

Robinson Nuclear Plant Strategic Plan

NRC Region II Visit
May 11, 2011



Progress Energy

Introduction

Bob Duncan – Vice President, Robinson Nuclear Plant
Randy Gideon – Director, Site Operations
Greg Kilpatrick – Manager, Operations
Henry Curry – Manager, Nuclear Training
Chuck Morris – Manager, Maintenance
Leo Martin – Director, Engineering
Chris Kamilaris – Manager, Support Services
Annette Pope – Supervisor, Licensing (Brunswick)



Agenda

- Leadership Team
- Performance Overview
- Immediate Actions
- GAP Analysis
- Path Forward
- Strategic Improvement Plan
- Summary

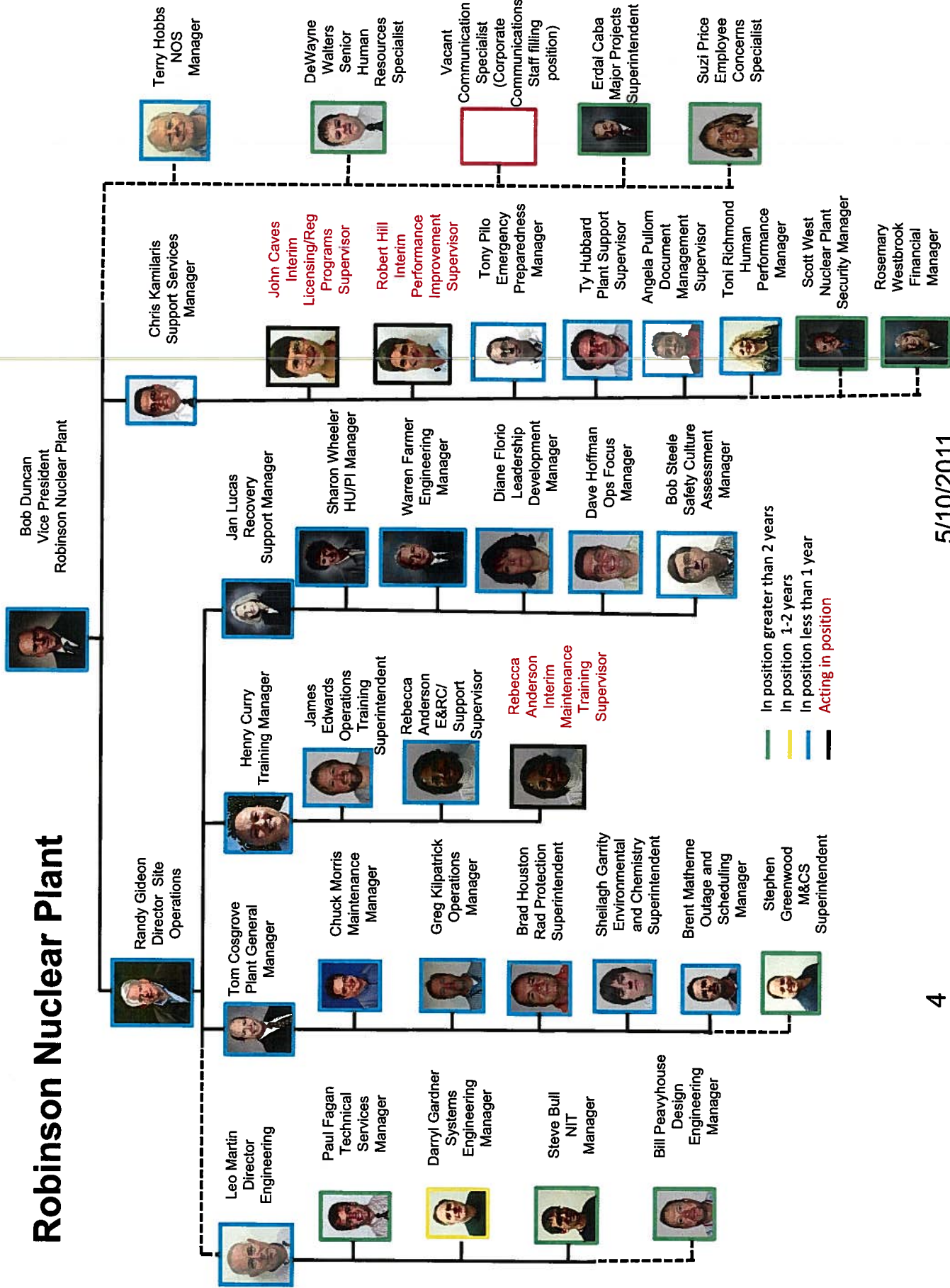


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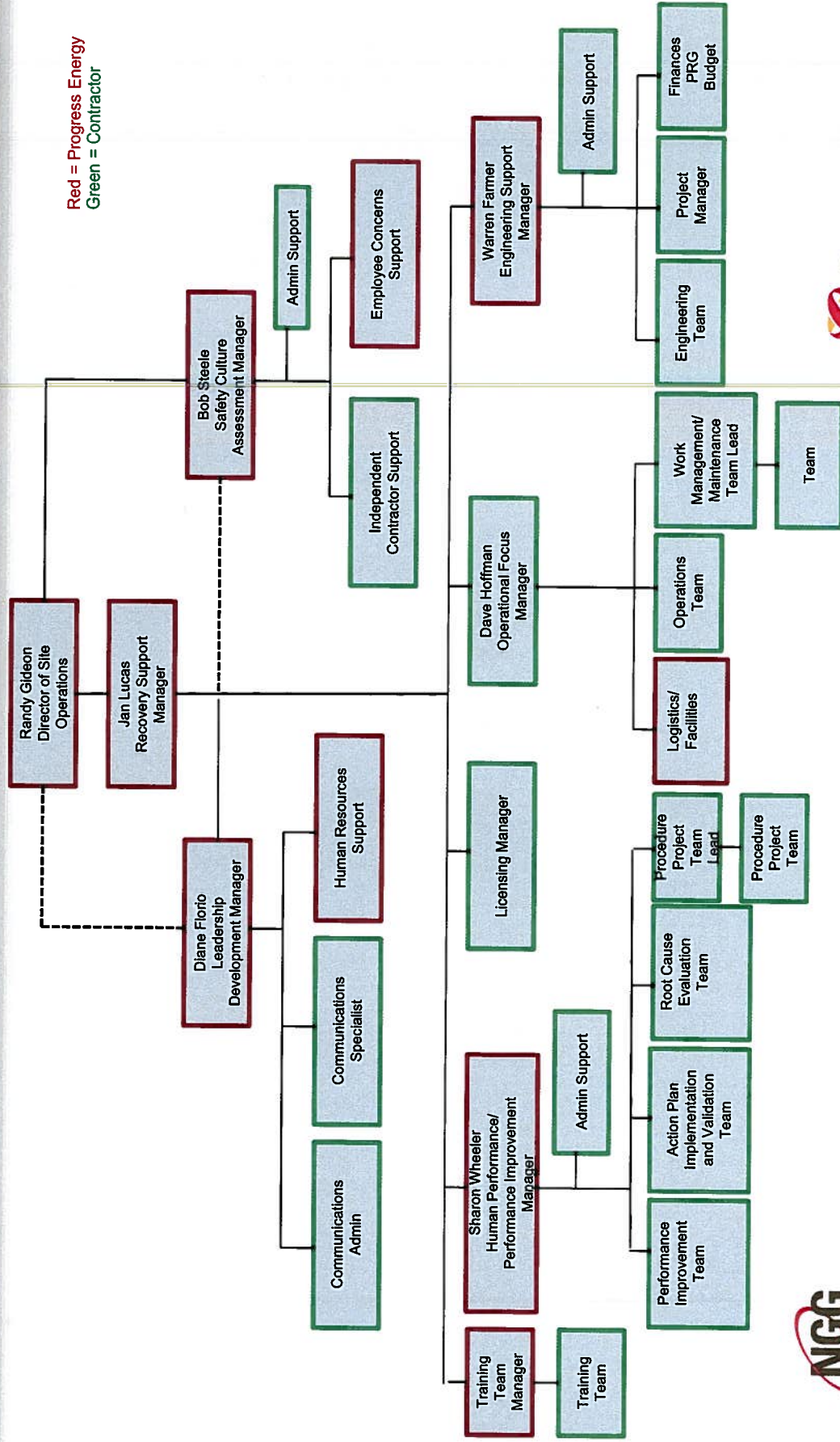


Robinson Nuclear Plant



Improvement Support Organization

Red = Progress Energy
Green = Contractor



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Performance Overview

- Safety
 - ◆ Nuclear
 - ◆ Radiological
 - ◆ Industrial
- Increased Leadership Engagement
- Increased Number of Nuclear Condition Reports (NCRs) and Procedure Revision Requests (PRRs) Initiated
- Equipment Performance
- Emergency Planning
- Security
- “100 Day” Tactical Improvement Plan



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Immediate Actions

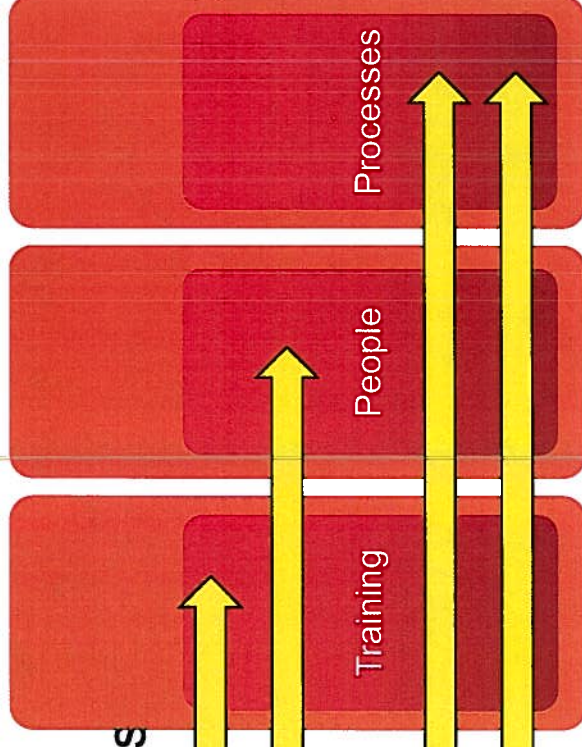
- Implemented Leadership Assessment/Changes
- Trained Operators on Knowledge Deficiencies
- Developed and Implemented Human Performance Fundamental Behaviors Tri-folds
- Lowered NCR and PRR Initiation Threshold
- Reinforcing Problem Identification and Value of Input into Corrective Action Program

Immediate Actions

- Restructured Procedures
- Filled Vacancies
- Provided Supplemental Resources
- Implemented Modifications
 - ◆ Main Feedwater Isolation Reset
 - ◆ Feedwater Heater Relief Valve
 - ◆ Manual Service Water valve added downstream of V6-16C

GAP Analysis

- Misalignment Of Standards And Priorities
- Inadequate Strategic Planning
 - ◆ Short Term Focus
- Organizational Capacity
 - ◆ Make It Work
- Informal Communications/Processes
- Operator Knowledge Deficiencies
- Declining Experience Base
 - ◆ 70 Eligible
- Training Material Deficiencies
- Inadequate Procedures
- Isolation From Industry

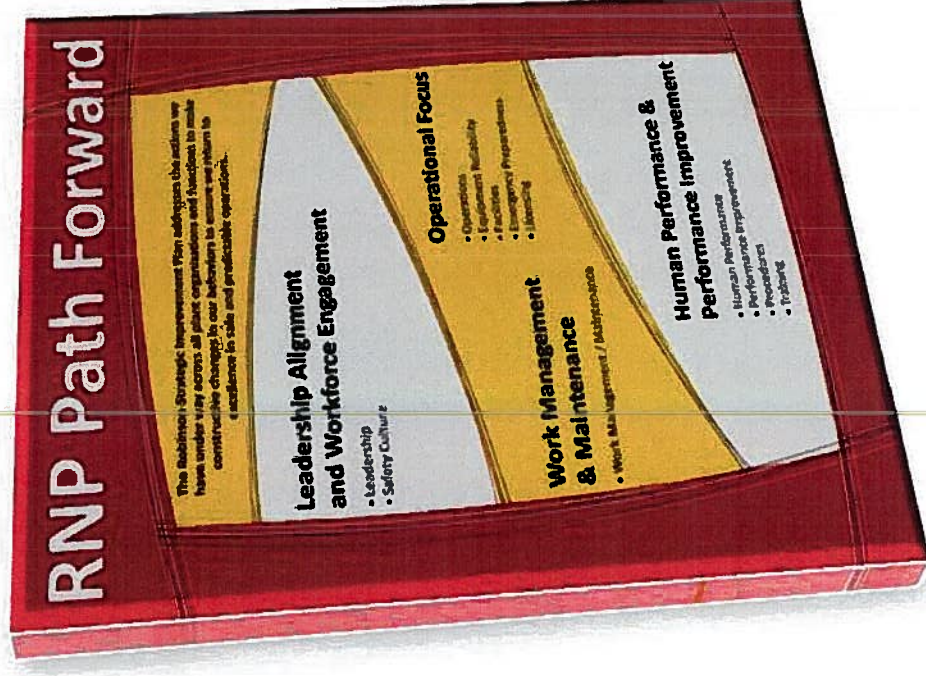


Path Forward

- Understand Our Issues
- Embrace Fleet and Industry Support
- Focus on Behaviors
- Engage Leadership Team
- Bias for Action
- Execute the Strategic Plan



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Strategic Improvement Plan Objective

- Address Performance and Historical Issues
- Address and Change Behaviors
- Correct Programmatic Deficiencies
- Ensure Culture of Sustainability
- Establish a Continuous Learning Organization
- Maintain Strong Nuclear Safety Culture
- Serve as a Station Communications Alignment Tool



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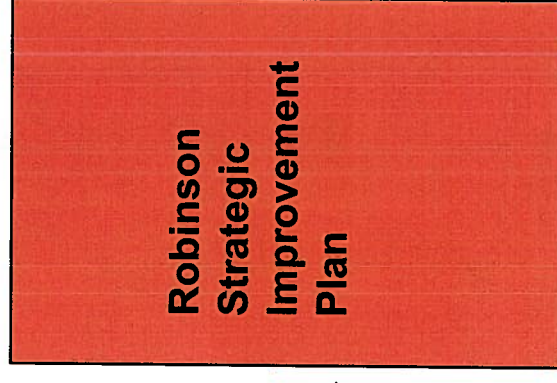
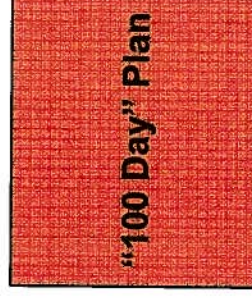
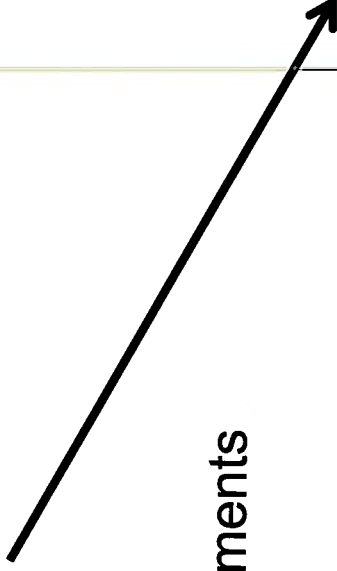
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Strategic Improvement Plan Development

- Benchmarked Industry
- Conducted Performance GAP Analysis
- Established a Living Plan with Actions Tracked by the Corrective Action Program
- Establishing Metrics to Monitor Effectiveness
- Plan Reviewed by Fleet, INPO and Industry Consultants

Strategic Improvement Plan Inputs

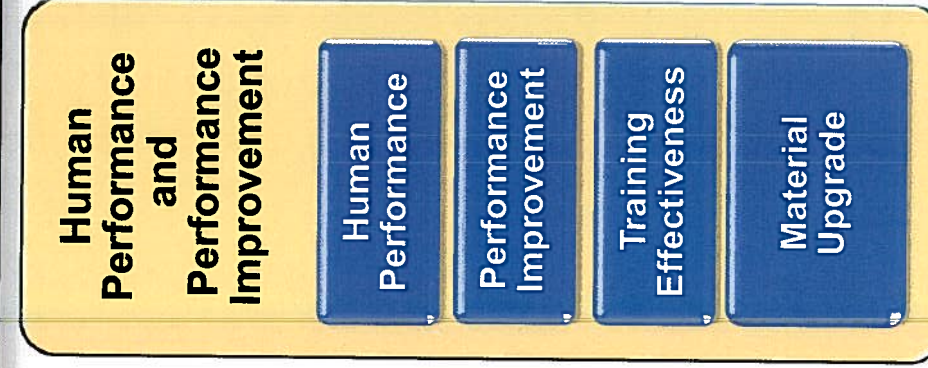
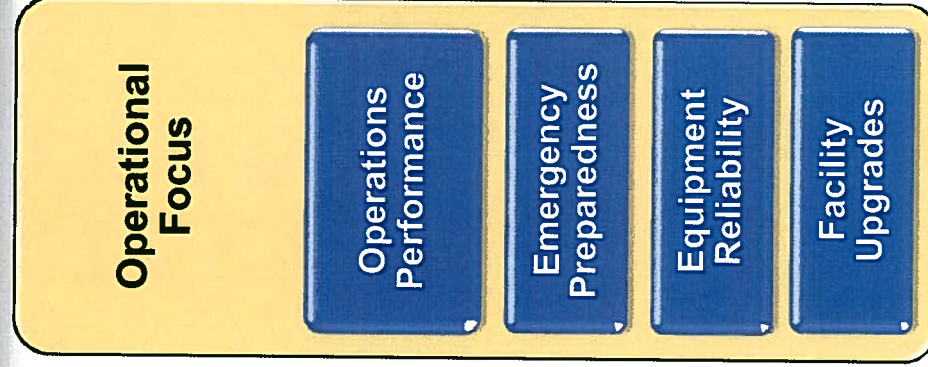
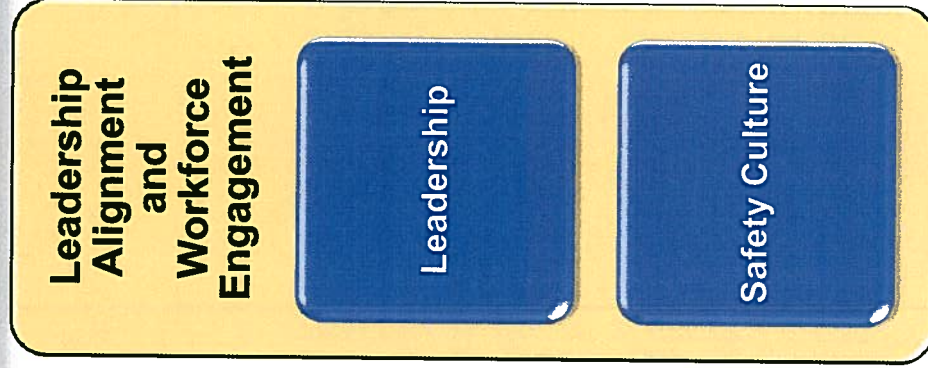
- Corrective Action Program
 - ◆ Nine Root Causes
 - ◆ Two Common Causes
 - ◆ Effectiveness Reviews
 - ◆ Trend Reports
- Oversight and Self Assessments
- Streaming Analysis
- Safety Culture Assessment
- System Health Reports
- Long Range Plan
- INPO
 - ◆ Plant Evaluations
 - ◆ Performance Indicators
 - ◆ Assist Visits
- NRC Cross Cutting Matrix
- "100 Day" Tactical Improvement Plan



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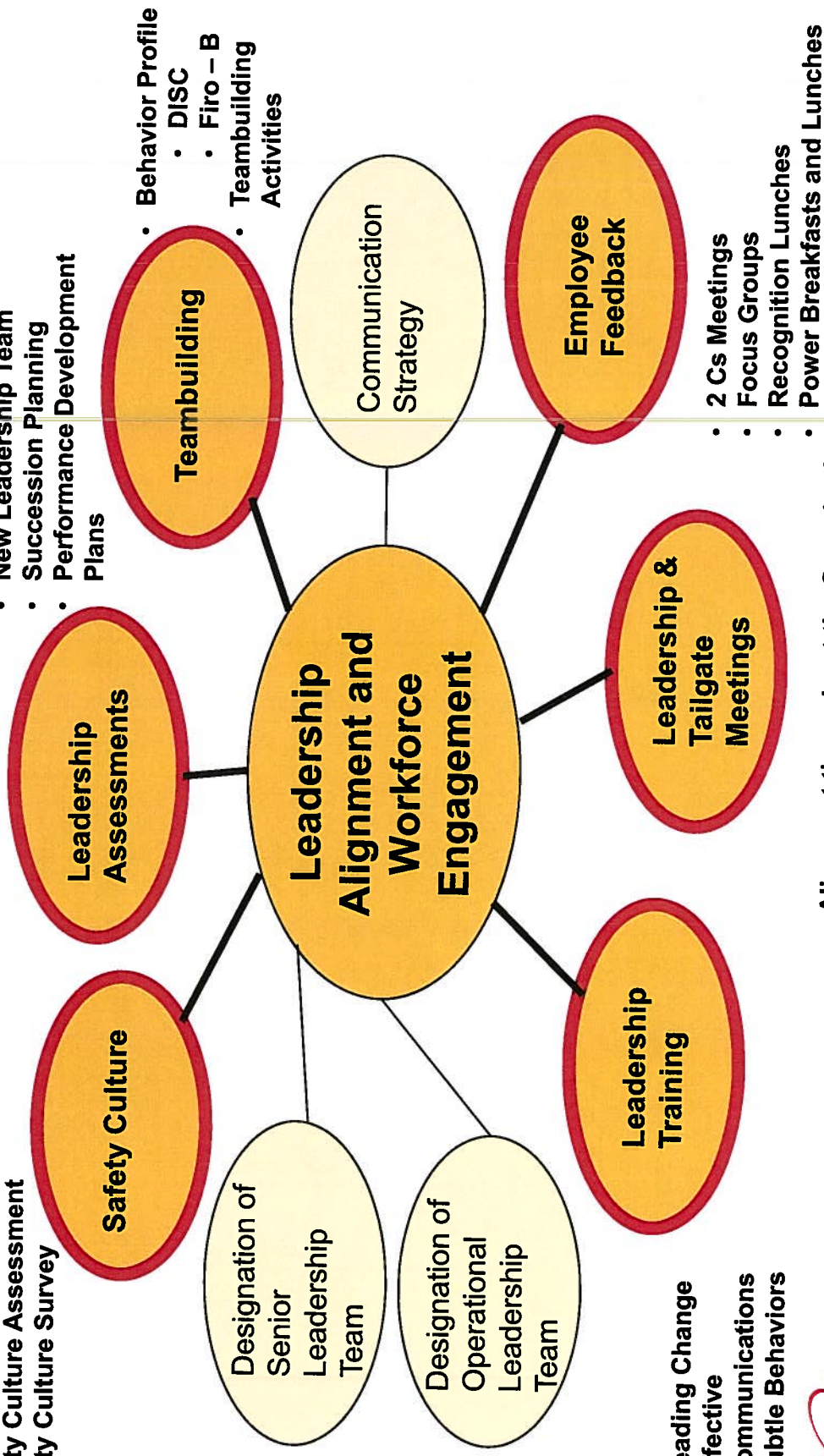
Strategic Improvement Plan Focus Areas



Leadership Alignment /Workforce Engagement

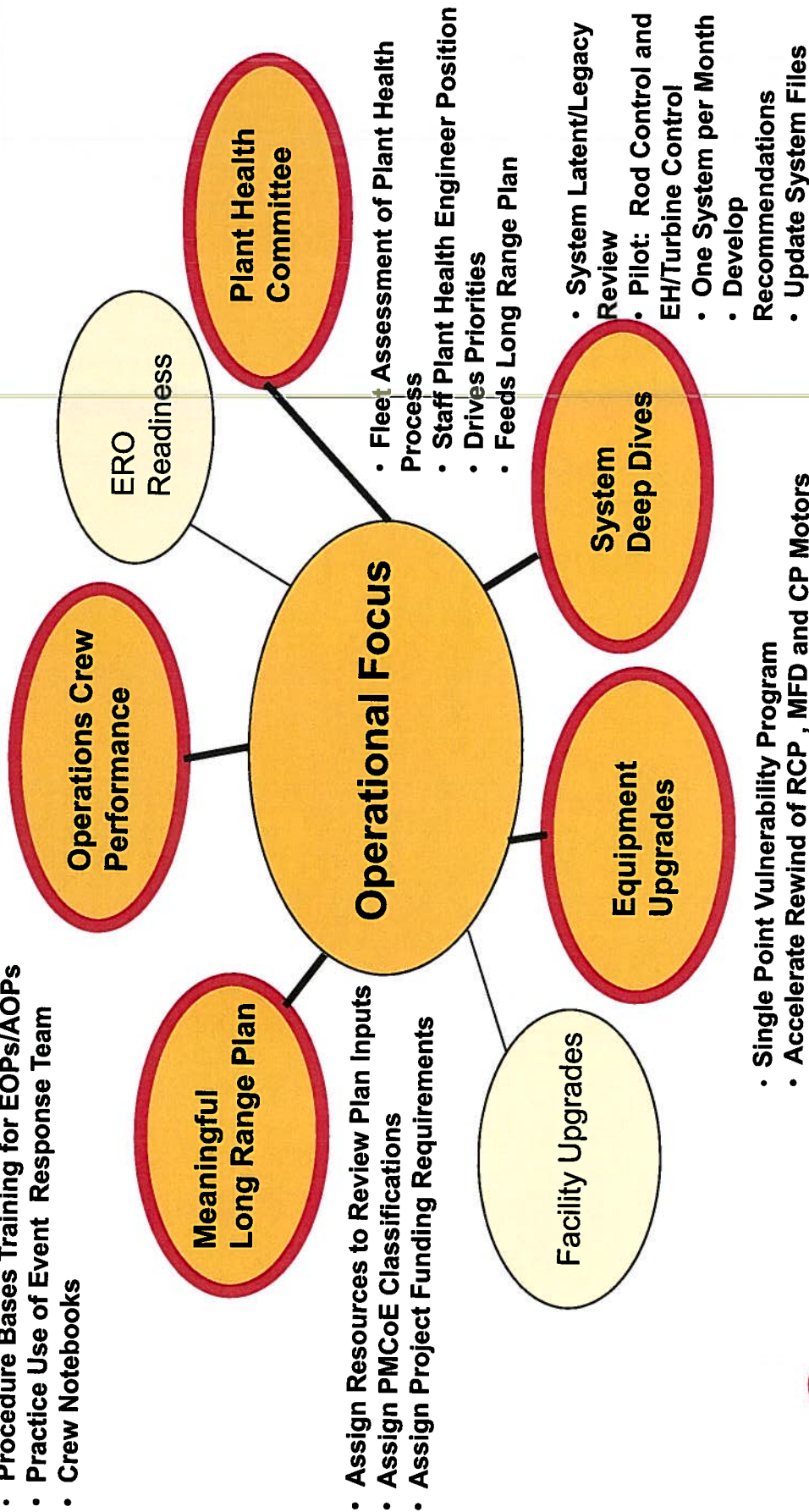
- Root Cause Review of Safety Culture Aspects
- Safety Culture Assessment
- Safety Culture Survey

- New Leadership Team
- Succession Planning
- Performance Development Plans



Operational Focus

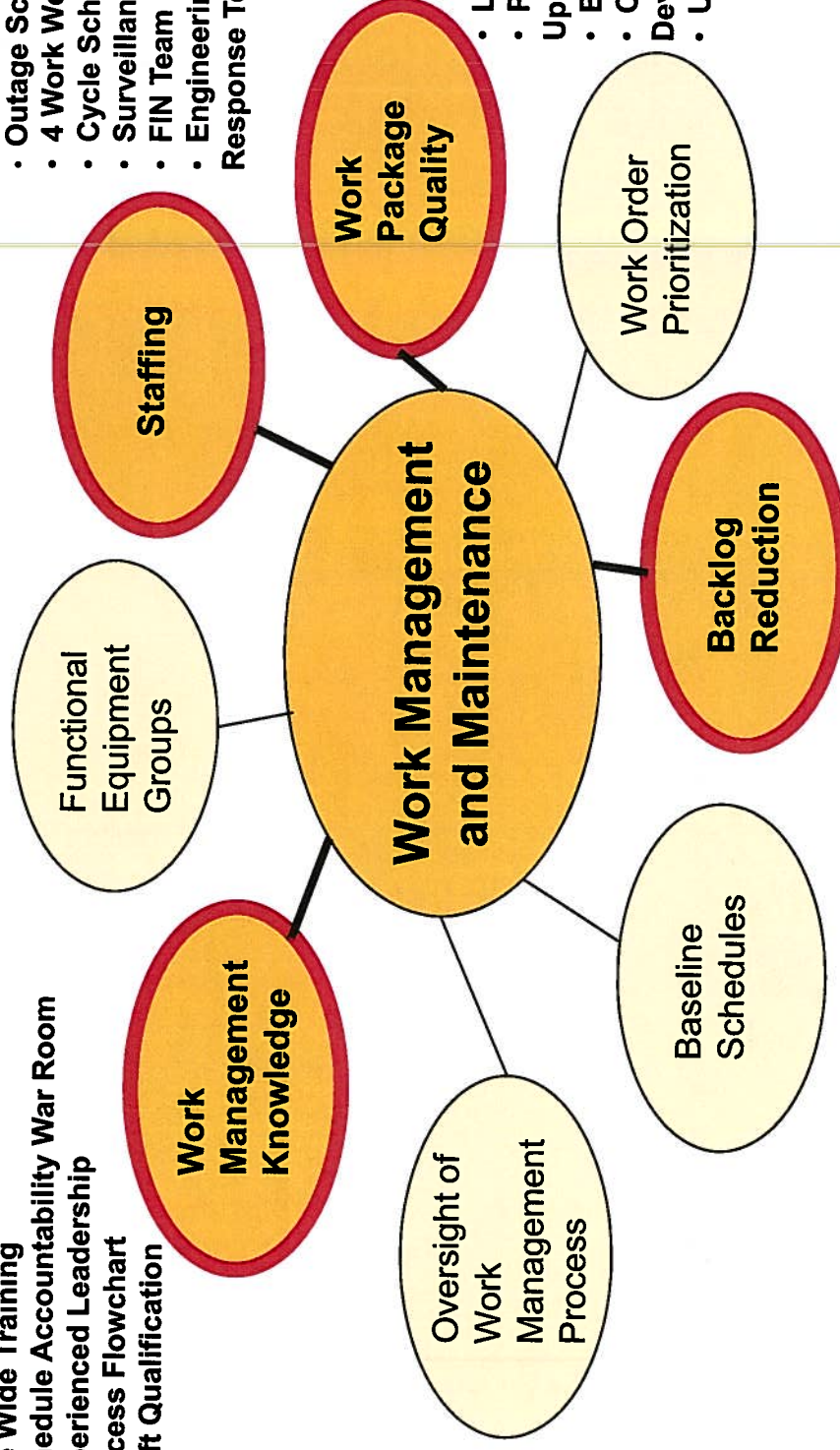
- Procedure Bases Training for EOPs/AOPs
- Practice Use of Event Response Team
- Crew Notebooks



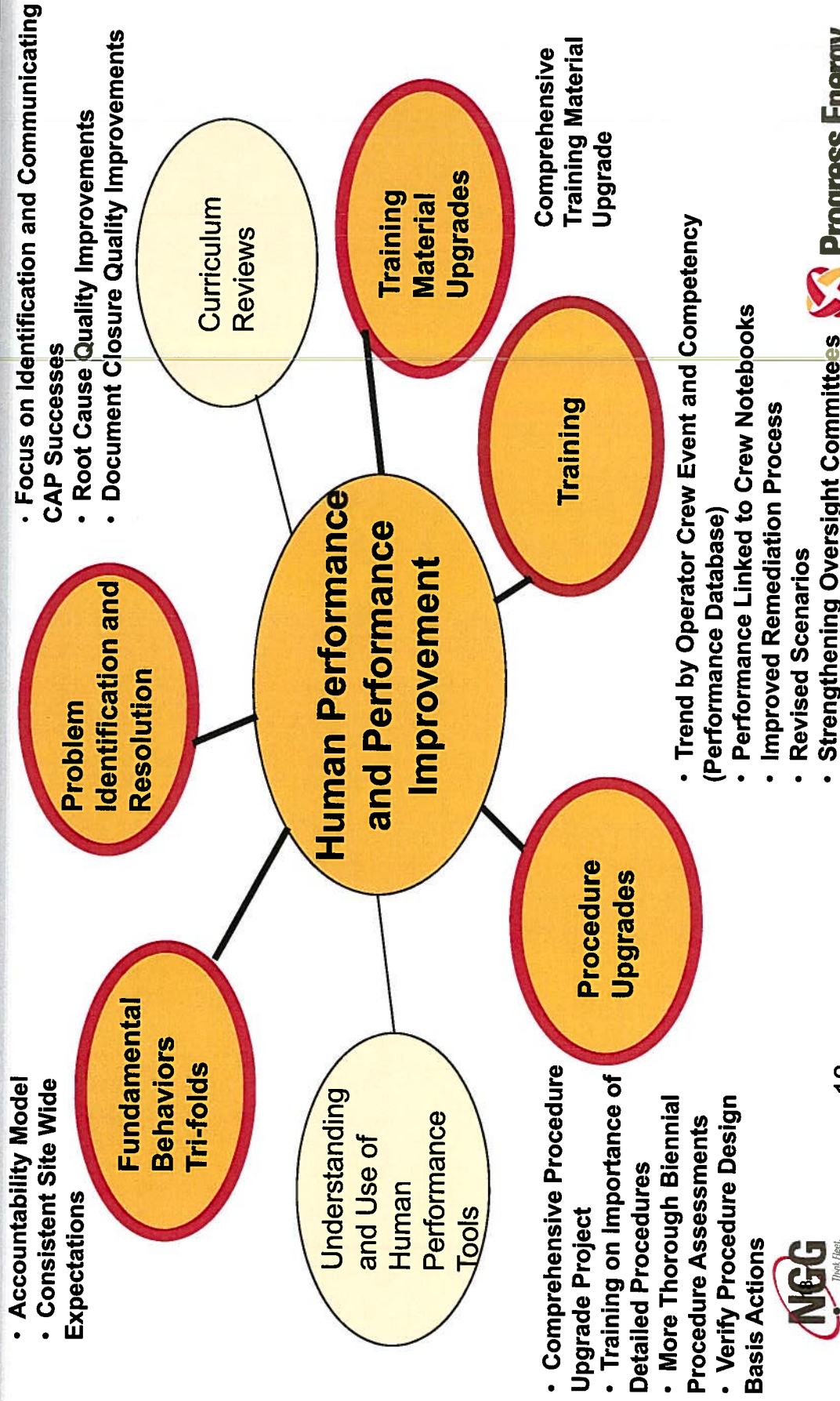
Work Management and Maintenance

- Site Wide Training
- Schedule Accountability War Room
- Experienced Leadership
- Process Flowchart
- Craft Qualification

- Outage Scheduler
- 4 Work Week Coordinators
- Cycle Scheduler
- Surveillance Coordinator
- FIN Team (Ops and RP)
- Engineering Rapid Response Team



Human Performance and Performance Improvement



Summary

- Top Management Commitment and Active Participation
- Institutionalizing Performance Improvement
 - ◆ Resource Commitment To Upgrade CAP Process
 - ◆ Improving Causal Analyses And Closeout Documentation Quality
 - ◆ Communicating CAP Successes
 - ◆ Reinforcing Value of CAP, Problem Identification and Resolution
- Focus on Site Alignment, Communications and Continuous Improvement
- Comprehensive Strategic Improvement Plan
- Course Adjustments



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Summary

- Identified Gaps and are Taking Action
- Implementing Significant Corrective Actions
- Interim Actions in Place
- Monitoring Action Completion
- Interim Metrics to Demonstrate Actions Taken are Improving Performance
- Goals are Achievable and On Track
- For Sustainability
 - ◆ Focus is on Leadership, Behaviors, and Key Process Changes



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Questions?



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