2007 NRC End-of-Cycle Plant Performance Assessment Meeting

Kewaunee Power Station

April 1, 2008

Core Values: ✯ Safety ✯ Alignment ✯ Ownership and Accountability ✯ ✯ Continuous Improvement ✯ Respecting Others ✯ Integrity ✯

Agenda

- Opening Remarks – Steve Scace
- Problem Identification & Resolution – Paul Blasioli
- Human Performance - Mike Crist
- Summary – Steve Scace

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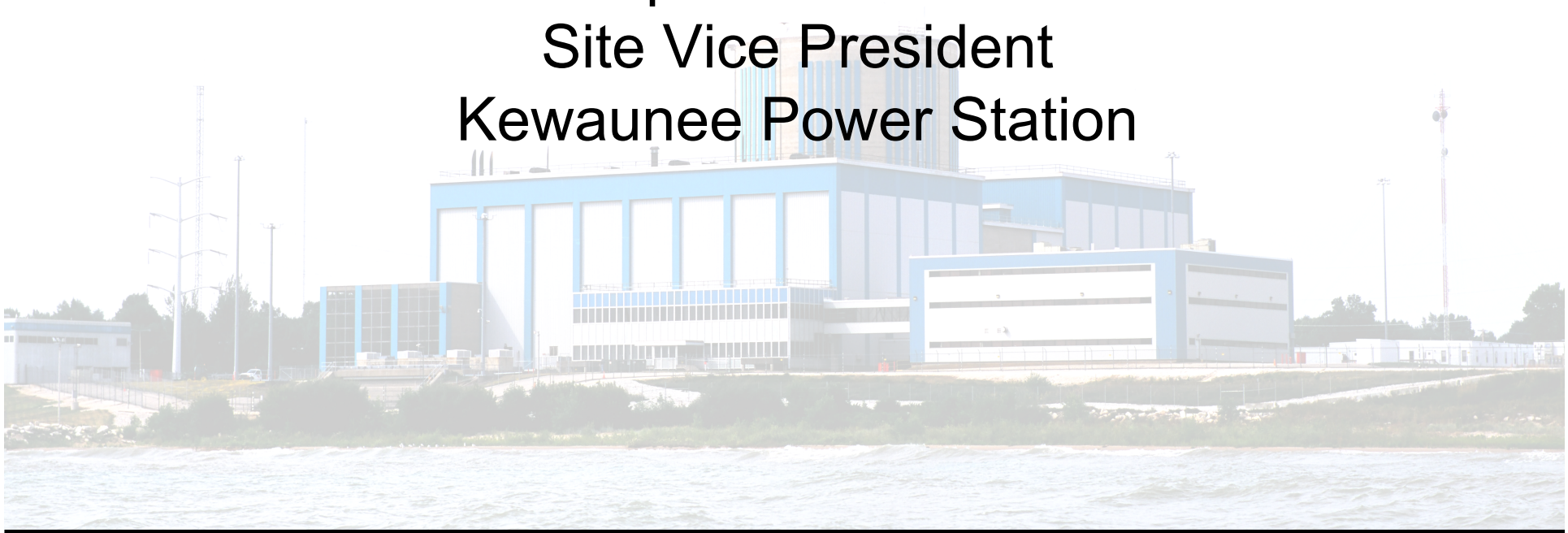
Stephen E. Scace
Site Vice President
Kewaunee Power Station



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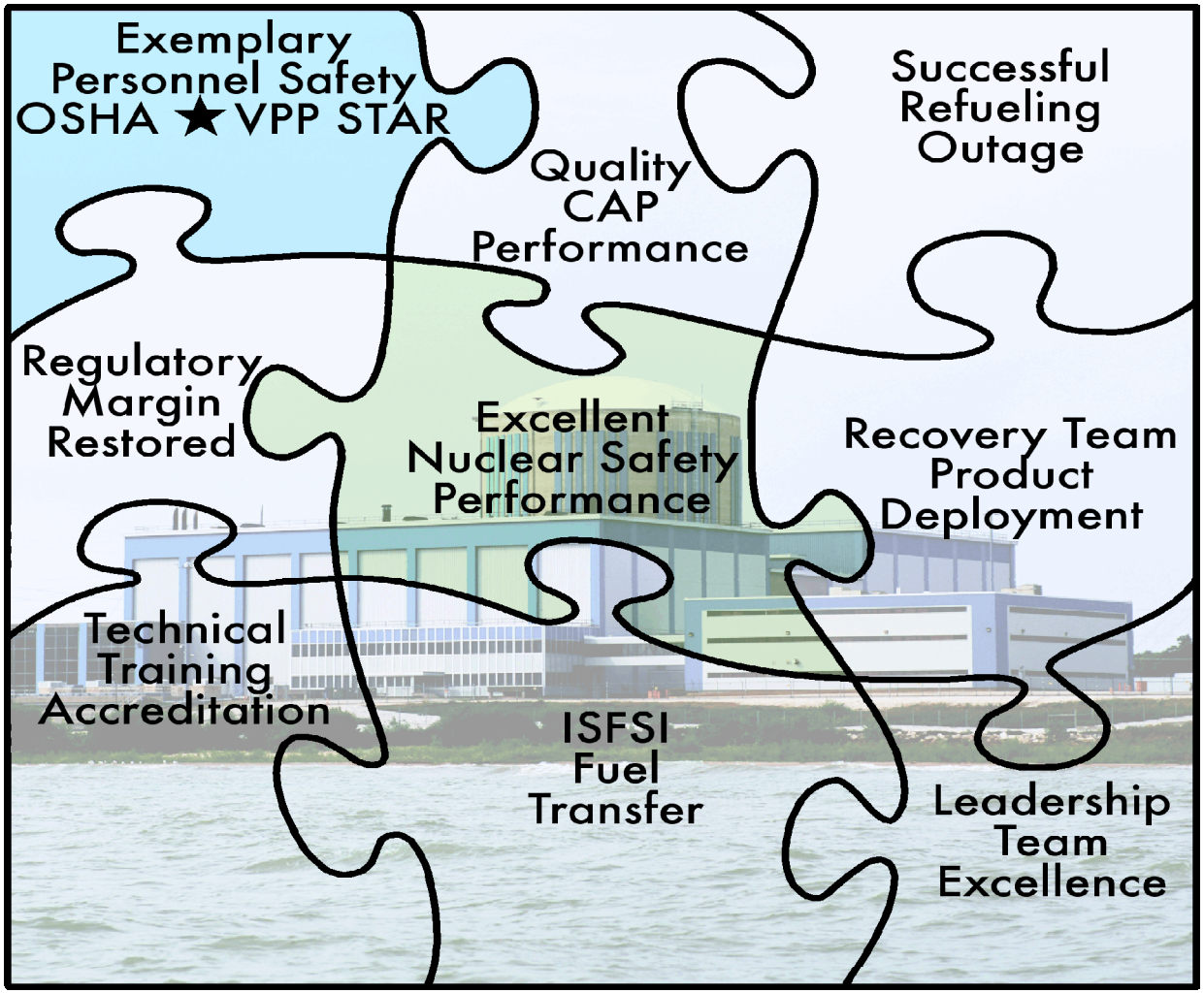
Improving Performance

- Overall station performance shows
  - Safe, reliable performance
    - Good operator performance in controlling the plant
    - Focus on corrective maintenance is improving equipment reliability
    - Cause evaluations and corrective actions sound
  - Improvement focus
    - Using recent issues with communication and worker performance gaps to reinforce expected behaviors
    - Multiple actions to improve extent of condition, trending, and document quality

Improving Performance

- Current station focus aligns with the 2007 Safety Culture assessments
  - Improvements were noted in decision making, CAP initiation, use of PIs, safety policies, and use of training to improve performance
  - Gaps remained in:
    - CAP backlog, priorities, and timeliness
    - Establishing, communicating and achieving alignment on station priorities
    - Ownership and accountability

2008 Picture of Success



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Improving Performance

- Addressing cross-cutting issues
  - Recognize the need to both demonstrate and effectively communicate progress to you
  - Continue to perform prompt cause evaluations of apparent violations
  - Initiated review of cause evaluations, violations and NOD findings for safety culture aspects
  - Address these issues frequently with staff
    - Topic of discussion at every employee meeting
    - Regular focus at leadership meetings
    - Will carry your message back to the station staff

Paul Blasioli
Director, Organizational Effectiveness
Kewaunee Power Station

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PI&R Cross-Cutting Issue

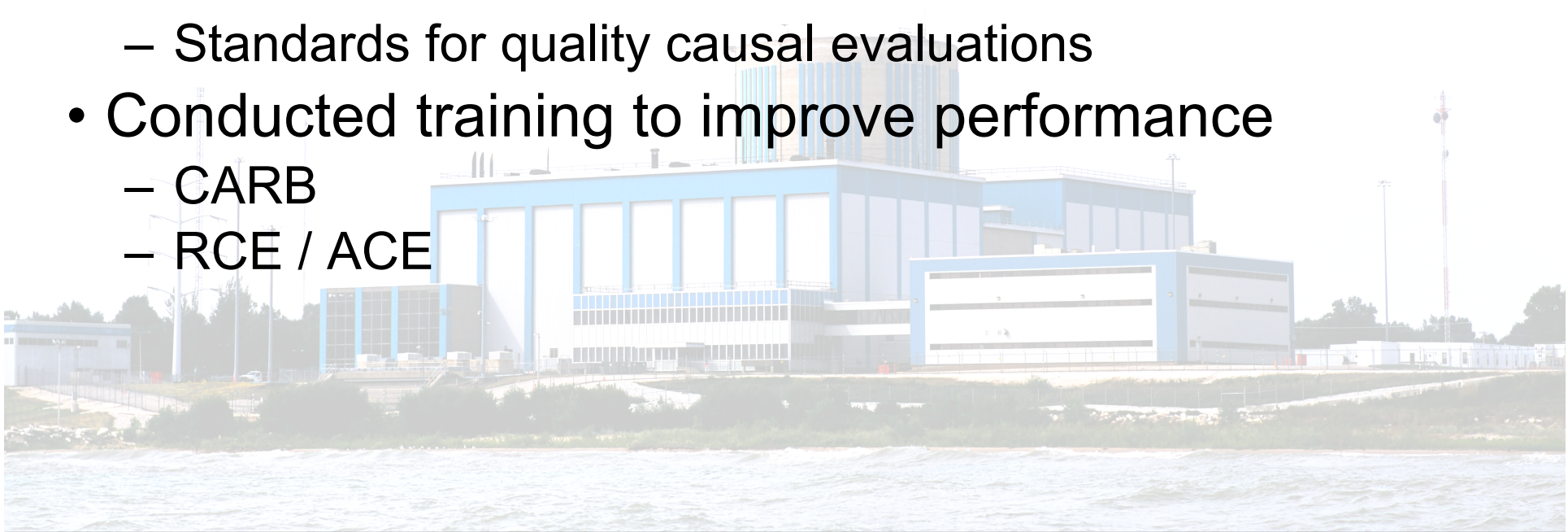
Continued Focus on PI&R

- More Progress Warranted
- PI&R Cross-Cutting Issue Status
  - 7 issues in 2007 associated with P.1(c)
    - 1Q07 (3); 2Q07 (3); 3Q07 (1); 4Q07 (0)
  - 3 issues in 2007 associated with P.1(d)
    - 1Q07 (2); 2Q07 (0); 3Q07 (0); 4Q07 (1)
  - 1 issue in 1Q08 in P.1(d)

PI&R Cross-Cutting Issue

Achieving Sustainable Culture Change

- Causes understood
- Set standards
  - SAT-based JFG's
  - Standards for quality causal evaluations
- Conducted training to improve performance
  - CARB
  - RCE / ACE



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PI&R Cross-Cutting Issue

Monitoring and Accountability for Performance

- Implemented metrics to measure progress
- CARB metrics
- CAP measures of success
  - Weekly and monthly reports
  - Station and department level ratings
- Director / Manager performance criteria

PI&R Cross-Cutting Issue

Staffing to Support Continuous Improvement

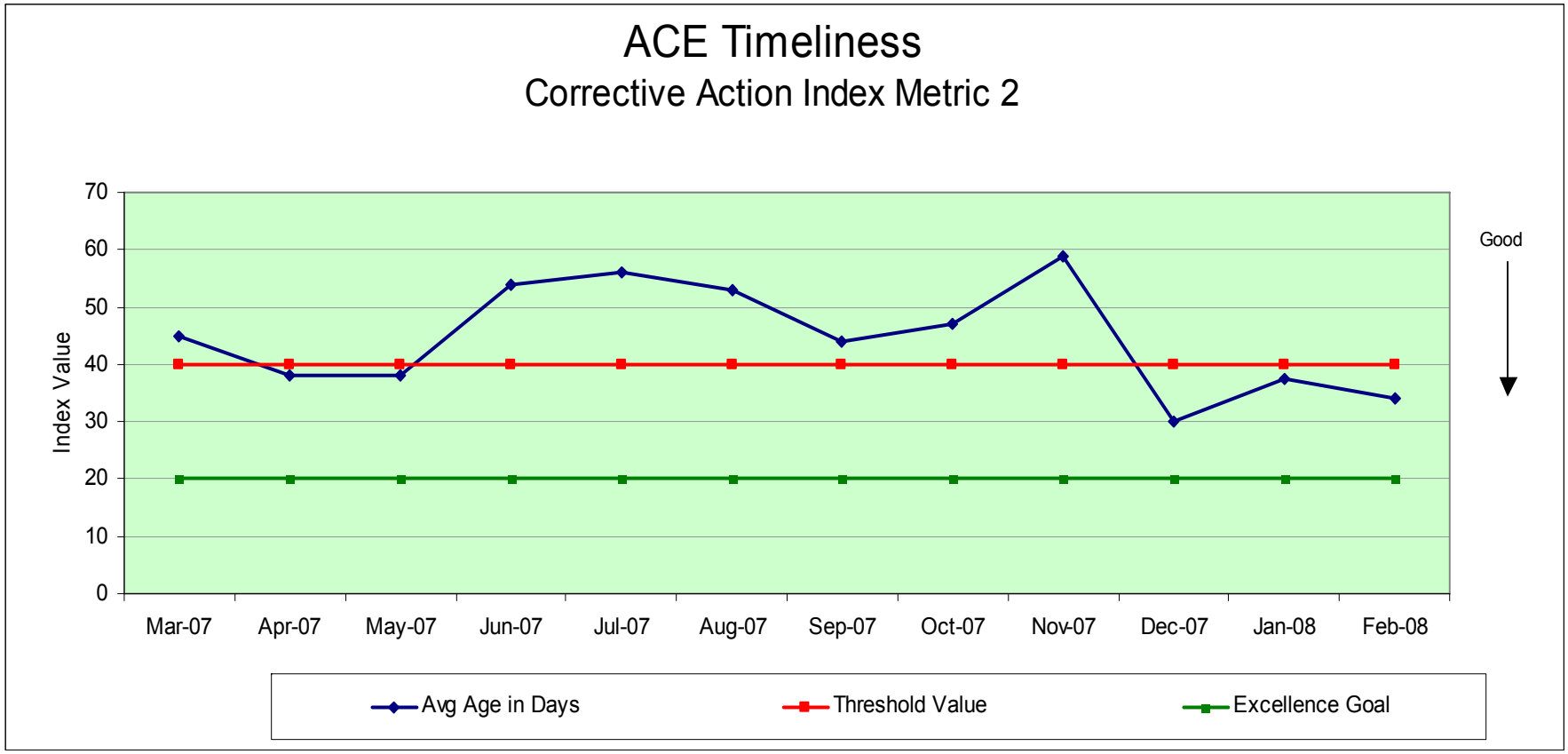
- Station Resources
  - CAP Supervisor
  - Station Causal Evaluation Coordinator
  - Trend Coordinator
  - DCAC's
  - OR Manager
  - Personnel Changes

PI&R Cross-Cutting Issue

Focus on Continuous Improvement

- Reprioritize open CA assignments
- Enhance extent of condition / cause reviews
- Continue focus on CA timeliness
- Improve trending
  - Safety culture / cross-cutting aspects
- Measure effectiveness
  - Ongoing CAP self – assessment

Improved ACE Timeliness



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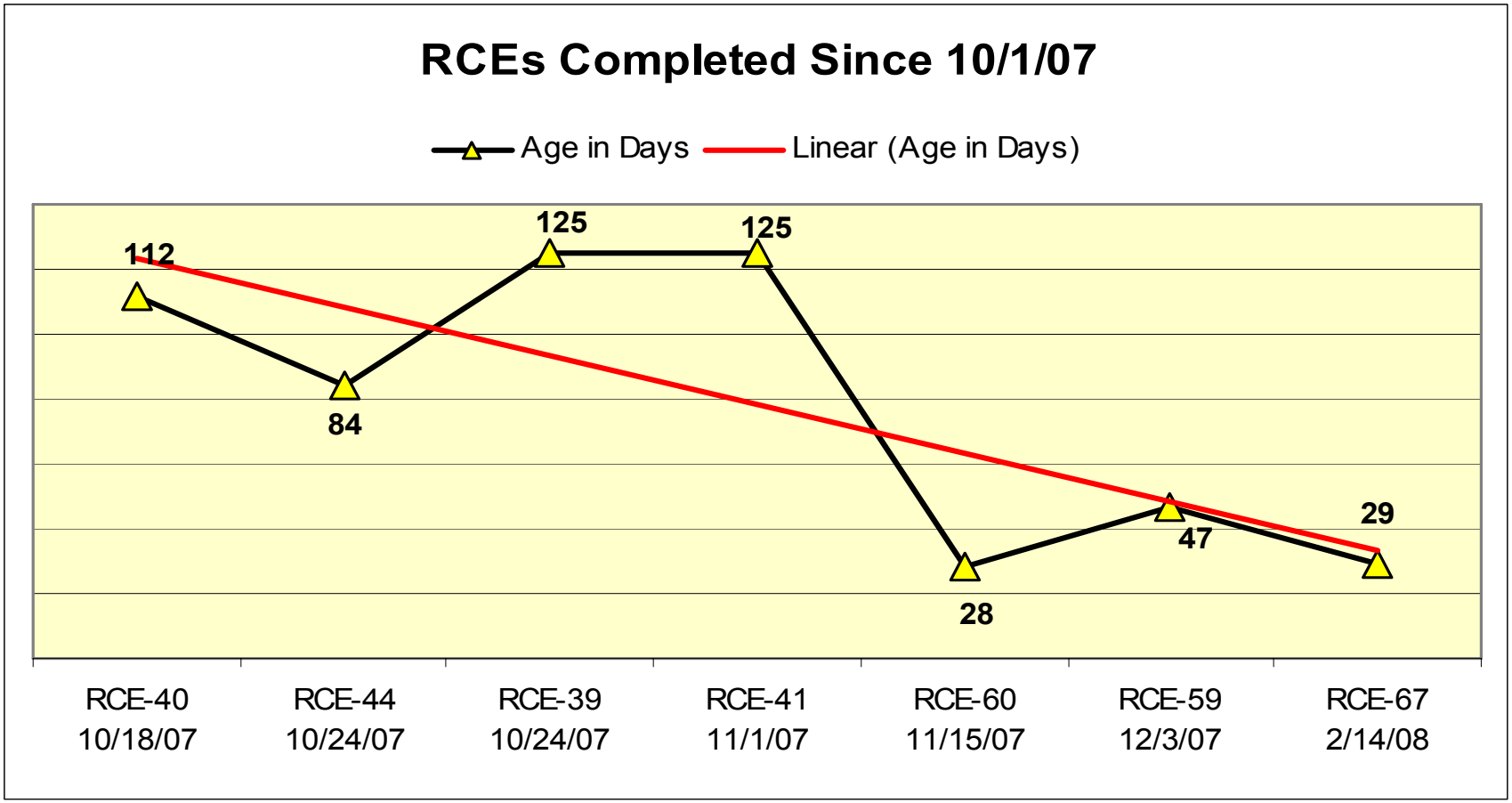
Improved RCE Timeliness



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Improved ACE Quality

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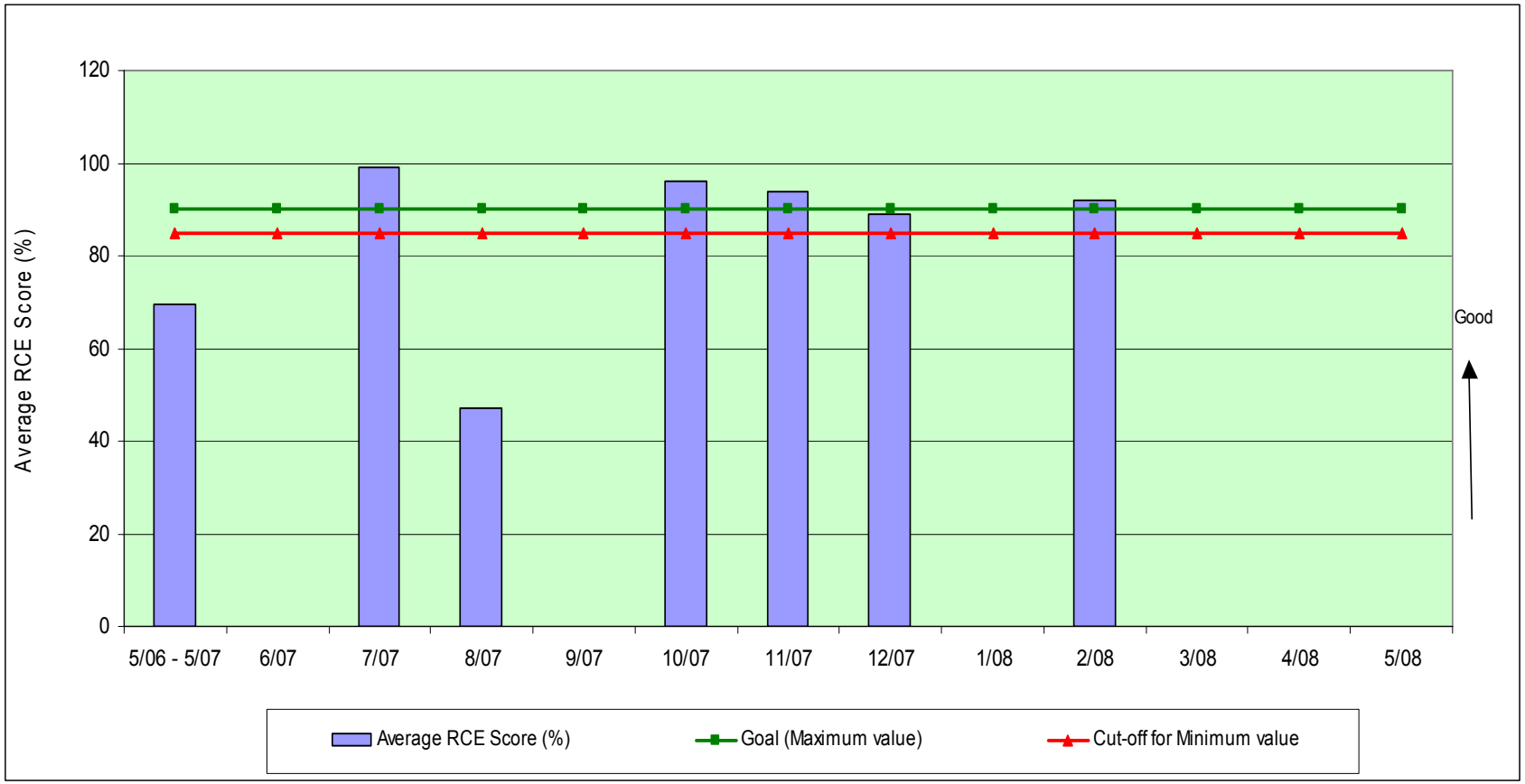
Improved RCE Quality



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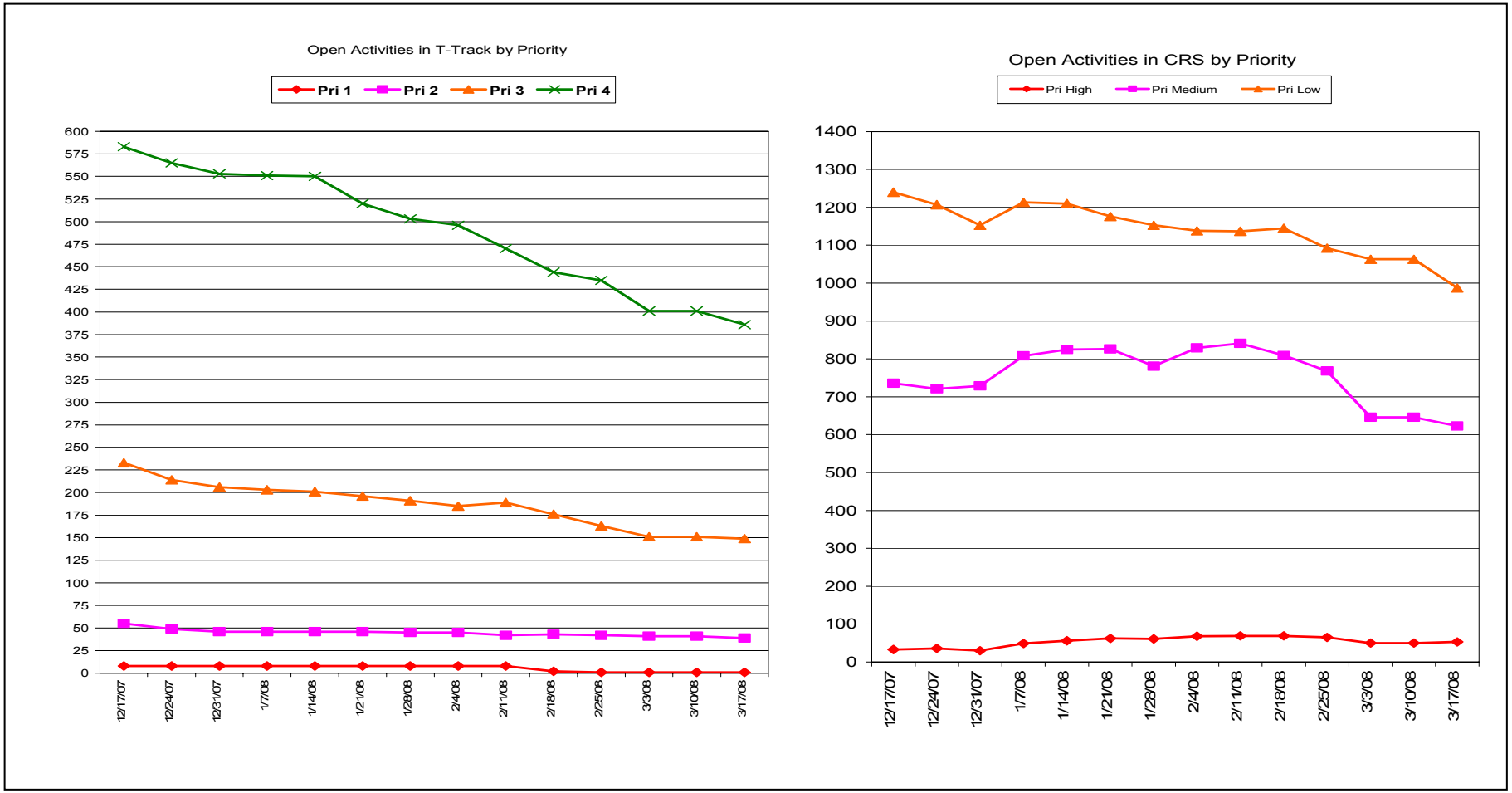
Reduced CA Assignments



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Mike Crist
Plant Manager
Kewaunee Power Station

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HU Crossing Cutting Issue

- KPS continued focus on HU and safety
  - While overall performance reflects some improvement, we are not satisfied with our progress, continued focus on
    - Reducing low level issues
    - Improving Operations being more demanding of other departments
    - Driving ownership lower in the organization
- Substantive cross cutting issue in human performance
  - Procedure quality
  - Procedure use and adherence

HU Crossing Cutting Issue

- Procedure quality
  - Causes understood
    - Original procedure upgrade scope on track
    - Upgraded 529 and implemented 4023 procedure revisions in 2007
    - Continuing compensatory measures: procedure quality addressed during pre-job, planning, and preparation
    - 2008 upgrade scope expanded to include PM basis procedures
    - Fleet procedures

HU Crossing Cutting Issue

- Procedure use and adherence
  - Causes understood
    - 4 cited cross cutting issues associated with procedure use and adherence
      - 3 in 1st quarter of 2007
      - 1 in 4th quarter from 95002 inspection related to our tolerance of leaks
        - » Early 2007 we implemented a leak identification reduction campaign
        - » Failed to continue to lower the threshold to drive an intolerance for leaks

HU Crossing Cutting Issue

- Industrial safety performance
  - 535 days without a Dominion recordable injury
- Station performance
  - While station performance has improved, department performance continues to be a focus
- October 2007 planned outage
  - Reflects improvement in HU
    - No operational events or station/dept clock resets
    - Planned work on schedule
    - No OSHA recordable events

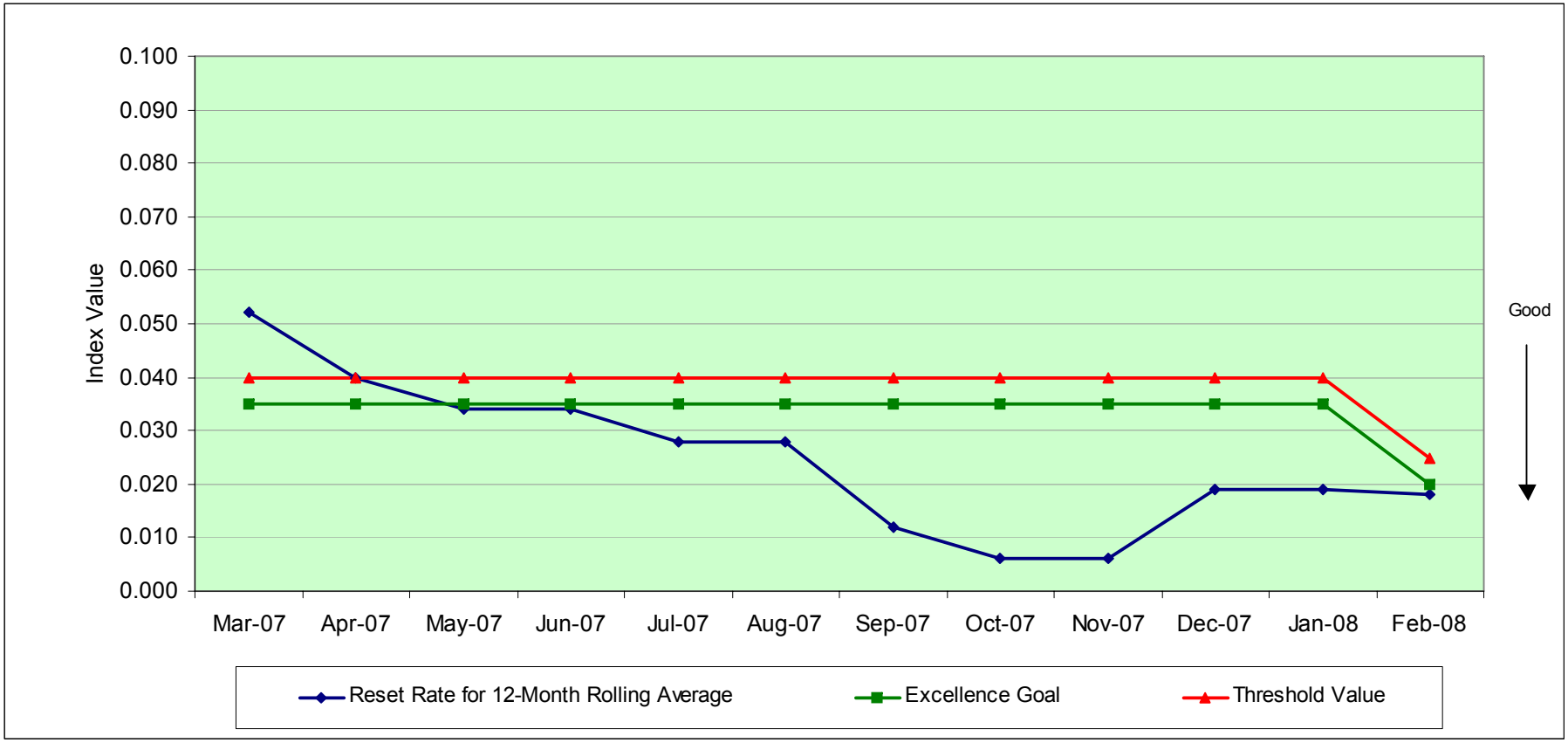
HU Crossing Cutting Issue

- Focus on continuous improvement
  - RFO preparation
    - Ops outage HIT training
    - Maintenance HIT training
    - Real time shutdown/cooldown simulator training
    - OCC training
    - Procedure preparation
    - Fleet providing oversight
    - Department management focus
    - HU training (Dominion and supplemental)
    - Human performance teams

HU Crossing Cutting Issue

- Focus on continuous improvement
  - Continue procedure upgrade
    - Ensure compensatory measures remain effective
  - Focus on in field oversight
  - Continue to strengthen quality of the station staff
    - RO/SRO license classes
    - Engineering staff
    - Leadership team

Positive Trend in Human Performance
Station Clock Resets



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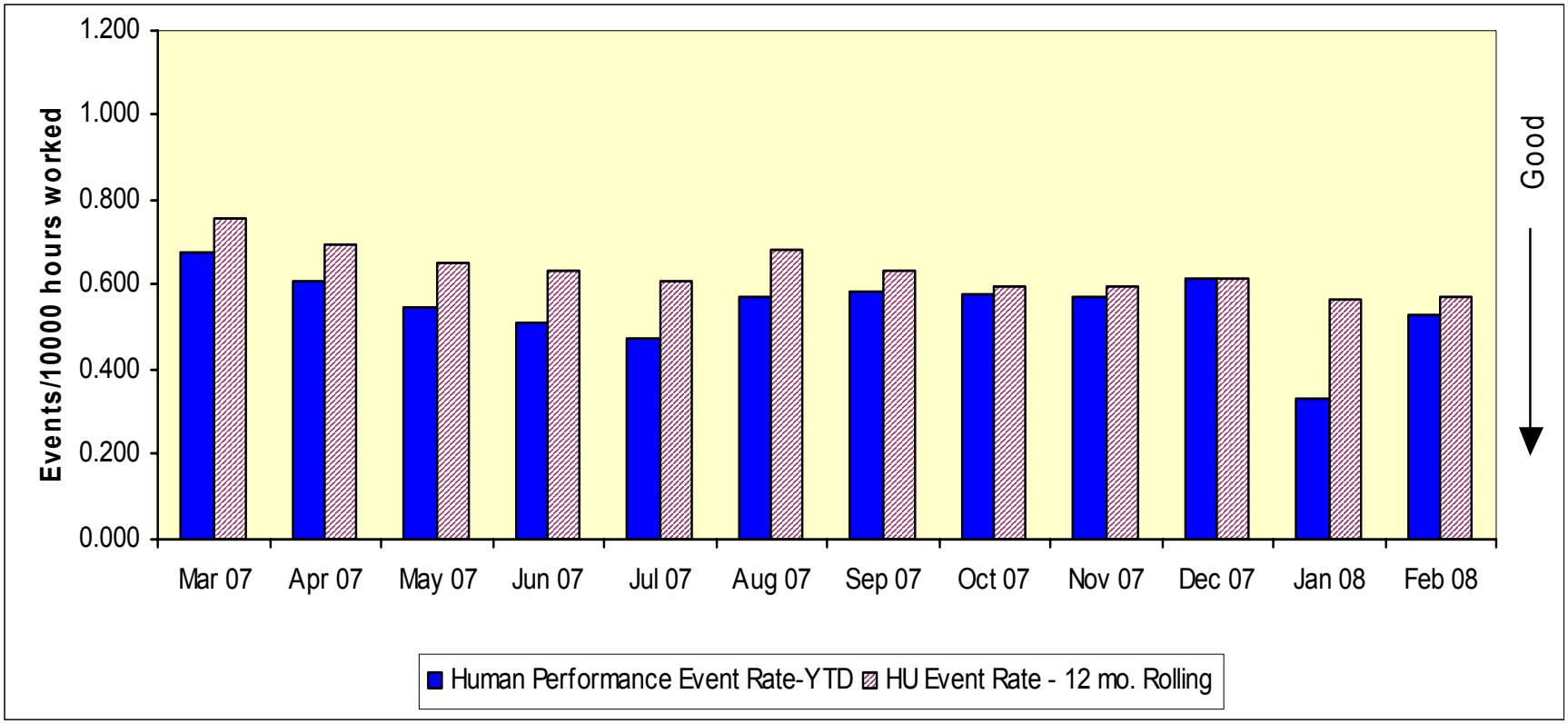
Human Performance – Department Performance



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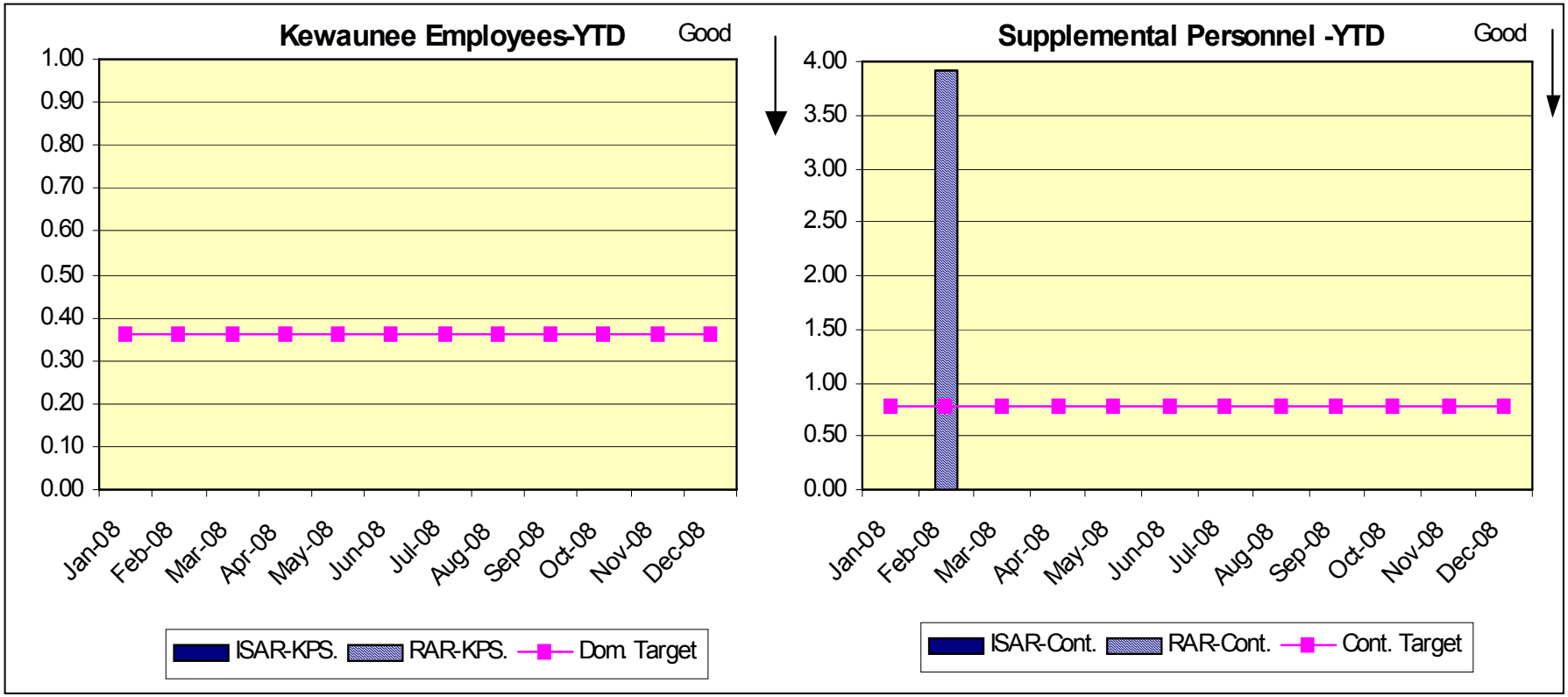
Human Performance Leading Indicator - Industrial Safety



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Site Vice President
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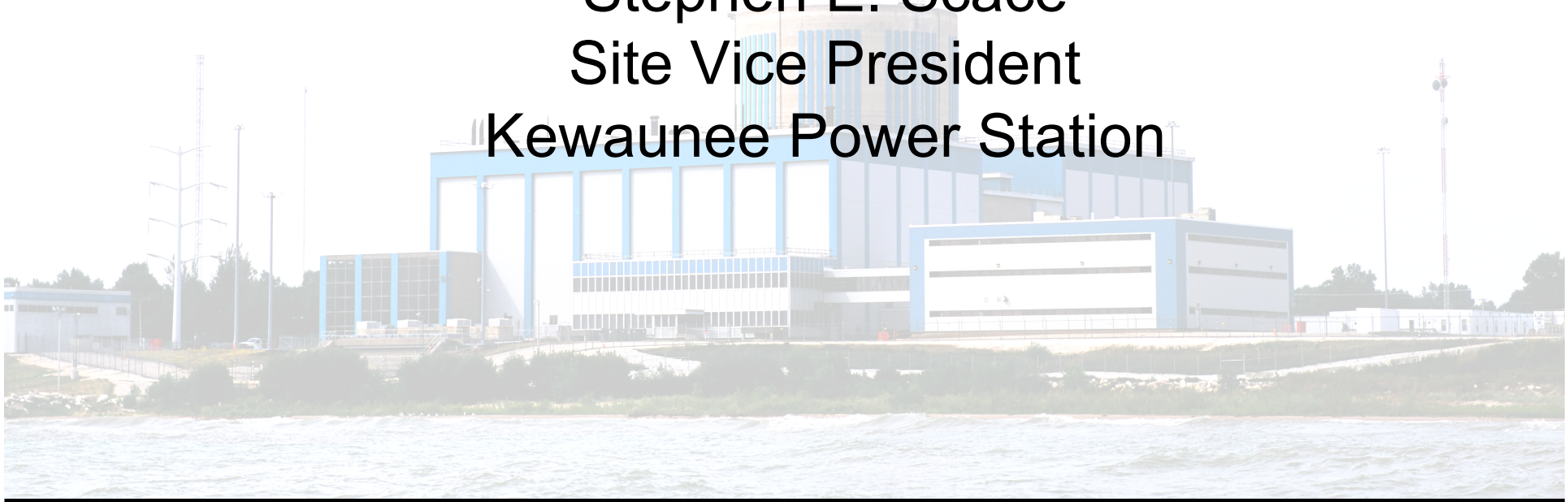

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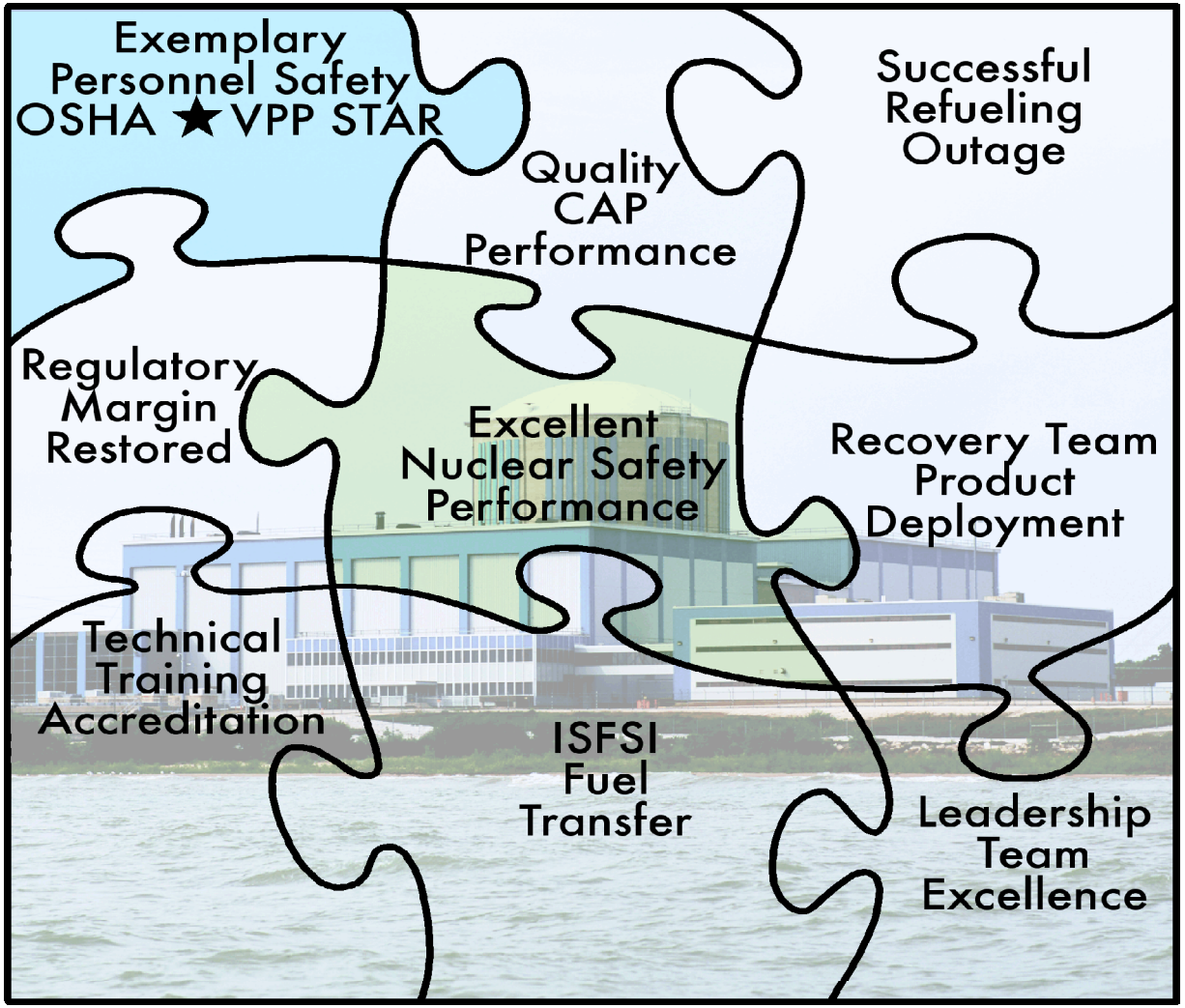
Summary

- Believe confidence is warranted in addressing cross-cutting issues
  - Plans, actions and metrics are in place
  - Developing additional metrics to better assess & communicate performance trends
  - Implementing fleet procedures
  - Recovery team building infrastructure & tools to support improved performance quality & timeliness
    - Completed single point vulnerability (P1), critical equipment list, electronic drawings, and several design bases documents
    - Working SPV2, PM bases, calculations, and vendor technical manuals
    - Recently commenced work on improved technical specifications
  - Committed to continued focus on behavior improvements

2008 Picture of Success



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