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# **Millstone Power Station**

## **NRC Region I Regulatory Conference**

July 19, 2011

Safe – Reliable – World Class Operation



# Millstone Power Station

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Skip Jordan, Site Vice President

Jeff Semancik, Plant Manager

Ken Grover, Operations Manager

Bill McCollum, Unit Supervisor

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# Conservative Operation

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- Nuclear safety is our first priority.
- We take our obligation to protect the health and safety of the public very seriously through safe, conservative plant operation.
- For this test, we specifically reduced power to less than 90%.

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# Design Parameters Maintained

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- Reactor power remained less than 97%.
- Plant equipment functioned as expected and designed.
- Maintained plant and fuel design limits within margin.

# Learning Organization

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- Crew performance during this event did not meet our standards.
- We identified gaps in performance and implemented corrective actions.
- We shared insights and lessons learned with the industry.

# **Timely & Appropriate Response**

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- Initiated a Prompt Issue Response Team.
- Re-created the event on the simulator.
- Established senior station management oversight in the control room.
- Suspended crew qualifications.
- Established a root cause evaluation team.

# Root Cause/Corrective Actions

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- **Root Cause:**  
The crew performance management program was ineffective in correcting observed performance deficiencies.
- **Corrective Actions to Prevent Recurrence:**  
Added rigor to the performance management program.

# Improving Crew Performance

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Added rigor to the performance management program, including:

- Evaluation and mapping of crew performance.
- Remediation based on individual performance.
- Reinforcement of license holders' ownership and accountability for crew performance.



# Nuclear Safety - Top Priority

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- We are committed to safe, conservative operation of Millstone Station.
- Performance during the event did not meet our standards and expectations.
- Response to the event was timely and thorough; we investigated what occurred and acted decisively on the facts.