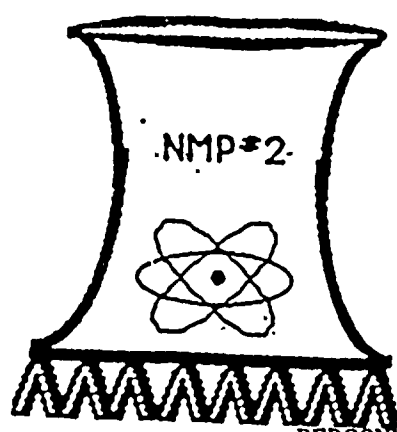


07-246-91



OPERATIONS DEPARTMENT INSTRUCTION

PERSONNEL ERROR REDUCTION PROGRAM

N2-ODI-1.07
Rev. 1

Approved: [Signature] 11/2/89
FOR INFORMATION ONLY

Personnel errors by the Operations Department must be minimized. Studies were conducted to evaluate the causes and develop corrective actions to turn around personnel errors. The study concluded that the department has the capability to make improvement if several recommendations are acted on. This Operations Department Instruction outlines the Operations Department Program to reduce personnel errors.

ACTION

- 1.0 CSO Management of Control Room Activities. During the day shift the CSO should not get involved in the detailed step-by-step work of procedures and PMs. The CSO will maintain oversight of all activities in the Control Room and the plant. The CSO should delegate work and supervise personnel in the Control Room and in the plant. If this supervision cannot be accomplished, the CSO has the right and the responsibility to stop work or reprioritize work to be done.
- 2.0 Procedure Improvements. A writers guide for surveillance procedures has been developed. Surveillance Procedures will be changed to make them more user friendly and less prone to personnel error. Procedures initially impacted will be those of a higher frequency such as weekly, monthly and quarterly. Attention will be focused on placement of cautions, single signoffs for single steps, integration of data sheets into body of the procedure, establishment of multiple procedures to reduce the complexity of a procedure that is run in several modes. The experience gained by our operators during any plant evolution, planned or otherwise, is invaluable in improving procedures. If you know of a change or addition that should be made, TCN or S-SUP-4 forms must be submitted.

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- 3.0 Emphasis on Self Verification. The technique of self verification is a proven method of reducing personnel error, and is addressed in N2-ODI-5.08.
- 4.0 Surveillance Schedule Changes. The activity level of the Control Room is highest during the day shift, thus taxing the managerial abilities of the Control Room crew more than any other time of the day. As a positive step in reducing the complexity of the day shift, many of the operations surveillances that were previously done during the day shift will now be done during the night and mid shifts. The more complex surveillances will still be completed on a day shift where additional people are required. The Maintenance Department is also reviewing changes they can be made in their work.
- 5.0 Work Control Changes. Changes made in the operations break area, kitchen and work control area should be utilized to their fullest potential to reduce congestion in the Control Room and aid in the work control process. Operations, Maintenance and Planning will review ways to maximize the effectiveness of the work control-area. When available an operator from relief shift should act as the mark-up coordinator. During day shift a Control Room access station shall be manned to minimize confusion in Control Room.
- 6.0 Training. Events involving personnel error shall be highlighted during shift briefs and reviewed by each operator through routed reading.
- 7.0 Communication. In several of the LERs, lack of, or poor communication was a contributor to the events. Clear, informative and accurate communication is vital to the smooth operation of the station. This includes communication among operators, technicians, and maintenance personnel. There should be enough discussion on every job so there is no doubt what is requested or understood. There is no time lost when discussions are conducted for an evolution but there is a major negative impact when the evolution is conducted wrong. N2-ODI-1.06 has been issued to formalize communication; it will be used as a standard for training.
- 8.0 Annunciator. The large number of lit annunciators adversely impact an operators control room performance. Therefore, a high priority must be placed on conditions and equipment failures that activate annunciators. With Operations identification and prioritization and Maintenance and Engineering support, we should make steady progress toward a goal of a dark board by the end of the refueling outage.

Summary. Each and every member of this department has a major stake in the success of this station and company. Reducing personnel errors is a major performance goal for our department. With the support of the talented people within our department, reduction in personnel errors will surely happen.

