FirstEnergy

Davis-Besse Nuclear Power Station

IMC 0350 Meeting

Desired Outcomes

- Demonstrate Davis-Besse's operations continue to be safe and conservative
- Present Davis-Besse's new organization
- Status the improvement initiatives and Confirmatory Order

Mark Bezilla
Vice President

FirstEnergy

Meeting Agenda

- Plant Performance……. Barry Allen
- Davis-Besse's New Organization …..…… Mark Bezilla
- Collective Significance Review…….Kevin Ostrowski
- Independent Assessments……...Barry Allen
- Backlog Reduction ……Barry Allen
- Safety Culture…..…… Mark Bezilla
- Other Site Assessments ……. Mark Bezilla
- Oversight Perspective……..……Ray Hruby

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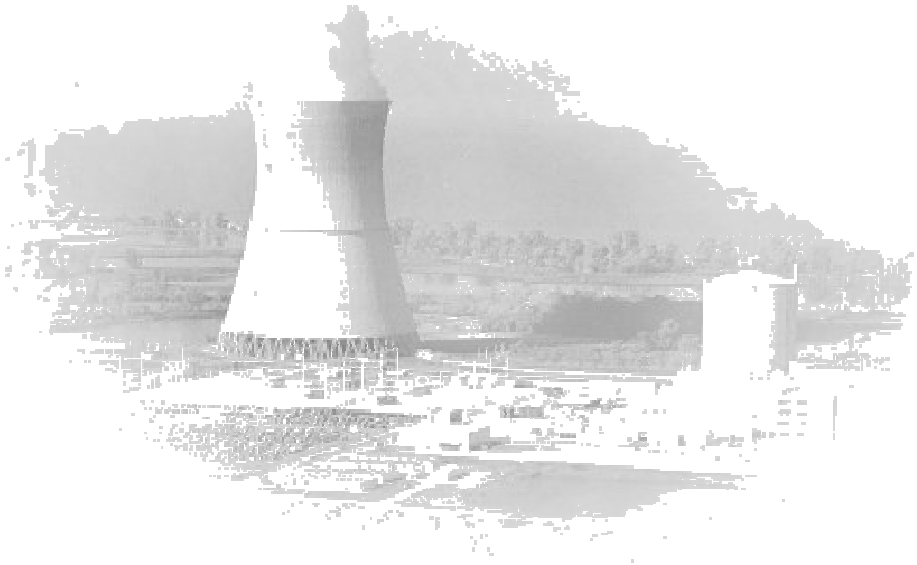
Plant Performance



Barry Allen

Director - Site Operations

FirstEnergy

People with a strong safety focus delivering top fleet operating performance

- Plant Status
  - ~100% power
  - ~ 925 Mwe
  - 51 continuous days of service
  - Capacity Factor - 96.2%
  - 86 Human Performance success days

Plant Performance

NRC Commissioner Plant Tour

- Noteworthy items
  - July 16 - 2nd Quarter QA Exit
  - July 19 - Visit by NRC Commissioner/ FirstEnergy President and CEO
  - July 20 - Conducted monthly Safety Culture assessment
  - July 20 - NRC Inspection Team SC/SCWE follow-up
  - July 22 - Successfully completed Emergency Plan Drill
  - July 26 - Training Technical Programs Accreditation Renewal Alignment Session
  - July 27 - Radiological Environmental Monitoring Program (REMP) and (Radiological) Access Control NRC Inspection

Plant Performance

Emergency Plan Drill

- Noteworthy items (continued)
  - July 27 - New FENOC Leadership Charge session
  - July 28 - Teamwork Ownership and Pride (TOP) Team meeting
  - July 29 - Quarterly FENOC performance review meeting (Akron)
  - July 29 - Site Training Advisory Committee (STAC) meeting
  - July 30 - Mid-cycle outage readiness review meeting

Plant Performance

- Noteworthy items (continued)
  - August 4 - Visit by U.S. Senator Staff Director
  - August 4 - Reactor Trip (Latent Fuse Failure)
  - August 5 - Visit by INPO Senior Representative
  - August 6 - Conducted Restart Readiness Review meeting
  - August 8 - Safe plant restart
  - August 11 - Visit by INPO Vice President, Training and Accreditation

Staff Director of the Senate Subcommittee on Clean Air, Climate Change and Nuclear Safety

Plant Performance

Complying with the NRC Security Orders

- Noteworthy items (continued)
  - August 13 - Routine NRC Resident Exit and SCWE Exit
  - Week of August 16 - Operations Performance Assessment
  - August 16 & 17 - "Alliance" meeting in Atlanta between FENOC and GE
  - August 18 - Performed a Safety Culture Assessment
  - August 20 - Monthly Performance Review Meeting

Plant Performance

NRC Regional Administrator Visit

- Noteworthy items (continued)
  - August 23 - Implemented "New" FENOC Organization
  - August 28 - Hosted Erie and Ottawa County State and Local Law Enforcement Training
  - August 30 - NRC Triennial Fire Protection Inspection
  - August 30 - Upgraded Radiological Access Control software
  - August 30 - Implemented new standards in Turbine Building radiological controls

Plant Performance

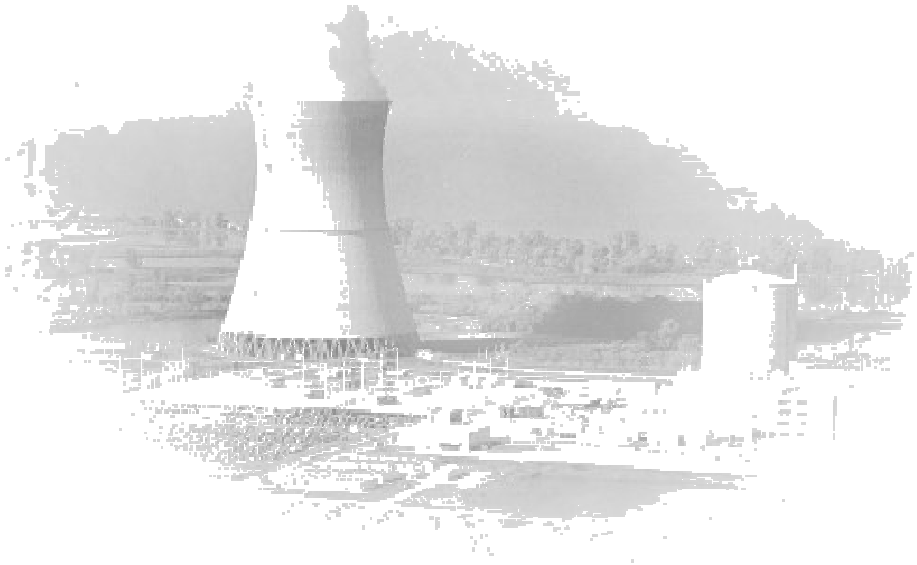
- Noteworthy items (continued)
  - September 3 - Superintendents and managers attended Leadership in Action refresher training
  - September 8 - NRC Regional Administrator and the NRC Director of Reactor Projects Division Plant Tour and 2004 RO/SRO Recognition Dinner
  - September 9 - Independent External Assessment of Performance
  - September 13 - Corrective Action Program Implementation Assessment Commenced
  - September 16 - Successfully completed Emergency Plan Drill

RO/SRO Recognition Dinner

Conclusion

- Davis-Besse's operations continue to be safe and conservative

Davis-Besse's New Organization



Mark Bezilla

Vice President

Davis-Besse's New Organization

VP - Oversight

Vice President - Davis-Besse
Mark Bezilla
BS - Nuclear Engineering Technology
AS - Nuclear Engineering Technology
SRO License - Three Mile Island Unit 1
SRO License - DB
28 years experience

Manager - Nuclear Oversight
Ray Hruby
BS - Nuclear Engineering
SRO License - BV
22 years experience

Director - Engineering
Steve Loehlein
BS - Mechanical Engineering
Professional Engineer, Pennsylvania
SRO Equivalency Certification - SNUPPS plant
21 years experience

Director - Site Operations
Barry Allen
MS - Civil Engineering
SRO Certification - ANO-2
Professional Engineer, Arkansas
20 years experience

Director - Performance Improvement
Bob Schrauder
BS - Nuclear Engineering
SRO Certification - PNPP
28 years experience

Manager - Site Protection
Dave Kline
AS - Criminal Justice
BS - Human Resource Management
17 years experience

Manager - Design Engineering
John J. Grabnar
MBA
BS - Civil Engineering
SRO License - PNPP
PE - State of Ohio
19 years experience

Manager - Plant Engineering
Brian Boles
BS - Mechanical Engineering
SRO License - PNPP
19 years experience

Manager - Technical Services Engineering
Bob Hovland
BS - Aerospace Engineering
16 years experience
PE - State of Ohio

Manager - Chemistry
Pat McCloskey
MS - Environmental Management
SRO Certification - DBNPS
Class III, State of Ohio, Operator
18 years experience

Manager - Radiation Protection
Lynn Harder
AS - Nuclear Power Technology
BS - Management and Organizational Development
28 Years of Experience

Manager - Maintenance
Mike Stevens
BS - Mechanical Engineering Technology
SRO Certification
19 years experience

Manager - Operations
Kevin Ostrowski
BS - Engineering
BS - Physics
SRO License - BV
23 years experience

Manager - Work Management
William A. Mugge
BS - Electrical Engineering
SRO License - DBNPS
17 years experience

Manager - Outage Management
William Bentley (A)
BS - Chemistry
MBA
SRO License - DBNPS
14 years experience

Manager - Training
Mark Trump
BS - Nuclear Engineering
SRO License - TMI Unit 1
25 years experience

Manager - Regulatory Compliance
Clark Price
BS - Business Administration
26 years experience

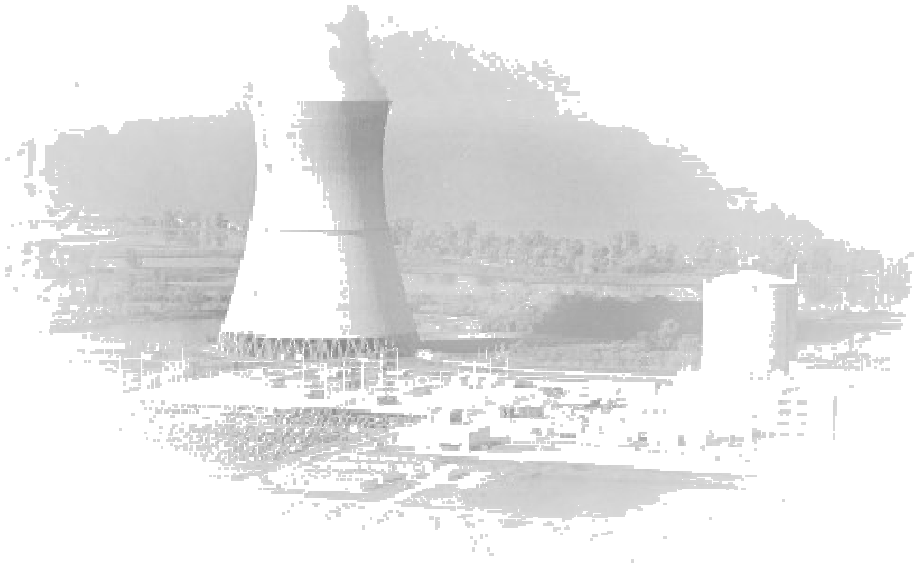
Manager - Special Projects
Chuck Hawley
BS - Mechanical Engineering
SRO License - DBNPS
30 years experience

■ **New in Position**

FirstEnergy

Collective Significance Review

Operations Assessment



Kevin Ostrowski

Manager - Plant Operations

Collective Significance Review

Operations Assessment

- Purpose
  - Performed a Collective Significance Review of five performance related issues

Collective Significance Review

Operations Assessment

- Team makeup:
  - –Davis-Besse Operations personnel
  - –Training and Performance Improvement personnel
  - –Perry Operations personnel
  - –Industry peers

Collective Significance Review

Operations Assessment

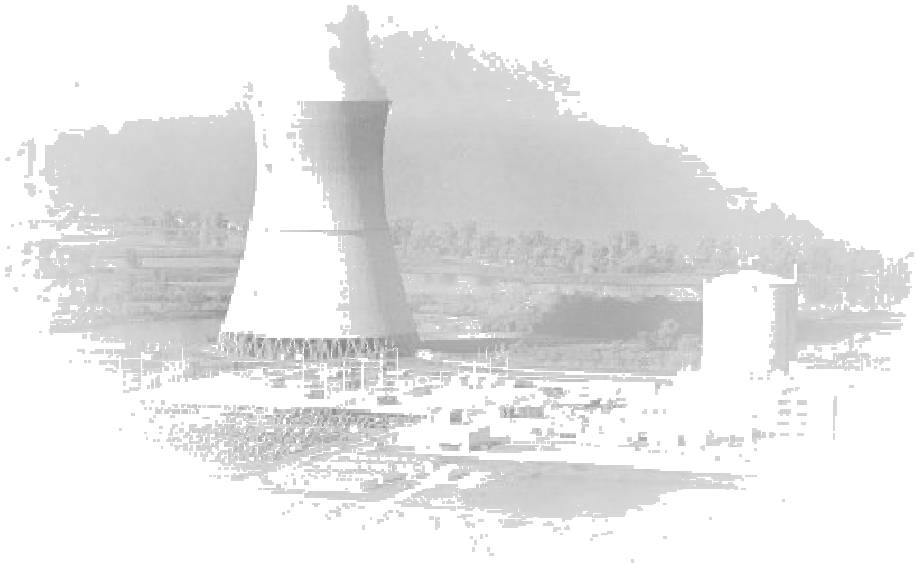
- Scope
  - –Conducted July 23 - July 29, 2004
  - –Assessed data associated with five Technical Specification related condition reports in terms of commonality with respect to:
    - –Situational and circumstantial event conditions
    - –Resultant problems/errors
    - –Identified causes and contributors
    - –Corrective action identification and implementation status
    - –Other miscellaneous factors

Collective Significance Review

Operations Assessment

- Conclusion
  - Human Performance within Operations must continue to improve to prevent errors particularly during routine activities

Independent Assessments



Barry Allen

Director - Site Operations

Independent Assessments
Confirmatory Order Action Plan

- 2004 Schedule
  - –Operations Performance (August)
  - –Corrective Action Program Implementation (September)
  - –Engineering Program Effectiveness (October)
  - –Organizational Safety Culture, including SCWE (November)

Independent Assessments
Operations Performance

- Purpose
  - Conduct an annual comprehensive, independent outside assessment of Operations
    - Assess the rigor, criticality, and overall quality of the Davis-Besse internal self-assessment activities in this performance area
    - Identify areas for improvement, requiring corrective actions with action plans, and observations for other improvement opportunities

Independent Assessments

Operations Performance

- Scope
  - Evaluate
    - Shift turnovers
    - Control manipulations
    - Communications
    - Interdepartmental interfaces
    - Procedural use
    - Awareness of plant and equipment status and workarounds
    - Pre-job/activity briefings
    - Non-shift Operations management interface and oversight
    - Shift management command and control
    - Shift management's evaluation, prioritization, and disposition of maintenance activities and emergent issues
    - Operations behaviors in the areas of questioning attitude and safety
    - Shift handling of off-normal operations
    - Observation of operator simulator training to compare crew performance, demeanor, and communication skills with actual control room operations

Independent Assessments
Operations Performance

- Review and Assess
  - Selective Condition Reports related to Operation's Department performance
  - Selected procedures and documents
  - Number of Self-Assessments associated with Operations
  - Quarterly Quality Assessments that evaluated Operations performance
  - Effectiveness of Self-Assessment capability
  - Self-Assessment findings
  - Aggressiveness of Operations in correcting Self-Assessment findings

Independent Assessments
Operations Performance

- Team's observations
  - Efforts to improve standards and behaviors are having a positive effect
  - Understanding of standards, behaviors, and expectations are uniform
  - Expectations for procedure usage and place keeping are well known
  - Operators consistently performed in a professional manner
  - Nuclear Review Board and Nuclear Quality Assurance assessments are factual, in-depth, and accurate and paralleled the independent assessment team's findings
  - Training exhibited both strengths and areas for improvement

Independent Assessments
Operations Performance

- Team's observations (continued)
  - Face to face communication between Operation's management and the staff needs to improve
  - Some Operation's personnel do not fully understand the work schedule process
  - A plan to reduce the number of open operations procedure revision requests needs developed
  - Some cause determinations do not go deep enough
  - Two Operation's internal assessments were not as thorough as they could have been

Independent Assessments
Operations Performance

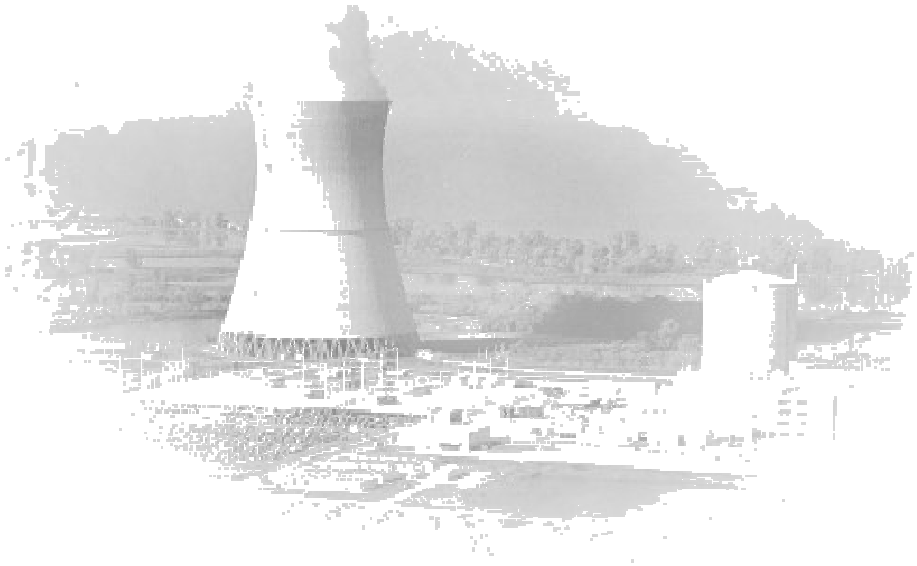
- Summary
  - Assessment confirmed our beliefs
  - Improvements noted in Operations performance
  - Action Plans are being developed

Independent Assessments

Corrective Action Program Implementation

- Corrective Action Program Implementation independent assessment started September 13
  - Team comprised of independent contractors and peers
  - Length: ~ 3 weeks
  - Debrief scheduled for October 1

Backlog Reduction

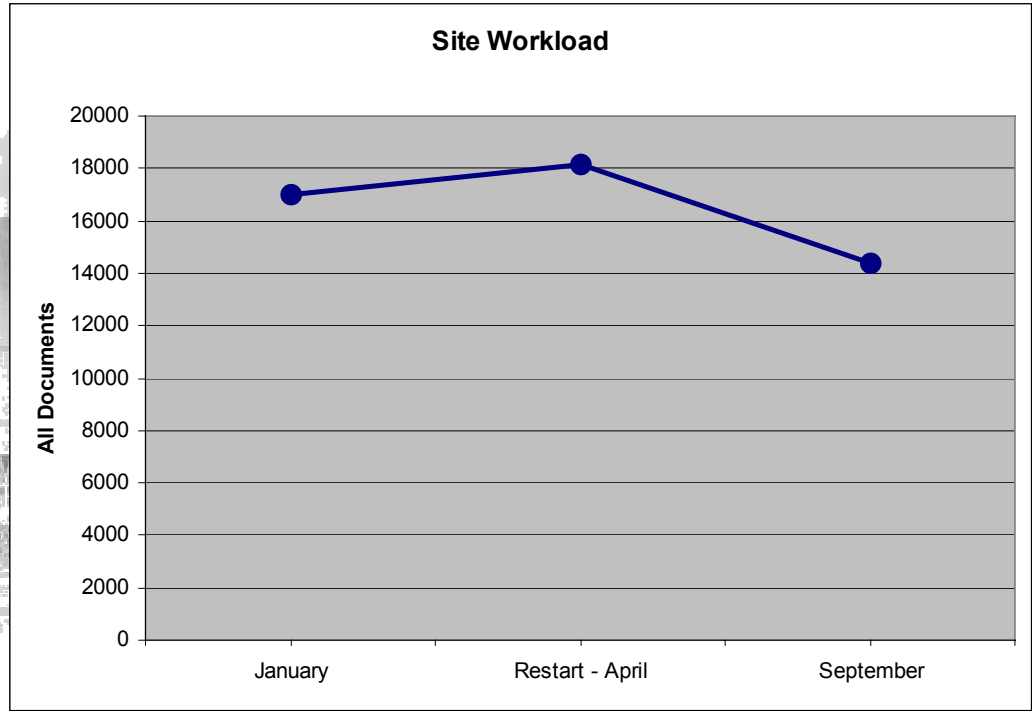


Barry Allen

Director - Site Operations

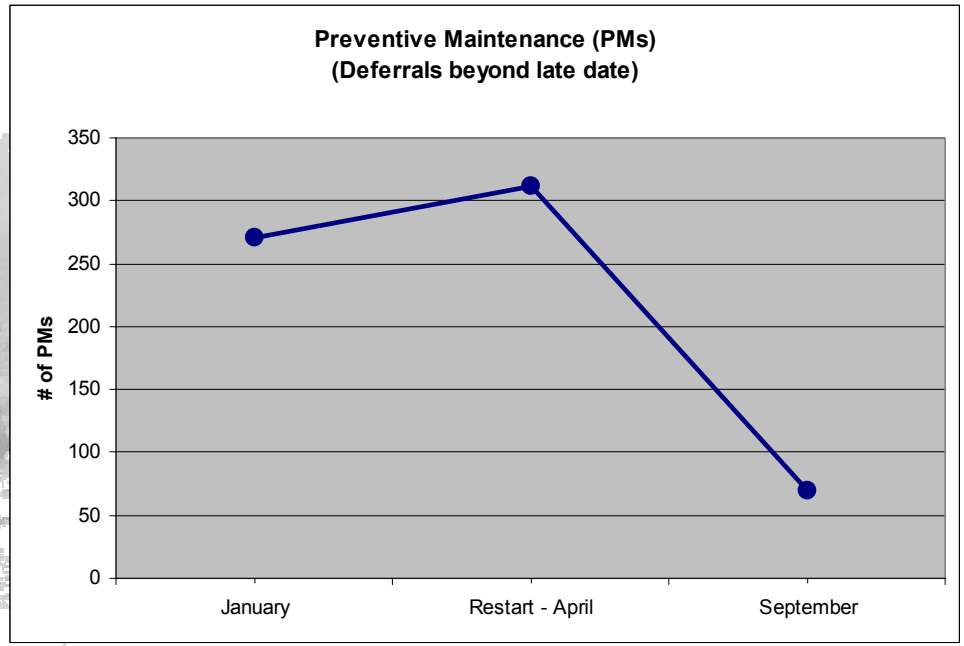
Backlog Reduction

- Site Workload (all documents)
  - Peak: April 2004 - 18,124
  - September 2004 - 14,398



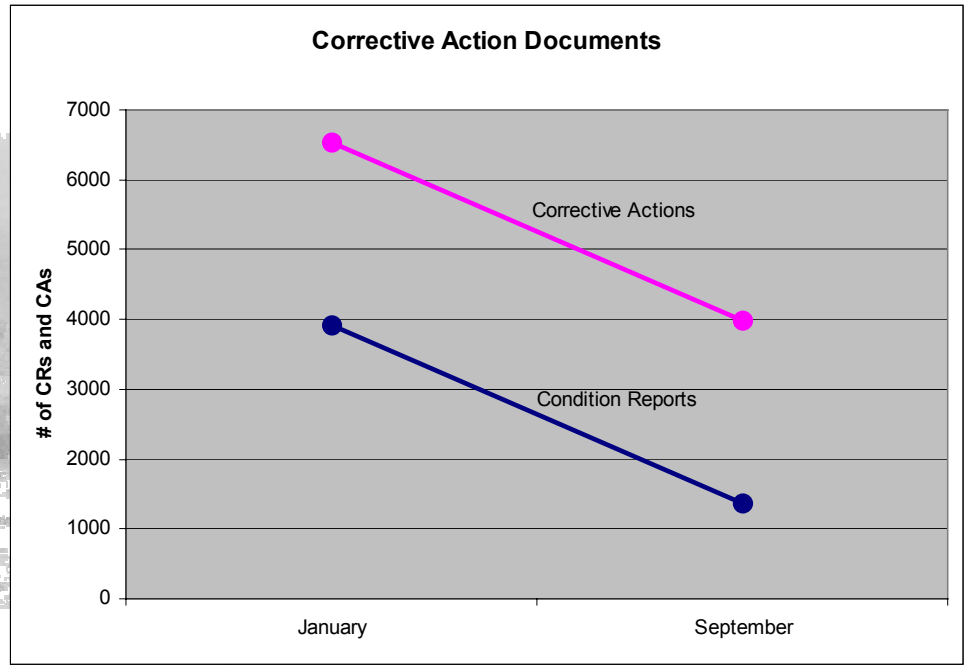
Backlog Reduction

- Preventive Maintenance
  - Peak: May 2004 - 312
  - September 2004 - 70



Backlog Reduction

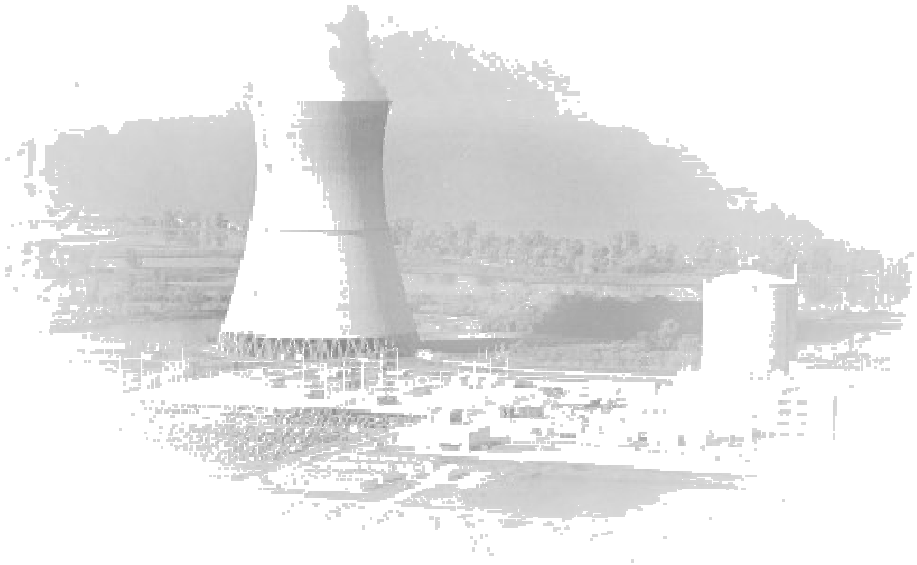
- Corrective Action Documents
  - Condition Reports
    - January 2004 - 3,921
    - September 2004 - 1,355
  - Corrective Actions
    - January 2004 - 6,522
    - September 2004 - 3,974



Actions for Continuous Improvement

- Integrated Restart Report dated November 23, 2003 & Supplement to report dated February 6, 2004
  - –Appendix A Commitments 38
  - –Closed to date 27
- Cycle 14 Operational Improvement Plan
  - –Appendix D Commitments 94
  - –Closed to date 54
- Confirmatory Order
  - –Commitments 6

Safety Culture



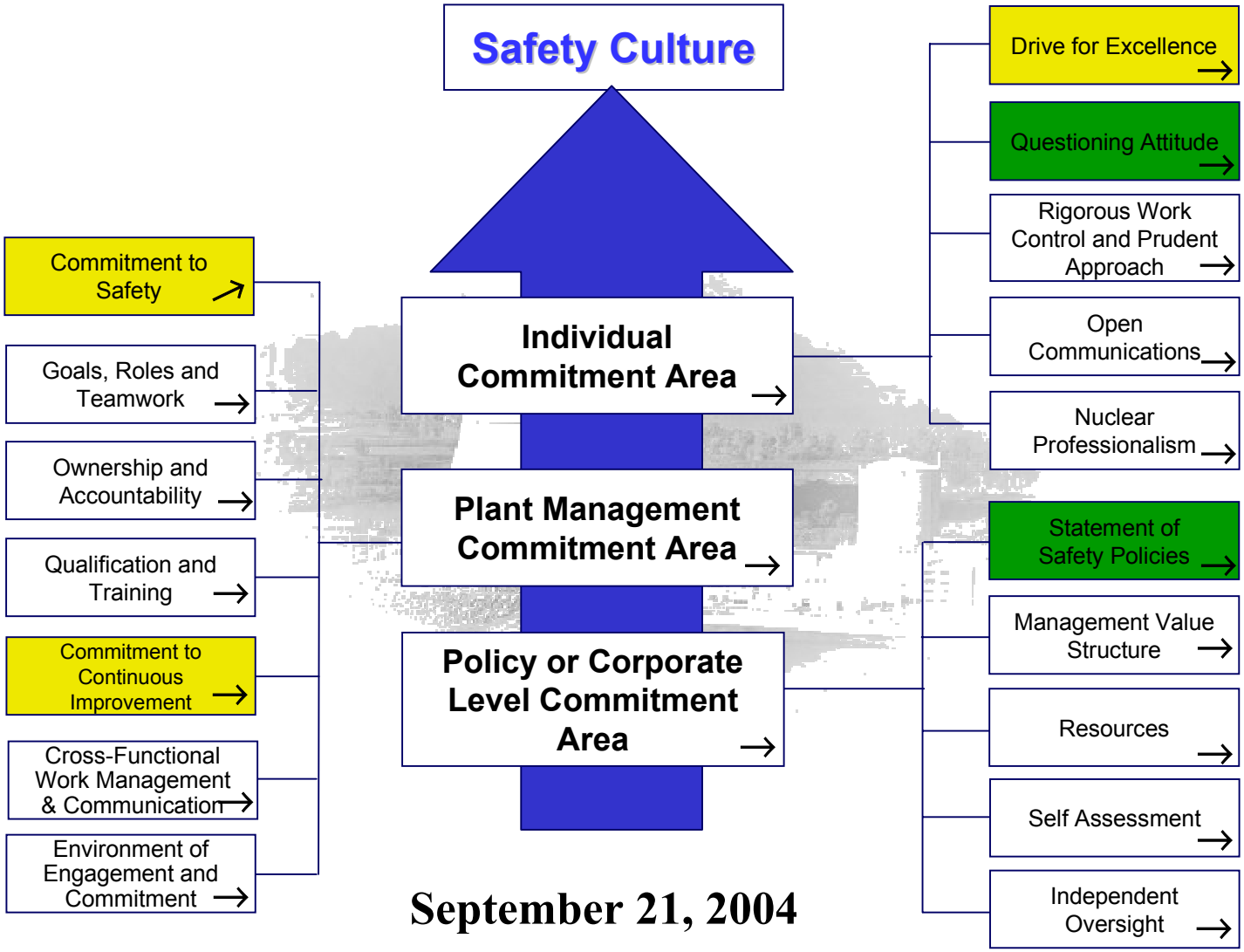
Mark Bezilla
Vice President

Independent Assessments

Monthly Safety Culture Assessment

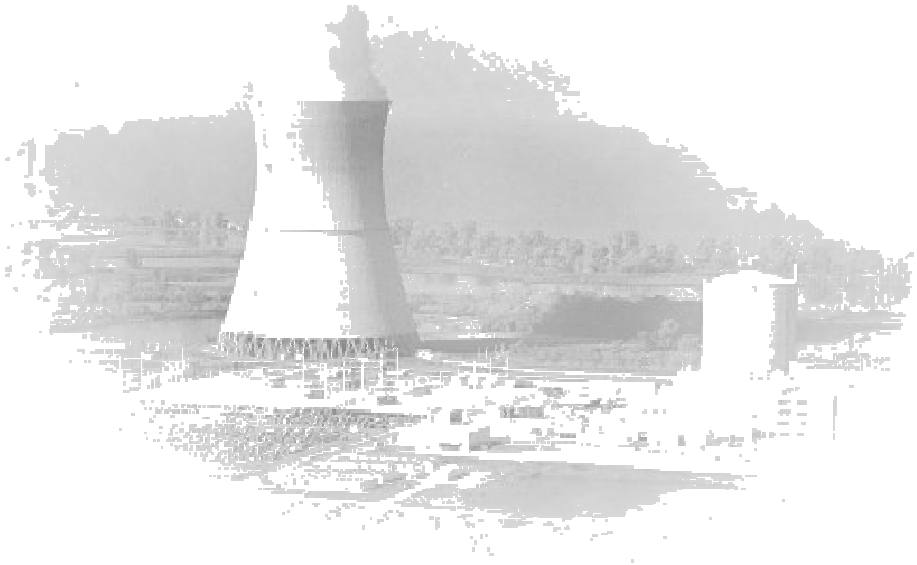
- Conducted monthly assessments in July, August, & September
- Overall Commitment Areas rated as 'Maintained'
- Conclusions (September Assessment)
  - Improvements noted in 'Visible commitment to safety...'
  - Teamwork evident (e.g., Duty Team, Problem Solving, Response to Emergent Issues)
  - Continue to communicate, communicate, communicate

Safety Culture - FENOC Model



September 21, 2004

Other Site Assessments



Mark Bezilla

Vice President

Other Site Assessments
Integrated Emergency Plan Drills

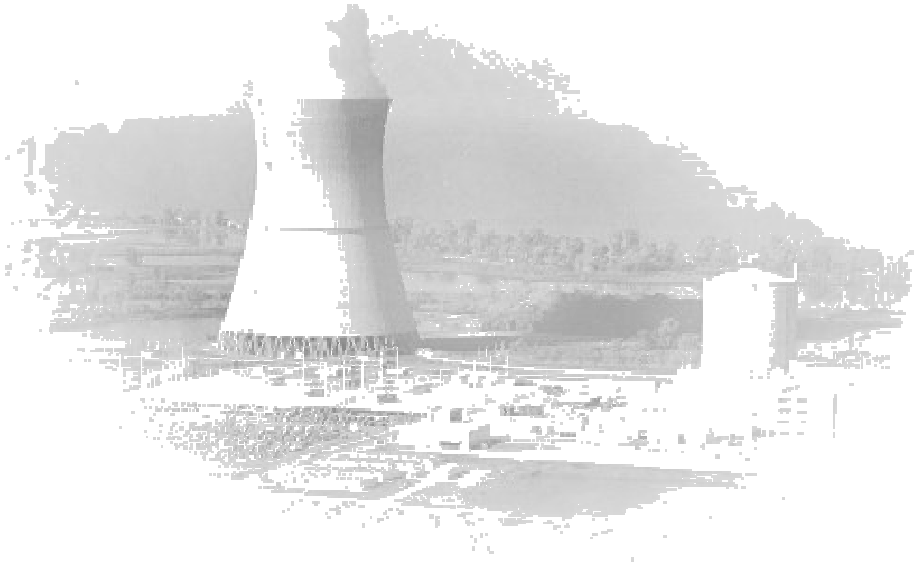
- Completed two Integrated Emergency Plan Drills
  - –July 22 and September 16
  - –Observed by NRC Residents and County Officials
  - –Successfully evacuated nonessential personnel from the protected area to perform accountability (July 22)
  - –Qualified new (6 in July and 5 in September) ERO members
  - –Successful drills

Other Site Assessments

Triennial NRC Fire Protection Audit

- Three week audit (August 30 - September 17)
- No significant technical issues found
- Observations
  - Good working relations between Engineering and Operations
  - Good support and response (to the team's questions)
  - Follow-up required on two items

Oversight Perspective



Ray Hruby

Manager – Nuclear Oversight - DB

Oversight Perspective

- Positive Trends
  - DB Organization Response to Emergent Issues
  - Improvements in Management Focus on Health of Site Training Programs
  - Overall Site Document Backlog Reduction
  - Organization Responsiveness to Quality Assurance and Quality Control Concerns

Oversight Perspective

- New Focus Area
  - Implementation of New FENOC Organization
- Continued Focus Areas
  - Procedure Use, Adherence, and Content
  - Personnel Training and Qualifications
  - Corrective Action Program implementation
  - Vendor Control
  - Preventive Maintenance Deferrals and Backlog

Oversight Perspective

- Future Focus Areas
  - Implementation of Training Improvements
  - Mid-cycle Outage Preparation
  - Emergency Plan Drills
  - Safety Conscious Work Environment Survey and Safety Culture Assessment

Closing Comments

FENOC Vision:

People with a strong safety focus delivering top fleet operating performance

Mark Bezilla
Vice President