



Point Beach Nuclear Plant

Confirmatory Action Letter Public Meeting



March 14, 2005

Introduction



PBNP is attaining lasting and effective performance improvement in key areas.

Sustainable behavioral changes are driving Point Beach to Excellence.



Focus Areas

- Human Performance
- Corrective Action Program
- Emergency Preparedness
- Oversight and Assessment
- Engineering Organizational Effectiveness
- Configuration Management
- Management Effectiveness
- Equipment Reliability
- Training Organizational Effectiveness



CAL Action Completion Progress

- 88 CAL packages are ready for NRC review
- 33 CAL packages are in the internal review process
- There are 22 CAL action steps remaining to be done
- Our “Six for Success”
 - Dry Cask Storage Project – Complete
 - Unit 2 Spring Outage
 - CAL Closure
 - Unit 1 Fall Outage
 - Operations Training Program Accreditation Renewal
 - INPO 2006 E&A



Key CAL Accomplishments

- Zero modifications open greater than 90 days
- Human Performance Event Free Clock Improved from 28 to 73 Days
- Maintenance Rule (a)(1) Systems Reduced from 13 to 7
- Emergency Preparedness Staff has completed 104 Qualification Signoffs out of a total of 123



Focus Area: Human Performance

Actions

- Human Performance Steering Committee meets monthly to provide direction on strategic issues
- Established departmental human performance teams and a working level Human Performance Group
- Held multiple human performance stand-down enhancement days and jamboree



Focus Area: Human Performance

Actions (cont)

- Human Performance enhancement day scheduled for Unit 2 outage
- Picture of Excellence will be communicated to outage supplemental workers
- Utilizing Management human performance enhancement tools to reduce latent organizational weaknesses

Focus Area: Human Performance



Results (cont)

- Site Human Performance Event Clock average days between resets based on 12-month rolling average is 61
- No significant human performance events or LERs related to human performance
- ACEMAN and Picture of Excellence being utilized at all organizational levels

Focus Area: Human Performance

Challenges

- Identifying latent organizational weaknesses
- Continuing to demonstrate value of human performance tools at all levels in organization
- Improving critical feedback on training and job observations



Focus Area:
Corrective Action Program (CAP)

Actions

- Established Departmental Roll-Up Meeting (DRUM) process
- CAP Owner process



Focus Area: *Corrective Action Program (CAP)*

Results

- DRUM process illuminates strengths and weaknesses
- Fewer CAP extensions
- Screen team preparation, participation and peer challenge have improved the CAP process



Focus Area: ***Corrective Action Program (CAP)***

Results (cont)

- Root and apparent cause corrective actions are improving performance and reducing significance of issues
- Timeliness in performing corrective actions has improved
- Technical Review Panel (TRP) acceptance rates have improved
- Corrective Action Review Board (CARB) effectiveness continues to improve



Focus Area:
Corrective Action Program (CAP)

Challenges

- More effective use of DRUM



Focus Area: Emergency Preparedness

Actions

- Hired EP Coordinator with extensive EP experience
- EP equipment matrix completed to establish configuration control
- Procedures and processes enhanced
- Training on new Emergency Action Levels



Focus Area: Emergency Preparedness

Results

- Increased experience and improved staffing

- Improved processes and procedures
 - PI data collection and retention improved
 - Procedure revisions and 50.54(q) reviews improved
 - Procedure use and adherence improved
 - EP equipment matrix establishes configuration control

Focus Area: Emergency Preparedness

Challenges

- Implementation of approved Emergency Action Levels (EALs) and training
- Drill and exercise performance improvement



Focus Area: Oversight and Assessment

Actions

- Trained staff on problem statement development methodology
- Assessors are assigned to departmental functional areas
- Rotational assignments from the line have been implemented

Focus Area: Oversight and Assessment

Results

- Long-standing Quality Assurance findings have decreased
- Line recognizes value of Nuclear Oversight by requesting emergent assessment in potential problem areas
- Use of problem statement development sheets was a weakness turned into a strength
- Quarterly exit meetings are continuing to improve and are effective



Focus Area: Oversight and Assessment

Challenges

- Identifying behavior gaps in performance vs. identifying the symptoms
- Assessing against excellence standards rather than traditional compliance



Focus Area: ***Engineering Organizational Effectiveness***

Actions

- Operational Decision Making Issue (ODMI) evaluation process implemented
- Forced Outage/Derate/Short Limiting Condition for Operation procedure initiated
- Station Top Equipment Issues list
- Increased emphasis on Maintenance Rule systems to minimize out-of-service time in emergency diesel generator and gas turbine outages



Focus Area:

Engineering Organizational Effectiveness

Actions (cont)

- Reduced corrective and elective maintenance backlog
- Engineering/Operations team building training
- Assigned station Equipment Reliability Coordinator
- Engineering human performance training
- Engineering Safety and Design Review Group (ESDRG) and Quality Review Team (QRT) directed feedback and coaching



Focus Area:

Engineering Organizational Effectiveness

Results

- Significant improvements in forced outage performance
- Total operator burden continues to decrease
- Continued use of ODMI has been effective
- The corrective maintenance work order backlog CAL goal was achieved in January 2005
- Elective maintenance work order backlog reduction
- Maintenance procedure corrective feedback reduction



Focus Area: *Engineering Organizational Effectiveness*

Results (cont)

- Safety Injection system was returned to (a)(2) status in December 2004.
- No new systems added to (a)(1) status.
- Station cold weather preparations
- The quality of Engineering products continues to improve. The ESDRG has had a positive influence
- QRT-directed rework remains stable
- Human performance clock reset frequency improvement



Focus Area: ***Engineering Organizational Effectiveness***

Challenges

- Integration of ODMI with Other Work Processes
- Plant Health Committee long range effectiveness
- Managing Operations procedure backlog
- Improving equipment failure analyses

Focus Area: Configuration Management



Actions

- Safety-related calculation project work is progressing
- Increased management oversight and challenge board reviews
- Station focus on modification package closeout
- Configuration management procedure revisions are on schedule
- Plan developed and support obtained for Service Water and Fire Protection Design Basis Documents



Focus Area: Configuration Management

Results

- Complete review of CAL related calculations
- Condition of safety-related calculations is known
- Control of old and new calculations
- Project plan for calculation project revision phase developed
- Calculation preparation priorities established
- Resource loaded schedule established
- Several calculations are in process of revision

Focus Area: Configuration Management



Results (cont)

- Modification closure backlog reduced to zero
- We are closing out modifications in a timely manner
- Change in station behavior and focus on modification closeout
- 38 of 51 configuration management procedures reviewed/revised

Focus Area: Configuration Management



Challenge

- Calculation project progress, oversight and resource management



Focus Area: Management Effectiveness

Actions

- Interim effectiveness review of the Auxiliary Feed Water cause evaluations completed

Results

- Final effectiveness review is planned and scheduled
- The remaining original Auxiliary Feedwater related Operability Determination is the nonconforming condition tied to increasing the margin to safety

Challenges

None

Focus Area: Equipment Reliability



Actions

- Changed evaluation software for bolted fault calculations
- Increased emphasis on Maintenance Rule systems to minimize out-of-service time and (a)(1) action plan resolution

Focus Area: Equipment Reliability



Results

- Bolted fault modifications continue. Project is approximately 60% complete
- Bolted Fault outage scope has been defined and on-line work is progressing
- Operable but Degraded/Non-Conforming issues

Focus Area: Equipment Reliability

Results (cont)

- Maintenance Rule (a)(1) systems have been reduced from 13 to 7
- Maintenance Rule (a)(1) criteria has not been exceeded for any new systems
- IST program equipment requiring increased frequency testing has been reduced to zero

Focus Area: Equipment Reliability

Challenges

- Bolted fault calculations





Focus Area: ***Training Organizational Effectiveness***

Actions

- Weekly monitoring of core qualification progress
- Rotation of an engineering supervisor to engineering training

Results

- Ownership for qualification progress has been embraced
- Significant progress in obtaining core qualifications



Focus Area: ***Training Organizational Effectiveness***

Results (cont)

- Training has improved human performance and configuration management
- Effectiveness review concluded program was strong with minor improvement opportunities

Challenges

- None

Summary

- Point Beach culture is improving
- Multiple examples of sustainable behavior changes

