

## Work Management

### Plan of the Day

Chaired By: Work Week Superintendent (WWS)

Meeting Time: 0630 Daily

Location: NOSF, 1st Floor Southeast Corner

Agenda

Safety Message Radiation Protection

Plant Status

High Consequence Items

Safety Dept – 1 Min RP Supy - 1 Min

**OS - 10 Min** 

**WWS** 

#### **Notification Reviews**

Chaired by: Terry Cellmer Meeting Time: 0700-0730

Location: NOSF, 1st Floor Southeast Corner

### **Morning Managers Meeting**

Chaired by: Work Management Director

Meeting Time: 0730-0815

Location: NOSF, 1st Floor Southeast Corner

Agenda

Safety Status of Units

High Consequence Work Status

**Notification Review** 

Work Management Review

Weekly Program Feature

Salem & Ops Superintendents – 5 Min

Maintenance Managers - 10 Min Operations Managers - 5 Min

SWIM Integration Manager - 5 Min

- 20 Min

|         | Program Title          | Monday  | Tuesday      | Wednesday   | Thursday           | Friday      |
|---------|------------------------|---------|--------------|-------------|--------------------|-------------|
| Week #1 | PAOWF /                | QA      | Operations / | Maintenance | Industrial Safety/ | Engineering |
|         | Self Assessment        | Manager | Chemistry    |             | Rad Pro            |             |
| Week #2 | Tarining               | QA      | Operations / | Maintenance | Industrial Safety/ | Engineering |
|         | Training               | Manager | Chemistry    | }           | Rad Pro            |             |
| Week #3 | Human                  | QA      | Operations / | Maintenance | Industrial Safety/ | Engineering |
|         | Performance            | Manager | Chemistry    | }           | Rad Pro            |             |
| Week #4 | Consortius Astions     | QA      | Operations / | Maintenance | Industrial Safety/ | Engineering |
|         | Corrective Actions     | Manager | Chemistry    | 1           | Rad Pro            |             |
| Week #5 | lu di salai al Cafati. | QA      | Operations / | Maintenance | Industrial Safety/ | Engineering |
|         | Industrial Safety      | Manager | Chemistry    |             | Rad Pro            |             |
| Week #6 | Performance            | QA      | Operations / | Maintenance | Industrial Safety/ | Engineering |
|         | Indicators             | Manager | Chemistry    |             | Rad Pro            |             |



Jack Martin - Mtn. + What Jim Schiffer - Eng + Projects Gene Stanley - Ops Rulph - QA + 8 Mer

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Gene takes an lead 843-886-9238

Pete call gene + debrief any actions or follow you to get turnover

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### **■**Common Cause Analysis

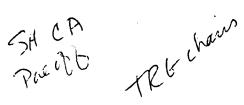
- -Four cross-organizational, Site Common Causes were identified:
  - •S1: People do not know the behaviors needed for performing their job functions
  - •S2: People do not think in terms of process requirements and the correct application of the requirements
  - •S3: Error prevention tools are not known and/or their application is not understood
  - •S4: Supervision is not effective in teaching and reinforcing behaviors

#### **WANO**

- -Shortfalls in worker and leader behaviors have impeded station efforts to improve human performance by not providing effective barriers during work to prevent errors.
- -Supervisors, in many groups, do not consistently reinforce high standards of performance. In some cases, supervisors have not adhered to these standards. Senior management has not placed sufficient emphasis on improving the in-field effectiveness of middle-level managers and supervisors.

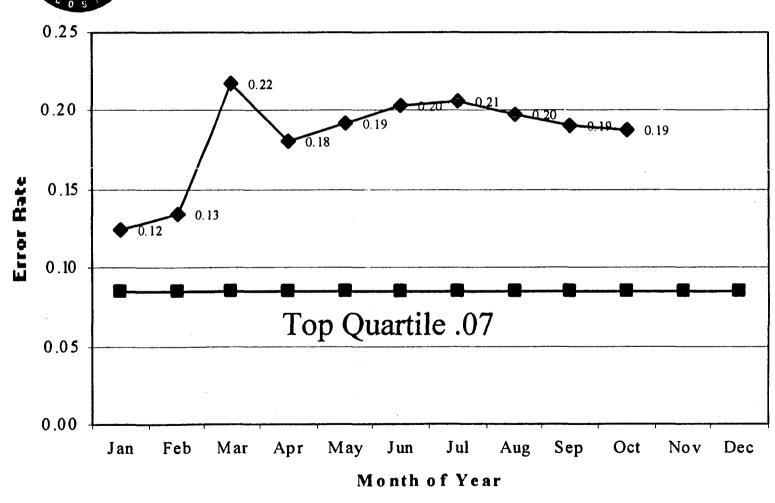
# Action Plan Status

- Action Plan Update
  - Program Development
  - Communication
    - "Flawless Execution at the Point of Contact"
  - CPIG
    - Organizational
    - Leadership
    - Job-site
  - Health & Safety Rollouts
  - Human Performance/Safety Simulator
  - Accountability
  - Monitoring





### **PSEG Nuclear Error Rate**

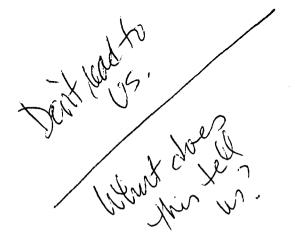


# SAP Data Evaluation

- What the SAP data is telling us -
  - Top 5 Departments with breakthrough errors
    - Chemistry
    - Maintenance
    - Engineering
      - **Operations**
    - •\ Radiation Protection
- SAP issues
  - Consistent coding between departments
  - Correct coding after the fact depends upon having a true focus on human performance during the evaluation

# PAOWF Data Evaluation

- Top 5 Departments observed during PAOWF Observations
  - Maintenance 401 observations
  - Operations 141 observations
  - RP 99 observations
  - Technical Support 59 observations
  - Chemistry 59 observations
- Top 5 Departments conducting PAOWF Observations
  - Engineering 150 from 18 individuals
  - Ops 135 from 15 individuals
  - Maintenance 134 from 15 individuals
  - RP 133 from 4 individuals
  - Safety/Site Protection 61 from 6 individuals



# INPO's Top 10 List

- Clearly obtained Senior Management commitment to HU Program
- 2. Included HU efforts in 2003 Business Plan
- 3. As a result of the HU weekly themes, HU related material is now in our daily conversations
- 4. CPIG is ensuring that training is addressing HU related problems
- 5. The HU/Safety simulator is helping to establish standards and expectations. The use of PAOWF, and the required field time to complete the observations, will continue to enforce these standards.

# INPO's Top 10 List

- The station now participates in a positive re-enforcement program for HU.
- 7 The official pre-job briefing process clearly addresses HU via the S.A.F.E. model
- 8 PAOWF and the field observation programs are designed to address barrier removal
- 9 Each department includes HU in its self-Assessment program
- 10 PSEG Nuclear now clearly recognizes that:

  "Error Reduction + Managing Defenses = Zero Errors"

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