Jucial Cops JUL 2 5 1991 Docket Nos. 50-390 and 50-391 License Nos. CPPR-91 and CPPR-92 Tennessee Valley Authority ATTN: Mr. D. A. Nauman Senior Vice President, Nuclear Power 6N 38A Lookout Place 1101 Market Street Chattanooga, TN 37402-2801 Gentlemen: SUBJECT: MEETING SUMMARY - WATTS BAR UNITS 1 AND 2 This letter refers to the meeting conducted at our request at the Watts Bar site on June 26, 1991. The purpose of the meeting was to allow TVA to make a presentation on the current status and future plans for Watts Bar Unit 1. A list of attendees and a copy of TVA's handout are enclosed. It is our opinion that this meeting was beneficial and provided a better understanding of TVA's activities and plans to restart construction work. Should you have any questions concerning this letter, please contact me. Sincerely. Original Signed By BRUCE A. WILSO Bruce A. Wilson, Chief TVA Projects Enclosures: 1. List of Attendees Presentation Summary cc w/encls: (See page 2)

108120075 910725

cc w/encl: M. Runyon, Chairman Tennessee Valley Authority ET 12A 7A 400 West Summit Hill Drive Knoxville, TN 37902

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State of Tennessee

bcc w/encls: (See page 3)

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NRC Resident Inspector U. S. Nuclear Regulatory Commission Route 2, Box 700 Spring City, TN 37381

RLI: DTVA 07/2/91

ENCLOSURE 1

LIST OF ATTENDEES

Name

Title

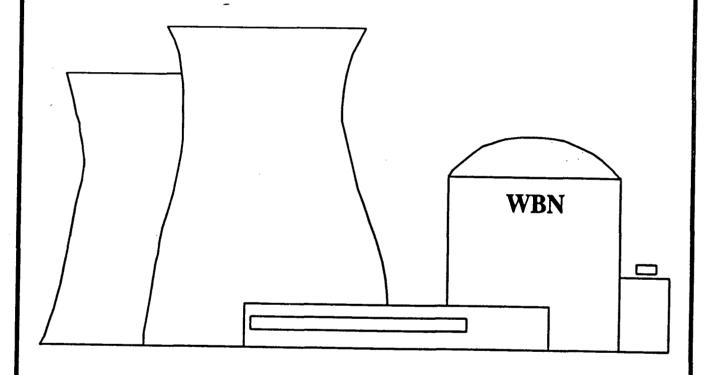
NRC Staff

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Tennessee Valley Authority



Watts Bar Nuclear Plant

WATTS BAR NUCLEAR PLANT NRC MANAGEMENT MEETING

CURRENT STATUS AND FUTURE PLANS

JUNE 27, 1991

WATTS BAR TRAINING CENTER CLASSROOM 10

10:30 A.M. - 12:30 P.M.

MONTHLY REVIEW OF NRC TAC LIST

1:00 P.M. - 3:00 P.M.

AGENDA

I.	INTRO	DDUCTION	NRC
п.	CURR	ENT STATUS OF WBN ACTIVITIES	NAUMAN/ GARRITY
	A. MA	ANAGEMENT OBJECTIVES FOR RESTART	WEBER/ PANNELL
	1.	ASSURANCE THAT HISTORICAL PROBLEMS ARE UNDERSTOOD AND WILL NOT REPEAT	PANNELL
	2.	NEW WORKPLAN FORMAT AND PROCEDURES, RELATED PROCEDURES SIMPLIFIED AND COMBINED	WEBER
	3.	BACKLOGGED PROBLEMS ADDRESSED	WEBER
	4.	PROCESS IMPROVEMENTS - DESIGN ENGINEERING - CONSTRUCTION AND INSPECTION - MATERIALS - SYSTEM STATUS CONTROL - PRESTART TESTING	WEBER
	5.	CORRECTIVE ACTION PROGRAM IMPROVEMENTS	MARTIN
	6.	QUALITY MONITORING PIPELINE AND QUALITY PERFORMANCE INDICATORS IN PLACE	WEBER
	7.	ORGANIZATION CHANGES	WEBER
	8.	TRAINING	WEBER

AGENDA (cont.)

9.	ENGINEERING AHEAD OF CONSTRUCTION	WEBER
10.	PLANS FOR CAREFULLY MONITORED, SLOW RESTART	WEBER
11.	PLAN AND LOGIC FOR INTERNAL TVA CLOSURE OF ISSUES	WEBER
B. SCH	HEDULE DEVELOPMENT	WEBER
C. NPF	P VOLUME 4 UPDATE	PANNELL

- III. SUMMARY
- IV. CRAFTSMANSHIP TRAINING FACILITY LESSONS LEARNED

ASSURANCE THAT HISTORICAL PROBLEMS ARE UNDERSTOOD AND WILL NOT REPEAT

DESCRIPTION

 HISTORICAL PROBLEM DOCUMENTS HAVE BEEN REVIEWED TO IDENTIFY PREVIOUS PROCESS/MANAGEMENT PROBLEMS TO SERVE AS REFERENCE POINTS FOR CURRENT CORRECTIVE ACTION ACTIVITIES

OBJECTIVE

° CURRENT RESTART ACTIONS MUST ADDRESS PAST PROBLEMS THAT HAVE CONTINUED AT WBN

METHOD OF IMPLEMENTATION

THE FOLLOWING DOCUMENTS HAVE BEEN REVIEWED TO RECORD PROCESS/MANAGEMENT DEFICIENCIES AND DOCUMENT ACTIONS IN PLACE TO PREVENT RECURRENCE:

SHUTDOWN ASSESSMENT

EMPLOYEE CONCERNS SPECIAL PROGRAM (ESCP)

NOTICES OF VIOLATION (4 YEARS)

NUCLEAR PERFORMANCE PLAN, VOLUME 4

QUALITY ASSURANCE FINDINGS (1 YEAR)

INPO RECORDS (1985 AUDIT)

URI/IFI (4 YEARS)

WATTS BAR PROGRAM TEAM REPORT

CAQRs (4 YEARS)

ASSURANCE THAT HISTORICAL PROBLEMS ARE UNDERSTOOD AND WILL NOT REPEAT (cont.)

PROCESS:

SHUTDOWN ASSESSMENT ECSP SUMMARY REPORT, VOLUME 4, QA AUDITS, INPO RECORDS, AND PROGRAM TEAM REPORT REVIEWED TO IDENTIFY PROCESS/MANAGEMENT PROBLEMS

VIOLATIONS, URI/IFI, CAQs TRENDED BY CAUSE AND PROCESS TO IDENTIFY ISSUES NEEDING RESOLUTION REVIEW

EFFECTIVENESS OF CORRECTIVE ACTIONS TO PREVENT RECURRENCE EVALUATED

RECOMMENDATIONS FOR ADDITIONAL ACTIONS PROVIDED TO OTHER RESTART PROJECTS

RESULTS:

ISSUES REVIEW (COMPLETE PRIOR TO RESTART)

EFFECTIVE C/A IN PLACE......80

ISSUES SCHEDULED FOR
FURTHER REVIEW AND
RESOLUTION BY RESTART13
TOTAL 186

REVIEW OF CONSOLIDATED DATA

NOV ISSUES URIs/IFIs/CAOs

500

NEW WORKPLAN FORMAT AND PROCEDURES, RELATED PROCEDURES SIMPLIFIED AND COMBINED (cont.)

CURRENT STATUS

- HAVE COMPLETED TRANSFER AND IMPLEMENTATION OF BFN WORKPLANS
- ALL ADMINISTRATIVE INSTRUCTIONS APPROVED AND IN PLACE
- ALL MODIFICATION AND ADDITION INSTRUCTIONS APPROVED AND IN PLACE
- ° 18 OF 74 GENERAL CONSTRUCTION INSTRUCTIONS REMAIN TO BE CANCELLED TO BE COMPLETE BY JULY 15, 1991
- WORKPLAN ELECTRONIC PROGRAM UP AND RUNNING
- STARTED VALIDATION
- OLD VS NEW WORKPLAN K-M08413-A-1

BACKLOG REDUCTIONS

DESCRIPTION

 SEVERAL CORRECTIVE ACTION PROGRAMS AND WORK PROCESSES WITH BACKLOGS OF UNFINISHED WORK

OBJECTIVE

 REDUCE THESE BACKLOGS TO AN ACCEPTABLE LEVEL BEFORE CRAFT WORK RESTART TO ALLOW SITE MANAGERS TO FOCUS ON ONGOING CONSTRUCTION

CORRECTIVE ACTION PROGRAM CURRENT STATUS

	TOTAL BACKLOG		CURRENT OPEN	
SCAR	365	38	327	
PER	861	302	559	
FIR	58	14	44	
CAQs	88	86	2	
TOTALS	1,372	440	932	
	F			
CURRENT	REQUIRE	NE MAJOR		ТО
<u>OPEN</u>	WP WRITING	<u>ANALYSIS</u>	OTHER	CLOSE
932	542 (250 READY)	112	**	278**
** POST R	ESTART ITEM	S UNDER RE	VIEW	

POST RESTART 654**

BACKLOG REDUCTIONS (cont.)

° NE DRAFTING BACKLOG - COMPLETE DRAWING UPDATES ON ALL SECONDARY DRAWINGS WITH MORE THAN ONE OUTSTANDING CHANGE

	TOTAL	<u>ISSUED</u>	IN PROCESS
SECONDARY DRAWINGS	950	271	654

POST RESTART

NORMAL PROCESS LEVEL

° CONSTRUCTION ASSESSMENT TEAM (CAT) FINDINGS - CLOSE ALL FINDINGS THAT ARE PROCESS OR PROCEDURE RELATED

TOTAL	CLOSED	CURRENT OPEN	NEED WP WRITTEN	TO CLOSE
90	23	67 =	23	30

POST RESTART

37

BACKLOG REDUCTIONS (cont.)

 INDEPENDENT DESIGN INSPECTION (IDI) FINDINGS - CLOSE ALL FINDINGS POSSIBLE

TOTAL	CLOSED		NEED WP WRITTEN	NE ANALYSIS	TO CLOSE
47	14	33 =	2	2	29

POST RESTART

4

- ° OLD PROGRAMS DRAWING DEVIATIONS COMPLETE
- NEW PROGRAM DRAWING DEVIATIONS COMPLETE
- CONFIGURATION CONTROL DRAWINGS COMPLETE
- VERTICAL SLICE REVIEW DEVIATION REPORT BACKLOG CLOSE ALL VSR Drs THAT ARE PROCESS OR PROCEDURE RELATED

TOTAL	CLOSED	CUR OPE			D WP NE TTEN ANALYSIS	<u>OTHER</u>	TO CLOSE
654	321	333	=	69	6	16	244

POST RESTART

BACKLOG REDUCTIONS (cont.)

• EMPLOYEE CONCERNS (CORRECTIVE ACTION TRACKING DOCUMENTS)

	SUBMITTED* FOR CLOSURE			NE ANALYSIS	TO* CLOSE
221	38	183 =	25	98**	60

POST RESTART

25

- * CORPORATE CONFIRMATION REQUIRED
- ** POST RESTART ITEMS UNDER REVIEW
- CURRENT EMPLOYEE CONCERNS

CURRENT	WORKPLA REQUIRED		TO CLOSE	
48	7	5	36	

POST RESTART

12

BACKLOG REDUCTIONS (cont.)

PROCUREMENT ENGINEERING GROUP (PEG)

TOTAL	PROCESS LEVEL
605	300

 CALCULATION CROSS REFERENCE & INDEXING SYSTEM (CCRIS) BACKLOG

TOTAL	CLOSED	CURRENT OPEN
15,900	10,630	5,270

POST RESTART

0

MATERIAL FILE MAINTENANCE BACKLOG

TOTAL	CLOSED	CURRENT OPEN
12,690	8,226	4,424

POST RESTART

N

BACKLOG REDUCTIONS (cont.)

NRC RESTART OPEN ITEMS

TOTAL	REVIEW COMPLETE	TO CLOSE
252	18	234

POST RESTART

0

OLD WORKPLANS CLOSURE - WORKPLANS REQUIRED TO BE CLOSED AT RESTART ARE FROM SYSTEM GROUPS 1 & 2A

TOTAL	CLOSED	SYSTEM GROUP 1 & 2A OPEN	SYSTEM GROUP 1 & 2A CLOSED		
1,303	114	563	43	·	

PROCESS IMPROVEMENTS

DESCRIPTION

THE SELF-ASSESSMENT THAT RESULTED FROM THE STOP WORK IN DECEMBER IDENTIFIED SEVERAL AREAS THAT REQUIRE IMPROVEMENT IN THE PROCESSES AT WBN

OBJECTIVE

THE OBJECTIVE OF THESE PROCESS IMPROVEMENTS IS TO CORRECT DEFICIENCIES IDENTIFIED IN THE SELF-ASSESSMENT, AS WELL AS THE SIMPLIFICATION AND THE STEAMLINING OF PROCESSES

CURRENT STATUS

- DESIGN ENGINEERING
 - FIRST PHASE COMPLETE, PROCEDURES REVISED TO INCORPORATE 68 PROGRAM CHANGES
 - SECOND PHASE (REVIEW FLOW/PROCESS/HUMAN FACTORS)
 - SCHEDULE COMPLETE AUGUST 15, 1991
- MATERIALS
 - PROCEDURE CHANGES IN PROCESS
 - SCHEDULED COMPLETE JULY 15, 1991
- SYSTEM STATUS CONTROL PROCEDURE AND PROCESS REVISION
 - ° 29,869 TAGS ESTIMATED IN PROGRESS
 - ° 21,552 DISPOSITIONED REHUNG 6259/DELETED 15,293
 - SCHEDULE COMPLETE BY JUNE 28, 1991
- WBN SITE CLOSURE PROCESS
 - QA AUDIT FEBRUARY 1991 IMPROVEMENTS NEEDED IN CLOSURE PROCESS
 - CORRECTIVE ACTION PLAN SUBMITTED TO QA MARCH 1991 -PROGRAM CHANGES IN PROGRESS
 - ° SCHEDULE COMPLETE BY AUGUST 15, 1991

PRESTART TESTING

- COMPLETE PROGRAM BEING REVIEWED
- SYSTEM TURNOVER BEING IMPROVED
- STARTUP TEST MANUAL BEING DEVELOPED
- RETURN OF SYSTEMS FROM OPERATIONS TO STARTUP

CORRECTIVE ACTION PROGRAM IMPROVEMENTS

IMPROVEMENT OBJECTIVES

•	REVISE THE WBN CORRECTIVE ACTION PROGRAM	
	TO MEET THE CORPORATE STANDARD	COMPLETE
•	ESTABLISH A SENIOR MANAGEMENT REVIEW	
	COMMITTEE TO REVIEW SCARS AND PERS	COMPLETE
•	IMPROVE ROOT CAUSE ANALYSIS ON	
	SCARs AND DOCUMENT CAUSE ANALYSIS	
	AND EXTENT OF CONDITION ON PERS	COMPLETE
0	IMPROVE TREND ANALYSIS ON SCARs, PERs,	
	AND ADMINISTRATIVE CONTROL PROGRAMS	
	TO IDENTIFY RECURRING AND	
	PROGRAMMATIC CONDITIONS	ONGOING
0	STANDARDIZE ALL ADMINISTRATIVE	
	CONTROL PROGRAMS	COMPLETE
•	PROVIDE REGULAR TIMELINESS	
	REPORTS TO MANAGMENT (SCARS,	
	PERs, AUDIT)	COMPLETE
	·	

QUALITY REVIEW OF CORRECTIVE ACTION IMPROVEMENTS

PER REVIEW

MARCH	<u>APRIL</u>	MAY-JUI	NE 15	
NO. REVIEWED REJECTS %	132 11%	103 9%	67 1%	

12-6-3 REVIEWS

FEBRUARY MARCH	APRIL	MAY
15 ISSUES 4 ISSUES	NO ISSUES	NO ISSUES

° QA AUDITS

MARCH REVIEW - NO ADVERSE CONDITIONS

MAY AUDIT - TWO FINDINGS

* THE CORRECTIVE ACTION PROGRAM IS READY TO SUPPORT THE RESTART OF WBN CONSTRUCTION ACTIVITIES. WITH QA AND SENIOR MANAGEMENT REVIEW COMMITTEE OVERVIEW, THE END PRODUCT IS ACCEPTABLE.

QA RESTART ASSESSMENT

- I. PERFORM AN INDEPENDENT EVALUATION OF MANAGEMENT OBJECTIVES AND ADEQUACY OF CORRECTIVE ACTIONS TO ADDRESS ROOT CAUSES OF PROBLEMS
- II. PERFORM AN INDEPENDENT EVALUATION OF THE EFFECTIVENESS OF THE SITE QUALITY ORGANIZATION
- III. UTILIZE RESULTS OF ONGOING SITE QUALITY ORGANIZATION VERIFICATIONS AND INDEPENDENT EVALUATIONS TO SUBSTANTIATE THE QUALITY OF RESTART CORRECTIVE ACTIONS

QUALITY REVIEW PIPELINE AND QUALITY INDICATORS FOR MONITORING AND CONTROL

- I. OBJECTIVES DEFINED
- II. PROGRAM IN PLACE
- III. CURRENT IMPLEMENTATION STATUS
 - PIPELINE USER MANUAL COMPLETE
 - PIPELINE WEEKLY REPORTS
 - PIPELINE OWNERSHIP TRANSFERRED TO LINE ORGANIZATIONS
 - ° CONCLUSION: PIPELINE IN PLACE AS A SELF-CORRECTING FEEDBACK PROCESS FOR THE LINE ORGANIZATION
 - KEY QUALITY INDICATORS IN USE
 - TRENDING ASSESSMENTS REVIEWED IN DAILY QUALITY MEETINGS
 - DCNs STARTED WITH AN AVERAGE ERROR RATE OF 73% AND CURRENTLY HAVE AN CUMULATIVE ERROR RATE OF 4.8%
 - ° CALCULATIONS STARTED WITH AN AVERAGE ERROR RATE OF 92% AND CURRENTLY HAVE AN ERROR RATE OF 4.2%

ORGANIZATION CHANGES

DESCRIPTION

- ° PREVIOUS ORGANIZATION DID NOT PROMOTE ACCOUNTABILITY AND OWNERSHIP OF WORK QUALITY
- PREVIOUS MANAGEMENT AND WORKFORCE CULTURE HAS NOT EMPHASIZED PROJECT COMPLETION, PLANT OPERATION, AND QUALITY
- ° IN THE PAST RESPONSIBILITIES HAVE NOT BEEN CLEARLY DEFINED, UNDERSTOOD, AND COMMUNICATED
- ° INDIVIDUAL PERFORMANCE HAD NOT BEEN EVALUATED AND COMMUNICATED

OBJECTIVE

- ORGANIZE AND STAFF PROJECT FOR THE LONG TERM. FOCUS ON OPERATIONS AND MAINTENANCE OF THE PLANT
- ° ORGANIZED TVA CONSTRUCTION ENGINEERING INTO DESIGN/CONSTRUCTION MANAGER vs DESIGN/CONSTRUCTION PRODUCTION
- PROVIDE INCENTIVES AND MOTIVATION TO COMPLETE PROJECT
- ° CLEARLY DEFINE AND COMMUNICATE RESPONSIBILITIES AND EXPECTATIONS FOR QUALITY
- INCREASE AWARENESS OF AND COMMITMENT TO QUALITY
- ° PROVIDE JOB-RELATED FEEDBACK TO ALL EMPLOYEES IN A FREQUENT AND SYSTEMATIC MANNER

ORGANIZATION CHANGES (cont.)

METHOD OF IMPLEMENTATION

- ° ORGANIZATION RESTRUCTURED TO SUPPORT PLANT OPERATIONS AND MAINTENANCE
- STAFF REDUCED TO NEAR OPERATING LEVEL
- CONSTRUCTION, QC, STARTUP CONTRACTED
- NEW LABOR AGREEMENTS
- KEY MANAGEMENT POSITIONS FILLED

ENGINEERING AND MODIFICATIONS MANAGER MODIFICATIONS MANAGER SITE QUALITY MANAGER

- INDIVIDUAL RESPONSIBILITIES DEFINED VIA RESPONSIBILITY MATRIX, POSITION DESCRIPTIONS, AND TRAINING
- PERFORMANCE MANAGEMENT PROCESS IMPLEMENTED WHICH PROVIDES STRUCTURED PERFORMANCE FEEDBACK TO ALL SITE EMPLOYEES ON A BI-WEEKLY BASIS

TRAINING

DESCRIPTION

- ° PERSONNEL DID NOT FULLY UNDERSTAND HOW TO IMPLEMENT PROCEDURES
- ° PERSONNEL DID NOT FULLY UNDERSTAND AND IMPLEMENT JOB RESPONSIBILITIES

OBJECTIVES

- ° PROVIDE TRAINING TO EMPLOYEES SO THEY FULLY UNDERSTAND PERFORMANCE EXPECTATIONS
- GENERAL EMPLOYEE TRAINING FOR ALL PERSONNEL FOR PROCESS AND PROCEDURES
- TASK TRAINING FOR CRAFT ASSIGNED SPECIALIZED JOB FUNCTIONS
- TRAINING FOR CRAFT SUPERVISION SIMILAR TO CRAFT TRAINING WITH EMPHASIS PLACED ON CONTROL, COMPLETION, AND DOCUMENTATION OF WORK

TRAINING

CURRENT STATUS

PROVIDE TRAINING FOR MODIFICATIONS, QC, AND THEIR CONTRACTOR EMPLOYEES TO ENSURE THAT MANAGEMENT EXPECTATIONS, AS WELL AS IMPLEMENTATION METHODS FOR JOB PERFORMANCE, ARE CLEARLY UNDERSTOOD

- MODIFICATIONS/QC EMPLOYEE GENERAL TRAINING PROVIDES MANAGEMENT EXPECTATION, DIRECTION, RESPONSIBILITY, AND ACCOUNTABILITY
 - 1. "EMPLOYEE RESPONSIBILITIES" PROVIDES EXPECTATIONS AND STRESSES ACCOUNTABILITY FOR THE PERFORMANCE OF WORK FOR MODIFICATIONS EMPLOYEES
 - 2. "TOTAL QUALITY CONCEPT" PROVIDES EXPECTATIONS AND STRESSES ACCOUNTABILITY FOR QUALITY WORK PERFORMANCE
 - 3. "PREVENTION OF EQUIPMENT DAMAGE" (TOUR AND TRAINING)
- ° CRAFT/ENGINEERING GENERAL TRAINING WORK CONTROL PROCESS AND ENVIRONMENTAL QUALIFICATIONS
 - 1. WORK CONTROL PROCESS/AI-8.6 TRAINING FOR THE NEW WORKPLAN FORMAT
 - 2. PRINCIPLES OF ENVIRONMENTAL QUALIFICATIONS MAINTAINING EQ ON PLANT

TRAINING (cont.)

- ° <u>CERTIFICATION</u> ON SPECIALIZED TASKS (i.e., ANCHOR BOLTS, RAYCHEM, WELDING, COMPRESSION FITTINGS, ETC.) FOR CRAFT AND QC INSPECTORS PROVIDES TRAINING IN THE METHODS AND PROCEDURAL REQUIREMENTS OF JOB TASK PERFORMANCE
- * IMPLEMENTING PROCEDURE TRAINING PROVIDES TRAINING IN THE PROCEDURAL REQUIREMENTS AND COMPLETION OF APPLICABLE DOCUMENTATION FOR THE NEW SITE PROCEDURES

THE ABOVE ITEMS, WHICH ARE COVERED BY THE NEW MODS TRAINING PROGRAM, WILL PROVIDE A FIRM BACKGROUND TO ENSURE THAT EMPLOYEES HAVE THE PROPER KNOWLEDGE AND UNDERSTANDING OF THEIR ASSIGNMENT BEFORE COMMENCING WORK

NUCLEAR ENGINEERING AHEAD OF MODIFICATIONS

DESCRIPTION

- SELF-ASSESSMENT IDENTIFIED PROBLEMS WITH DESIGN OUTPUT AND SUPPORTING CALCULATIONS
- MOST PROBLEMS WERE ADMINISTRATIVE IN NATURE
- ° PROBLEMS IDENTIFIED WITH INTERDISCIPLINE AND WESTINGHOUSE/TVA INTERFACES

OBJECTIVES

- * REVIEW IN-PROCESS DESIGNS AND DESIGNS ISSUED TO MODIFICATIONS TO FIND AND CORRECT PROBLEMS USING SAFETY NET REVIEW PROCESS
- ° DEFINE INTERFACE REVIEW POINTS BETWEEN DISCIPLINE AND STANDARDIZE
- DEVELOP A COMPLETE, VERIFIED BACKLOG OF ENGINEERING WORK THAT PROVIDES A BACKLOG OF WORKPLANS FOR CRAFT WORK

CURRENT STATUS

- REVIEWING AND CORRECTING EXISTING BACKLOG
 - ° 214 DCNs THROUGH PIPELINE/SAFETY NET REVIEW
 - 500 DCNs NEEDED BY SEPTEMBER 1, 1991 TO SUPPORT WORKPLAN WRITING
- IMPLEMENTING QUALITY MONITORING SYSTEM
- IMPLEMENTING LEVEL II/LEVEL III SCHEDULE REPORTING STRUCTURE

PLANS FOR A CAREFULLY MONITORED SLOW RESTART

DESCRIPTION

THE RETURN TO FIELD WORK MUST BE CONTROLLED AND MONITORED TO ASSURE THAT THE NEW PROCESSES ARE WORKING AS PLANNED

OBJECTIVE

- TEST THE NEW WORK PROCESSES TO ASSURE THEY FUNCTION AS INTENDED
- RETURN CRAFT TO WORK AT A PLANNED SLOW PACE TO ASSURE THE TRAINING AND THE NEW WORKPLANS SOLVE THE PROBLEMS OF THE PAST
- THE INTERNAL PIPELINE/QUALITY MONITORING PROCESS MUST BE EXERCISED AND TESTED AND ANY PROBLEMS RESOLVED
- EXPLICIT MANAGMENT DECISION CRITERIA TO JUSTIFY ADDING CRAFT BASED ON QUALITY OF WORK AND DOCUMENTATION PRODUCED, BACKLOG OF PROBLEMS, AND AVAILABILITY OF FINISHED ENGINEERING

MODIFICATION REMOBILIZATION PLAN

CURRENT STATUS

- A BACKLOG OF READY TO WORK WORKPLANS IS BEING DEVELOPED PRIOR TO CRAFT RETURN
 - ° 500 TARGET BY SEPTEMBER, 1, 1991
 - 700 BY SEPTEMBER 16, 1991
- DEVELOPMENT OF REMOBILIZATION PLAN IS 80% COMPLETE
- TRAIN TVA MODIFICATION GROUP TO THE NEW PROGRAM
- BRING CONTRACTOR CORE MANAGEMENT TEAM AND 50 CRAFT ON SITE
- TRAIN CONTRACTOR INTERNAL GROUP ON NEW PROGRAM
- REMOVE ALL SCAFFOLD FROM PLANT AND CLEAN UP
- WORK SEVERAL DUMMY WORKPLANS FOR EACH DISCIPLINE IN THE SHOP AREAS WITH QA/QC COVERAGE. FULL CRITERIA OF WORK RESULTS
- NRC APPROVAL TO USE SAMPLE WORKPLANS ON BOP SYSTEMS
- OBENTIFY AND WORK SEVERAL SAMPLE WORKPLANS IN EACH DISCIPLINE ON THE BALANCE OF PLANT. WORK WILL BE COVERED FULLY BY QA/QC AND RESULT CRITIQUED
- RECEIVE NRC CONCURRENCE TO RESTART WORK
- * BEGIN SIMPLE WORK IN THE SAFETY-RELATED AREAS WITH A FEW CRAFT. SLOWLY INCREASE THE NUMBER OF WORKPLANS IN WORK AS GOOD QUALITY PERFORMANCE IS PROVEN
- BRING CONTRACTOR UP SLOWLY IN STEP CHANGES TO SCHEDULE-DRIVEN NUMBER (APPROX. 600 DAY SHIFT, 300 SECOND SHIFT)
- STEP CHANGES WILL BE DETERMINED BY PERFORMANCE, READY TO WORK BACKLOG, AND BACKLOG OF PROBLEMS

PLAN AND LOGIC FOR INTERNAL TVA CLOSURE OF ISSUES

INDIVIDUAL WORK ACTIVITIES

THE MAJORITY OF THE RECOVERY ACTIVITIES ARE COVERED BY MANAGEMENT OBJECTIVES. A PUNCHLIST TYPE TABLE IS BEING PLACED ON EACH MANAGEMENT OBJECTIVE NOTEBOOK THAT HAS THE FOLLOWING ATTRIBUTES:

1TEM DESC	P2 SCHED ACTIVITY NO	SOURCE	VERIFIED BY <u>DEPARTMENT MGR</u> SIGNATURE/DATE	VERIFIED BY QUALITY ASSURANCE SIGNATURE/DATE	REVIE BY N DATE	

MANAGEMENT OBJECTIVE

EACH MANAGEMENT OBJECTIVE NOTEBOOK WILL HAVE A COVER PAGE THAT WILL BE SIGNED BY THE FOLLOWING MANAGEMENT LEVELS:

- 1. MANAGER RESPONSIBLE
- 2. AFFECTED DEPARTMENTS:

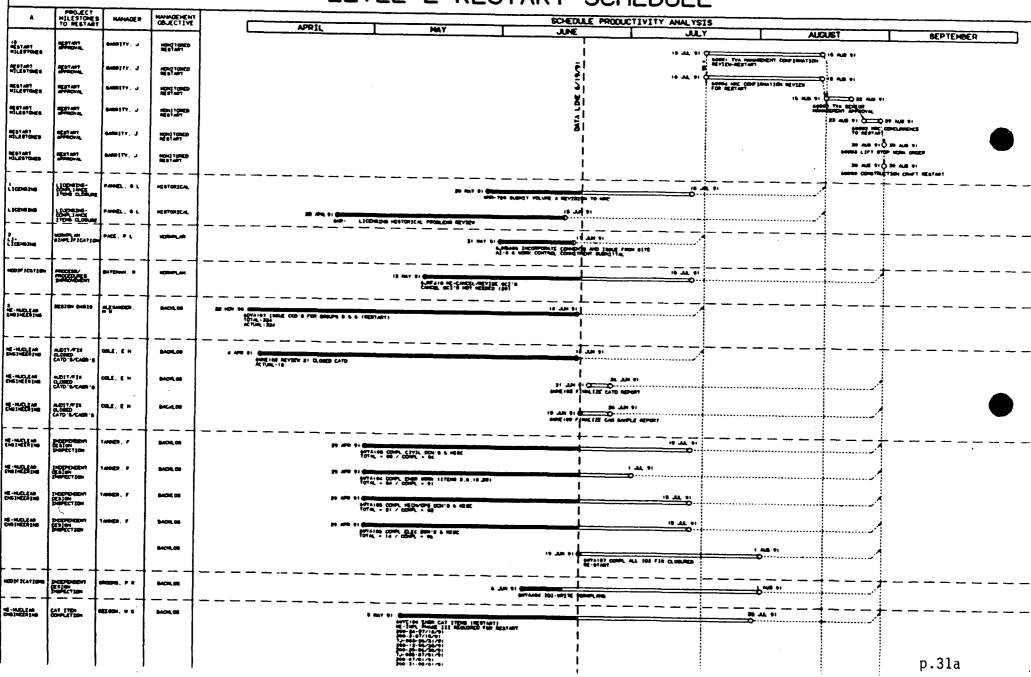
NUCLEAR ENGINEERING MODIFICATIONS MATERIALS GROUP PLANT MANAGER LICENSING SITE SUPPORT QUALITY ASSURANCE

- 3. INDEPENDENT QUALITY ASSURANCE VERIFICATION
- 4. SENIOR MANAGMENT REVIEW COMMITTEE CHAIRMAN
- 5. SITE VICE PRESIDENT

SCHEDULE DEVELOPMENT

- DEVELOPING DETAILED SITE SCHEDULE
- PERFORMING ACTIVITY AND LOGIC TIE REVIEW
- RELOADING SCHEDULE AND RESOURCE LOADING ACTIVITIES
- DEVELOPING LEVEL III FRAGNETS
- NEED TO ADD NRC TEAM INSPECTIONS
- * RESTART SCHEDULED TO THE POINT OF ADDING NRC INSPECTION ACTIVITIES

WATTS BAR NUCLEAR PLANT LEVEL 2 RESTART SCHEDULE



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