

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

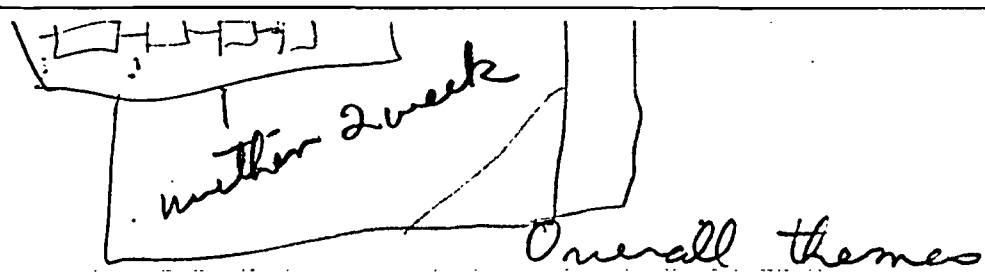
Below Average

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

QA overall steady
below expectations

- Senior Management listens to NOS manager
but not to NOS people speaking to middle
management (OCC, OPS management)

- communications up the chain -



- 1) Lack of ^{acceptance} ownership at all levels - (accountability)
- 2) Threshold of raising issues - CAP & call Managers. get others involved
- 3) Rules, responsibilities and duties
- 4) Poor Procedures
- 5) Managers not getting needed information - people want to fix own problems -
- 6)

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

intend ownership - person does it
overall ownership -

accountability - ownership ≠ consequence
↓
in final report
not names but site
significance -

Vent Path

1) Qualified workers

- 1) understanding of vent requirements
- 2) " of outage scheduling and logic ties / process procedure adherence
- 3) reviews not complete
- 4) Prep & Plan

2) Prep & Planning

- 1) mat of quality
- 2) people assigned after vertical slice
- 3) had led for P2R ^{manway} remainder not used
- 4) no consistent OPS rep on HIT team or in briefs
- 5) in complete brief

- ~~SOE 2 8803~~ → 88-17 - Defacto commitment
- 50-59 violated
- Defined Process in Schedule Change for OCC
- Not a Shutdown safety review for change

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

Overview

- Senior management 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 ND not assigned to job -
- L

Work Practices

- No Personal accountability for job
- delegated law in organization
- OCC last big picture
- who owns it applied to all activities
- Questioning attitude
- Low threshold for ID'ing issues - CAP's

AIR SUPPLY

- 1) Lack of ownership → #1 team lead -
 - 2) Lack of procedural adherence
 - 3) Lack of questioning attitude
 - 4) → low sense of raising issue
-
- 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 ↑ (FRT type)
 - 4) 4 incidents without raising incidents
NOS states brief as less than adequate