Was it noticeably absent that there was no discussions about management responsibility?

Are there any other things that tie to the management actions?

What in the excellence Plan and/or ACEMAN was not successful?

How is ownership different from accountability?

- tomorrow with Steve & Pat -

What is sense of what we see and hear? What has been the change in the attitude of the staff?

NOS

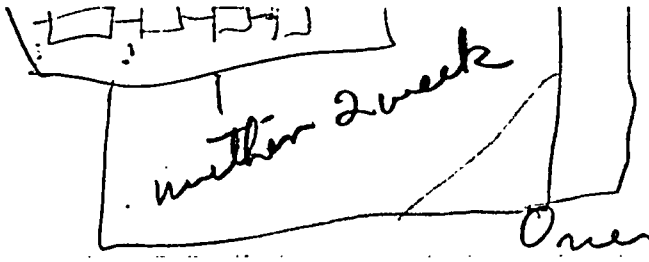
Below Average

1) CA -
2) Supplier Assess -
3) AO performance -
4) RP Training -

QA overall steady below expectation

- Senior Management listens to NOS manager but not to NOS people speaking to middle management (LOCC, OPs mangement)

- communications up the chain -



Overall themes

1) Lack of ~~ownership~~ acceptance at all levels - (accountability)

2) Threshold of raising issues - CAP & call Managers. get others involved

3) Roles, responsibilities and duties

4) Poor Procedures

5) Managers not getting needed information - people want to fix own problems -

6)

ACE - in infancy - 1 years or more - to understand
2 years for supervisors engaged

internal ownership - person does it
overal ownership -

accountability - ownership & consequence
↓
in final report
not names but sets
significance -

Vent Path

1) Qualified Workers
   1) Understanding of vent requirements
   2) " of outage scheduling and logic ties / verses procedure adherence
   3) reviews not complete
   4) ~~Prep & Plan~~

2) Prep & Planning
   1) not of quality
   2) people assigned after vertical slice
   3) hold tag for PZR manway removal not used
   4) no consistant OPS rep on HIT team or in briefs
   5) in complete brief

- ~~50E12 8505~~ → 88-17 letter response was inadequate – defacto commitment
- 50-59 violated
- Defined Process in Schedule Change for OCC
- Not a Shutdown safety review for change

3) V & V – not all available resources used to make decision

Oversite
- Senior mangement not at Prejob brief
- did not contact HIT team leaders
- roles & responsibilities not understood

(2) Vent Path

- No lead assigned
- Hit team manager for S/G NDT not assigned to job -
- L

Work Practices

- No Personal accountability for job
- delegated down in organization
- OCC lost big picture
- Who owns & applied to all activities
- Questioning attitude
- Poor threshold for ID'ing issues - CAP's

AIR SUPPLY

1) Lack of ownership → Hot team lead –
2) Lack of procedural adhearance
3) Lack of questioning attitude
4) ⟶ Low sense of raising issues

1) ownership – didn't know responsibilities and role – others did but not present –

2) – air pressure ↑
– hose color from vendor wrong –
– Resp Issue log not completed

3) – Rescue team outside at hatch not advocating need to be in area
– workers not fitting in hole
– not integrated mockup training not advocated
– not questioning air pressure ↑ (FBT type)

4) 4 incidents without raising incidents
NOS states brief as less than adequate