NEXTera ENERGY POINT BEACH

Public Meeting with NRC Region III

April 29, 2009

NextEra Energy Point Beach
Public Meeting with NRC Region III

Agenda

Introductions	
Opening Remarks	Larry Meyer
Substantive Cross-Cutting Themes	
Corrective Action	Brad Castiglia (Programmatic) John Bjorseth (Plant Specifics)
Documentation	Brad Castiglia (Programmatic) Rob Harrsch (Plant Specifics) Tom Vehec (Plant Specifics)
Safety Culture	Larry Meyer (Overall) Becky Deuel (NSCIT Perspective)
Questions/Discussion/Conclusions	
Closing Remarks	Larry Meyer

OPENING REMARKS

Larry Meyer

Site Vice President

OPENING REMARKS

- **This meeting will provide an update of actions identified and previously communicated via:**
  - The last public meeting held on September 24, 2008
  - Our October 2, 2008, response to the 2008 Mid-Cycle Assessment letter
  - Our November 15, 2008, update on actions taken and planned to resolve deficiencies identified during the June 2008 SCWE Confirmatory Order Inspection
  - Our December 22, 2008, letter providing results and contemplated corrective actions in response to the 2008 culture survey
- **This meeting is in response to the 2008 annual assessment letter issued on March 3, 2009**
- **The objective of this meeting is to demonstrate progress and show why our actions are more effective than in the past**

NEXTera ENERGY POINT BEACH

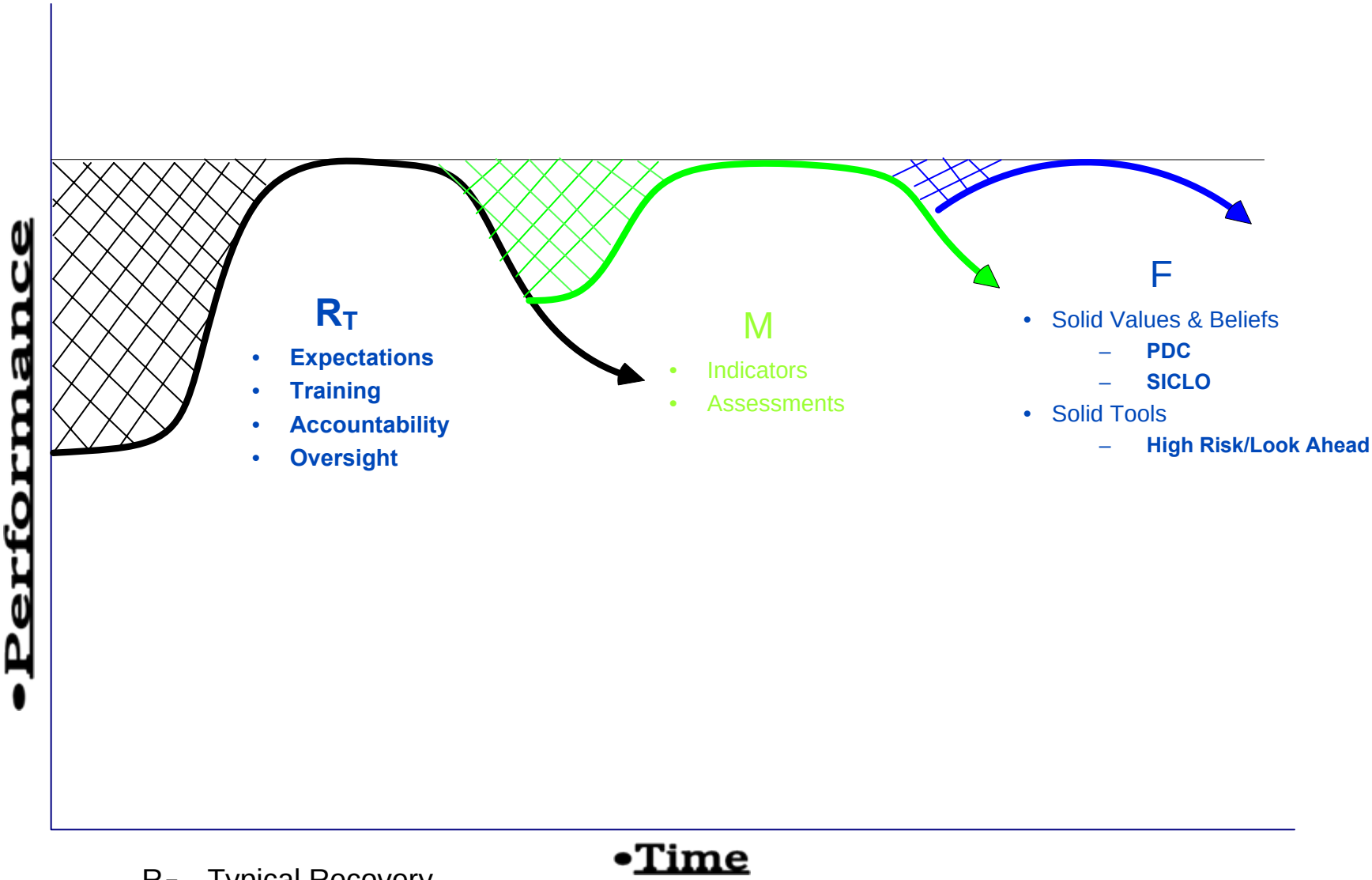
KEY MESSAGES

- **We have completed the actions and met the closure effectiveness measures ahead of the timeline established in our October 2, 2008, letter**
- **We are confident our actions will be more effective than in the past**

CONFIDENCE IN OUR ACTIONS

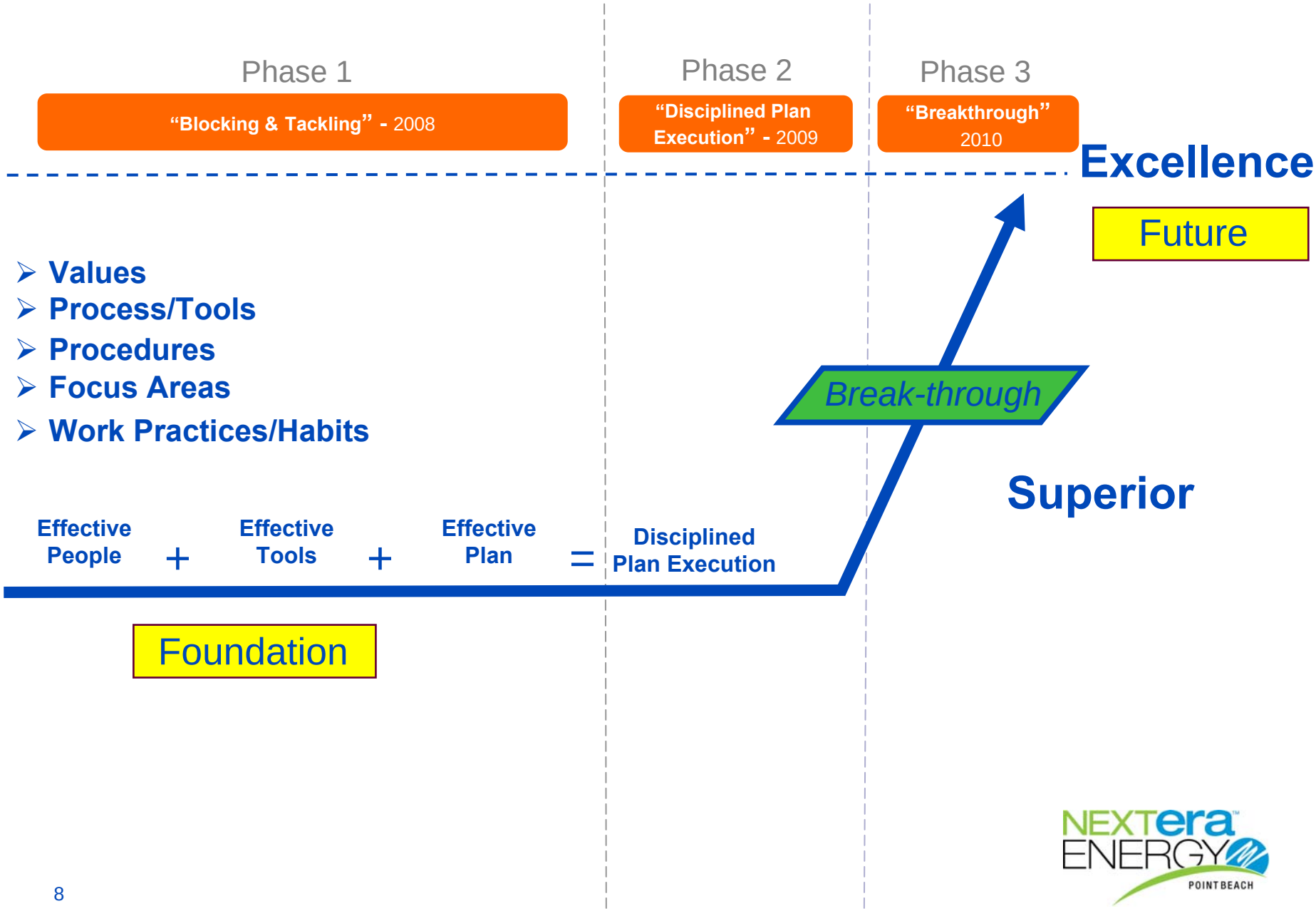
- We understand the root causes and the drivers of each of the issues
- We have the organizational capability to address the causes
- We have oversight to ensure fixes remain in place
- Our recovery approach focuses on sustainability

Sustainability



R_T Typical Recovery
M Monitoring System
F Foundation

Road to Excellence – "Progress On The Journey"



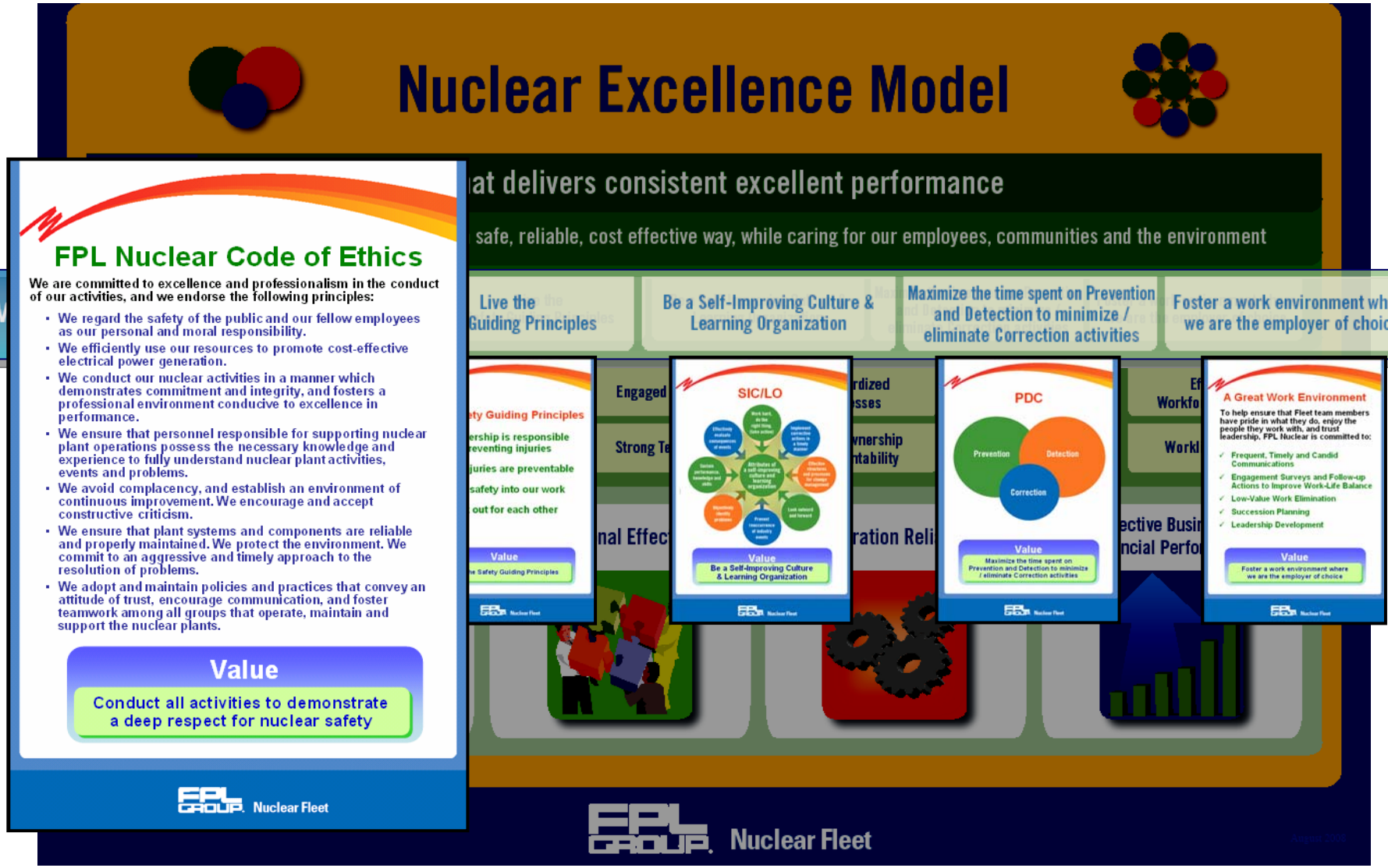
THIS IS OUR MODEL FOR ACHIEVING EXCELLENCE

Nuclear Excellence Model

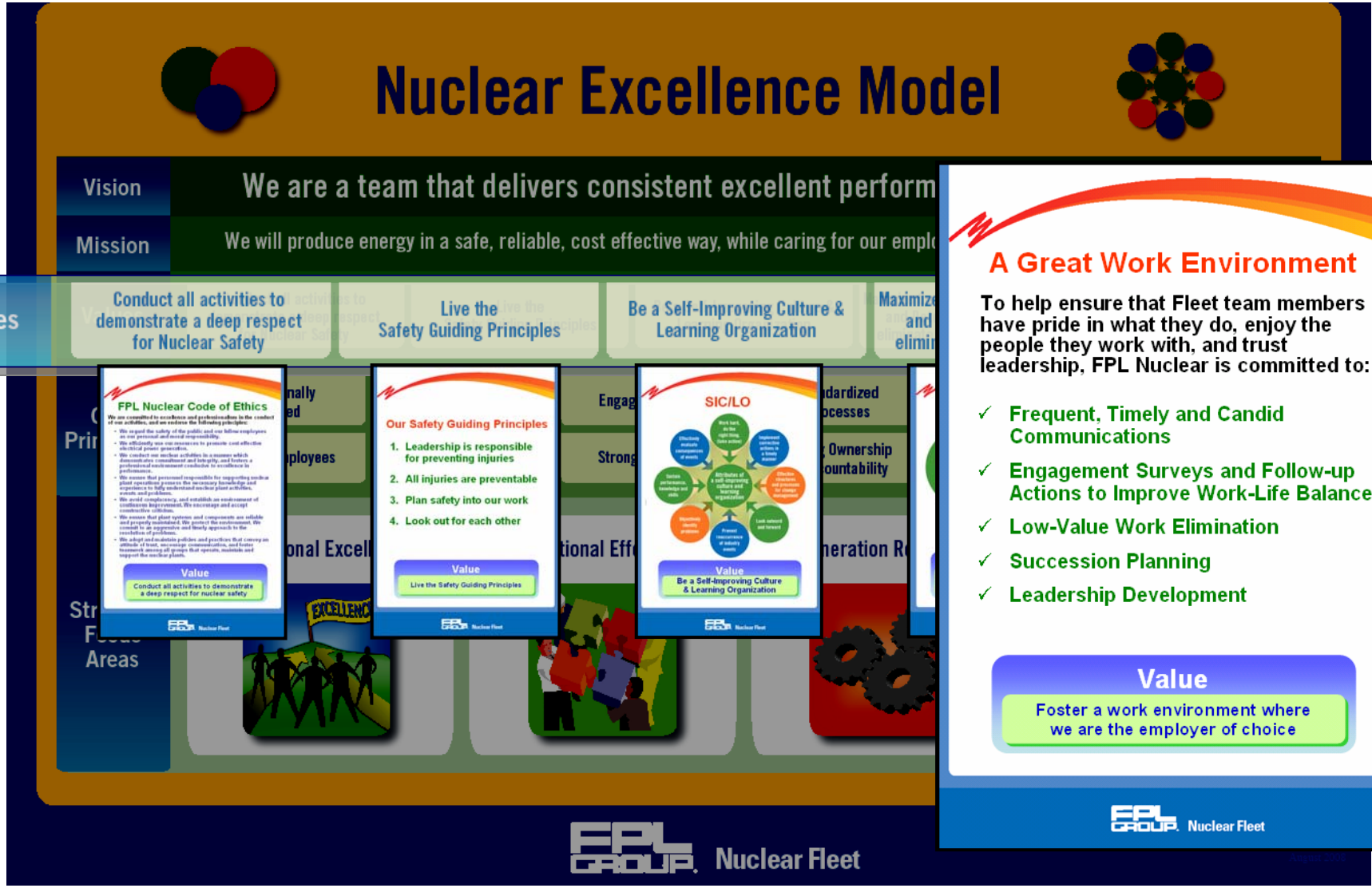
Vision	We are a team that delivers consistent excellent performance
Mission	We will produce energy in a safe, reliable, cost effective way, while caring for our employees, communities and the environment
Values	Conduct all activities to demonstrate a deep respect for Nuclear Safety Live the Safety Guiding Principles Be a Self-Improving Culture & Learning Organization Maximize the time spent on Prevention and Detection to minimize / eliminate Correction activities Foster a work environment where we are the employer of choice
Core Principles	Operationally Focused Passion for Excellence Engaged Leaders Standardized Processes Responsive to Stakeholders Effective Workforce Planning Engaged Employees Effective Long-Range Planning Strong Teamwork Strong Ownership & Accountability Effective Supervisors Worklife Balance
Strategic Focus Areas	Operational Excellence Organizational Effectiveness Generation Reliability Effective Business & Financial Performance

FPL GROUP Nuclear Fleet

August 2008



Our values are the foundation for our operations and decision-making



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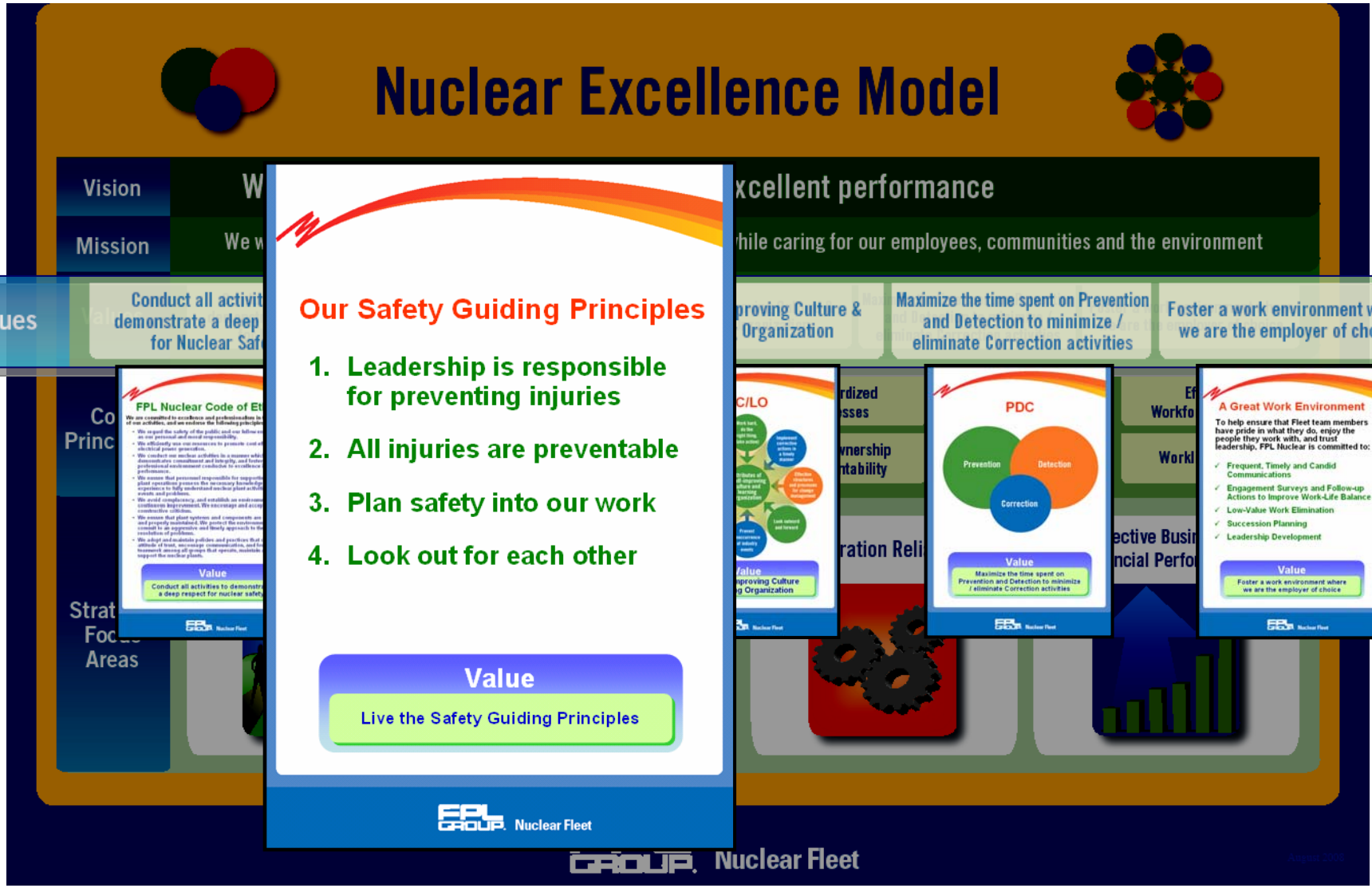

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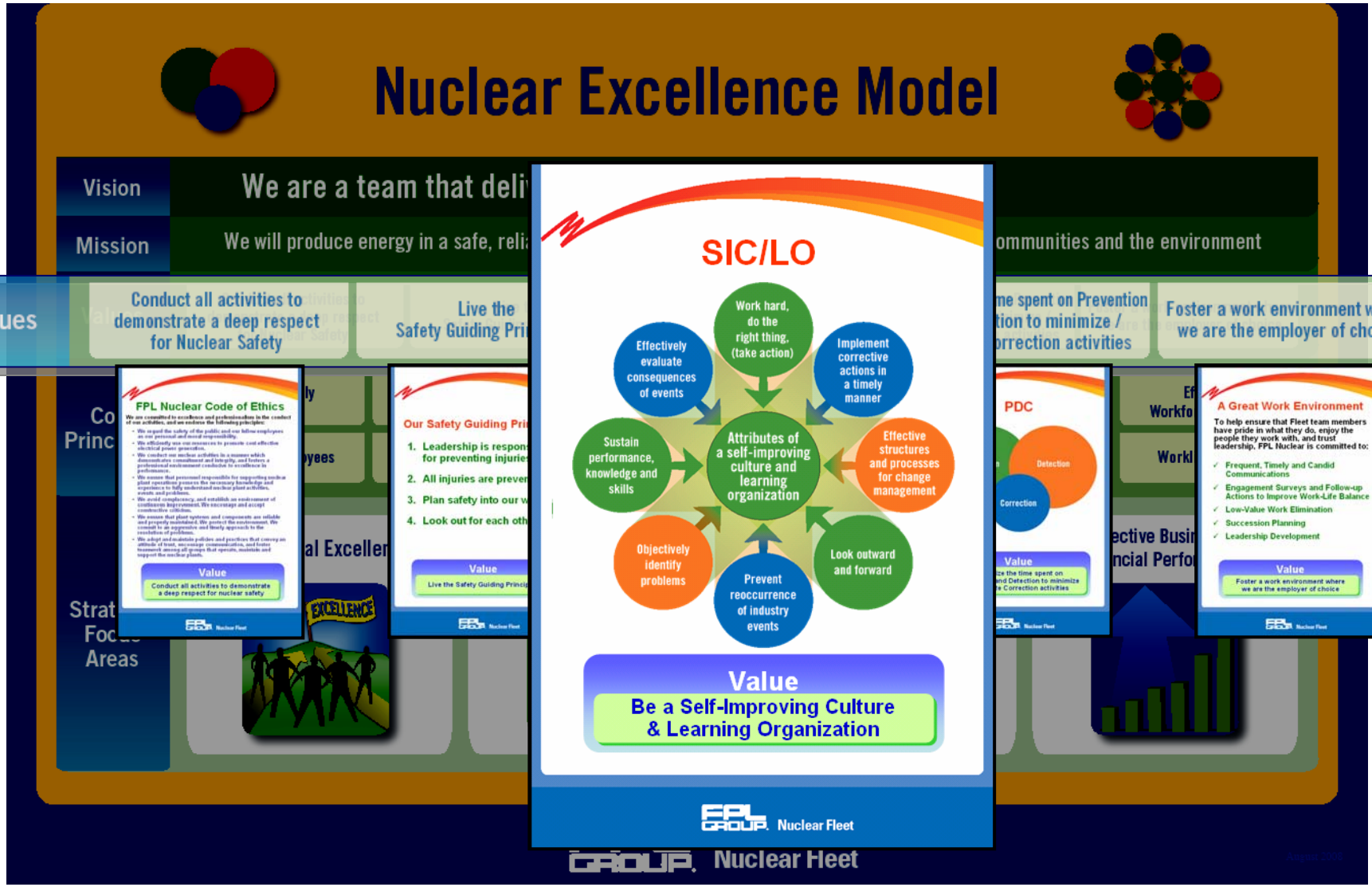

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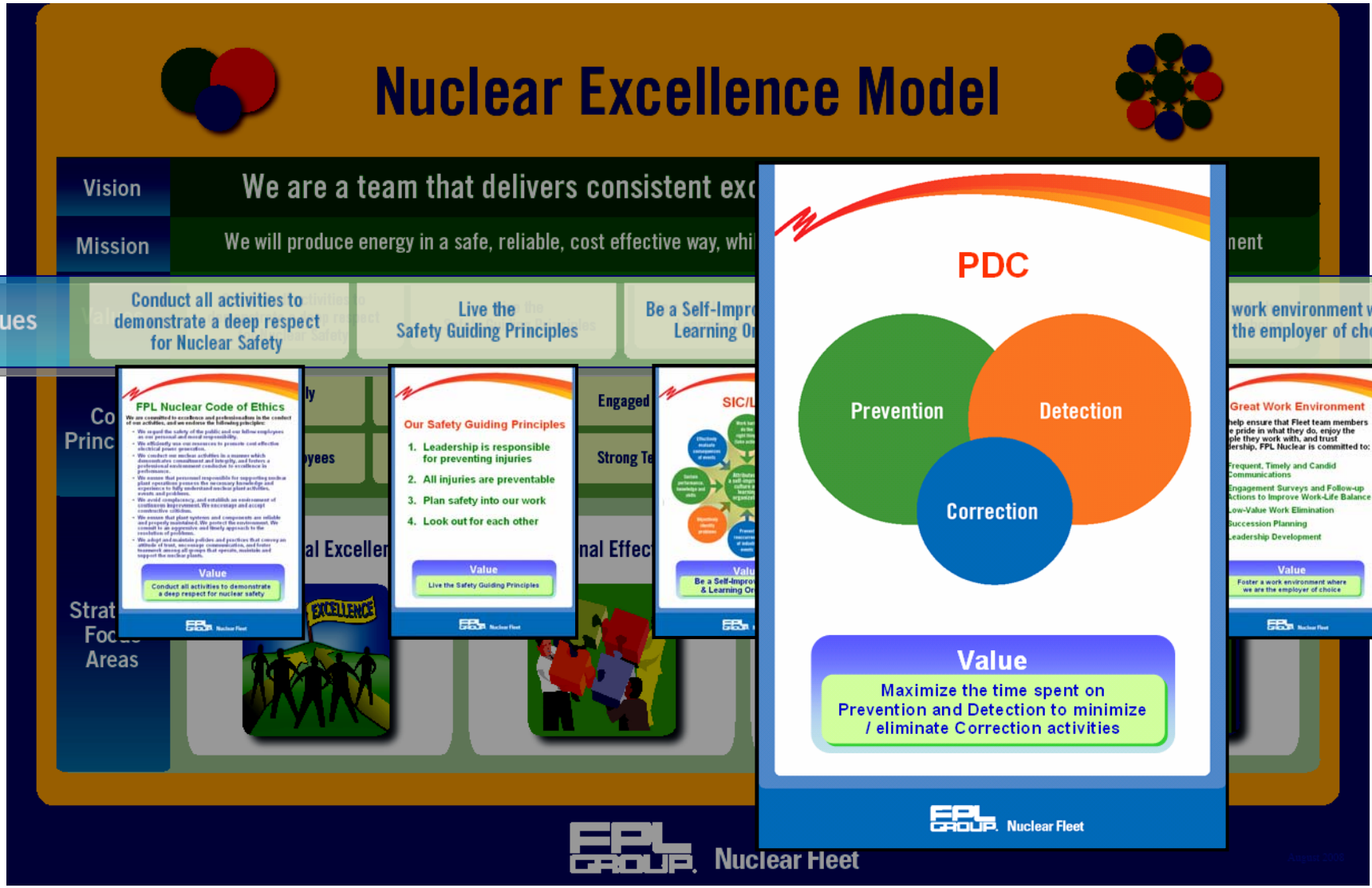

Our values are the foundation for our operations and decision-making

PBNP RECOVERY SUCCESSES

	THEN (2008 Low Point)	NOW
Manager and Supervisor Engagement		
Corrective Action Program	Causal quality - 74	90
	Overdue - 46	0
	Extensions - 90/week	30/week
	Health Index - 52.5	80
Documented Job Observations *(per month)*	140	>400
INPO Index (Station)	89	95
Leadership Vacancies	15	3
Willingness to Deviate from Procedures		
Site HU Event Rate	0.036	0.022
Outage Safety Grade	Unit 2 (Spring 08) - 74%	Unit 1 (Fall 08) - 90%
Procedure Backlog	1952	500
Equipment Reliability		
Forced Outage Rate (Station)	22.85	0
Equipment Reliability Index	Unit 1 - 57 Unit 2 - 68	Unit 1 - 66 Unit 2 - 78
Corrective Maintenance (station)	36	6
Operational Focus		
Operator Aggregate Distractions	240	190
Open Operability Issues (both Units)	90	42
Work Management		
Work Management - Schedule Adherence	65	86
Non-outage Elective Maintenance (station)	881	558

Point Beach

2009 Priorities

Safety – It's Fundamental in Our Work

Industrial – Radiological – Nuclear

Every member of the Point Beach team is responsible to prevent accidents, look out for each other and correct unsafe behaviors.

- **Accelerate Focus on Equipment Reliability**
  Operations-Led, Top 10 Equipment List, Plant Health Committee, Minor Mods, Engineering Roles and Responsibilities, OPS Burdens, System Health
- **Dramatically Improve Work Management**
  T-Week Meetings, Schedule Stability, Schedule Adherence, Backlogs, Productivity, FIN Team, Operations Support, Engineering Involvement
- **Continued Focus on Strengthened Fundamentals**
  - **Corrective Action Program**
    Screening, Trending, Quality Evaluations and Actions, Backlogs, Department CARBs
  - **Procedure Use and Quality**
    Procedure Quality, Procedure Use Expectations, Backlogs
  - **Leader Engagement**
    Field and Training Observations, Coach of the Day, 2Cs Meetings, Administrative Burden, Supervisor Engagement
  - **Low Value Work Reduction**
- **Improve Plant Training Programs**
  Improve Training Committees, Line Ownership of Training, Training Ownership for Plant Performance, Conduct of Training, Training Evaluations
- **Unit 2 Outage Readiness/Execution**
  Unit 1 Lessons Learned, Scope Control, Schedule Preparation, Look Aheads, HIT Teams, Rapid Trending, IPTE Briefs, EPU, Projects, Modifications

Success in these areas is essential for any Operations-led organization.

FPL GROUP Nuclear Fleet

Revision 1 – 2/13/09

NEXTera ENERGY POINT BEACH

CORRECTIVE ACTION
Aspect P.1.d

Brad Castiglia
Performance Improvement Manager

John Bjorseth
Plant General Manager

CORRECTIVE ACTION

Performance Improvement Manager

Completed Actions Update

- ACE Review Board implemented in 4Q08
- Departmental Corrective Action Review Boards (CARBs) implemented in 4Q08
- Management performance appraisal criteria for CAP quality and timeliness implemented in 1Q09
- Workdown curves and PIs for CAP backlog established in 1Q09
- New metrics established at department level as well as site level
- Root and Apparent Cause training lesson plans were developed in December 2008; training is in progress

CORRECTIVE ACTION (continued)

Performance Improvement Manager

Results - October 2 letter forecasted results in 2Q09

- **Average age of evaluations ≤30 days. Actual: <15 days**
- **Average age of corrective actions ≤135 days. Actual: 97 days**
- **Corrective Action Review Board acceptance rate sustained for 3 months at 85% or greater. Actual: >85% YTD**
- **Continued low threshold on CAP initiation rate**
  - 11,500 CAPs initiated in 2008; 2900 CAPs initiated in 1Q09
  - We have seen more CAPs initiated by our Auxiliary Operators and maintenance workers
- **>90 days without an overdue CAP**

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CORRECTIVE ACTION (continued)

Performance Improvement Manager

Results (continued)

- Prioritization of CAPs has improved according to risk
- CAP action backlog has been reduced from approximately 2200 in November 2008 to <1300 today
- Self-assessments are critical and department CARBs are looking at the right things and are effective
- PI&R inspection concluded CAP is being effectively implemented with noticeable improvement in last six months

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CORRECTIVE ACTION RESULTS

Plant General Manager

“Where the rubber meets the road”

- Polar Crane
- Façade Freeze
- Charging Pumps
- Service Water Pumps
- Closure of conservative assumptions substantive cross-cut
- Containment Closure improvements
- Human Performance in Maintenance

CORRECTIVE ACTION (continued)
Plant General Manager

We are still not satisfied –

- **Continue to improve quality of closeouts**
- **Continue to reduce the backlog of open current actions**
  - Site goal will be 950 open items in backlog by end of 2009
- **Improve quality of trending**
- **Fleet standards will be raised**

NEXTera ENERGY POINT BEACH

CONFIDENCE IN ACTIONS

Plant General Manager

Then

(9/3/08)

Point Beach Nuclear Plant CAP Measures of Success

	RCE Timeliness (Open>30 days)	RCE Quality (last 5)	ACE Timeliness (Open>30 days)	ACE Quality (last 30 days)	CE Timeliness (Open>30 days)	Extensions (last 7 days)	Overdue (Last 30 days)	Total Open Evals and Actions	CA Avg Age *Collective*	CA Avg Age (#) *Severe*	CA Average Age (#) *High*	CA Average Age (#) *Elevated*	CA Average Age (#) *Guarded*	CA Average Age (#) *Low*	Long Term CAs (#)
Overall Station Performance	4	89	8	81 (15)	12	54	3	1675	166	606 (10)	409 (93)	285 (122)	226 (180)	213 (622)	1
Responsible Org															
Site VP															
Bus and Strategic Planning Manager	0	N/A	0	N/A	0	0	0	17	177	0	0	0	0	286 (7)	0
Licensing Manager	0	N/A	0	N/A	1	0	0	31	161	0	594 (1)	0	21 (1)	175 (22)	0
Oversight Manager	0	N/A	0	N/A	0	0	0	0	0	0	0	0	0	0	0
Human Resouce Manager	0	N/A	0	N/A	0	0	0	8	252	0	0	0	0	446 (3)	0
Communication Manager	0	N/A	0	N/A	0	0	0	2	54	0	0	0	0	0	0
Plant Manager															
Chemistry Manager	0	N/A	0	N/A	0	2	0	93	64	0	187 (2)	103 (10)	15 (2)	70 (24)	0
Maintenance Manager	2	N/A	0	88 (2)	2	7	1	223	75	180 (1)	161 (3)	287 (8)	123 (9)	179 (33)	0
Operations Manager	0	86 (1)	1	N/A	3	5	1	96	59	0	0	244 (3)	0	162 (10)	0
Production Manager	0	N/A	0	N/A	0	3	0	57	58	0	0	0	63 (2)	102 (7)	0
Rad Protection Manager	0	93(1)	0	90 (1)	0	1	0	68	97	53 (3)	553 (1)	0	0	280 (12)	0
Safety and Health Manager	0	N/A	0	N/A	0	0	0	1	126	0	0	0	0	0	0
Site Engineering Director															
Engineering Design Manager	1	N/A	0	93 (3)	0	9	0	313	204	1243 (3)	260 (6)	418 (36)	301 (48)	209 (157)	0
Engineering Programs Manager	0	N/A	0	70 (3)	0	3	0	202	251	481 (2)	594 (21)	288 (21)	238 (55)	203 (83)	0
Engineering Systems Manager	0	89 (2)	4	83 (5)	4	15	0	437	184	33 (1)	356 (51)	219 (35)	164 (30)	216 (180)	0
Director Plant Support															
Emergency Preparedness Manager	0	N/A	0	N/A	0	0	0	19	78	0	0	0	0	92 (12)	0
ISC Manager	0	N/A	0	N/A	0	1	0	21	67	0	0	408 (1)	182 (2)	12 (1)	0
IT Manager	0	N/A	0	N/A	0	1	0	22	85	0	0	0	0	109 (11)	0
Performance Improvement Manager	1	N/A	0	N/A	0	2	0	78	59	0	0	24 (3)	64 (3)	115 (29)	0
Project Manager	0	N/A	1	N/A	2	2	1	66	148	0	449 (5)	447 (4)	74 (28)	216 (15)	1
Security Manager	0	N/A		N/A	0	0	0	8	46	0	0	0	0	46 (5)	0
Training Manager	0	89 (1)	2	94 (1)	0	3	0	102	80	0	486 (4)	200 (3)	52 (3)	99 (28)	0

4/23/2009

PBNP Performance Improvement Measures of Success (04/22/09)

	RCE Avg Time to Complete (last 5)	RCE Quality (last 5)	ACE Avg Time to Complete (last 30 days)	ACE Quality (last 30 days)	CE Avg Time to Complete (last 30 days)	Extens (last 7 days)	Overdue (Last 30 days)	Total Open Evals	Total Open Actions	CA Avg Age Total	CA Avg Age(#) *Severe*	CA Average Age (#) *High*	CA Average Age (#) *Elevated*	CA Average Age (#) *Guarded*	CA Average Age (#) *Low*	>365 days CAs (CAPR)	# Actions Not Risk Ranked	Long Term CAs (#)	Average Age (LTCA)
PBNP Performance	35	90	30 (21)	66 (20)	12 (165)	27	0	161	1260	97	24 (3)	87 (16)	111 (73)	113 (126)	100 (1060)	36	24	209	567
Responsible Org																			
Site VP																			
Bus and Strategic Planning	N/A	N/A	N/A	N/A	14 (1)	0	0	0	0	0	0	0	0	0	0	0	0	0	N/A
Licensing	N/A	N/A	N/A	N/A	13 (1)	0	0	0	7	39	0	0	0	23 (1)	49 (5)	0	0	7	215
Oversight	N/A	N/A	N/A	N/A	N/A	0	0	0	2	56	0	0	0	0	110 (1)	0	0	0	N/A
Human Resources	N/A	N/A	N/A	N/A	N/A	0	0	0	12	119	0	0	0	0	129 (10)	0	2	0	N/A
Communications	N/A	N/A	N/A	N/A	N/A	0	0	0	4	56	0	0	0	0	59 (3)	0	1	0	N/A
Plant Manager																			
Chemistry	N/A	N/A	N/A	N/A	12 (5)	2	0	2	23	39	0	0	0	35 (5)	42 (17)	0	1	0	N/A
Maintenance	52 (1)	83 (1)	N/A	88 (1)	11 (16)	4	0	7	153	68	0	61 (1)	50 (13)	107 (16)	75 (96)	0	14	2	156
Operations	N/A	N/A	38 (1)	73 (2)	13 (24)	1	0	7	59	70	0	44 (2)	0	93 (8)	67 (49)	0	0	2	204
Production	N/A	N/A	N/A	N/A	9 (8)	2	0	1	15	41	0	0	62 (2)	47 (4)	37 (8)	0	1	0	N/A
Rad Protection	N/A	N/A	35 (2)	N/A	11 (7)	0	0	4	40	56	0	0	0	12 (2)	61 (36)	0	0	0	N/A
Safety & Health	N/A	N/A	N/A	N/A	14 (6)	0	0	2	14	92	0	0	0	0	93 (13)	0	1	0	N/A
Site Engineering			This line is a rollup of Systems, Programs and Design Engineering...							125	14 (2)	104 (8)	139 (50)	116 (73)	128 (394)	29	3	108	601
Engineering Design	N/A	N/A	31 (3)	93 (3)	13 (16)	3	0	8	164	162	0	0	210 (18)	169 (18)	161 (123)	19	1	53	732
Engineering Programs	44 (1)	97 (1)	21 (2)	66 (1)	9 (13)	0	0	8	128	69	14 (2)	544 (1)	154 (5)	79 (24)	65 (96)	3	0	27	730
Engineering Systems	35 (1)	97 (1)	31 (16)	93 (7)	14 (45)	6	0	36	221	117	0	41 (7)	84 (25)	110 (27)	130 (158)	7	2	26	229
Projects																			
Site Projects	N/A	N/A	N/A	N/A	13 (5)	1	0	0	26	92	40 (1)	43 (1)	70 (3)	419 (2)	72 (20)	1	0	6	425
Power Uprate	N/A	N/A	N/A	96 (1)	13 (6)	2	0	6	60	114	0	69 (1)	0	165 (5)	119 (49)	5	0	14	657
Projects Engineering	N/A	N/A	26 (1)	N/A	12 (3)	0	0	3	10	94	0	239 (1)	0	0	77 (9)	0	0	57	598
Director Plant Support																			
Emergency Preparedness	N/A	N/A	N/A	N/A	N/A	0	0	0	23	110	0	0	0	0	110 (23)	1	0	0	N/A
ISC	N/A	N/A	N/A	58 (1)	10 (4)	0	0	3	32	50	0	42 (1)	41 (4)	39 (2)	54 (24)	0	0	0	N/A
IT	N/A	N/A	N/A	94 (1)	2 (3)	0	0	0	27	69	0	0	0	0	69 (27)	0	0	0	N/A
Performance Improvement	N/A	N/A	N/A	N/A	10 (11)	1	0	5	91	91	0	0	0	94 (2)	96 (84)	0	0	7	577
Security	24 (1)	85 (1)	N/A	100 (1)	14 (3)	0	0	3	10	32	0	0	0	0	35 (9)	0	0	0	N/A
Training	37 (1)	97 (1)	30 (2)	95 (2)	14 (5)	3	0	4	127	76	0	20 (1)	15 (1)	64 (5)	79 (119)	0	1	6	231

Now

(4/22/09)

NEXTera ENERGY
POINT BEACH

CONFIDENCE IN ACTIONS

Plant General Manager

- **We understand the DRIVERS for historical weak performance**
  - CAP was not a focus area of the management team
  - Successful programs come from managers who own their CAP performance
- **Values/Beliefs**
  - Maintained MRCs & CARBs throughout the refueling outage 7 days/week
  - An overdue CAP is shocking (now) vs. routine (then)
  - There is a visible difference in quality of products

“It’s the Way We Do Business”

NEXTera ENERGY POINT BEACH

DOCUMENTATION

Aspect H.2.c

Brad Castiglia
Performance Improvement Manager

Rob Harrsch
Operations Manager

Tom Vehec
Maintenance Manager

DOCUMENTATION

Performance Improvement Manager

Completed Actions

- **Performed pre-work walk-downs to capture procedure issues**
- **Revised pre-job brief procedure to provide feedback on procedure quality**
- **Implemented performance indicator for procedure quality**
- **Training on use of N/A in procedures**
- **Senior craft ownership of procedures**
- **Dynamic evaluation activity conducted**
- **Extended "Coach the Coach" program to lead craft level personnel in Maintenance**
  - In the last month Maintenance Leads performed >40 observations
- **Training on reverse job briefs**

DOCUMENTATION (continued)

Performance Improvement Manager

Results - October 2 letter forecasted results in 2Q09

- **Procedure revision backlog reduced by 50% in 4Q08; Actual 50% in 4Q08 and 75% in 1Q09**
- **Satisfactory quality of upgraded procedures to be verified in 2Q09; Actual:**
  - -- Only 1 procedure related site level event
  - -- Positive NOS observations on quality
  - -- Low numbers of corrective and temporary procedure change requests
- **Workers demonstrating correct behaviors**
- **Procedure change requests are being prioritized to align with work management process so revisions are complete prior to walk down in the field; observations have shown improved results in work**
- **PCRs are continuing to be initiated at a healthy rate in 2009**

"When the procedure works, we follow it; when it doesn't, we fix it."

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DOCUMENTATION (continued)

Operations Manager

Results – Operations

- Performed scrub of Operations procedures to identify potential Human Performance error traps, procedure changes initiated for identified issues
- Major upgrade to the Containment Closure Tracking procedure, resulted in significant performance improvement during fall 2008 outage
- Performed detailed review of open Operations Decision Making Issues to ensure threshold and actions are procedurally controlled
- Reduced the number of “Skill of the Craft” activities in Operations to provide additional formality in frequently performed evolutions

  Examples:
  - Ice Melt Adjustments
  - Minor Turbine Load Adjustments

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Results - Maintenance

- Bi-weekly observation roll-ups clearly indicate that workers are demonstrating the correct behavior of stopping when uncertain
- The upgrade of risk significant pump overhaul procedures to date has provided excellent results
- The Lead workers' observations reveal a high level of critical comments
- Craft level ownership of procedures has greatly enhanced procedure quality (Service water, Charging)
- On-Site vendor support of procedure revisions has greatly enhanced the level of detail included in the risk significant pump procedures

DOCUMENTATION (continued)
Maintenance Manager

We are still not satisfied -

- Training on revised procedure use and adherence requirements focusing on the mechanics of this process is in progress
- Revision to risk significant maintenance procedures continues
- Procedure quality effectiveness reviews scheduled
- Increased focus on work package quality
- Fleet assessment of corrective actions to be performed by 2Q09

CONFIDENCE IN ACTIONS TAKEN
Plant General Manager

- Values: Culture changed to stop and address procedure deficiencies
- Process improved to be more effective and efficient encouraging more PCRs
- Observations by outside organizations, such as INPO, have been favorable

SAFETY CULTURE

Larry Meyer
Site Vice President

Becky Deuel
Nuclear Safety Culture
Improvement Team Member

CONFIRMATORY ORDER

Completed Actions

As committed in the November 15, 2008, update, all actions have been completed and sustainability measures have been implemented.

- **All "Quick Hitters" were completed by December 15, 2008**
- **Communications Action Plan**
  - Crucial Conversations training was completed in January 2009
- **Knowledge Transfer/Succession Planning**
  - Staffing/Knowledge Retention/Succession Plans were implemented
- **RP Resources**
  - Departmental staffing completed
- **Communicating Status of Equipment**
  - Top 10 Equipment List rolled out

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CONFIRMATORY ORDER

Remaining Actions

- Effectiveness review of overall SCWE Order actions to be completed by May 15, 2009
- Monitoring of actions will continue

NEXTera ENERGY POINT BEACH

CULTURE SURVEY

- Evaluation and Contemplated Actions Submitted to NRC on December 22, 2008
- Numerous actions taken promptly to address key areas illuminated by survey:
  - Staffing/Workload
  - Confidence in Corrective Action Program (CAP)
  - Leadership Effectiveness
  - Balancing Safety and Production
- Since Then:
  - Contemplated Actions are On Track
  - Staffing/Workload – Low Value Added Work Reduction Program
  - CAP
    - -- Reduction of Backlogs and continued Strengthening of CAP
    - -- Personnel are getting feedback on their CAPs
  - Leadership Effectiveness – Established Team with Lateral Integration

CULTURE SURVEYS

Actions in Progress

- **Outlier Departments have taken action**
  - Procedures & Document Control
  - Performance Improvement
  - Operations
  - Maintenance
  - Supply Chain
  - Radiation Protection
  - Information Management
  - Emergency Preparedness
- **An independent assessment of actions will be performed by June 30, 2009**

CULTURE SURVEYS

Results

- "Walking Around" feedback indicates "cautious optimism" is accumulating
- PI&R Inspection concluded the positive results regarding SCWE
- INPO Organizational Effectiveness survey results

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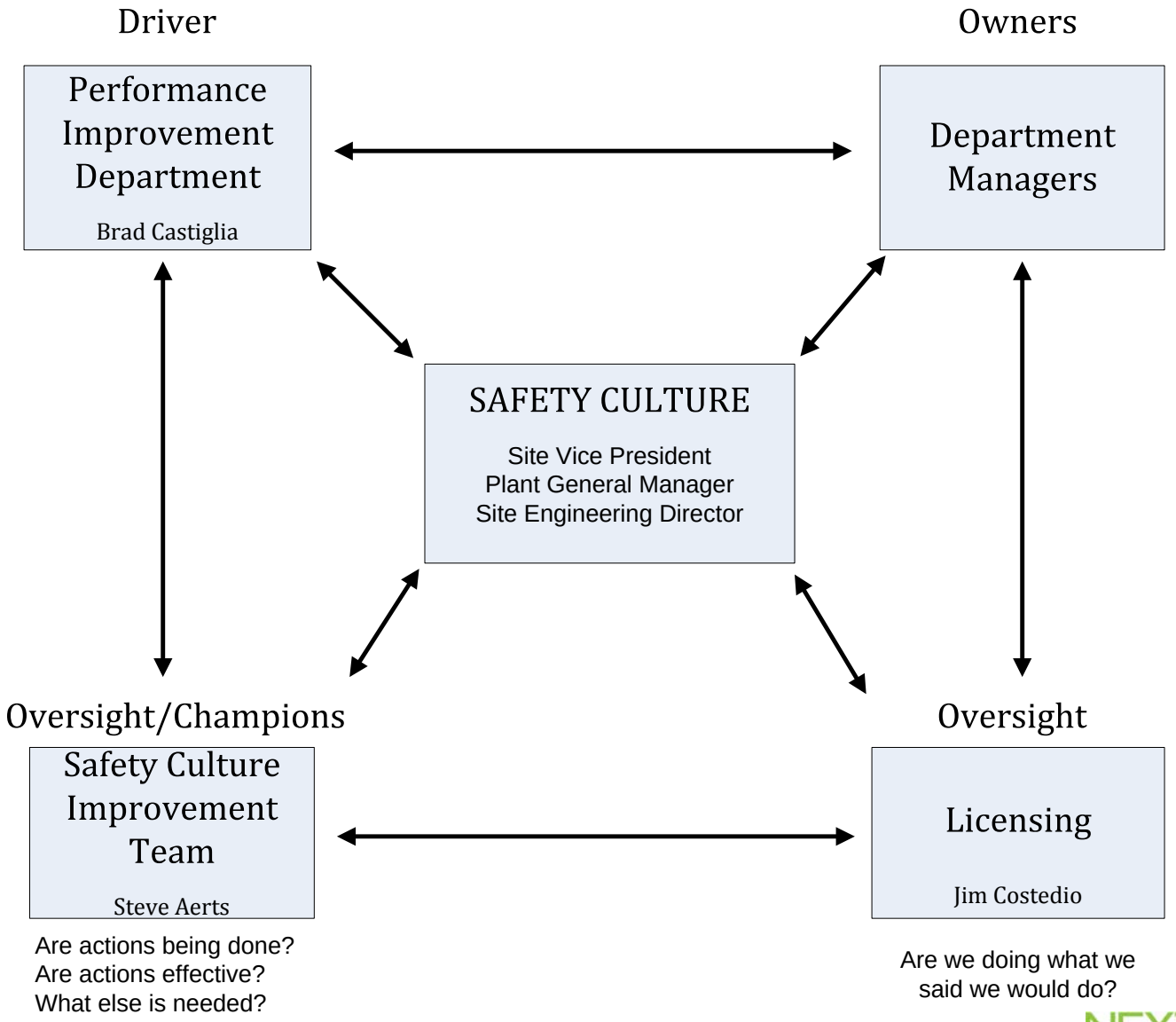
CONFIDENCE IN ACTION TAKEN

- We have an effective structure
- We understand the drivers
- We have reorganized the safety culture improvement team

WE HAVE AN EFFECTIVE STRUCTURE



SAFETY CULTURE

We Understand and are Addressing the Drivers

- **Imbalance Between Staffing and Workload**
  - Site staffing levels
  - Priorities
  - Low value work
- **CAP Effectiveness**
  - Leadership focus
  - Feedback/Communications
  - Backlog of issues
- **Leadership Effectiveness**
  - Leadership instability
  - Leadership availability
  - Leadership accountability and engagement
  - Vertical/lateral alignment
- **Balance Between Production & Safety**
  - Leadership messages
  - Outage performance
  - Corporate influence
  - Core values

NEXTera ENERGY POINT BEACH

NUCLEAR SAFETY CULTURE IMPROVEMENT TEAM

- **New Members**
- **New Focus**
  - NSCIT members assigned to each Outlier Dept
  - More presence in the field
- **New Meeting Agenda**
  - What is happening?
  - Is it effective?
- **New Outlook**
- **Conclusions**

Prevention Detection Correction

Nuclear News

Monday, March 16, 2009

News for the employees at POINT BEACH

What's Inside

Have an idea for *Nuclear News*?

Nuclear News will be published three times a week on Monday, Wednesday and Friday.

Please e-mail your stories to **Laura Drida** or **Sara Cassidy** for the next publication.

What is the Role of the Safety Culture Improvement Team? Providing Oversight & Championing The Cause

A Message from Larry

Site Vice President Larry Meyer thanks NSCIT co-chair Steve Aerts for his contribution.

How much do you know about the Nuclear Safety Culture Improvement Team (NSCIT)? Maybe you didn't even know that the site had such a team, but we do and the team has made some solid strides in improving our overall nuclear safety culture.

When I first arrived on site, I spent a number of Saturdays reviewing the action plans and initiatives taken in response to the various safety culture surveys and was disappointed to learn that we had not really penetrated this area very well. I heard there was a safety culture improvement team and was surprised to learn that most of the actions for improving safety culture had, frankly, been abdicated to the team. To me this is a cop out. The line department managers need to be fully engaged and accountable for driving cultural improvements. Let me just say that the team should not have been in that role – it was and is senior management's job to ensure the health of the site's nuclear safety culture and ensure the appropriate actions are being taken.

As a result, we have redefined the roles and responsibilities of the team, to turn them from being responsible for executing the improvement plan actions to providing oversight and championing the cause. First, **Providing Oversight**—by this I mean the team will be the group in the field gauging the actions already taken and determining if they are making any difference in the work group. Were the actions done? Did they have a beneficial impact? Is anything missing? An oversight role also empowers the team to suggest new actions to department managers to more effectively improve nuclear safety culture. The oversight role provides me with assurance that station workers are watching to ensure our actions are really doing something, and not just on paper. In a way, it allows us to have the workers hold the managers accountable in a healthy way for doing the right thing.

The other role of the team in to **Champion the Cause** As champions of nuclear safety, the team can help departments improve their communication practices and gain input into what's working and where we can improve existing plans. A champion, in this sense, supports the both the line management and the employees to make improvements in nuclear safety culture.

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What is the Role of the Safety Culture Improvement Team? *(Cont'd from page 1)*

I see the team members for example as key spokespeople for our improvement initiatives, as well as acting on behalf of the workforce to drive new issues. In this area, another role is for the team members to be very involved with the 2Cs meeting to ensure they are effective and that issues receive follow-up.

So what kind of results have we seen so far?
In the areas of staffing and work load, which was a major focus area out of the 2008 nuclear safety culture survey, we've filled key positions in the site leadership team and increased staffing levels across the site, including the operations pipeline. Since the survey execution, many new hires have been added to the team and, at present, the site has 650 full-time employees. The site continues to actively recruit for the best, most-qualified candidates. But, addressing this equation does not mean just hiring people, it also means we should stop doing work that does not add value.

As far as reducing work load, we've embarked on a low-value work reduction initiative. While this initiative is still in the infancy stage, there area examples of low-value work that has been eliminated. Examples include:

- Chemistry has eliminated 10 hours per week of surveillance testing by moving to standard testing frequencies.
- Departments have used the alternate qualification process to allow personnel from other FPL sites to perform work at Point Beach.
- The site has reduced the duration of or eliminated some meetings.
- Editorial procedure changes can now be done with minimal reviews.
- Some low-value system health reports were eliminated or incorporated into other reports.

The third leg of this equation, after hiring and eliminating low value added work, is prioritizing our effort so that we are working on the most important things. The site has been pursuing repairs to long-standing equipment issues, through prioritization—such as of the Top 10 Equipment and the operational concerns lists. Examples include:

- Repairing the radiation monitoring system, also known as RMS, so that all monitors are now functional.
- Overhauls to the diesel generator air dryers and updating the preventive maintenance to keep them running.
- Purchasing new lab equipment for Chemistry to replace obsolete or failing equipment.

Additional actions are still being worked at the site and department levels. Next week, we will be rolling out where we are in terms of nuclear safety culture from a site perspective. I'd like to thank the NSCIT for their hard work in making our plant a little better every day.

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CONCLUSIONS

- **PBNP has done what we said we were going to do; closure effectiveness measures were met ahead of schedule**
- **PBNP has confidence that our actions are more effective and sustainable**
  - Drivers are understood
  - Organizational capacity exists to address the causes
  - Oversight will ensure fixes remain in place
  - Approach to recovery focuses on sustainability

QUESTIONS

CLOSING REMARKS

Larry Meyer

Site Vice President