



# *Excellence Plan Kewaunee Power Station*

June 22, 2006

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## *Agenda*

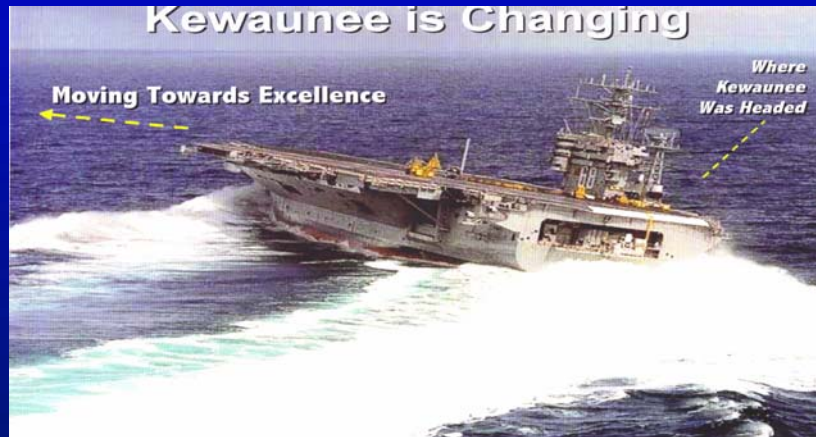


- Excellence Plan Strategy
- Focus On Four
  - Corrective Action
  - Safety
  - Human Performance
  - Equipment Reliability
- What We Have Done, Where We Are Going and What We Have Learned
- Closing Comments

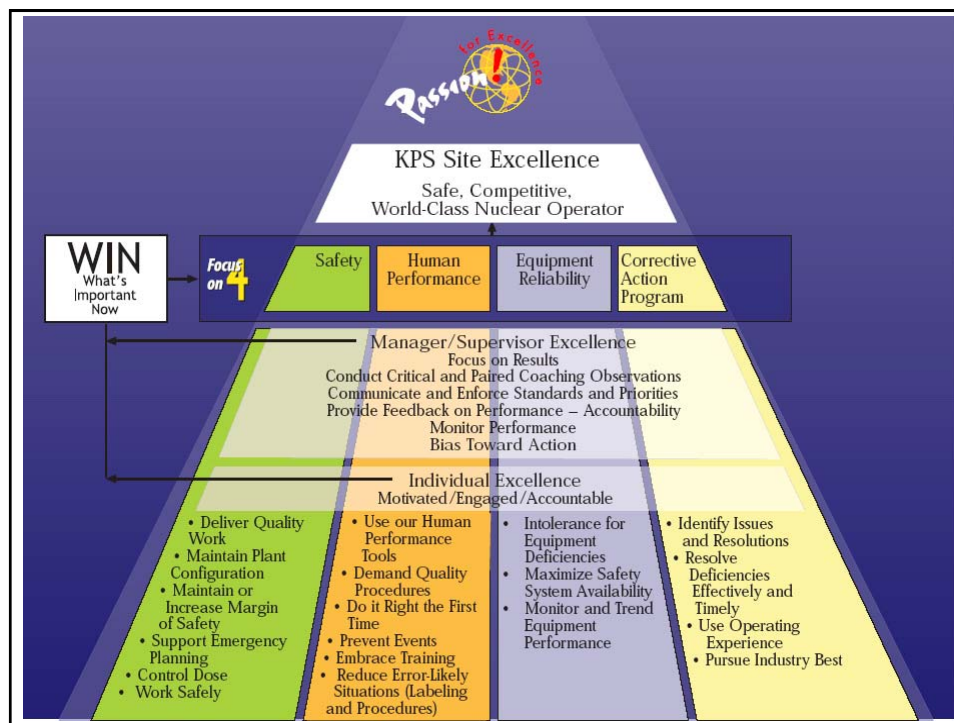
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## Kewaunee is Changing



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- Strategy is strict implementation of Excellence Plan with intense management oversight leveraging Corrective Action as core business
- Assistance is being provided by the Dominion fleet, INPO and industry peers
- The plan is a living document divided into three phases

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## *Phase 1 – Back To Fundamentals*



- Corrective Action
  - Internalize as core business
- Manager & Supervisor Effectiveness
  - Alignment with clear goals
- Safety
  - Plant Operations
  - Engineering
- Human Performance
  - Standards
  - Procedures
  - Labeling
  - DBDs
  - Training
- Equipment Reliability
  - Focus on maintaining the plant

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## *Focus On Four Corrective Action Excellence Plan*

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### *Corrective Action Strategy*

- Corrective Action is Core Business
  - NRC Identified Gaps in Our CAP Implementation
  - INPO Stream Analysis: CAP Is Driving Site Performance
  - Cooper Benchmarking

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### ***Corrective Action – What We Have Done***



- “When In Doubt Fill It Out” Campaign
  - Increased initiation rate from 450/month to > 800/month
- Corrective Action Review Board Backlog
  - Reduced from >100 in Nov 2005 to no overdue items
- Apparent Cause Evaluation Quality
  - ACEs reviewed by CARB since Jan 2006 are grading at >85 using new grade criteria

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### ***Corrective Action – What We Have Learned***



- Need to improve accountability for timeliness and quality
  - Leadership used to drive performance & accountability
  - Metrics used to measure success
  - Organizational Effectiveness group must set the standard
- Continue to focus on the quality of evaluations
  - Provide additional ACE and RCE training
  - Improve Corrective Action Program Department Coordinator performance
- Need to address growing backlog
  - Disposition with today’s CAPs today to limit the growth of the backlog
  - Develop a separate plan to reduce the backlog

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## ***Focus On Four Manager/Supervisor Excellence Plan***

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### ***Manager/Supervisor Excellence Strategy***

- Alignment of the Organization with Clear Goals

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## *Manager/Supervisor Excellence - What We Have Done*



- Leadership changes deeper in the organization
- Mentors in Operations, Engineering, and Organizational Effectiveness
- Continue to emphasize the use of the peer groups
- Soliciting INPO assistance

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## *Manager/Supervisor Excellence - What We Have Learned*



- Standards must be consistently enforced
  - Alignment through repetitive communication
  - Drive down level of oversight
  - Break through acceptance culture

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## ***Focus on Four Safety Excellence Plan***

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### ***Focus On Four Safety Excellence Plan Strategy***



- Maintain Or Improve Margins To Safety

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## *Safety - Plant Operations – What We Have Done*



- Dominion Nuclear Operating Standards Implementation
- Reinforced Standards for Procedure Compliance
- Accountability for Meeting our Expectations
- EOP Revisions Drafted
- Control Room Mentors
- Site Wide Stand-down

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## *Safety - Plant Operations – Where We Are Going*



- Additional Standards Implementation
- Enhance Operations Training
  - Standards and Expectations
  - Staffing Support
  - Focused Simulator Training
- Procedure Upgrade
- Reduce Administrative Burden on Shift Managers

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## *Safety - Plant Operations – Where Are We Going*



- Fast Track SRO Class
- Operations Ownership of Plant Issues
- Fleet Operability Determination Process
- Fleet Lead Operational Focus Self-Assessment
- Adopting Millstone Work Hours procedure

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## *Safety - Plant Operations – Event Review Team Actions*



- Provided management and Fleet observers to oversee startup
- Stand-down to correct procedures
- Written expectations for Control Room observers

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### *Safety - Plant Operations – Event Review Team Actions*



- Reviewed aggregate operator burden
- Tested 24 4160 volt circuit breakers
- Briefed on lessons learned (Stop when unsure, conservative decision making, crew briefs, management notification)

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### *Safety - Engineering– What We Have Done*



- Design Basis Documents (DBDs) Issued
  - HELB, Flooding, AFW
  - Started DBD training for Engineering
- Portal Implemented and Calculations Loaded
- Staffed System Engineering

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*Safety - Engineering –  
Where We Are Going*



- Staff Augmentation To Address Backlog
- Continue DBD Effort
- Formalizing Expectation For Review Of Vintage Calculations
- Calculation Upgrade Projects
- INPO Assist For Engineering Effectiveness

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*Safety - Engineering –  
Where We Are Going*



- Fleet Operability Determination Process
- Complete DBDs and Training
- Develop Q-list Improvement Plan
- Scoping Project For Risk Reduction Initiatives

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## *Focus On Four* **Human Performance Excellence Plan**

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### *Human Performance Strategy*



- Reduce Error-Likely Situations

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## *Human Performance – What We Have Done*



- Established Procedures Upgrade Group
- Initiated Plant Labeling Upgrade
- Enhance Expectations For Tool Usage
- Increased Accountability For Human Performance Tools
- Conducted Coaches Camp
- Operations Two Minute Tool Card

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## *Human Performance – Where We Are Going*



- Continue Procedures Upgrades
- Continue Plant Labeling Effort
- Continue To Bring In Outside Expertise

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## *Focus On Four* **Equipment Reliability Excellence Plan**

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### *Equipment Reliability Strategy*



- Maximize System Availability

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## *Equipment Reliability – What We Have Done*



- Focus on Fixing the Plant
  - Replaced 'A' MFW pump motor
  - 4160 breaker extent of condition
  - SW extent of condition repairs
- Issued Plant Health Report
- SERT/SERIL
- System Engineer Walk-downs With Management

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## *Equipment Reliability – Where We Are Going*



- Reduce Operations Burdens/Distractions
  - Upcoming Refueling Outage
    - Complete installation for numerous OBDs
    - Replace RCP motor
    - Replace multiple sections of SW piping
    - Install new ECCS suction strainers
    - AFW system control valves

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## *Equipment Reliability – What Have We Learned*



- Focus on fixing the plant
  - Leverage the Corrective Action Program

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## *Summary*



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Questions?



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