Robinson Nuclear Plant Strategic Plan

NRC Region II Visit

May 11, 2011

NGG Think Fleet.

Progress Energy

Enclosure 2

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

Robinson Nuclear Plant

Bob Duncan
Vice President
Robinson Nuclear Plant

Randy Gideon
Director Site Operations

Leo Martin
Director Engineering

Paul Fagan
Technical Services Manager

Darryl Gardner
Systems Engineering Manager

Steve Bull
NIT Manager

Bill Peavyhouse
Design Engineering Manager

Tom Cosgrove
Plant General Manager

Chuck Morris
Maintenance Manager

Greg Kilpatrick
Operations Manager

Brad Houston
Rad Protection Superintendent

Sheilagh Garrity
Environmental and Chemistry Superintendent

Brent Matherne
Outage and Scheduling Manager

Stephen Greenwood
M&CS Superintendent

Henry Curry
Training Manager

James Edwards
Operations Training Superintendent

Rebecca Anderson
E&RC/ Support Supervisor

Rebecca Anderson
Interim Maintenance Training Supervisor

Jan Lucas
Recovery Support Manager

Sharon Wheeler
HU/PI Manager

Warren Farmer
Engineering Manager

Diane Florio
Leadership Development Manager

Dave Hoffman
Ops Focus Manager

Bob Steele
Safety Culture Assessment Manager

In position greater than 2 years
In position 1-2 years
In position less than 1 year
Acting in position

Chris Kamilaris
Support Services Manager

John Caves
Interim Licensing/Reg Programs Supervisor

Robert Hill
Interim Performance Improvement Supervisor

Tony Pilo
Emergency Preparedness Manager

Ty Hubbard
Plant Support Supervisor

Angela Pullom
Document Management Supervisor

Toni Richmond
Human Performance Manager

Scott West
Nuclear Plant Security Manager

Rosemary Westbrook
Financial Manager

Terry Hobbs
NOS Manager

DeWayne Walters
Senior Human Resources Specialist

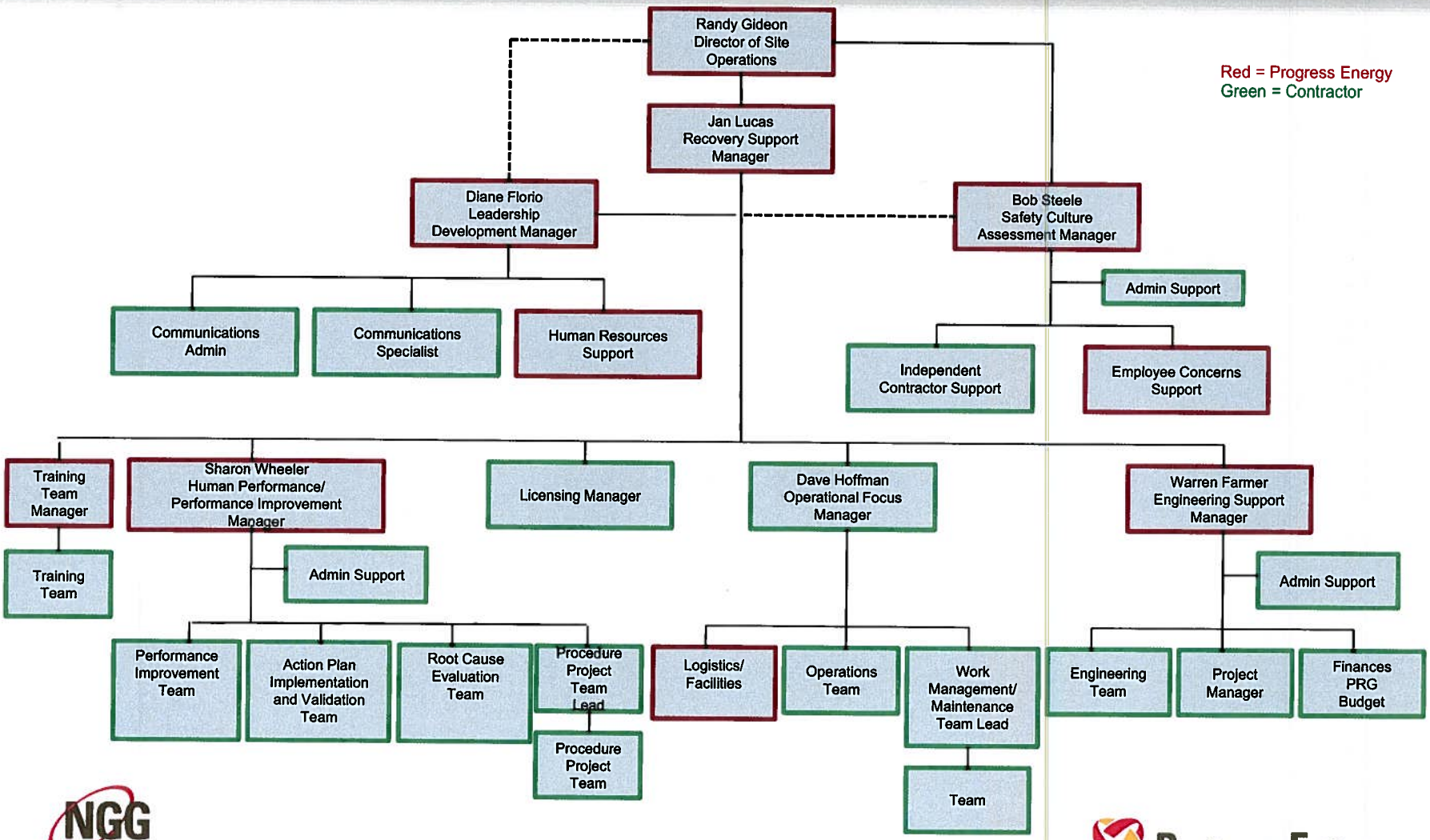
Vacant
Communication Specialist (Corporate Communications Staff filling position)

Erdal Caba
Major Projects Superintendent

Suzi Price
Employee Concerns Specialist

5/10/2011

Improvement Support Organization



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Enclosure 2

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

Immediate Actions

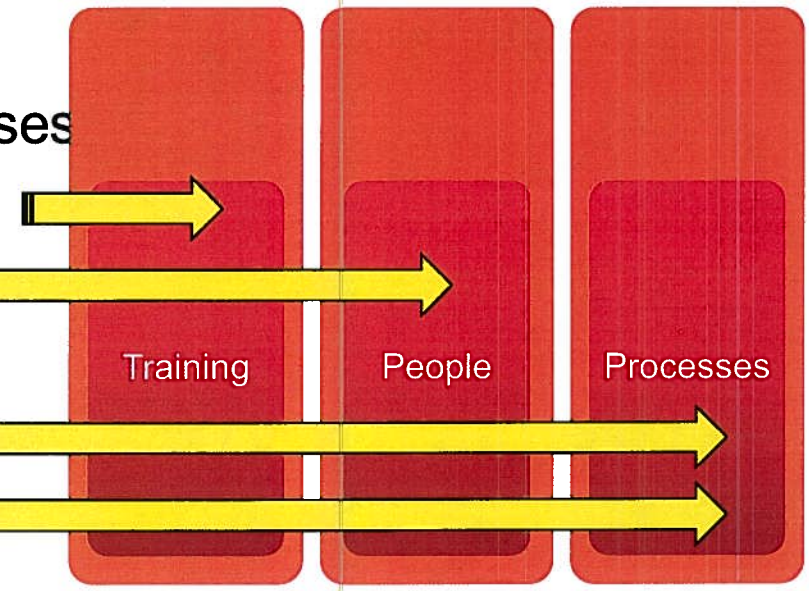
- Implemented Leadership Assessment/Changes
- Trained Operators on Knowledge Deficiencies
- Developed and Implemented Human Performance Fundamental Behaviors Tri-folds
- Lowered NCR and PRR Initiation Threshold
- Reinforcing Problem Identification and Value of Input into Corrective Action Program

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

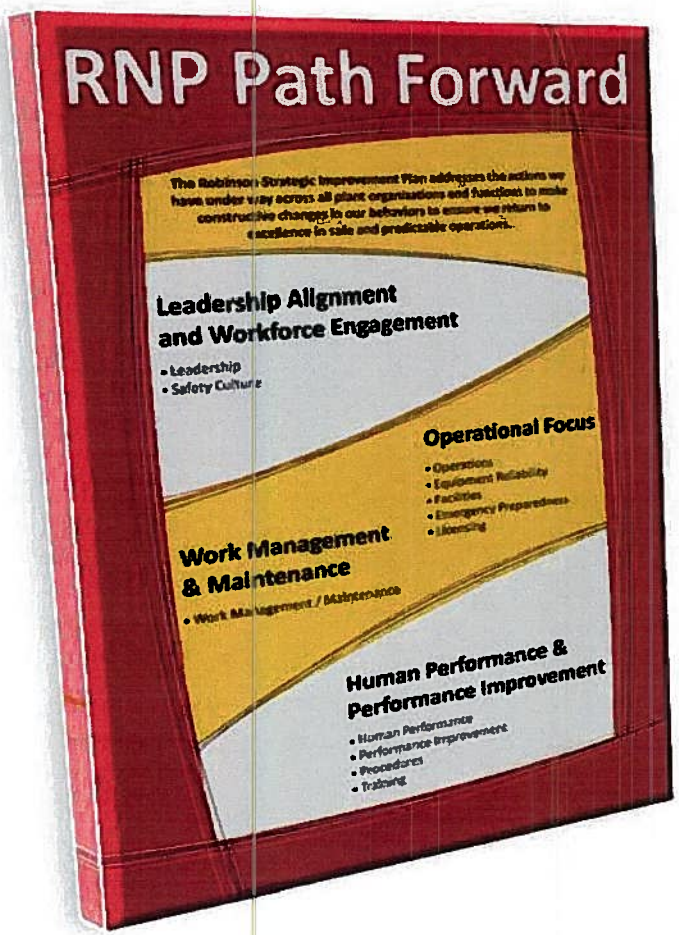
GAP Analysis

- 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



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

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

"100 Day" Plan

Robinson Strategic Improvement Plan

Strategic Improvement Plan Focus Areas

Leadership Alignment and Workforce Engagement
- Leadership
- Safety Culture

Operational Focus
- Operations Performance
- Emergency Preparedness
- Equipment Reliability
- Facility Upgrades

Work Management and Maintenance
- Maintenance
- Work Management

Human Performance and Performance Improvement
- Human Performance
- Performance Improvement
- Training Effectiveness
- Material Upgrade

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

- Behavior Profile
  - DISC
  - Firo – B
- Teambuilding Activities

- Leading Change
- Effective Communications
- Subtle Behaviors

- 2 Cs Meetings
- Focus Groups
- Recognition Lunches
- Power Breakfasts and Lunches

- Alignment throughout the Organization
- Ongoing Feedback from/to Employees

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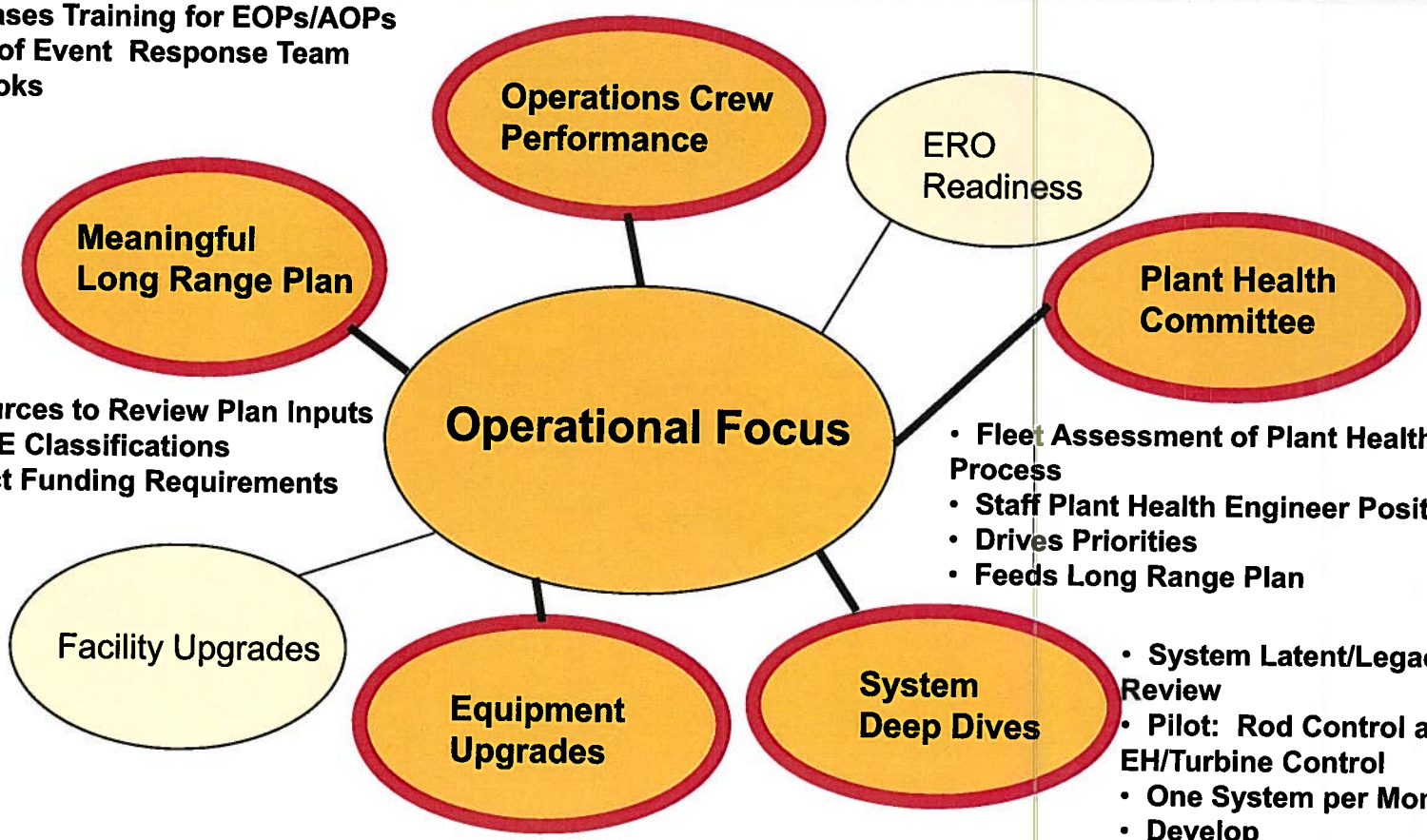
Operational Focus

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



- Assign Resources to Review Plan Inputs
- Assign PMCoE Classifications
- Assign Project Funding Requirements

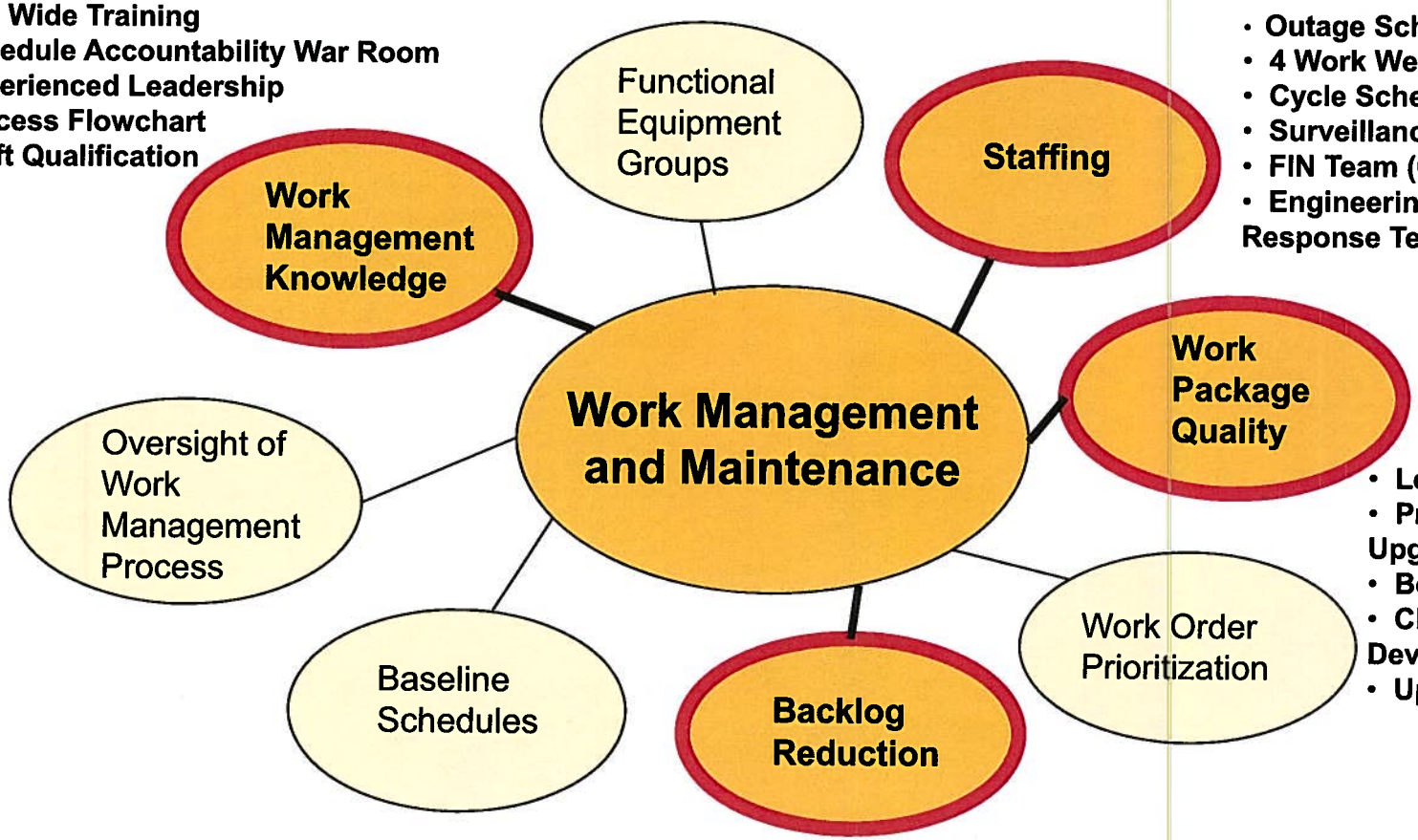
- Fleet Assessment of Plant Health Process
- Staff Plant Health Engineer Position
- Drives Priorities
- Feeds Long Range Plan

- System Latent/Legacy Review
- Pilot: Rod Control and EH/Turbine Control
- One System per Month
- Develop Recommendations
- Update System Files

- Single Point Vulnerability Program
- Accelerate Rewind of RCP , MFD and CP Motors
- NUS Module Replacement
- Evaluate PM Strategy for Circuit Cards
- Outsource Mod Design of 17 Vulnerabilities

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

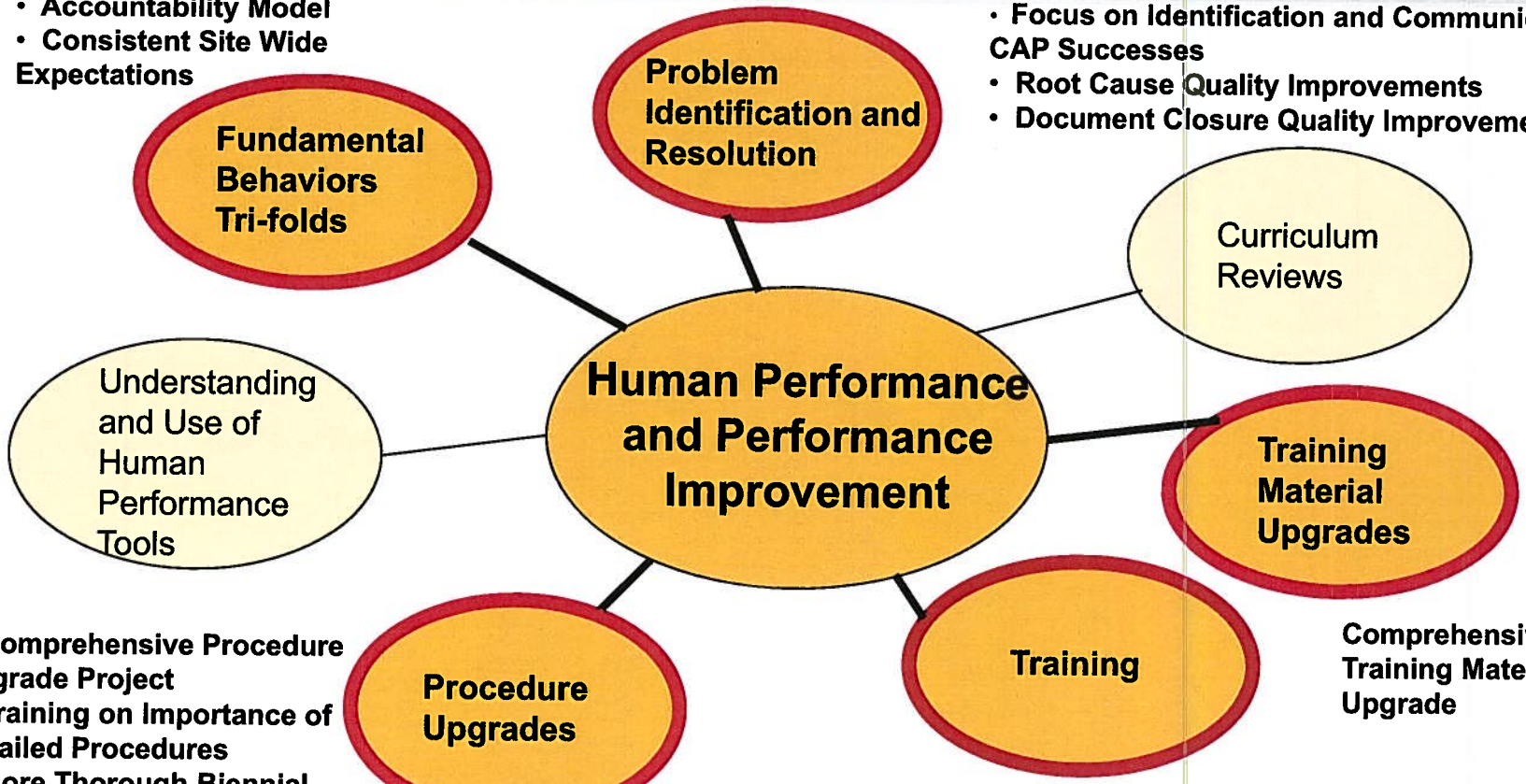
- Level of Detail
- Procedure Upgrade
- Benchmark
- Clarification of Deviation Process
- Upgrade PMs

- Supplemental Resources
- FIN Team Effectiveness
- 5 AOs Qualified Clearance Writer
- Planning Backlog Reduction
- PM Optimization

Human Performance and Performance Improvement

- Accountability Model
- Consistent Site Wide Expectations

- Focus on Identification and Communicating CAP Successes
- Root Cause Quality Improvements
- Document Closure Quality Improvements



- Comprehensive Procedure Upgrade Project
- Training on Importance of Detailed Procedures
- More Thorough Biennial Procedure Assessments
- Verify Procedure Design Basis Actions

Comprehensive Training Material Upgrade

- Trend by Operator Crew Event and Competency (Performance Database)
- Performance Linked to Crew Notebooks
- Improved Remediation Process
- Revised Scenarios
- Strengthening Oversight Committees

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Enclosure 2

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

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

Questions?