



PSEG
Nuclear LLC

*Safety
council
mtg.*

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 Supv – 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 / Self Assessment	QA Manager	Operations / Chemistry	Maintenance	Industrial Safety/ Rad Pro	Engineering
Week #2	Training	QA Manager	Operations / Chemistry	Maintenance	Industrial Safety/ Rad Pro	Engineering
Week #3	Human Performance	QA Manager	Operations / Chemistry	Maintenance	Industrial Safety/ Rad Pro	Engineering
Week #4	Corrective Actions	QA Manager	Operations / Chemistry	Maintenance	Industrial Safety/ Rad Pro	Engineering
Week #5	Industrial Safety	QA Manager	Operations / Chemistry	Maintenance	Industrial Safety/ Rad Pro	Engineering
Week #6	Performance Indicators	QA Manager	Operations / Chemistry	Maintenance	Industrial Safety/ Rad Pro	Engineering

B-194

Jack Martin - Mtn. + W Mgt

Jim Schaffer - Eng + Projects

Gene Stanley - Ops

Ralph - QA + other

tw Jack as a group
not separately

we put agenda together so
Jack doesn't panic

Gene takes on lead

843-886-9238

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

Then L Wagg, B Peppi + Pete call
+ debrief Jack

3 subcomm have same
strat / template
to live up w/ Tim &'

Complete 2002

Successes captured in C.A. or SA
effectiveness

(problems from 2001 corrected)

deficiency identified
actions taken
results produced

new weaknesses + issues that
surfaced

Maint work practices +
training issues

What didn't we fix

beginning

My standard was _____
we didn't meet it _____

all
come
from
Indust.
Safety
#1
cornerstone

(Who knows 19 modules
of safety?)
find better

Use data to back up ~~rep~~
statements

S.A. QA reports,
INPO, NRC, in ~~unreliable~~

They get paid to take
cheap shots.

Gaps to close in 2003

tie to bus plan / budget
accountability for self measure

perf of people
" of equip

— forced loss rate
not.
mat condition

We underestimated
workforce still set.

Think
analyze info
conclude

Compare to future not past

W/out alignment, we have
no P.

Why we need
Alignment

Tw Higher \rightarrow towards resile

NB will say
who is aligned
who isn't

1 + 20 by funct areas
commitment

specific results that will be
acc by the dir
signing up to show
their A.

\leq ~~one~~ ^{one} OSHA records

round differently

What are you
promising?

how will
you drive
this?

■ 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

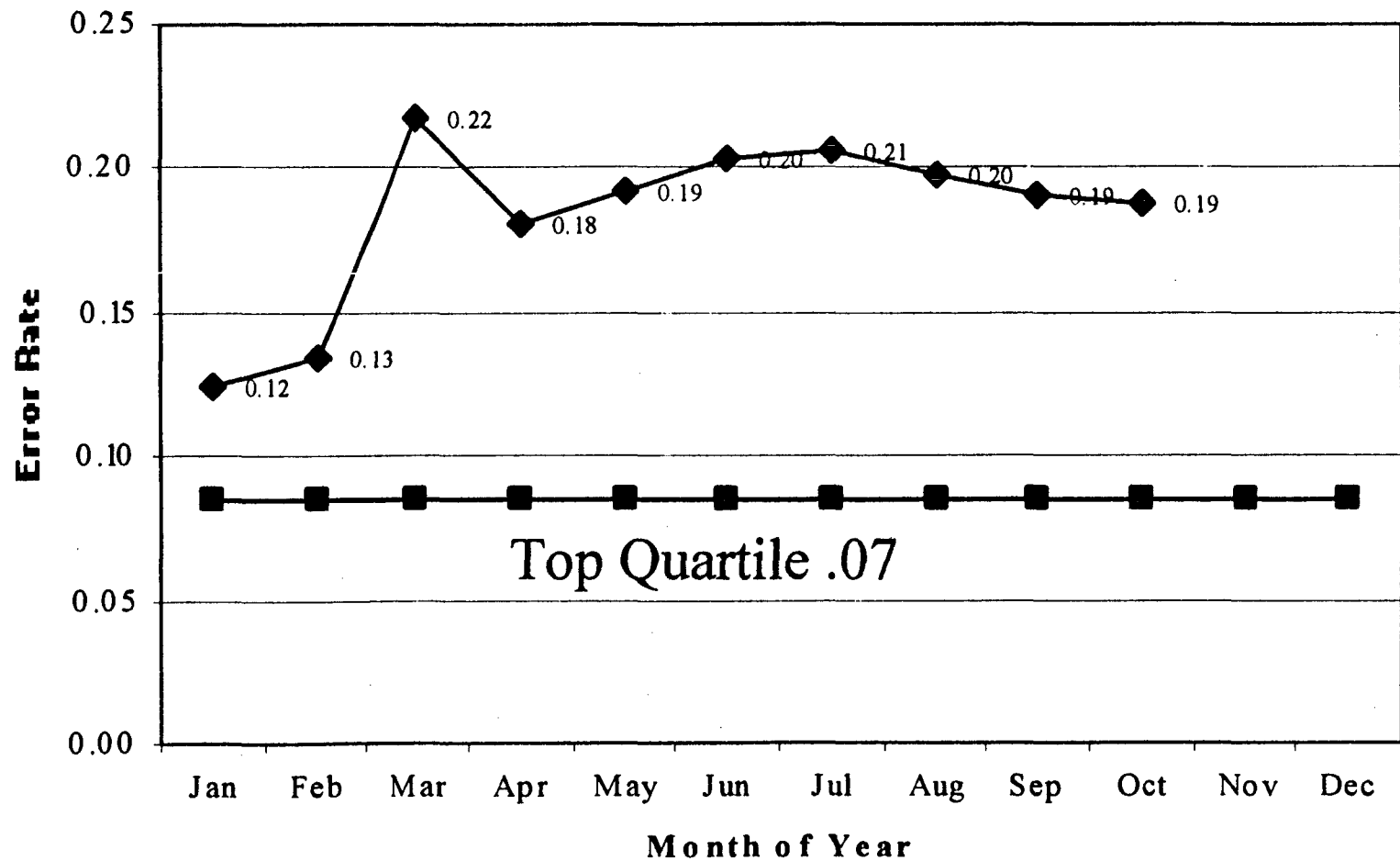
- Action Plan Update
 - Program Development
 - Communication
 - “Flawless Execution at the Point of Contact”
 - CPIG
 - Organizational
 - Leadership
 - Job-site
 - Health & Safety Rollouts
 - Human Performance/Safety Simulator
 - Accountability
 - Monitoring

SH CA
Proc 126

TRG chain



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

all + to now

Don't lead to US.

What does this tell us?

INPO's Top 10 List

1. 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

- 6 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”

Merrill Lynch Conference and Training Center

MANAGED BY HARRISON CONFERENCE SERVICES OF PRINCETON

900 Scudders Mill Road, Plainsboro, New Jersey 08536

(609) 282-1000 FAX: 282-3556

MS

Is this desired state?

We need alignment.

Then when? aggressive

Fix broken stuff faster.

Improve overall supervision.

M. Supv. effectiveness.

owning work

know what their peo are doing
alignment

Charlie + stewards

What does the worker scio about what we
are trying to do?

They don't have sch.
on wall like Templest in
Movel antage.

Merrill Lynch Conference and Training Center

MANAGED BY HARRISON CONFERENCE SERVICES OF PRINCETON

900 Scudders Mill Road, Plainsboro, New Jersey 08536

(609) 282-1000 FAX: 282-3556

Urgency

Ask workers,

Trust & inclusion — RS wants
no confidence in Union workers
we watch contractors do work
when we could.
don't ask our opinions
don't want us to think.

What do the peo need?

Do we have urgency to get to this
desired state? (BS re. PM Program)

"I know better than you.
My ideas are better."

Merrill Lynch Conference and Training Center

MANAGED BY HARRISON CONFERENCE SERVICES OF PRINCETON

900 Scudders Mill Road, Plainsboro, New Jersey 08536

(609) 282-1000 FAX: 282-3556

no one sees PM program but we know
it is wrong + I have a better idea

I don't agree w/ it = it is bad

what can i do to make it better?
is the only conversation

"workce is not it" it is the theme.

What kills ownership?

Are you someone worth following?

Here's where we're at (not R/W)
bridging the gap

Merrill Lynch Conference and Training Center

MANAGED BY HARRISON CONFERENCE SERVICES OF PRINCETON

900 Scudders Mill Road, Plainsboro, New Jersey 08536

(609) 282-1000 FAX: 282-3556

the supt
fac mgr

Ops
Tim

Mark

Kym

any order

Carl + Mike D.

3

Webster

Tucci

Deaton

Olsen

Merrill Lynch Conference and Training Center

MANAGED BY HARRISON CONFERENCE SERVICES OF PRINCETON

900 Scudders Mill Road, Plainsboro, New Jersey 08536

(609) 282-1000 FAX: 282-3556

Backlog down key to freeing up our ppl to be able to
focus on other things

Merrill Lynch Conference and Training Center

MANAGED BY HARRISON CONFERENCE SERVICES OF PRINCETON

900 Scudders Mill Road, Plainsboro, New Jersey 08536

(609) 282-1000 FAX: 282-3556

Success = EPS.

TQ - EPS
Safety -

recog by our peers
for achieving
excellence

Online capability factor

Idea

gather ppl (Union + 1st lines separately)
to language TQ in a way that works

What do we use our labor
for here that they don't

Kenda - benchmarking of labor expenditure
TQ vs US.
\$ costs planning better for ETO

Merrill Lynch Conference and Training Center

MANAGED BY HARRISON CONFERENCE SERVICES OF PRINCETON

900 Scudders Mill Road, Plainsboro, New Jersey 08536

(609) 282-1000 FAX: 282-3556

What actions, who, ^{by} when? ^{what} end result

Material Costs

Warehouse taken inventory

\$10 per installed mw
get to \$8 / mw

~~T.O.~~

(This is spending - a way of doing work)

Labor (excl. security) Dollars

Staffing

~~Best~~

UCLF

~~Carton + Waldinger~~

Steve Larry Dave G.

Lead <1

, 8?

- end of 200:

T&P

Dec 2003

Merrill Lynch Conference and Training Center

MANAGED BY HARRISON CONFERENCE SERVICES OF PRINCETON

900 Scudders Mill Road, Plainsboro, New Jersey 08536

(609) 282-1000 FAX: 282-3556

12/31/02 UCLF ~~4~~ .8 Carlin

~~Contractor~~ 10% improvement
Pysher + Hughes

Outage Costs (

Robo - benchmark 52 outage costs
detailed review of their (IQ) costs

Base OT - MS + LWald 4.5% < 4.5%

July 9 5 yr numbers due to Harry

KKR → WM fundamental to all these
areas / averages

the daily

Clarity around
results
owner
date
next action

Merrill Lynch Conference and Training Center

MANAGED BY HARRISON CONFERENCE SERVICES OF PRINCETON

900 Scudders Mill Road, Plainsboro, New Jersey 08536

(609) 282-1000 FAX: 282-3556

the lang of
lws is #5.

Dave Quinlan

"you" vs. "we"
firehouse

1850 - 1600

13 accepted offers

37 reqs. outstanding

Next Mtg

Charts on wall re. Action Items to fill in

Does — contribute to ↑ EPS?