESSMENTS
- REVIEW KEY PERFORMANCE AREAS

MANAGER STEAM GENERATOR DEPARTMENT (5)

- DEVELOPMENT OF LONG-TERM S/G STRATEGIC PLANS
- EXPERTISE IN S/G MAINTENANCE, REPAIRS, & TESTING
- EXPERTISE TO MANAGE S/G OUTAGE IMPLEMENTATION
- DEVELOP & IMPLEMENT ALTERNATE PLUGGING CRITERIA
- QUALIFICATION OF TESTING & REPAIR PROCESSES
- MAINTAIN QUALIFIED CONTRACTED S/G SERVICES
- MAINTAIN DATA BASE FOR TUBE INSPECTION & DAMAGE PROGRESSION

Level III

MANAGER CHEMISTRY & RADIOLOGICAL (6)

ENVIRONMENTAL PROTECTION

- IDENTIFY ENVIRONMENTAL REQUIREMENTS & EVALUATE PERFORMANCE
- PREPARE & MAINTAIN CORPORATE STANDARDS/PROCEDURES
- IDENTIFY AND COORDINATE ENVIRONMENTAL TRAINING
- IDENTIFY NEW INDUSTRY INITIATIVES
- SUPPORT PERMIT RENEWALS

NUCLEAR CHEMISTRY

- DEVELOP, MAINTAIN, AND COORDINATE CHEMISTRY POLICY, STANDARDS, REQUIREMENTS, AND MANAGEMENT CONTROLS
- BENCHMARK, IDENTIFY, AND RECOMMEND CHEMISTRY GOALS CONSISTENT WITH BEST INDUSTRY
- PROVIDE TECHNICAL SUPPORT TO SITES RELATED TO NUCLEAR CHEMISTRY
- ASSIST IN DEVELOPMENT OF LONG TERM STRATEGIC PLANS FOR SITE CHEMISTRY PROGRAM IMPROVEMENTS

RADIOLOGICAL CONTROL

- DEVELOP, MAINTAIN TVAN RADIOLOGICAL CONTROL STANDARDS & REVIEW PROGRAM EFFECTIVENESS
- STANDARDIZATION OF SITE RADIOLOGICAL CONTROL PROGRAMS
- ADMINISTER MULTISITE RADCON CONTRACTS
- APPLICATION OWNERS FOR RADCON QUALITY RELATED SOFTWARE
- NVLAP ADMINISTRATION
- REVIEW, IMPLEMENT RADIOLOGICAL CONTROL REGULATIONS AND REQUIREMENTS
- RADIOLOGICAL EXPOSURE RECORDS SYSTEMS
- REXS UPGRADE PROJECT

MANAGER ENVIRONMENTAL RADIOLOGICAL MONITORING & INSTRUMENTATION (16)

- CALIBRATE & REPAIR RADCON INSTRUMENTATION AND ELECTRONIC DOSIMETORS
- TEST AND EVALUATE NEW INSTRUMENTATION
- CONDUCT RADIOLOGICAL ENVIRONMENTAL MONITORING (REMP) FOR SITES
- COLLECT AND ANALYZE REMP SAMPLES
- PREPARE ANNUAL REPORT TO NRC
- ANALYSIS OF 10CFR50 AND 10CFR61 SAMPLES
- SUPPORT SITE RADCON WITH SAMPLE ANALYSIS
- WHOLE BODY COUNTING MEASUREMENT ASSURANCE

4/22/96
fy97porg 1

BI 000090

OPERATIONS SUPPORT
EXECUTIVE SUMMARY
FISCAL YEAR 1997

MAJOR CHALLENGES:

- ALL OPERATIONS SUPPORT DEPARTMENTS
  - Focus efforts for maximum value-add to sites--program/process improvements, performance and training effectiveness evaluations, and expertise support.
  - Transition functions to engineering and sites without loss of effectiveness.

- MAINTENANCE SUPPORT
  - Continue process improvement studies and assist sites in implementation.
  - Assist sites to improve SALP ratings and support plant operation and outages.
  - Continued development and updating of major equipment strategic plans.

- STEAM GENERATOR GROUP
  - Implementation of the S/G Integrity Program to extend the useful life of existing generators and perform long-range planning for future potential replacement.
  - Development of short-term plans and budget preparation for inspections, cleaning, and mitigation activities for outage scheduling.
  - Support WBN U1 outage and SQN outage back-to-back.

- OPERATIONS AND FIRE PROTECTION
  - Provide program direction and assist the Operations department(s) as needed to achieve improved SALP and INPO ratings.
  - Incorporate industry lessons learned and good practices into Operations, Outage, and Fire Protection activities and processes.
  - Facilitate TVAN initiatives related to standardization, streamlining, process redesign, and work elimination.
  - Establish and facilitate FP optimization plan based on industry best practices.

- PERFORMANCE ASSESSMENT
  - Support increasing demand for work utilization studies at plants, integration of assignments from process standardization reengineering from BFN and SQN effort into PA actions, and continued site customer response for special process/resource evaluations.
  - Ensure work sampling effort remains independent and standardized to ensure valid site-to-site comparison/competition.
  - Train site PA departments to perform cycle time, baseline, and savings evaluations in FY 1997 to support PA headcount reductions in FY 1998.

Note: Use multiple pages if necessary to provide sufficient detail and completeness.

Updated: 4/22/96

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OPERATIONS SUPPORT
EXECUTIVE SUMMARY
FISCAL YEAR 1997

MAJOR CHALLENGES: (continued)

- NUCLEAR TRAINING
  - Working with site management to promote management involvement in training.
  - Maintaining training effectiveness and quality through periodic evaluations and reviews, to support safe and reliable plant operations, improved site SALP and INPO ratings, accreditation renewal, and NRC examinations and inspections.
  - Increasing cost-effectiveness of training through standardization, cooperation, and innovation.
  - Ensuring appropriate use of training programs and processes to optimize return on TVAN training investment.

- RADCHEM
  - Chemistry performance improvement and process improvement/standardization to resolve long-standing chemistry issues such as data management, data review and trending, closed cooling chemistry control, and chemistry instrumentation performance.
  - Provide effective RADCHEM program self-assessments, recommendations, and technical support to all TVAN facilities.
  - Provide technical support for major projects such as hydrogen water chemistry at BFN, secondary chemistry optimization at SQN/WBN, comprehensive raw water treatment program, and chemistry data management system implementation.
  - Development of external business strategy for ERMI.
  - Development of strategy, through the Southeast Compact Generators Group (SECGG), for the disposal of low-level radwaste.
  - Develop strategy and implement radiation injury claim management/minimization.

- ERMI
  - Meeting demands of increased instrument repair workload from WBN operations.
  - Meeting increased repair demand for electronic dosimeters.
  - Supporting three operational sites.

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Note: Use multiple pages if necessary to provide sufficient detail and completeness.

OPERATIONS SUPPORT
EXECUTIVE SUMMARY
FISCAL YEAR 1997

HIGHLIGHTS OF THE OPERATIONS PLAN:

- MAINTENANCE SUPPORT
  - Component expertise for maintenance, repair, and testing.
  - Long-term major component strategic plans.
  - Resolution of long-term component/equipment issues.
  - Resolution of out of normal problems.
  - Interoffice work agreement coordination.
  - Facilitate consistency/standardization between sites.

- STEAM GENERATOR
  - Development of long-term S/G strategic plans.
  - Expertise in S/G maintenance, repairs, ~~and~~ testing and develop implement in. (Level III)
  - ~~Expertise to manage S/G outage implementation.~~
  - Develop and implement alternate plugging criteria, as necessary
  - Qualification of testing and repair processes.
  - Maintain qualified contracted S/G services.

- OPERATIONS AND FIRE PROTECTION
  - Reduction of outage durations and working with the Work Control Peer Group to streamline processes.
  - Coordination of industry experience and review group issue resolution (NRC, INPO, etc.).
  - Resolution of fire protection technical issues and streamlining of Fire Protection processes.
  - Participation in industry activities and coordination of TVAN benchmarking efforts in the Operations, Outage, and Fire Protection areas.
  - Facilitation of Operations, Outage, Fire Protection, and Work Control Peer Group efforts to streamline or redesign TVAN processes, eliminate unnecessary work, and improve SALP and INPO ratings through more efficient work processes.

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Use multiple pages if necessary to provide sufficient detail and completeness.

OPERATIONS SUPPORT
EXECUTIVE SUMMARY
FISCAL YEAR 1997

HIGHLIGHTS OF THE OPERATIONS PLAN: (continued)

- PERFORMANCE ASSESSMENT
  - Providing baseline cycle time and current-process cost evaluations and cost savings determinations for site processes to be redesigned/standardized.
  - Providing standard work utilization study process and implementation for BFN, SQN, WBN maintenance and modifications craft needed for site-to-site comparison and competition and needed to hold multi-site contractor accountable for performance.
  - Providing special work utilization studies as directed by site management to address specific problems identified in standard work sampling performed at sites and to address other site-identified craft work or process-related efficiency problems.
  - Providing work utilization study results as a significant part of determining multi-site contractor performance incentive fees.
  - As directed by TVAN or site senior management, providing organizational evaluations (process efficiencies and cost, value-add, customer satisfaction with deliverables, etc.) including recommendations to address any performance or cost issues identified to improve/streamline organizational performance.

- NUCLEAR TRAINING
  - Providing peer evaluations/self-assessments, technical support, and program direction to sties to assist with continued improvement and correction of performance problems.
  - Maintaining/revising Standards/Directives/Manuals to achieve desired level of program standardization between sites.
  - Incorporating lessons learned and maintaining programs/processes to be comparable with industry best.
  - Participating in industry activity consistent with identifying better ways of doing business and establishing TVA as an industry leader.
  - Escalating training issues related to plant performance as necessary to ensure timely attention by appropriate levels of management.

- RADCHEM
  - Continued support of the sites for program improvements.
  - Technical assistance to the sites.
  - Program standardization.
  - Process benchmarking.

- ERMI
  - Continue major direct services functions maintaining established quality and timeliness targets.
  - Meet increased workload from WBN.
  - Reduced operational costs fully funded by site reimbursements.

Updated 4/22/96

OPERATIONS SUPPORT
EXECUTIVE SUMMARY
FISCAL YEAR 1997

NEW/CONTINUING INITIATIVES:

- MAINTENANCE SUPPORT
  - Supporting sites in implementation of process improvements and reengineering, such as EMPAC and new Work Order process.
  - Supporting sties in implementation of INPO guidelines for Minor/Toolpouch maintenance and expanded utilization of "Fix-It-Now" teams.

- STEAM GENERATOR GROUP
  - Supporting capital projects, such as condenser tube replacement, associated with Steam Generator Preservation and life extension by initiating and supporting DCNs.

- PERFORMANCE ASSESSMENT
  - In FY 1997, Performance Assessment will develop the capability to perform activity based cost (ABC) process analyses. This capability is needed to support TVAN's ongoing process improvement and standardization programs.

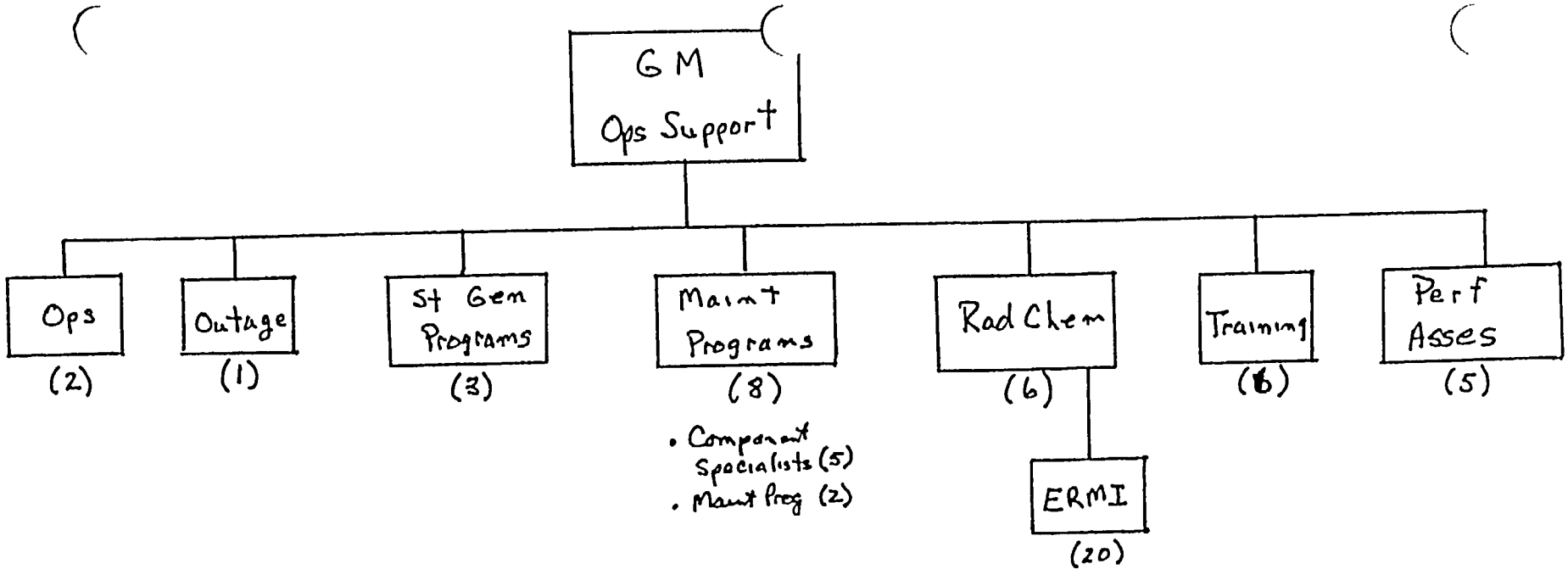
- NUCLEAR TRAINING
  - Implementing program changes as a result of new industry guidelines.
  - Incorporating General Fundamentals Examination materials in CD-ROM format into several disciplines.
  - Supporting Program to develop/obtain multi-discipline System Descriptions for WBN and SQN (Phase I) and BFN (Phase II).
  - Implementing standardized qual cards for maintenance disciplines by fiscal year end.

- RADCHEM
  - RADCON cost reduction and performance monitoring.
  - INPO self-assessments.
  - Training oversight.

- ERMI
  - Develop strategies for external business.
  - Successfully implement external business to offset cost to TVAN in future years.

Note: Use multiple pages if necessary to provide sufficient detail and completeness.

Updated: 4/22/96



New Staffing

Gen Mgr	1	
Op/Maint/RC		
Ops	2	= 20
Outage	1	
St Gen	3	
Maint	8	
RadChem	6	
Training	6	
Perf Asses	5	
Clerical	4	
	36	
ERMI	20	

Current Authorized Staffing

Gen Mgr	1	
Ops / Fuel Prot / Outage	16	= 37
Maint + Tech Sup.	19	
Rad Chem	12	
Training	6	
Perf Asses	5	
Clerical	5	
	54	
ERMI	20	
	74	

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Changes from current

- No Fire Protection
- MPAC / Work Control / Scheduling etc moved from Maintenance to Outage
- No Mods Specialist (cover under maintenance progs)
- Combine Elec / I+C / Mechanical / PM maintenance program specialists into 2 positions
- No corporate NPRDS position
- NSSS Programs and CILRT / LLRT assumed to go to Engineering
- Component Specialists (5) continue to cover Pumps / Motors / Valves / HX / Turb Gen
- Ops will coordinate program for "INPO-style" assessm
- Rad Chem will have to transfer some responsibilities to sites (e.g., a lead site for Radwaste and/or REX.
- Eliminate 4 manager positions

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Peer Group Alignment

Peer Group	Ops Support Representative
Rad Chem	RadChem Mgr
Maint + Mods	Maint Support Mgr
Operations	One of Ops Specialists
Tech Support	—
Work Control	Outage Spec or Ops Specialist
Outage	Outage Specialist
Training	Training Manager

IMPACTS

MAINTENANCE & TECHNICAL SUPPORT

Reduction/elimination of staff augmentation capability

Transfer of functions to engineering - no impact provided engineering effectively assumes - knowledge, turnover, etc. - Appendix J, Maintenance Rule, GL89-13, system health reporting - ongoing discussion and interviews with engineering

Creation of S/G group - positive impact from focus and efficiency standpoints

NPRDS transfer to sites - minimal impact if effectively assumed by sites - will require a letter to INPO to redesignate point of contact - sites have indicated acceptable

CHEMISTRY

Transfer of specific functions/activities to sites not yet fully assessed by sites; corporate will facilitate transition

Reduction in dedicated lead plant support for each plant. Responsibilities to be redistributed.

ERMI

Some reduction in technical expertise and resources may result in longer times for resolution.

SQN TLD badge processing staff to assume administration of dosimetry used by non-nuclear organizations and activities

Loss of expertise in resolution closeout of Dose Record SCAR

PERFORMANCE ASSESSMENT

Chargebacks to sites for work sampling; SQN indicates may not have sufficient FY97 funding.

TRAINING

Reduced support and funding for special projects or training support efforts, e.g., contract support for material standardization projects, procurement of industry modules, etc.

MAINTENANCE & TECHNICAL SUPPORT

IMPACT ASSOCIATED WITH ORGANIZATIONAL CHANGES AND REDUCTIONS

1. Manager and secretarial functions; minimal impact; work load will be redistributed to other individuals in department due to reduced staffing. Without manager, independent participation on assessment/evaluation teams will be reduced.

2. NPRDS coordination will have minimal impact if sites pick up all functions. Plants will have to do all revision implementation and rescoping without any corporate assistance. Requires a letter to INPO to designate point of contact at each site. Periodic programmatic overview will still be required by Corporate in accordance with INPO 90-20.

3. System Health reporting will be minimal if picked up by Corporate Engineering, but if not:
   1) No corporate owner or control of the program
   2) No preparation of corporate summary report
   3) No overview/monitoring of maintenance burden or repetitive areas

4. Service Water (GL 89-13) issues will have minimal impact if transferred to Corporate Engineering. Engineering will have to become the application owner of industry software used for testing and evaluation of heat exchanger performance.

5. Refuel Floor support functions will be absorbed by sites with little impact.

6. ILRT/CILRT program and 1 FTE transfer to Corp. Engineering will have minimal risk.

7. Re-alignment of Steam Generator functions into separate group will have no risk.

8. Maintenance Rule program management will have minimal impact if functions are picked up and performed by Corporate Engineering, if not:
   1) No continued centralized/standardized direction for sites concerning implementation.
   2) Lack of assessment preparation for NRC forthcoming audits.

FY97 Impacts on Site & Corporate Chemistry & Environmental Due to Headcount Reduction in Corporate Chemistry & Environmental Organization

- Management and implementation of comprehensive raw water treatment at all sites for corrosion and fouling control - TVA wide Partnership contract with Calgon. The responsibilities include contract management, assist with the implementation of the program, facilitate business team meeting between Calgon and TVA, vendor performance monitoring to meet the TVAN Site goals and optimization of the treatment program. Recommend transfer of responsibilities to sites and corporate chemistry will facilitate business team meetings.
- Management of implementation of the new chemistry data management (CDM) system - TVAN Standardization / Process Improvement QIT recommendation to resolve long standing data trending issues and reduce cost. Vendor selection is in process. The impact for FY97 will be multi-site contract management, coordination and assist with the implementation at the sites (WBN and BFN in FY97 and SQN in FY97-98. Corporate chemistry will complete the coordination of vendor selection in FY 96 and transfer the contract management to sites. Corporate Chemistry will provide technical support as needed.
- Development and implementation of multi-site contracts - Currently there are about 10 multi-site TVAN contracts and the responsibilities include specifications development/revision, vendor selection/performance monitoring, technical issues resolution, and facilitate business team meetings. Recommend transfer of responsibilities to sites and corporate chemistry will facilitate meetings with vendors as needed.
- SQN secondary chemistry optimization program implementation support - The responsibilities include development of the comprehensive program and assist with the implementation at SQN. The program includes condensate polishers, S/G blowdown, chemical feed stability, molar ratio control, BOP corrosion, contaminant ingress. Corporate chemistry will complete the development of the plan and provide technical support to SQN as needed.
- Closed cooling water chemistry control optimization at BFN and WBN - At BFN the responsibilities include assist with the development and implementation of an alternate treatment and monitoring program to close out INPO finding. At WBN the responsibility include corrosion material compatibility with hydrogen peroxide use with molybdate chemistry and performance monitoring. Corporate chemistry will complete this in FY 96 and assist with performance monitoring.
- Development and implementation support of Chemistry Lay-up program at all sites. Corporate Chemistry will complete the generic lay-up plan development in FY 96 and sites will implement the site specific program.

FY97 Impacts on Site & Corporate Chemistry & Environmental Due to Headcount Reduction in Corporate Chemistry & Environmental Organization

- Support for hydrogen water chemistry project implementation at BFN Units 2 & 3. Corporate chemistry will provide technical support on as needed basis
- Represent and Participate in TVAN Environmental Implementation Committee (EIC). Corporate Radchem Manager assumes this responsibility or Transfer the responsibility to sites.
- Participation in TVAN Environmental Task Teams. Transfer the responsibility to sites.
- Oversight and assessments of TVAN sites environmental program. Transfer the responsibility to sites.
- Environmental programmatic reviews, regulatory updates, permitting support, investigations, and technical support. Transfer the responsibilities to sites.
- Lead Plant support for each Plant. Redistribute the responsibilities to balance the PWRs and BWR primary and secondary chemistry support between the two chemistry program managers in FY 1997.

Impact of ERM&I FY 1997 Business Plan Organizational Changes

Combining Instrument Section Supervisor and Program Manager Position

This action will eliminate one position providing technical expertise and support in the area of radiation detection instrumentation. The impact to the ERM&I program will be slower resolution of problems identified in instrument calibration processes and longer lead time required for procedure modifications and enhancements. The technical resource that has provided direct support for site RADCON programs will be lost. Recent projects supported with this resource include neutron spectral measurements at 30% power for WBN and investigation of potential for the use of contamination monitoring equipment as passive whole body counting. The internal performance of WBN neutron spectral measurements saved an estimated $30,000 - $50,000 in vendor contract costs. This staff member is regularly used for REP drill staffing.

Elimination of Health Physicist SC-4 Position

Elimination of this position will result in the loss of technical expertise in radiological environmental monitoring program design and conduct. Technical support would not be available for projects related to on site soil or holding pond sediment monitoring. Redistribution of responsibilities of this position to other ERM&I staff would also eliminate the technical support provided to site RADCON programs by these staff members. Elimination of this ERM&I position would also directly impact staffing available for REP drill participation.

Elimination of HP Tech SE-6 Position

With the elimination of this position, SQN TLD badge processing staff will have to assume the responsibility for administration of dosimetry used by non-nuclear site organizations and activities. The administrative handling and record keeping associated with the issue and assignment of this dosimetry and processing of radiation exposure information for personnel in these organizations is significantly different from the process for site personnel. The ability of the SQN staff to handle these processes could impact the administration of dosimetry programs for these non-nuclear site organizations. Elimination of this position would also result in the loss of a key resource supporting the resolution of the Dose Record SCAR. Elimination of this position would significantly jeopardize the on time completion of the corrective action.

PERFORMANCE ASSESSMENT

Impact of Site Funding (BFN, SQN, WBN) for Work Utilization Studies vs. Continued TVAN Corporate Funding for This Function

A standard work sampling process and its implementation at the three sites for Maintenance and Modifications craft will not be provided under site funding. Standard work sampling methods/ implementation are needed for valid site-to-site comparison and competition. Also, for the multi-site contract, standard application of these methods is essential to hold the contractor accountable. Site funding for this function will also provide reduced assurance that the industry recognized expertise (two individuals) will remain within TVAN for the multi-site contract period.

Impact of the Reduction of One Industrial Engineering Position in FY 1998

This position in FY 1996 (and in FY 1997) works with the site methods groups to develop baseline cycle time and cost data/evaluations as well as cost savings for processes to be redesigned or standardized. The managers of these groups at both sites have stated that they will continue to need this function in FY 1998 - FY 2001 to support this work and for the continuous improvement which they have been charged to achieve. The risk in elimination of this position is that the site Performance Analysis groups will not be able to pick up and adequately support this function (Process Improvement's recommendation on how this work should be performed in FY 1998 and beyond).

NT budget reductions negatively impact the following:

- Ability to provide contract members for "Mock" Accrediting Boards or Program Evaluations
- Ability to procure/implement/maintain industry-based programs (i.e., INPO Generic GET/FFD Modules)
- Ability to procure/implement program enhancements (i.e., Generic Fundamentals CD-ROMs, PC-based simulation training development)
- Consolidated Instructor Continuing Training project will no longer have corporate funding
- Contract support for training material standardization projects will no longer be available (i.e., system descriptions, maintenance qual cards)
- Ability to participate in industry groups and benchmarking activities will be curtailed

4251

Ops Support Reductions (PG)

Fire Protection 1 of 2 one vacant

~~Management~~
Maintenance Support + Technical Support — organizations combined

PG-11 managers	1 of 2	
Maintenance/Mods Support	3 of 7	
Technical Support	3 of 7	(includes transfer in of TG spec

7+16

RadCon + Chemistry — corporate organizations combined

Sr/PG-11 managers	(142)	2 of 3	one vacant
RadCon Prog Mgrs		1 of 3	
ERMI Laboratory		3 of 4	
Chemistry Prog Mgrs		1 of 3	- one vacant
Environ Specialist	(141)	2 of 2	- one combined in new position w/ Radwaste

4+9

BI 000106

OPERATIONS SUPPORT
BUSINESS PLAN
FISCAL YEARS 1997

TVA NUCLEAR

OPERATIONS SUPPORT
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FISCAL YEAR 1997

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