



DominionSM

NRC Meeting to Discuss Substantive Cross-Cutting Issues

October 4, 2007



Agenda



- Opening Remarks – David Christian
- Station Perspective - Leslie Hartz
- Problem Identification & Resolution – Paul Blasioli
- Human Performance – Mike Crist
- Closing Remarks – David Christian

Opening Remarks



David A. Christian
President & Chief Nuclear Officer
Dominion Energy Kewaunee



Kewaunee Perspective



- Spring 2007 - Overall rate of improvement at Kewaunee was not acceptable
 - Recovery efforts accelerated including PI&R and HU actions
 - Significant additional resources and funding
- Kewaunee not tactically focused on the specifics of the NRC identified cross-cutting issue
 - Actions not prioritized and taken to address vulnerabilities

Self-Assessment Activities



- 95-002 Self-Assessment (July/September 2007)
- Safety culture self-assessment (Sept. 2007)
- Cross-cutting issue RCEs (Sept. 2007)
- Common cause evaluation (Sept. 2007)

Delivery on May Commitments



PI&R Actions & Status

- Equipment Reliability
 - EDG Tiger Team – Assessment complete, Reviewed w/PHC, Actions in CAP
 - Systematic system & program health reviews – In progress, 31% complete, 7/31/2008 completion date
 - PM basis document – Program in place; Resources identified, Awaiting inputs from Critical Equipment List (CEL)
 - VETIP improvements – In progress. Good progress made to date
 - Critical equipment list/single point vulnerability – In progress. Phase I; FW, Rod Control, Switchyard, Turbine & EHC. CEL completion date 12/31/2007, SPV Phase I completion date 10/31/2007

Delivery on May Commitments

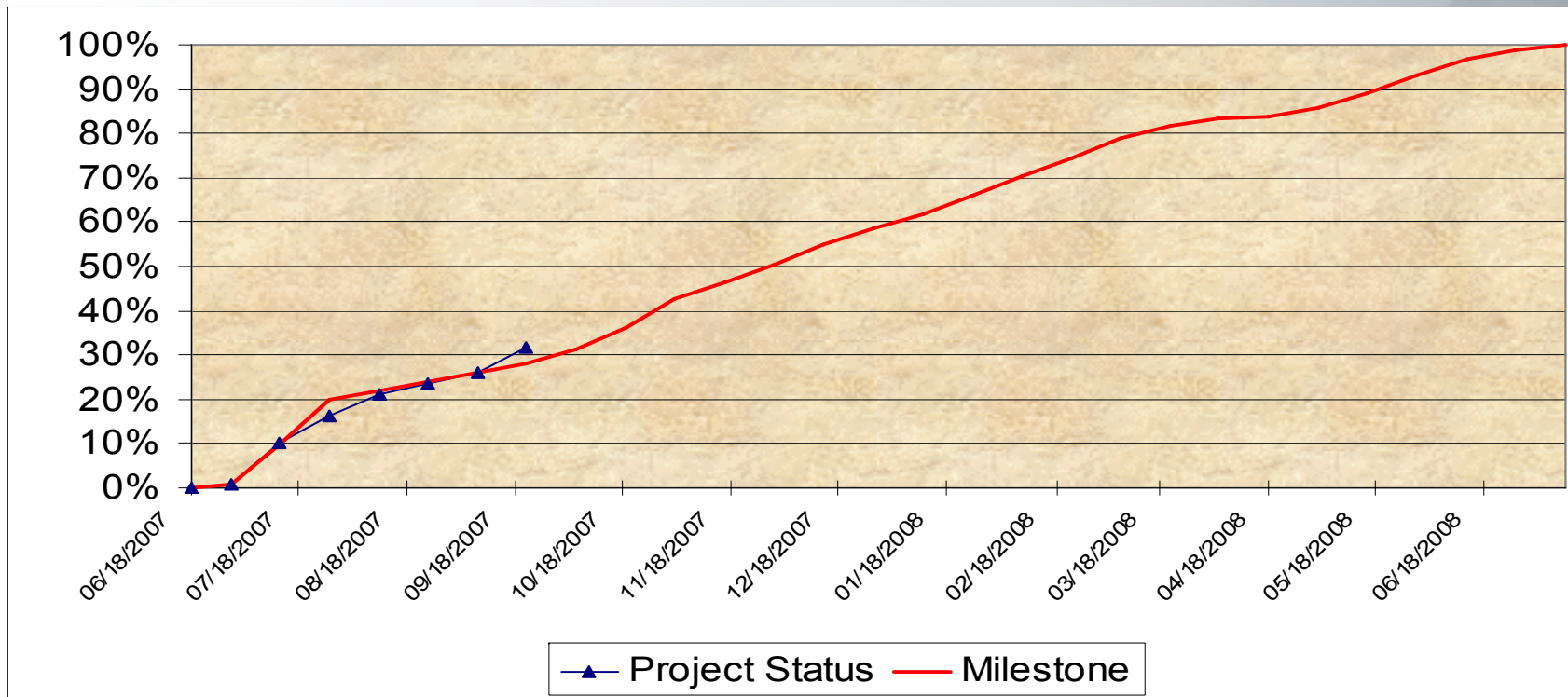


PI&R Actions & Status

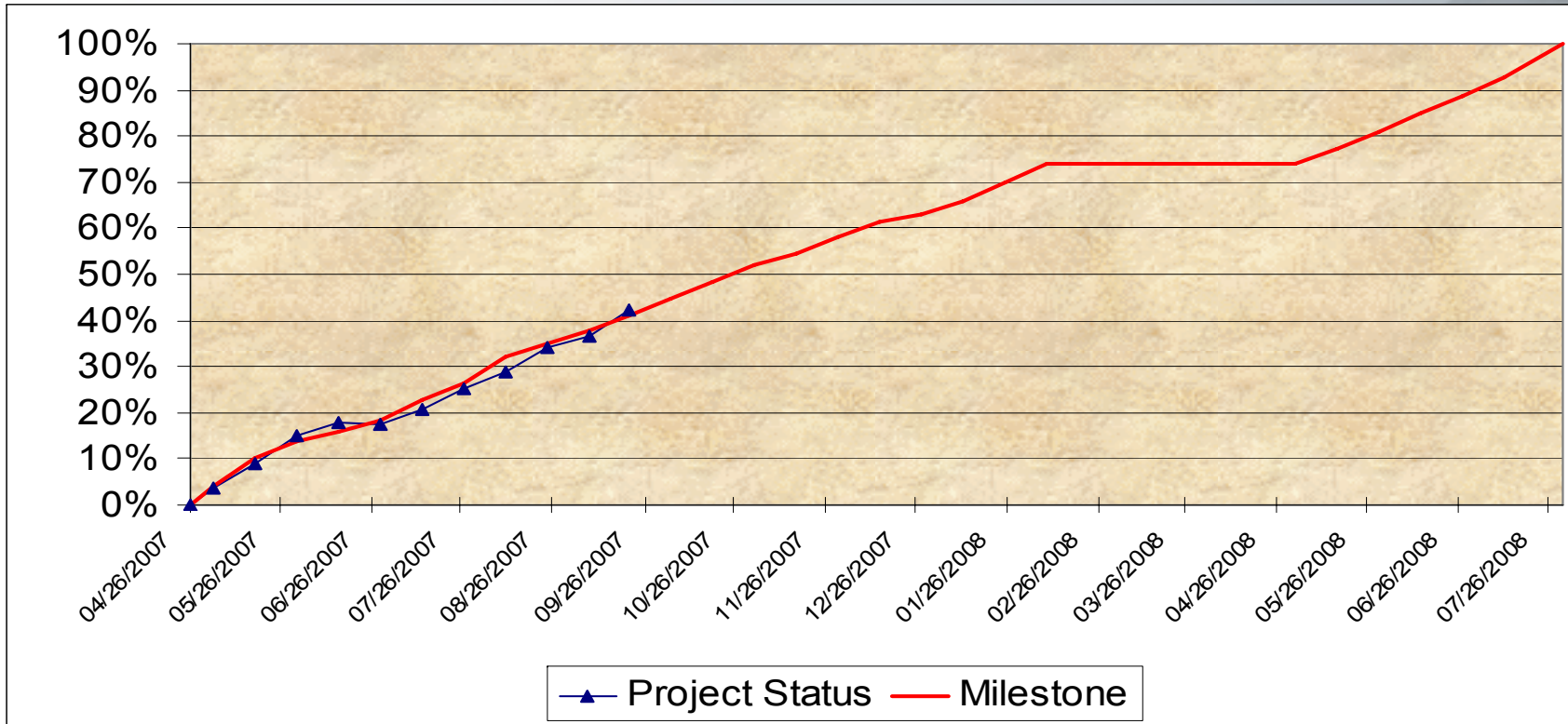
- Corrective Action Program Improvements
 - CARE (Corrective Action Review for Excellence) team – In progress. Metrics indicate improvement in ACE quality
 - Review for quality closure
 - Corrective Action backlog reduction – In progress, 6/30/2008 completion date
- Human Performance Continuing Actions
 - Continued Reinforcement of Standards – Ongoing, 325 Human Performance success days as of October 1st
 - Procedures Upgrade – Ongoing, 294 upgrade procedures issued as of September 17th; \geq 2500 additional, upgrade complete in 2009
 - Training & Qualification – Operations Training Improvement Revisions Plan complete
 - Labeling Project – Complete as scoped; looking at additional labeling
 - High Intensity Training - Complete



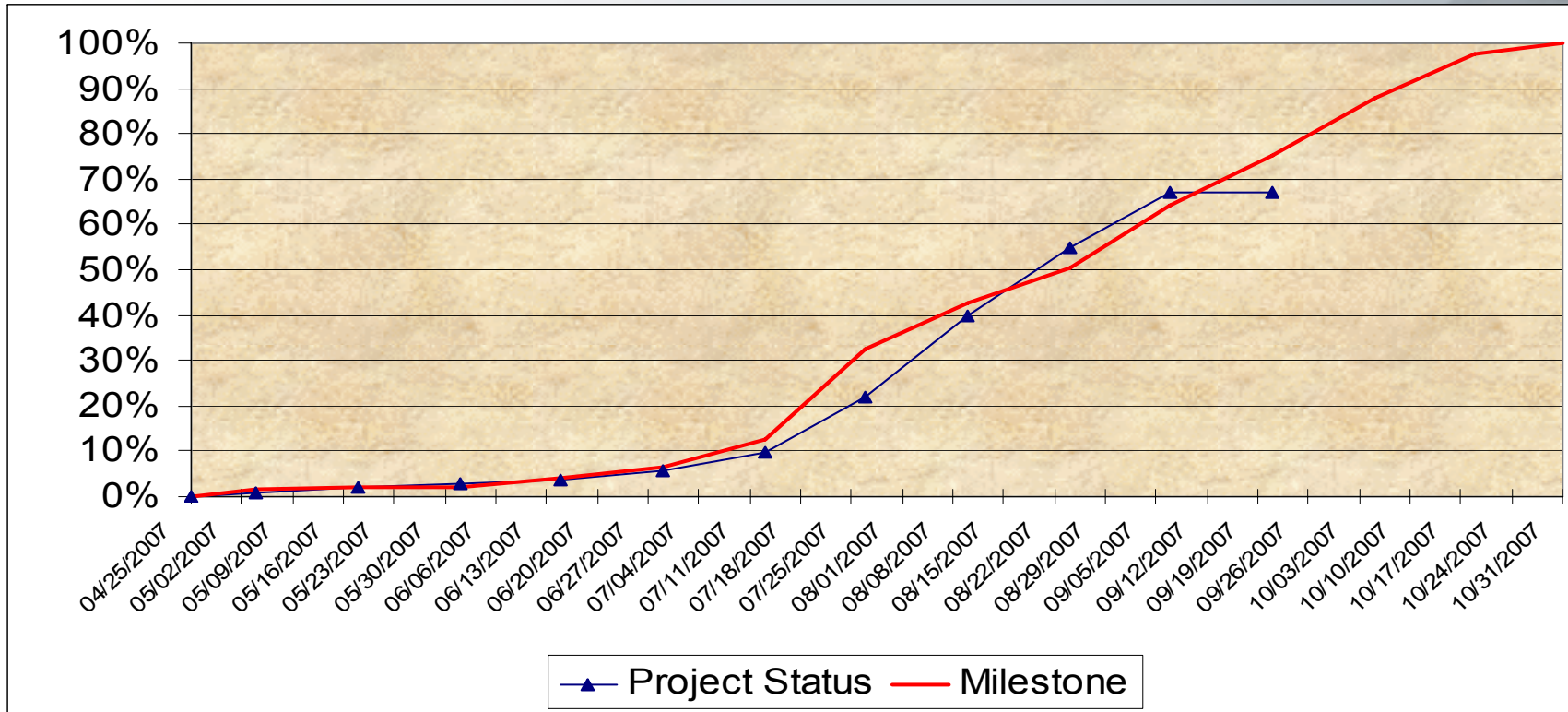
Equipment Reliability – System Health



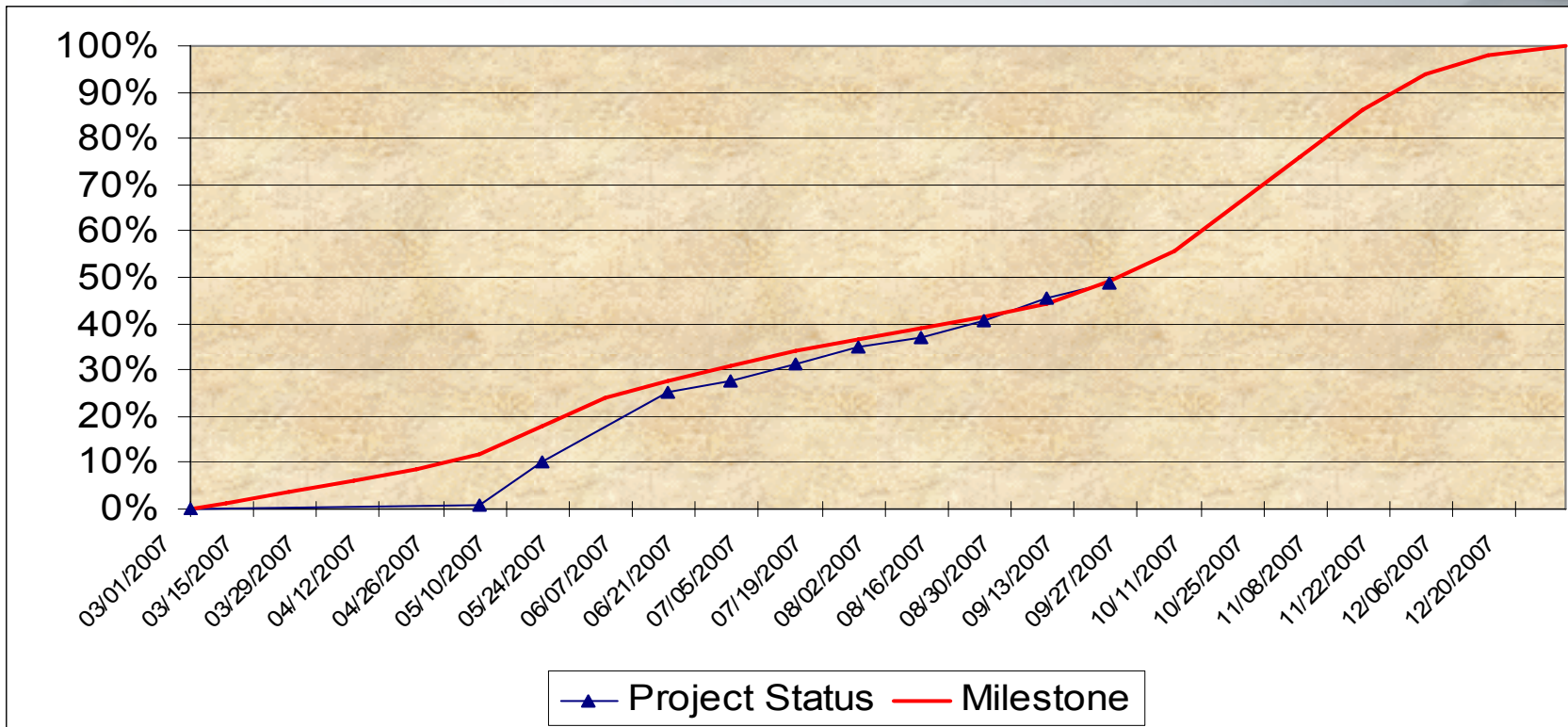
Equipment Reliability – Program Health



Equipment Reliability – Single Point Vulnerability



Equipment Reliability – Critical Equipment List





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Paul Blasioli
Director, Organizational Effectiveness
Kewaunee Power Station



Closing PI&R Cross-Cutting Issue



- Identified PI&R Issues
 - Pace of improvement was too slow
 - Evaluation quality improvements were not sustained
 - Inconsistent standards across station
 - Inadequate metrics to monitor site and department performance
 - Late addition of resources

Closing PI&R Cross-Cutting Issue



- Moving to Closure
 - Establishment of clear performance standards
 - Causal evaluation quality mentoring and accountability
 - Line management owns quality
 - Additional in-house resources
 - Augmented monitoring of site and department performance

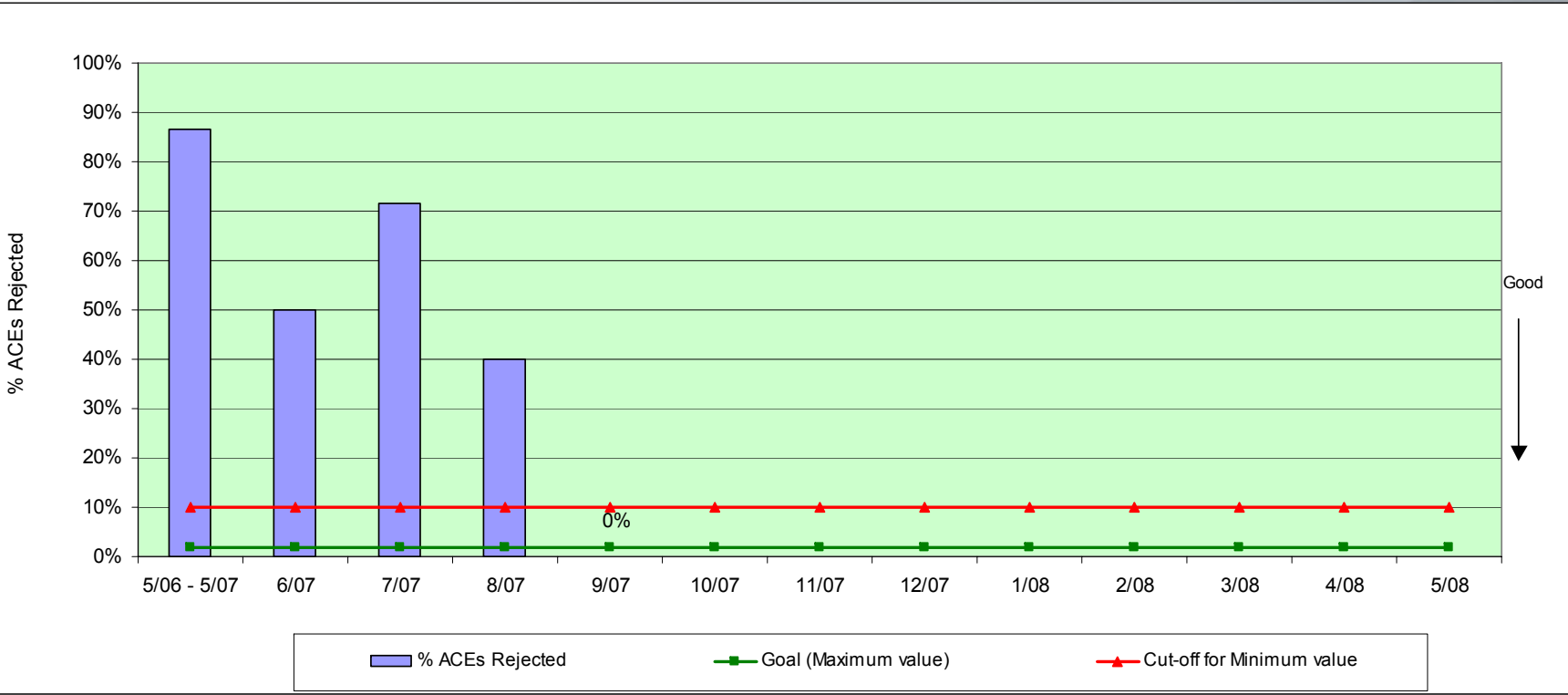
Closing PI&R Cross-Cutting Issue



- Moving to Closure (cont'd)
 - Additional training
 - Improved CAP trending
 - Cross-cutting aspects
 - Safety culture aspects
 - Prompt investigation of potential NOVs

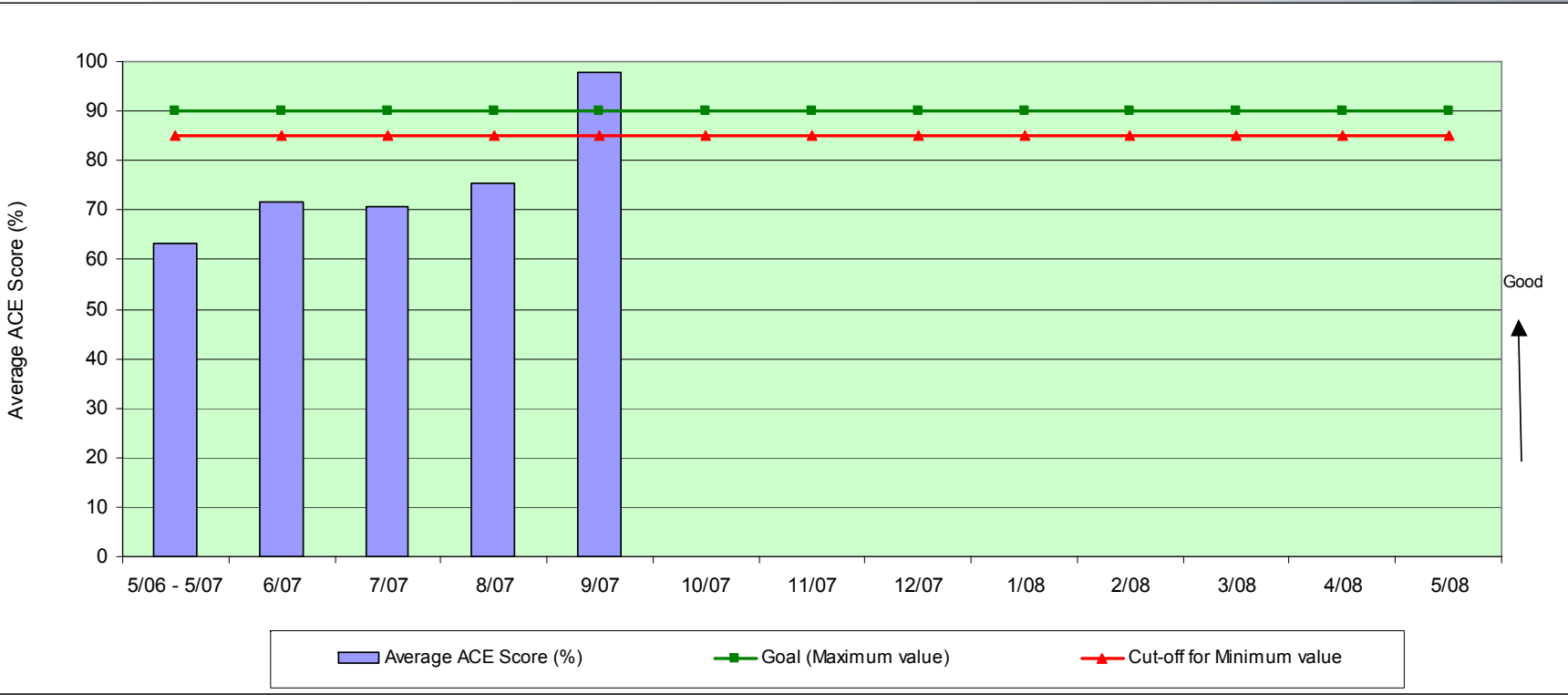


Addressing Evaluation Quality Issue





Addressing Evaluation Quality Issue





HU Cross-Cutting Perspective

- Industrial Safety performance is a precursor
- We have affected the higher level issues through behavior changes. We are now driving that down to lower level issues
 - Site clock reset trend improved in 2007
 - Department clock reset trend similar for 2006 & 2007
- Our analysis of the HU aspects concludes
 - Reinforcing of standards was focused on highest vulnerabilities
 - Quality deficiencies exist in procedures
- Actions have been taken
 - Management briefing/observation aid to improve in-field coaching
 - Planners interface with procedure writers during work planning



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Mike Crist
Plant Manager
Kewaunee Power Station



Closing Human Performance Cross-Cutting Issue



- Identified Human Performance issues
 - Procedure Quality
 - Inconsistent expectations for procedure use and adherence
 - Limited procedure compliance coaching
 - Limited procedure quality verifications prior to start of work

Closing Human Performance Cross-Cutting Issue



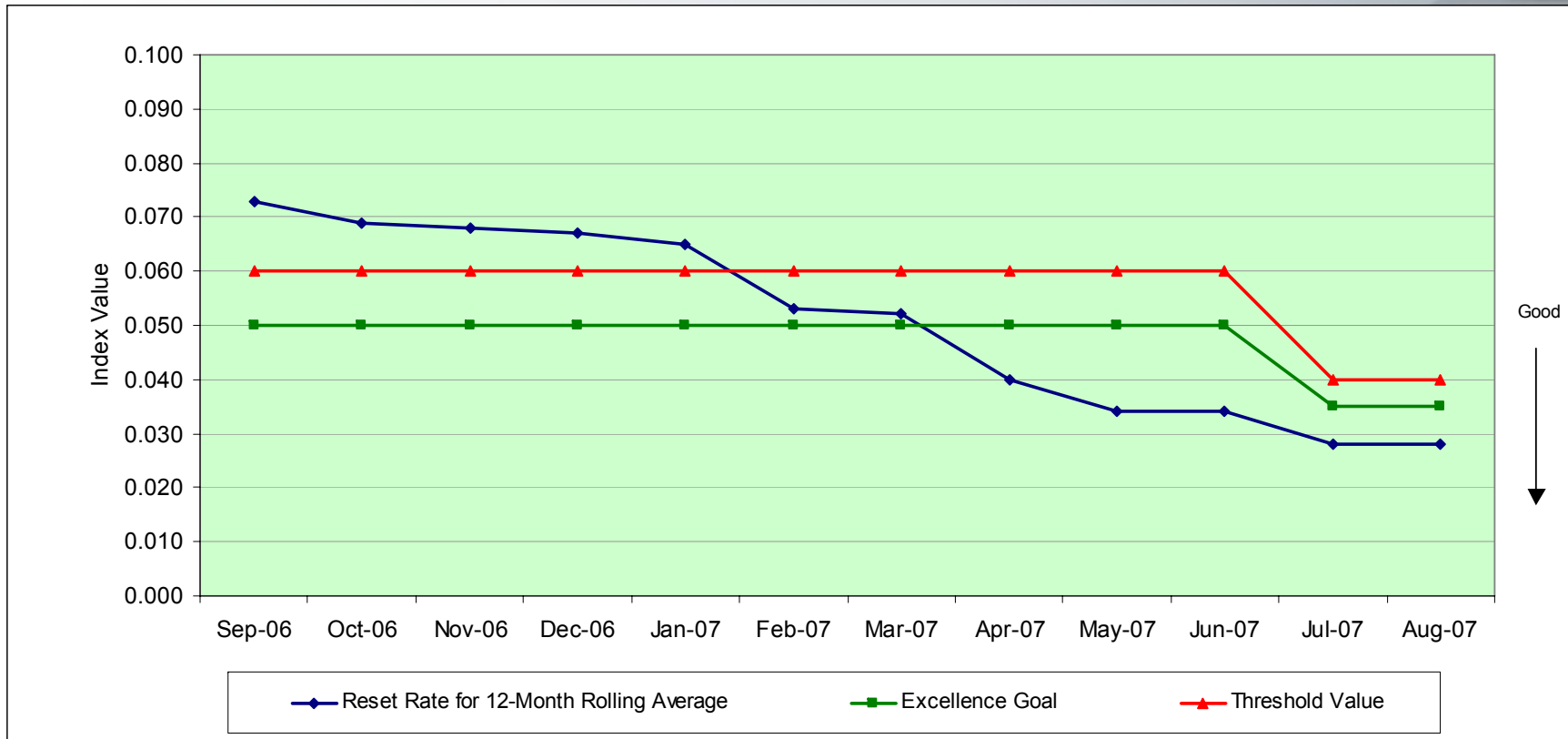
- Moving to Closure
 - Enforced expectations for procedure use and adherence
 - HIT for Operations and Maintenance
 - Implement revision 2 of EOPs
 - Job planning procedures review
 - Increased field observations and coaching
 - Prioritization of procedures for upgrade
 - Expected Results
 - Demonstrated improvement in procedure in-field use and adherence
 - Procedure quality does not impact station operations

Closing Human Performance Cross-Cutting Issue

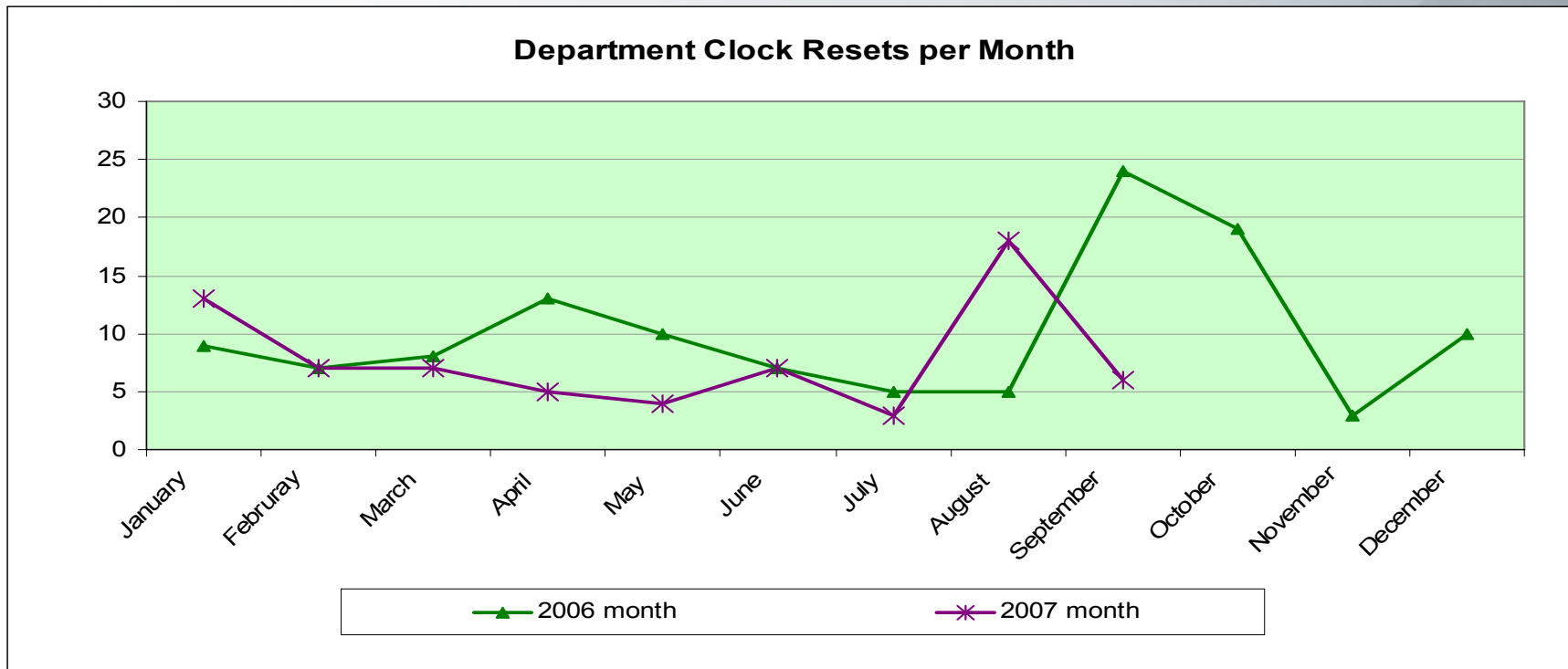


- Beyond Closure
 - Procedures Upgrade
 - Establishment of First-Line Supervisor peer group to gain broader involvement and ownership
 - Additional human performance training
 - HIS training in Maintenance
 - Patterned after Operations HIT training
 - Engineering mentoring program
 - Life after HIT in Operations
 - Operations aggregate impact improvement

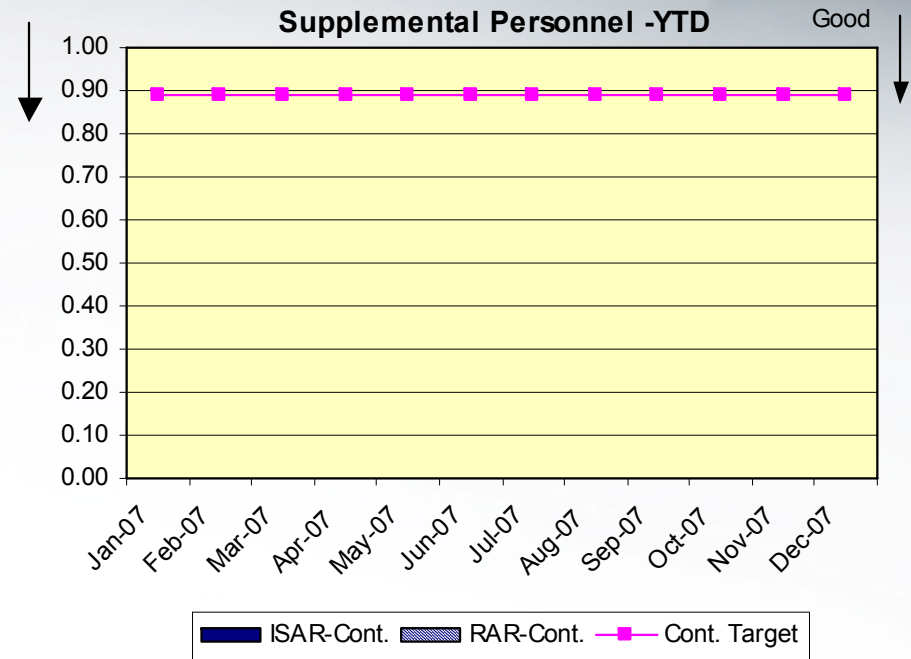
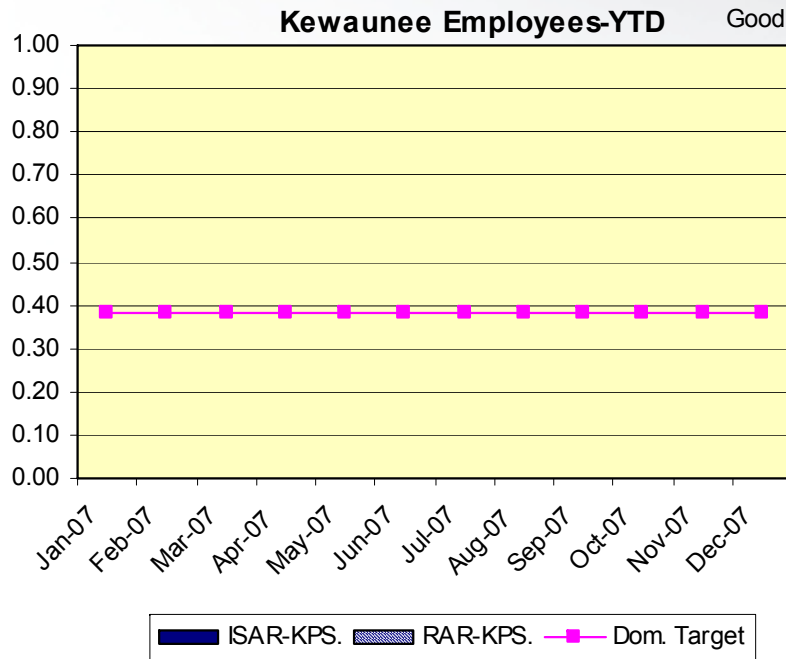
Positive Trend in Human Performance Station Clock Resets



Human Performance - Department Performance



Human Performance Leading Indicator - Industrial Safety



Summary



- We understand we were slow to address cross-cutting issues
- Management actions are bolstering weaker areas
- Sustainability requires skills, behaviors and supporting infrastructure
 - Corrective action and human performance skills enhancement through training and mentoring
 - Management focus on behaviors is being monitored through bi-weekly performance review of augmented metrics
 - Recovery resources are in place and increasing

Closing Remarks



David A. Christian