



UNITED STATES
NUCLEAR REGULATORY COMMISSION

REGION IV

611 RYAN PLAZA DRIVE, SUITE 400
ARLINGTON, TEXAS 76011-8064

JUN 21 1994

Docket: 50-458
License: NPF-47

Entergy Operations, Inc.
ATTN: John R. McGaha, Vice President -
Operations, River Bend Station
P.O. Box 220
St. Francisville, Louisiana 70775

SUBJECT: PERFORMANCE IMPROVEMENT PLAN MEETING

This refers to the meeting conducted in the Region IV office on June 3, 1994. This meeting was held at the licensee's request to update the NRC on the status of the implementation of their Performance Improvement Plan.

The meeting provided a forum for discussion of the actions that the licensee had completed toward implementation of the short- and long-term Performance Enhancement Plans. The meeting was beneficial in that it allowed discussions between the NRC and the licensee about the status of the plans, as well as the challenges that remain for the licensee to improve overall safety performance at the River Bend Station.

In accordance with Section 2.790 of the NRC's "Rules of Practice," Part 2, Title 10, Code of Federal Regulations, a copy of this letter will be placed in the NRC's Public Document Room.

Should you have any questions concerning this matter, we will be pleased to discuss them with you.

Sincerely,

for *Beach*
A. Bill Beach, Director
Division of Reactor Projects

Attachments:

1. Attendance List
2. Licensee Presentation

cc: (see next page)

9406270162 940621
PDR ADOCK 05000458
P PDR

IE45
11

Entergy Operations, Inc.

-2-

cc:

Entergy Operations, Inc.
ATTN: Harold W. Keiser, Executive Vice
President and Chief Operating Officer
P.O. Box 31995
Jackson, Mississippi 39286-1995

Entergy Operations, Inc.
ATTN: Jerrold G. Dewease, Vice President
Operations Support
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Entergy Operations, Inc.
ATTN: Michael B. Sellman, General Manager
Plant Operations
P.O. Box 220
St. Francisville, Louisiana 70775

Entergy Operations, Inc.
ATTN: James J. Fisicaro, Director
Nuclear Safety
River Bend Station
P.O. Box 220
St. Francisville, Louisiana 70775

Wise, Carter, Child & Caraway
ATTN: Robert B. McGehee, Esq.
P.O. Box 651
Jackson, Mississippi 39205

Winston & Strawn
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Washington, D.C. 20005-3502

Entergy Operations, Inc.
ATTN: Otto P. Bulich, Manager
Nuclear Licensing
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St. Francisville, Louisiana 70775

The Honorable Richard P. Ieyoub
Attorney General
P.O. Box 94095
Baton Rouge, Louisiana 70804-9095

Entergy Operations, Inc.

-3-

H. Anne Plettinger
3456 Villa Rose Drive
Baton Rouge, Louisiana 70806

President of West Feliciana
Police Jury
P.O. Box 1921
St. Francisville, Louisiana 70775

Cajun Electric Power Coop. Inc.
ATTN: Philip G. Harris
10719 Airline Highway
P.O. Box 15540
Baton Rouge, Louisiana 70895

William H. Spell, Administrator
Radiation Protection Division
P.O. Box 82135
Baton Rouge, Louisiana 70884-2135

JUN 21 1994

bcc to DMB (IE45)

bcc distrib. by RIV:

L. J. Callan
 Branch Chief (DRP/C)
 Project Engineer, DRP/C
 MIS System
 RIV File
 Senior Resident Inspector, Cooper

Resident Inspector
 Leah Tremper, OC/LFDCB, MS: MNBB 4503
 Senior Resident Inspector, Grand Gulf
 DRSS-FIPB
 Branch Chief (DRP/TSS)

RIV:C:DRP/C	D:DRP			
RH:Arrell;df	ABBeach			
6/17/94	6/17/94			

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JUN 21 1994

bcc to DMB (IE45)

bcc distrib. by RIV:

L. J. Callan

Branch Chief (DRP/C)

Project Engineer, DRP/C

MIS System

RIV File

Senior Resident Inspector, Cooper

Resident Inspector

Leah Tremper, OC/LFDCB, MS: MNBB 4503

Senior Resident Inspector, Grand Gulf

DRSS-FIPB

Branch Chief (DRP/TSS)

RIV:C:DRP/C	D:DRP			
PH: [Signature];df	ABBeach [Signature]			
6/17/94	6/17/94			

**RBS / NRC
MANAGEMENT
MEETING**



JUNE 2, 1994

MANAGEMENT CONFERENCE AGENDA

- | | |
|--|--|
| I. OPENING REMARKS | HARRY KEISER
Executive Vice
President and Chief
Operating Officer |
| II. PRESENTATION OVERVIEW | JOHN McGAHA
Vice President
Operations |
| III. OPERATING PERFORMANCE | MIKE SELLMAN
General Manager
Plant Operations |
| IV. PERFORMANCE IMPROVEMENT
PLANS | JIM FISICARO
Director - Nuclear
Safety |
| V. CORRECTIVE ACTION PROGRAM | JIM FISICARO
Director - Nuclear |
| VI. ENGINEERING PROGRESS | TED LEONARD
Director - Engineering |
| VII. HUMAN PERFORMANCE &
WORK PROCESSES | MIKE SELLMAN
General Manager
Plant Operations |
| VIII. SUMMARY | JOHN McGAHA
Vice President
Operations |

OPENING REMARKS

- **PURPOSE**
- **EOI APPROACH**
- **FOCUS**
- **PRESENTATION INTRODUCTIONS**

HARRY KEISER
Executive Vice President
and Chief Operating
Officer

PURPOSE OF MEETING

- DEMONSTRATE RBS IS IMPROVING
 - PEOPLE
 - PLANT
 - PROCESS
- RESULTS OF PERFORMANCE IMPROVEMENT PLANS
 - MATERIAL CONDITION
 - CORRECTIVE ACTIONS
 - HUMAN PERFORMANCE
- RF5 - GETTING THE WORK DONE SAFELY
- CONTINUING DIALOGUE

EOI APPROACH

- REGULATORY/SAFETY
 - SAFETY CULTURE
 - TECHNICAL COMPETENCE
 - OPEN COMMUNICATIONS
- OPERATIONS
 - BREAKER TO BREAKER OPERATIONS
 - PLANT MATERIAL CONDITION
 - HIGHLY SKILLED, WELL TRAINED WORKFORCE
- COST
 - RESOURCE MANAGEMENT
 - EFFECTIVE USE OF TOTAL QUALITY

NUCLEAR EXCELLENCE

**Focus On
People And
Total Quality**

**“Our Success Will Be
Achieved Through
Our People”**

**Top
Quartile**

Regulatory/Safety

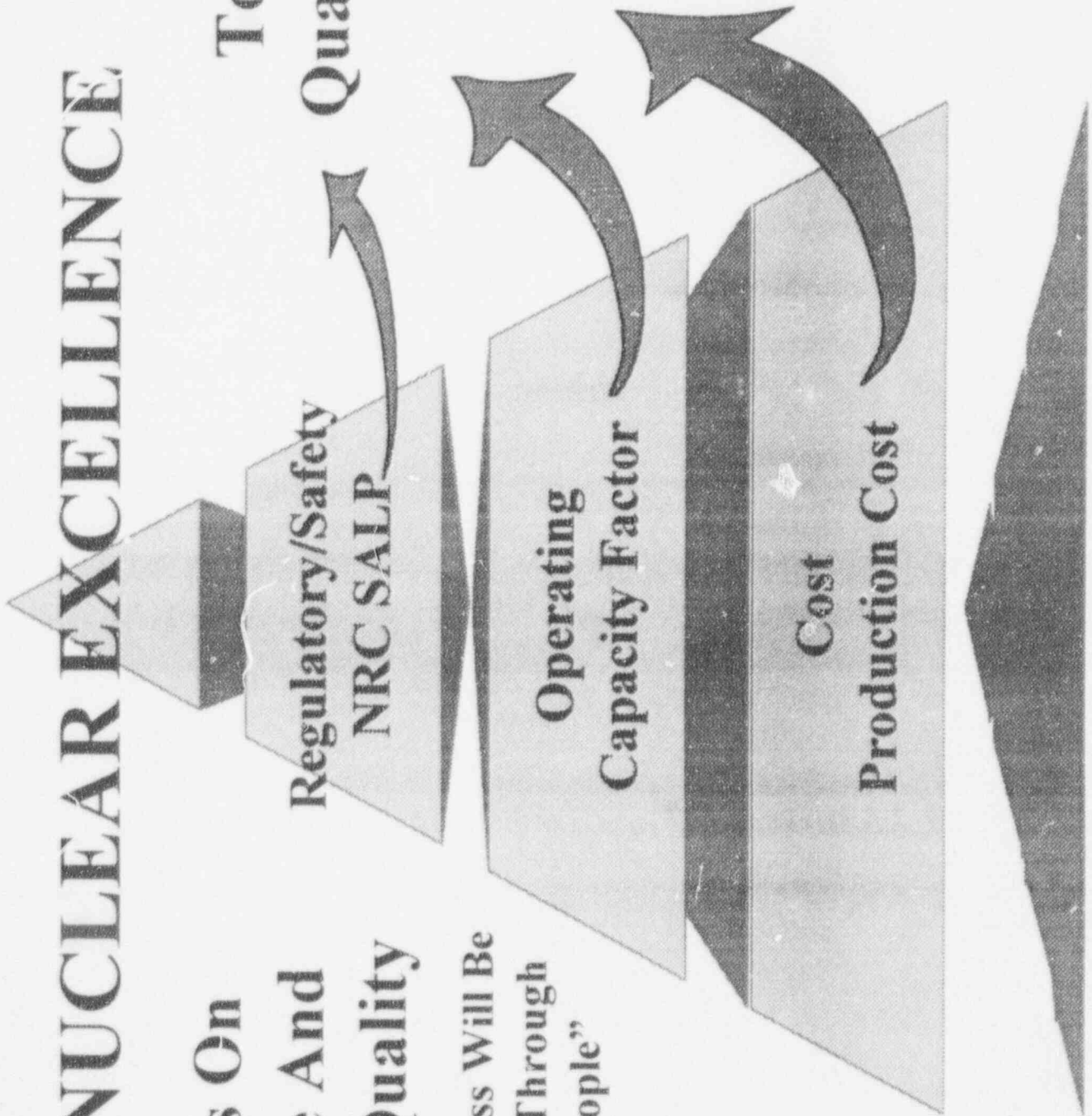
NRC SALP

Operating

Capacity Factor

Cost

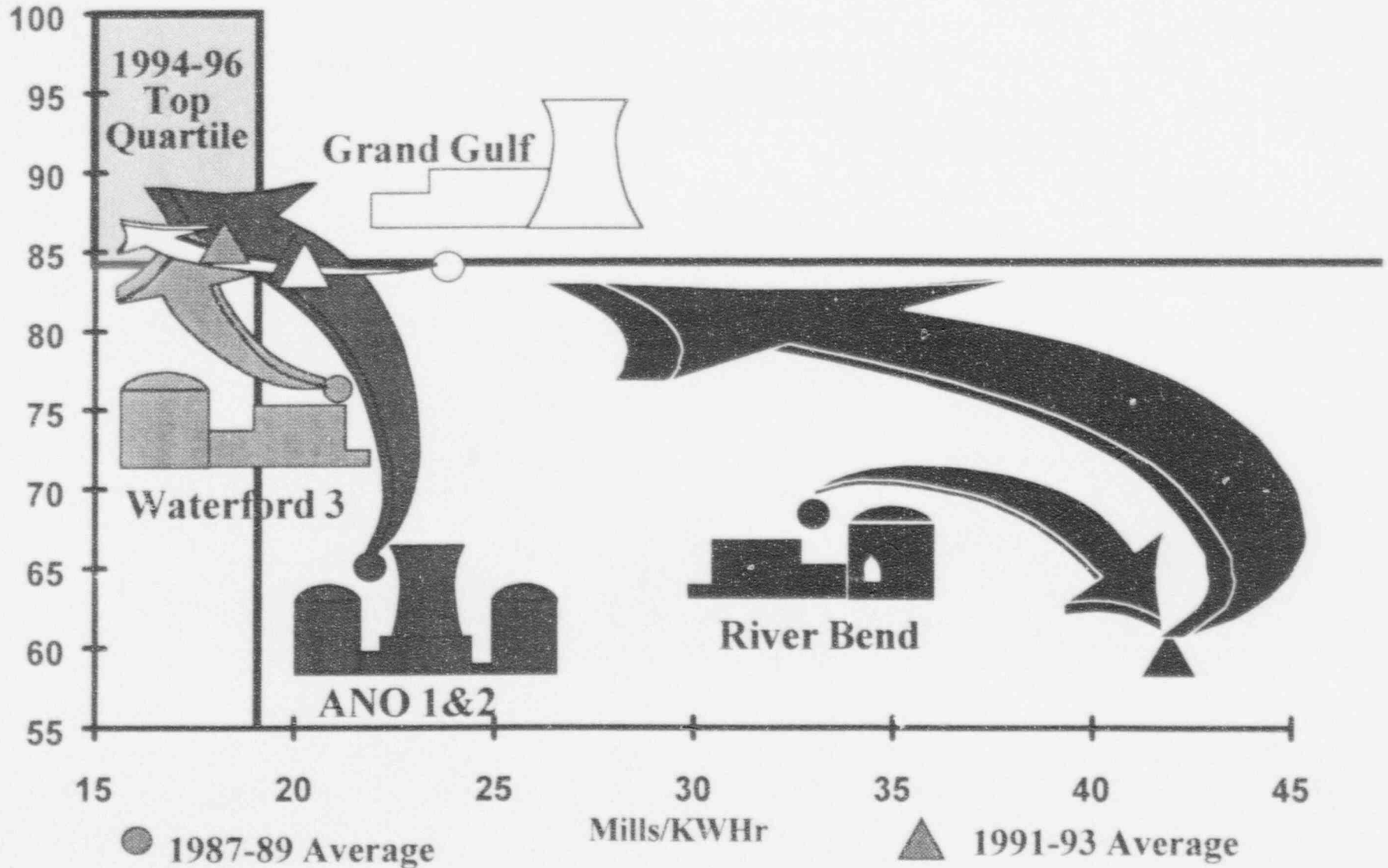
Production Cost



PROGRESS TOWARD TOP QUARTILE

1987-89 TO 1994-96

Capacity Factor %



EOI APPROACH

- PROGRESS IS BEING MADE
 - 179 DAY RUN
 - CONTINUED TO RUN INTO OUTAGE
 - REDUCED MWO BACKLOG
- NEAR TERM IMPROVEMENT PROGRAM
 - FOCUS ON ORGANIZATION
- LONG TERM IMPROVEMENT PROGRAM
 - PLAN FOR PUTTING RBS IN TOP QUARTILE
- EOI WILL INSIST ON CONTINUOUS IMPROVEMENT

RBS FOCUS

- PEOPLE
- PLANT
- PROCESSES

PRESENTATION

- PRESENTATION OVERVIEW BY *JOHN MCGAHA*
- OPERATIONS PERFORMANCE BY *MIKE SELLMAN*
- NTPIP/LTPIP AND CORRECTIVE ACTION PROGRAM BY *JIM FISICARO*
- HUMAN PERFORMANCE & WORK PROCESSES BY *MIKE SELLMAN*
- ENGINEERING PROGRESS BY *TED LEONARD*
- SUMMARY BY *JOHN McGAHA*

PRESENTATION OVERVIEW

- **RBS PROGRESS**
- **PEOPLE**
- **PLANT**
- **PROCESSES**

JOHN McGAHA
Vice President Operations

RBS PROGRESS

- WE ARE IMPROVING

- WHY

- » NEAR TERM PERFORMANCE IMPROVEMENT PLAN
 - » LONG TERM PERFORMANCE IMPROVEMENT PLAN
 - » ORGANIZATION

- WHAT

- » PEOPLE
 - HUMAN PERFORMANCE
 - » PLANT
 - MATERIAL CONDITION
 - REFUELING
 - » PROCESSES
 - CORRECTIVE ACTION
 - PROCEDURES

RBS PROGRESS

- ROOT CAUSES OF PAST PROBLEMS
 - PROBLEM IDENTIFICATION/SOLVING
 - INEFFECTIVE PLANNING AND MONITORING
 - INEFFICIENT WORK PROCESSES AND RESULTING WORK BACKLOGS
 - MANAGEMENT AND LEADERSHIP SKILLS

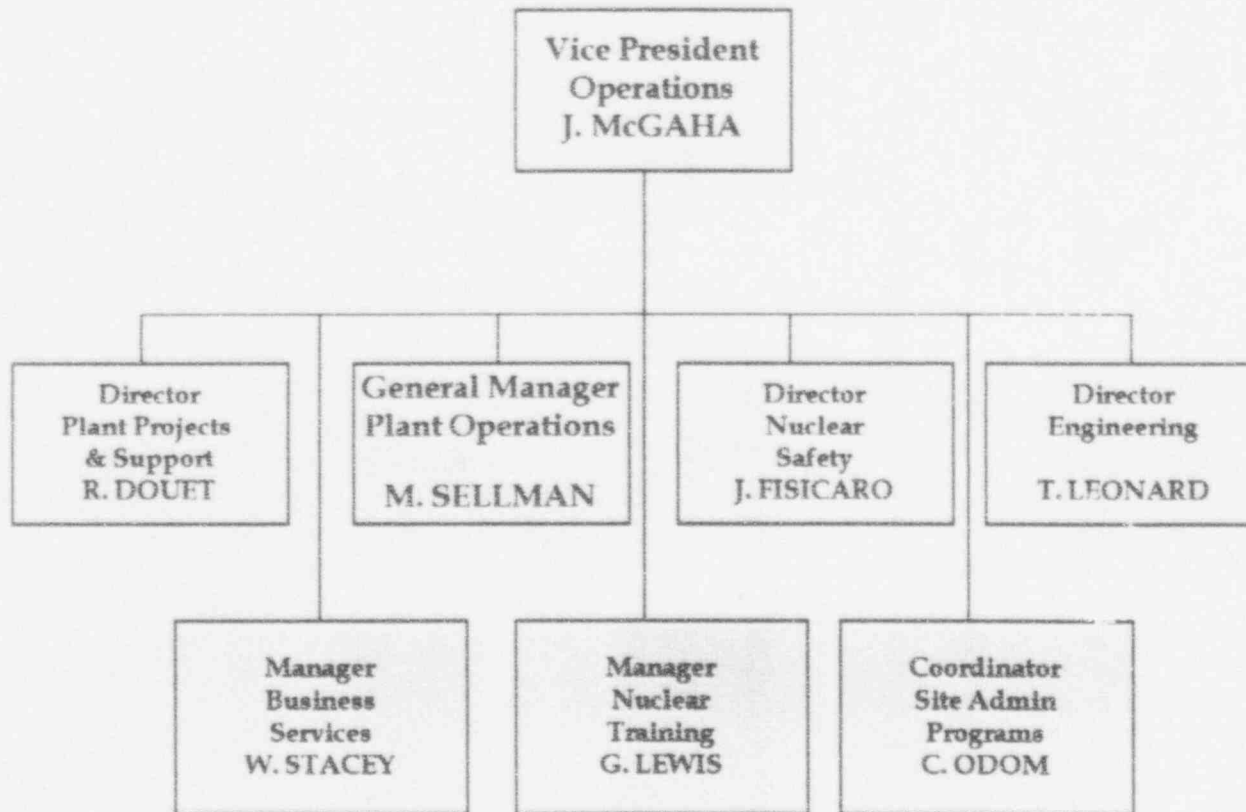
PEOPLE

- ORGANIZATIONAL IMPROVEMENTS
 - INITIAL INFUSION OF ENTERGY PERSONNEL
 - » EOI TO RBS TRANSFERS/RBS NEW HIRES
 - ORGANIZATION CHANGES MADE
 - EMPLOYEE REACTION TO MERGER
 - EVALUATED PEOPLE AND ORGANIZATIONS
 - IMPLEMENTED NEW ORGANIZATION
- MANAGEMENT OVERSIGHT AND HUMAN PERFORMANCE
 - STANDARDS AND EXPECTATIONS
 - » GET SUPERVISION OUT IN FIELD
 - » TRAINING FIRST LINE SUPERVISORS
 - » SUPERVISOR COACHING

PEOPLE

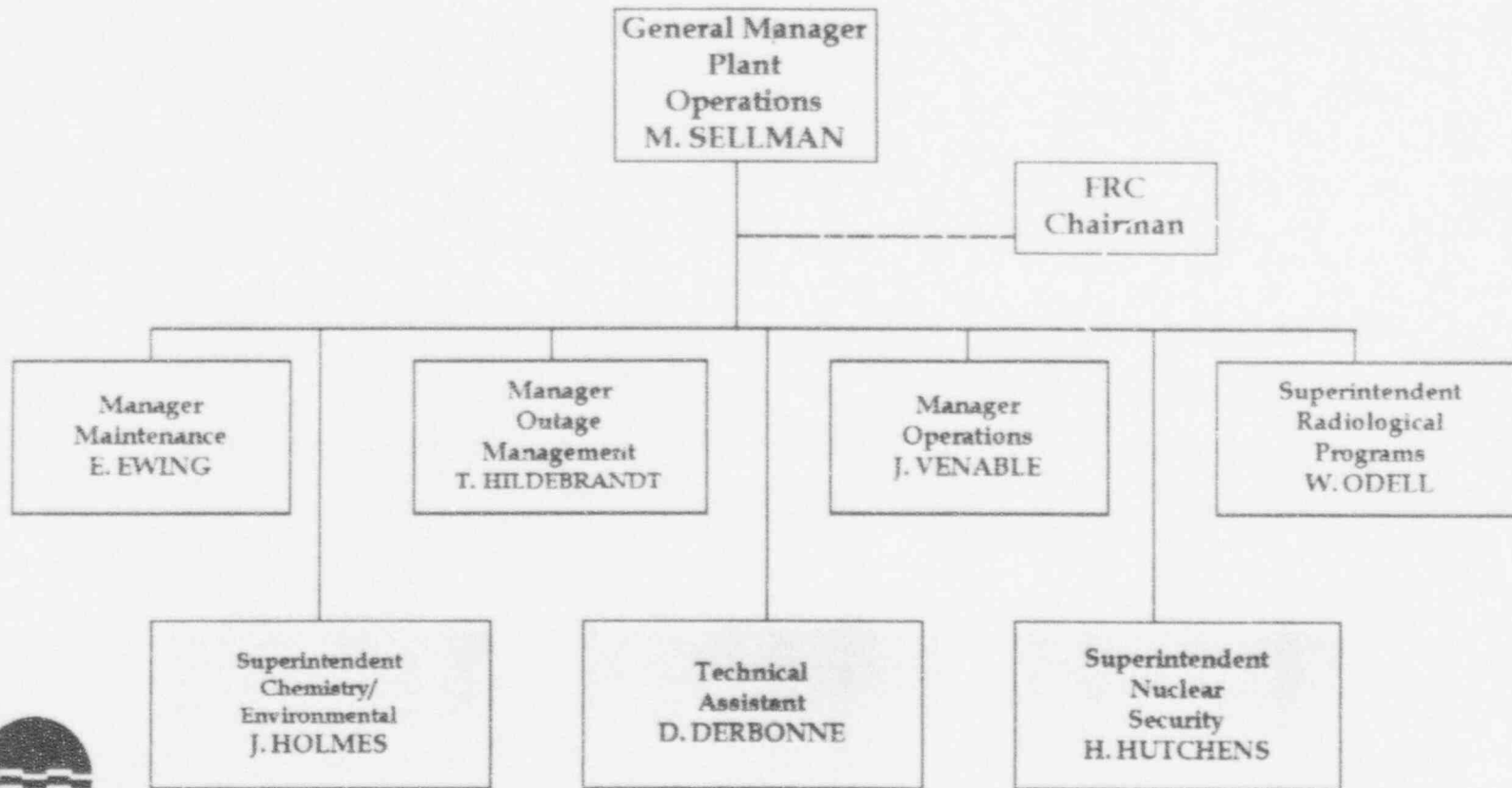
- HUMAN PERFORMANCE INITIATIVES
 - INDEPENDENT STUDY PERFORMED
 - MGMT/SUPV OVERSIGHT EMPHASIZED
 - PERSONNEL ACCOUNTABILITY EMPHASIZED
 - SUPERVISORY/COACHING TRAINING PROVIDED
 - COMMUNICATIONS TRAINING PROVIDED
- RESULTS
 - LOWER THRESHOLD FOR IDENTIFYING PROBLEMS
 - IMPROVED ROOT CAUSE DETERMINATION
 - SIGNIFICANT HUMAN PERFORMANCE CRS INDICATING A DOWNWARD TREND
 - TEAMWORK/STANDARDS

New River Bend Organization



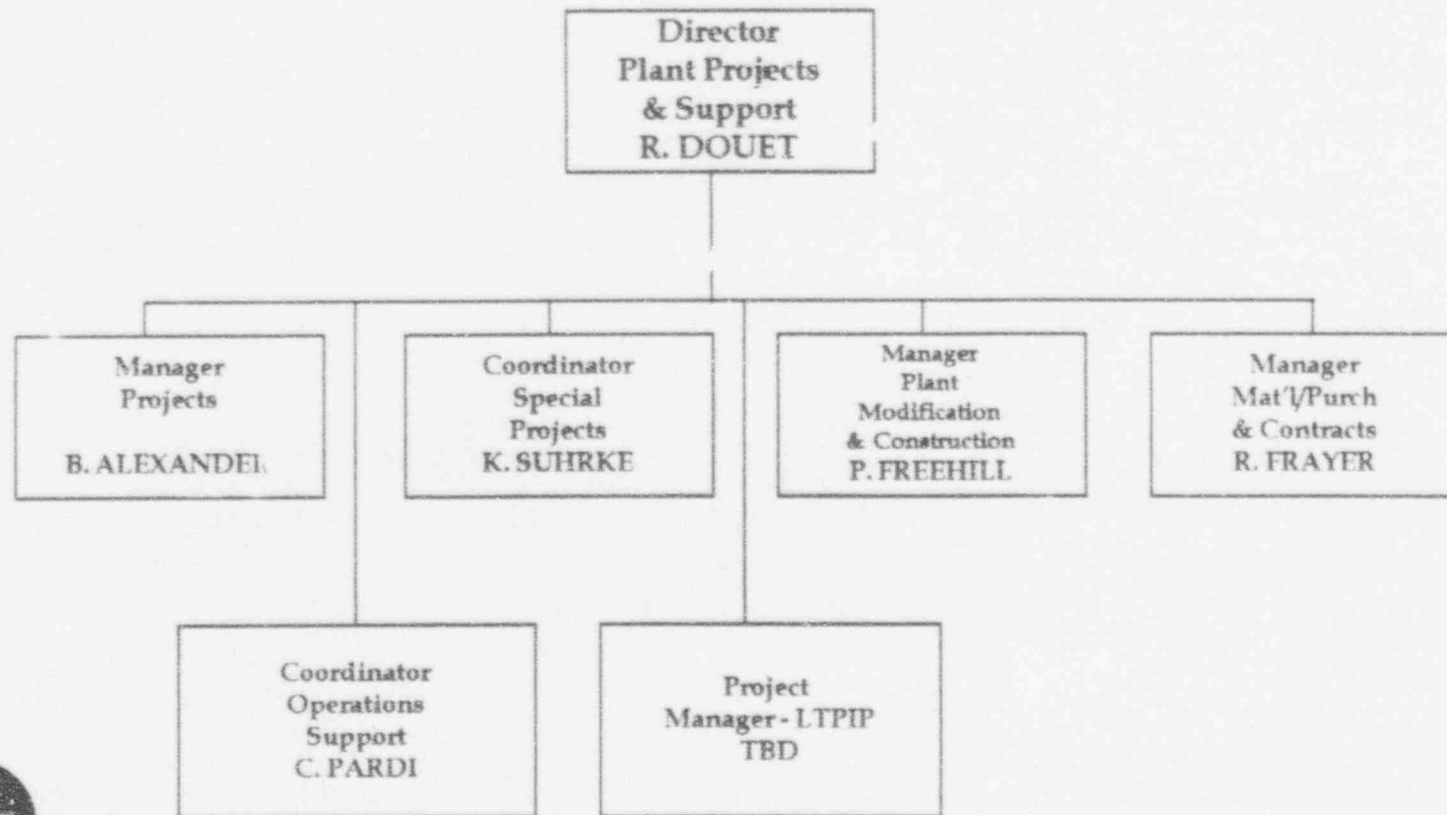
ENERGY

Plant Operations



ENTERGY

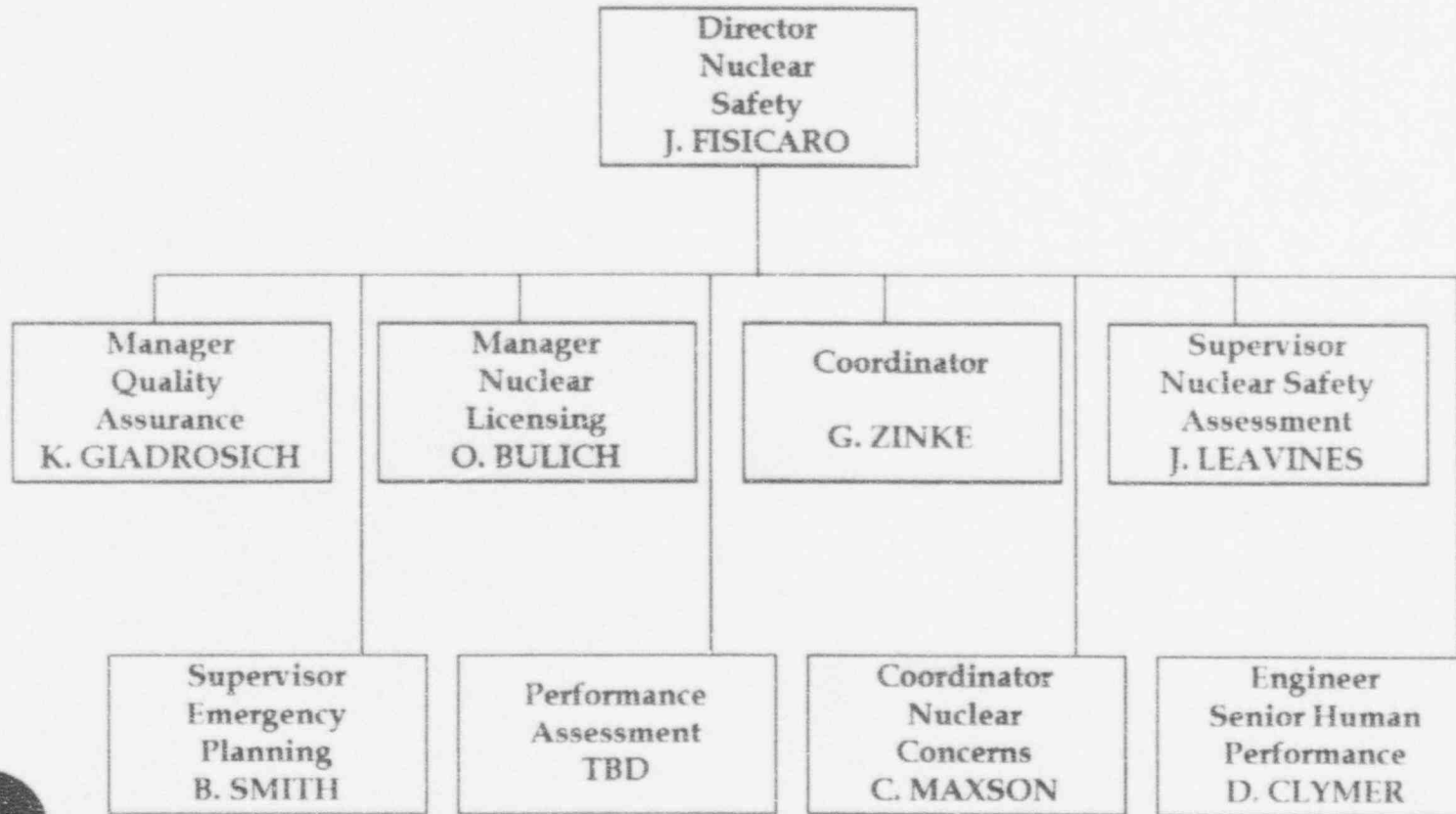
Plant Projects and Support



ENERGY

TBD: To be determined

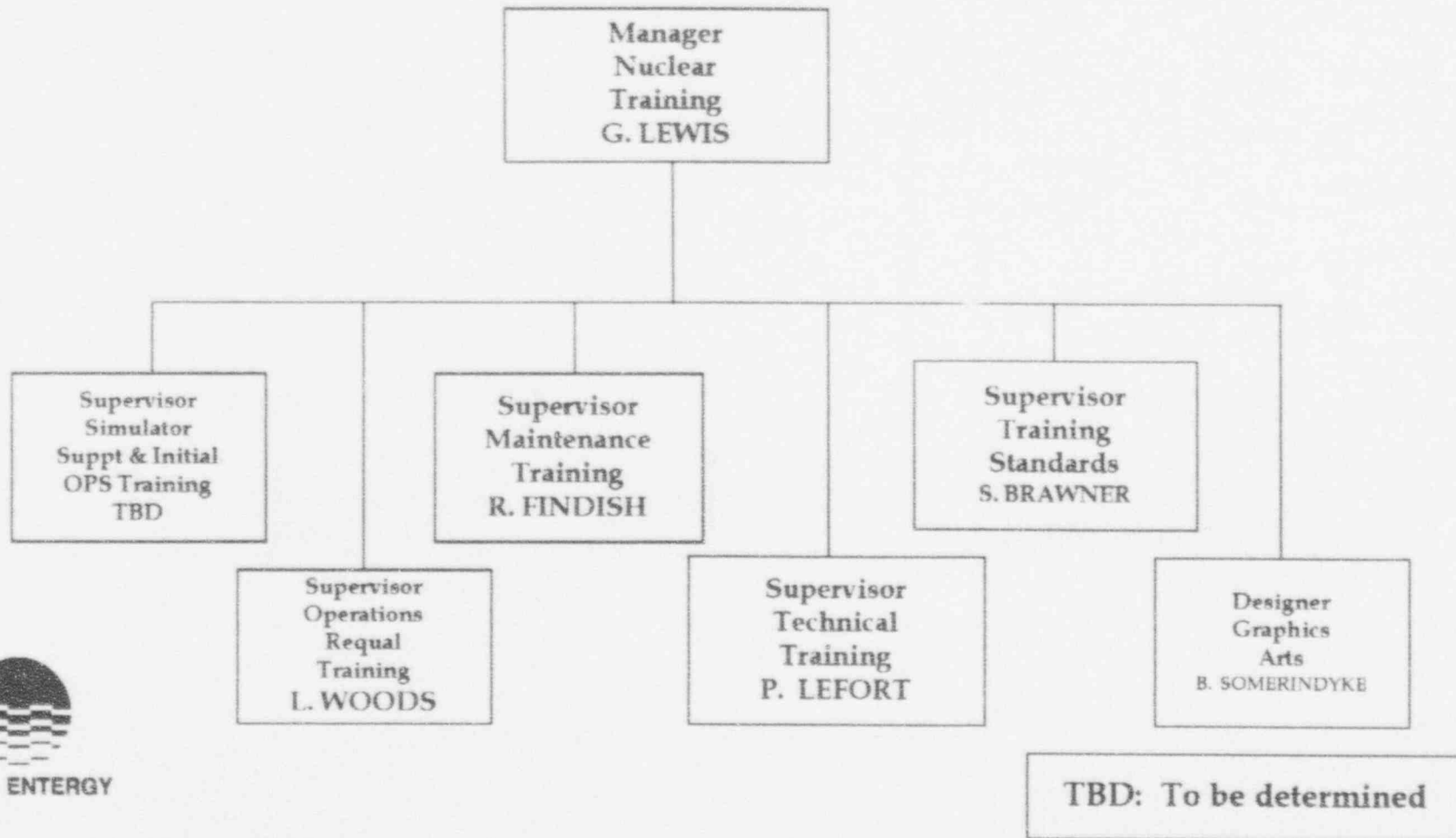
Nuclear Safety



ENERGY

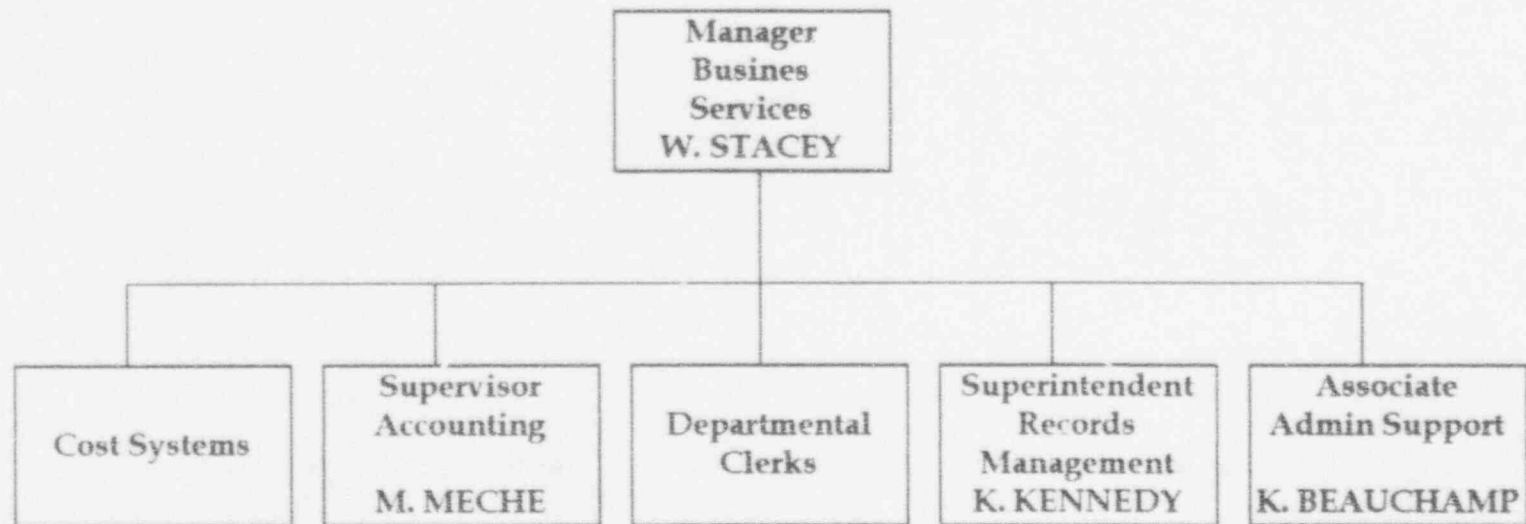
TBD: To be determined

Nuclear Training

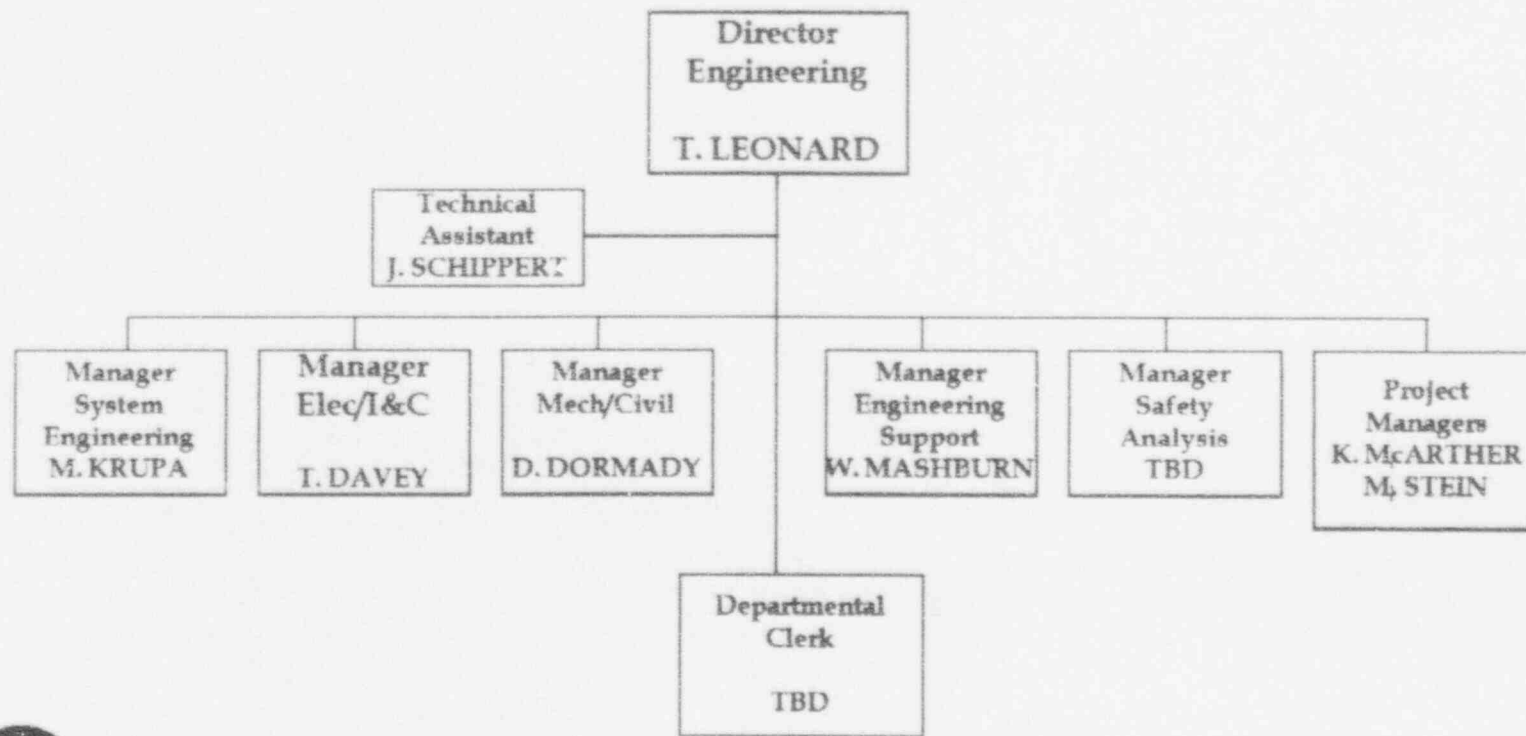


ENERGY

Business Services



Engineering



TBD: To be determined



ENTERGY EMPLOYEE TRANSFERS TO RIVER BEND

NAME	DEPARTMENT	TITLE	DATE
John R. McGaha, Jr.	Executive	Vice President-Operations	9/17/93
James J. Fisicaro	SA & QV	Director, Nuclear Safety	9/20/93
Howard B. Hutchens	Plant Staff/Security	Supt, Plant Security	9/20/93
Michael B. Seliman	Plant Staff	General Manager, Plant Ops	9/20/93
Early C. Ewing	Plant Staff/Maintenance	Manager, Plant Maintenance	10/8/93
Theodore R. Leonard	Engineering	Director, Engineering	11/29/93
Newton J. Spitzfaden	System/Human Resources	Manager, Human Resources	12/6/93
Otto P. Bulich	SA & QV	Manager, Licensing	12/13/93
Jerome Holmes	Plant Staff/Chemistry	Supt, Chemistry	1/3/94
William G. Durika	System/Security	Supvr, Investigations & FFD	1/10/94
Kenneth McArthur	Engineering	SR Lead Engineer	1/10/94
James R. Douet	Plant Projects & Support	Director, Plant Projects & Support	1/24/94
Michael A. Krupa	Engineering/System Eng	MGR, Performance & System Eng	2/14/94
Holly Moore	Total Quality	SR Lead Facilitator	2/21/94
Thomas O. Hildebrandt	Plant Staff/Outage Mgt.	Manager, Outage	3/14/94
George A. Zinke	SA & QV/Licensing	Technical Coordinator	4/1/94
Daniel Dormady	Engineering	Manager, Mechanical/Civil	4/4/94
Willis F. Mashburn	Engineering	Manager, Engineering Support	4/4/94
Amir Shahkarami	Engineering	Supervisor, Engineering	4/4/94
Wayne Stacey	Business Services	Manager, Site Business Services	4/20/94
Don Pfannenstiel	Plant Projects & Support	Superintendent, Modification Construction	6/1/94
Bob Alexander	Plant Projects & Support	Manager, Project Management	6/1/94
Bruce Babin	Engineering	Engineer II	6/1/94
Timothy W. Gates	Nuclear Safety	Supervisor-Licensing	6/1/94
Thomas E. Watkins	System Engineering	Supervisor-System Engineering	6/15/94

PLANT

- MATERIAL CONDITION
 - REDUCED BACKLOG OF MAINTENANCE ITEMS
 - ELIMINATING RECURRING PROBLEMS
 - CHANGE REVIEW BOARD/MASTER ISSUES LIST
 - ZONE INSPECTIONS
 - REFUELING OUTAGE
 - EXPECTATIONS

PROCESSES

- PROCEDURES UPGRADE PROGRAM
- RE-ENGINEERING
- TOTAL QUALITY
 - FOCUS ON PROCESSES
- IMMEDIATE FOCUS AREAS
 - CORRECTIVE ACTION PROGRAM
- HOLDING PEOPLE ACCOUNTABLE
 - COMMUNICATING EXPECTATIONS

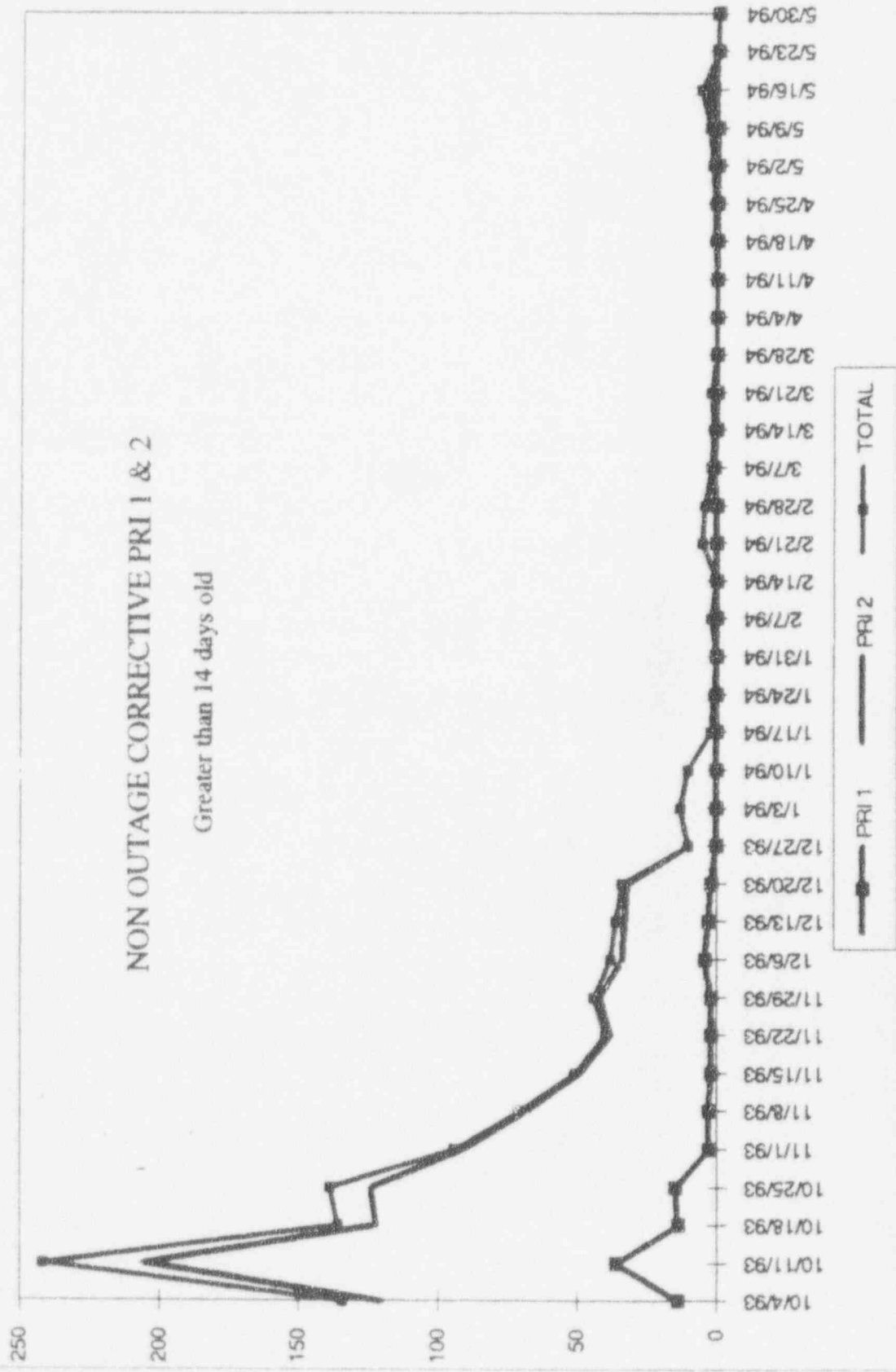
OPERATING PERFORMANCE

- **CYCLE 4 OPERATIONS**
- **REFUELING OUTAGE V**
- **NUCLEAR SAFETY SUPPORT**

MIKE SELLMAN
General Manager
Plant Operations

CYCLE 4 OPERATIONS

- SUCCESSFULLY OPERATED UNTIL SCHEDULED REFUEL
- 179 DAY CONTINUOUS RUN
- PREPARED FOR CHALLENGE OF REFUEL 5
- MANAGEMENT FOCUS ON KEY AREAS
 - FIXING THE PLANT
 - HUMAN PERFORMANCE
 - CORRECTIVE ACTION PROGRAM
 - PROCEDURES



REFUELING OUTAGE V REVIEW

- PLAN COMMUNICATED IN PRE-OUTAGE MEETING WITH NRC
 - NUCLEAR SAFETY
 - FIXING THE PLANT
 - ALARA
 - INDUSTRIAL SAFETY
- NUCLEAR SAFETY RESULTS
 - OPERATIONS IN CONTROL OF WORK
 - STRONG COMMITMENT FOR ENSURING SHUTDOWN COOLING CONSTANTLY MAINTAINED

REFUELING OUTAGE V REVIEW

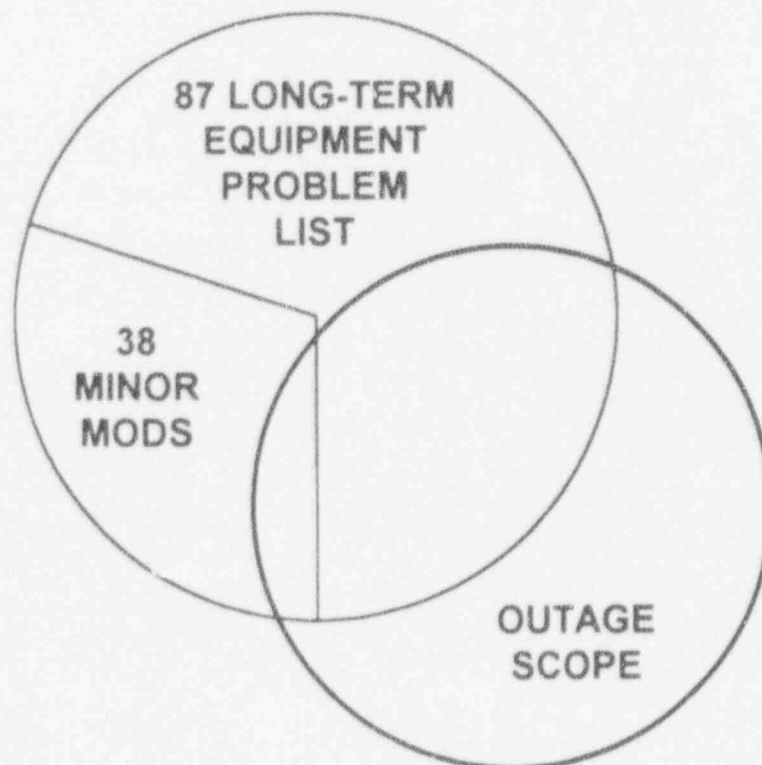
- FIX THE PLANT
 - LARGE WORKSCOPE DRIVING CRITICAL PATH
 - ADDED SCOPE TO ENSURE NUCLEAR SAFETY
 - ALL MODS COMMITTED IN NTPIP WILL BE COMPLETED
 - MANY BUT NOT ALL LONG STANDING PROBLEMS WILL BE RESOLVED

REFUEL OUTAGE V REVIEW

- FIXING THE PLANT
 - FUEL INSPECTION
 - SUPPRESSION POOL STRAINER INSPECTION
 - JET PUMP BEAM REPLACEMENT
 - WATER LEVEL INSTRUMENTATION
 - MECHANICAL STRESS IMPROVEMENT PROCESS
 - MSIV ANTI-ROTATION DEVICE
 - RECIRC PUMP SEALS
 - REDESIGN FW PUMP IMPELLER
 - RWCU PURGE SYSTEM
 - AIRLOCK MODIFICATIONS
 - LP ROTOR REPLACEMENT

EQUIPMENT CONDITION REVIEW EFFORTS

- REVIEW EFFORT BY OPERATIONS, MAINTENANCE AND ENGINEERING IDENTIFIED 87 LONG-STANDING EQUIPMENT PROBLEMS
- 38 MINOR MODIFICATIONS ALSO IDENTIFIED FOR EQUIPMENT PROBLEM RESOLUTION



REFUELING OUTAGE V REVIEW

- ALARA

- INITIATIVES

- » COMMUNICATE EXPECTATIONS

- » SYSTEM FLUSH NOZZLES

- » UTILIZE REMOTE/AUTOMATED
EQUIPMENT

- » INCORPORATE ALARA INTO DESIGN

- RESULTS

- » AS OF 6/1/94 276 MAN REM EXPOSURE
64% OF GOAL

- » WITH INCREASED WORKSCOPE AND
DURATION

- » SOURCE TERM REDUCTION

REFUELING OUTAGE V REVIEW

- INDUSTRIAL SAFETY
 - NO MAJOR INJURIES

PERFORMANCE IMPROVEMENT PLANS

- NTPIP
- LTPIP

JIM FISICARO
Director - Nuclear Safety

NTRIP

- **CURRENT STATUS**

	TOTAL # PLAN	TOTAL SCHEDULED COMPLETE	TOTAL COMPLETED
PLAN CATEGORIES	36	30	30
ACTION ITEMS	248	241	246

- **CURRENTLY 97% COMPLETE**
- **AHEAD OF SCHEDULE**
- **OUTSTANDING ITEMS TO BE COMPLETED DURING RP-3**
- **THREE ITEMS REMAINING**
 - MINOR MODS
 - MAJOR MODS TO RESOLVE LONG-STANDING EQUIPMENT PROBLEMS
 - FIRE PROTECTION PENETRATION SEALS

NTPIP

- **RESULTS EVIDENT**
 - **MATERIAL CONDITION**
 - **MANAGEMENT PROCESSES**
 - **WORK PRACTICES**
 - **STRATEGIC PLANNING**
 - **CORRECTIVE ACTION**
 - **HUMAN PERFORMANCE**
 - **ENGINEERING SUPPORT**

LTRIP

- CURRENT STATUS

	TOTAL IN PLAN	TOTAL SCHEDULED COMPLETE	TOTAL COMPLETED
PLAN CATEGORIES	20	0	0
ACTION ITEMS	543	112	140

- DOCKETED WITH NRC 3/28/94
- 22% COMPLETE

LONG-TERM PERFORMANCE IMPROVEMENT PLAN
PRIMARY PERFORMANCE MEASURES

<p>Strategic Goals</p>	<ul style="list-style-type: none"> • Production Cost (M/kwh) • Capacity Factor • SALP (by area) • INPO Rating
<p>Planning & Performance Management 1.0 Site Planning & Resource Allocation 2.0 Fundamental Project Management 3.0 Outage Management</p>	<ul style="list-style-type: none"> • All Master Issues List projects and Performance Improvement Plan Programs assigned a Project Manager, and <u>started</u> and <u>completed</u>: <ul style="list-style-type: none"> - Will be completed within 10% of the approved schedule during 1995 for individual projects without sacrifice to safety. - Will be completed within 8% of the approved schedule during 1996 for individual projects without sacrifice to safety. • Zero lost time accidents • Outage duration < scheduled +10% • Zero loss of shutdown cooling events • Work identification frozen and modifications issued 6 months prior to outage
<p>Leadership 4.0 Leadership and Management 5.0 Change Management</p>	<ul style="list-style-type: none"> • Employee opinion survey rankings in the areas of <u>management</u>, <u>work organization</u>, <u>working relationships</u>, <u>communications</u>, and <u>job satisfaction</u> result in the following. <ul style="list-style-type: none"> - 3 of the 5 areas should be above the norm in 1994 - 4 of the 5 areas should be above the norm in 1995 - 5 of the 5 areas should be above the norm in 1996 • Results of Total Quality section of annual employee survey equal to or greater than <ul style="list-style-type: none"> - the lowest score of the other EOI Nuclear Plants in 1995, - the average of the other EOI plants scores in 1996

<p>Problem Identification & Solving</p> <p>6.0 Problem Identification & Root Cause Evaluation</p> <p>7.0 Closure of Problems</p> <p>8.0 Oversight of Problem Solving Systems</p> <p>9.0 Human Performance Effectiveness</p>	<ul style="list-style-type: none"> • Decreasing number of significant condition reports and • Decreasing percent of all condition reports classified significant (KPMT OM-1) • Decreasing unplanned MWe lost due to ineffective corrective action (KPMT OM-2) • Decreasing median time open of condition reports (KPMT OM-3) • Decreasing trend in condition reports due to human performance
<p>Work Process Efficiency</p> <p>10.0 Work Control</p> <p>11.0 Materials Management</p> <p>12.0 Modifications</p> <p>13.0 Procedures</p>	<ul style="list-style-type: none"> • No priority 1 or priority 2 MWOs greater than 14 days old. • Priority 3 non-outage corrective maintenance backlog (MWO and MWOR) greater than 3 months old. <ul style="list-style-type: none"> - Less than 300 by 12/94 - Less than 100 by start of RF6 (Fall 1995) • Decreasing number of Field Change Notices (FCNs) per Modification Request (MR) • Handwritten change Notice (CN) backlog (greater than 30 days). <ul style="list-style-type: none"> - Less than 400 by 12/94 - Less than 100 by 12/95 • Decreasing trends in Condition Reports (CRs) due to inadequate procedures. <ul style="list-style-type: none"> - Reduce by 25% by 12/94
<p>Support for Safe Plant Operation</p> <p>14.0 Engineering Support</p> <p>15.0 Radiological Protection</p> <p>16.0 Plant Chemistry</p> <p>17.0 Licensing & Regulatory Affairs</p> <p>18.0 Security</p> <p>19.0 Training</p> <p>20.0 Quality Assurance</p>	<ul style="list-style-type: none"> • Time in LCOs (unplanned) • Improving key system reliability • Annual station radiation exposure goal met • Chemistry Index goal met • Zero late submittals • Violations <ul style="list-style-type: none"> - < 4 in 1994 - < 1 by 1996

LTIPI

- REPORT WILL ILLUSTRATE AREA PROGRESS
 - PRIMARY TRENDING DOCUMENT ON SITE
- MONITORING
 - SITE MANAGEMENT
 - EXECUTIVE MANAGEMENT
- CLOSURE AND EFFECTIVENESS REVIEWS
 - TO ENSURE ROOT CAUSE IS BEING ADDRESSED
 - CHECK AND ADJUST PROGRAM AREA
- CLOSURE PACKAGE REVIEWED AND MAINTAINED BY NUCLEAR LICENSING

CORRECTIVE ACTION PROGRAM

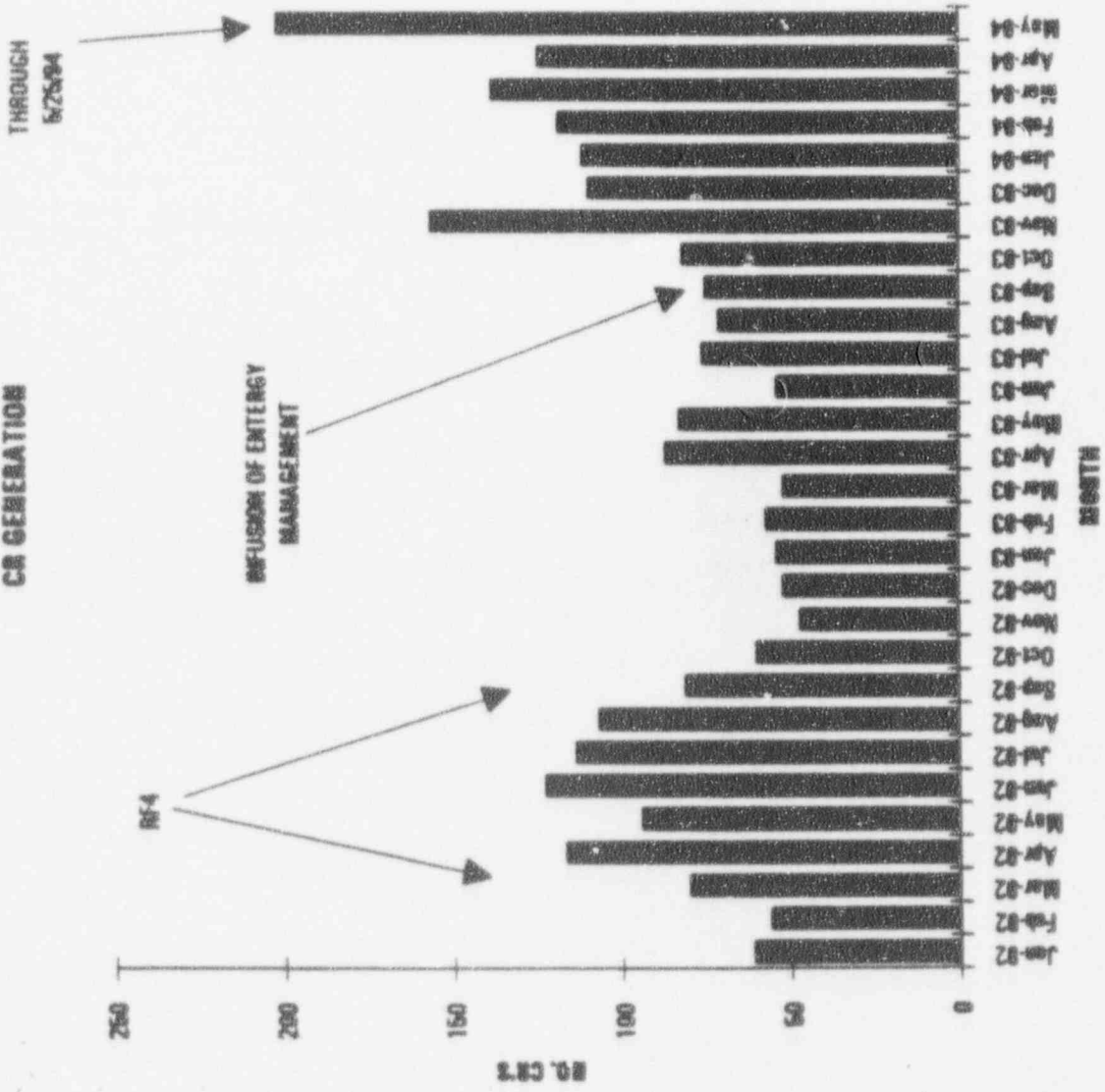
- **PROCESS OVERHAUL**
- **MGMT OVERSIGHT**
- **IMPROVEMENTS**

JIM FISICARO
Director - Nuclear Safety

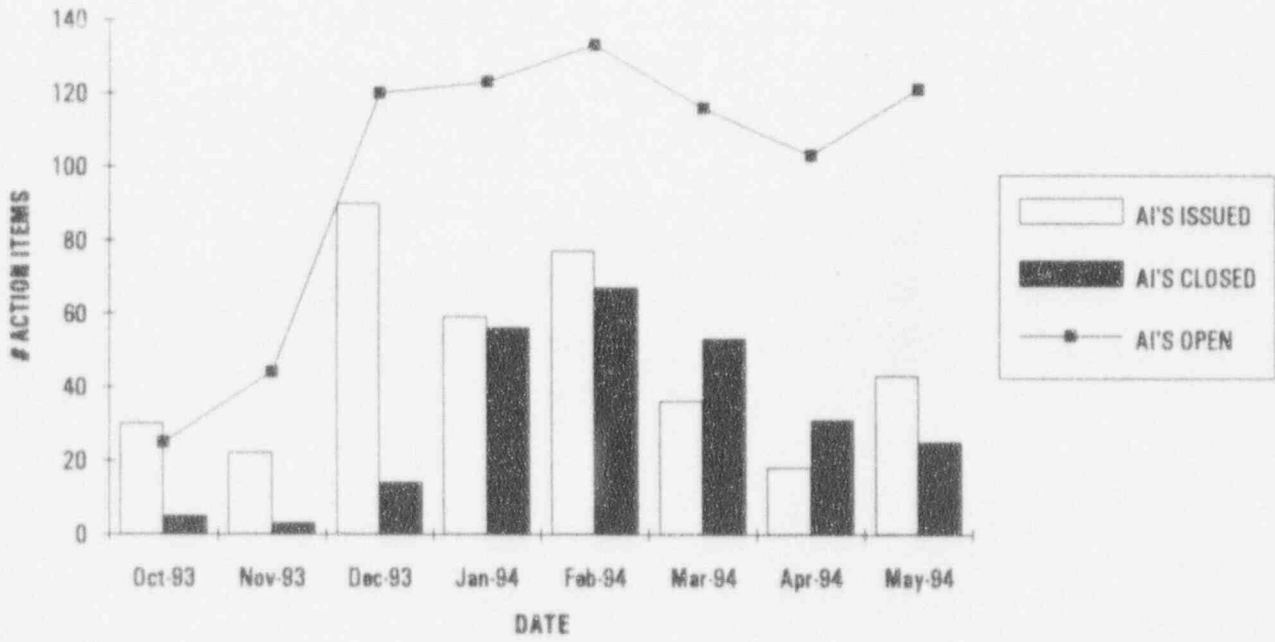
CORRECTIVE ACTION PROGRAM

- **CR PROCESS OVERHAULED**
 - **CR'S NOT CLOSED UNTIL ALL ACTIONS COMPLETE**
 - **CR GENERATION RATE INCREASED**
 - **LOWER THRESHOLD FOR INITIATION**
 - **INCREASED SELF CRITICAL ATTITUDE**
- **MANAGEMENT OVERSIGHT AND CARB**
 - **CONDITION REVIEW GROUP AND CORRECTIVE ACTION REVIEW BOARD IMPLEMENTED 10/93**
 - **COMMUNICATION OF MANAGEMENT EXPECTATIONS**

CR GENERATION



CARB ACTION ITEMS



CORRECTIVE ACTION PROGRAM

- **IMPROVED ROOT CAUSES**
 - **CARB ENSURES STANDARDS ARE MET**
- **CONTINUING SELF ASSESSMENT**
 - **SUPERVISORY EFFECTIVENESS
CONTINUES TO IMPROVE**
 - **KEY WORK PROCESSES NEED
OPTIMIZATION**
- **ROOT CAUSE TRAINING**

ENGINEERING SUPPORT

- **TRANSITION**
- **TECHNICAL ISSUES**
- **TEAMWORK**

TED LEONARD
Director - Engineering

ENGINEERING SUPPORT

- TRANSITION TO EFFECTIVE ENGINEERING SUPPORT
 - NEAR TERM ACTIONS COMPLETED
 - STRATEGIES BEING IMPLEMENTED FOR LTPIP

- ORGANIZATION CHANGES
 - IMPLEMENTED DESIGN ORGANIZATION PER ENTERGY STUDY

ENGINEERING SUPPORT

- RESOLVING PLANT TECHNICAL ISSUES
 - DESIGNS/ PROJECTS FUNDED 1994 BEING ACCOMPLISHED
 - » 43 MAJOR MODS - REFUEL 5
 - » 72 MINOR MODS 1994
 - » \$37.5 M IN CAPITAL IMPROVEMENT - 1994
 - CHANGE REVIEW PROCESS
 - » EFFECTIVE PRIORIZATION AND PROJECT SELECTION
- INCREASE IN ENGINEERING STANDARDS
 - ENGINEERING REVIEW COMMITTEE
 - » 270 DOCUMENTS
 - » MODIFICATION BOARD REVIEWS
 - LONG STANDING ISSUES BEING IDENTIFIED AND RESOLVED
 - ASSESSMENTS

ENGINEERING SUPPORT

- LEADERSHIP AND TEAMWORK BEING DISPLAYED
 - MANAGING EMERGENT ISSUES
 - IN SERVICE TEST PUMP AND VALVE PROGRAM
 - FIRE PROTECTION PROGRAM
 - INTERFACE WITH OPERATIONS AND MAINTENANCE IMPROVING
 - ESTABLISHMENT OF PROJECTS ORGANIZATION
 - QUALITY NOT SCHEDULE FOCUS

ENGINEERING SUPPORT

- STRATEGY ACTIVE TO ENSURE
TRANSITION OF ENGINEERING FUNCTION
 - FOCUS AREAS
 - » STRONG CORE SYSTEM ENGINEERING
FUNCTION
 - » IDENTIFY TECHNICAL PROBLEMS
 - » ESTABLISH CLEAR EXPECTATIONS
 - » GROUP WORKING TOGETHER
EFFECTIVELY
 - » MANAGING ENGINEERINGS WORK
 - ASSESSMENT OF PROGRAMS
 - IMPLEMENT LTPIP

HUMAN PERFORMANCE AND PROCESS IMPROVEMENT

- **INITIATIVES**
- **ASSESSMENT RESULTS**
- **PROCESS IMPROVEMENTS**

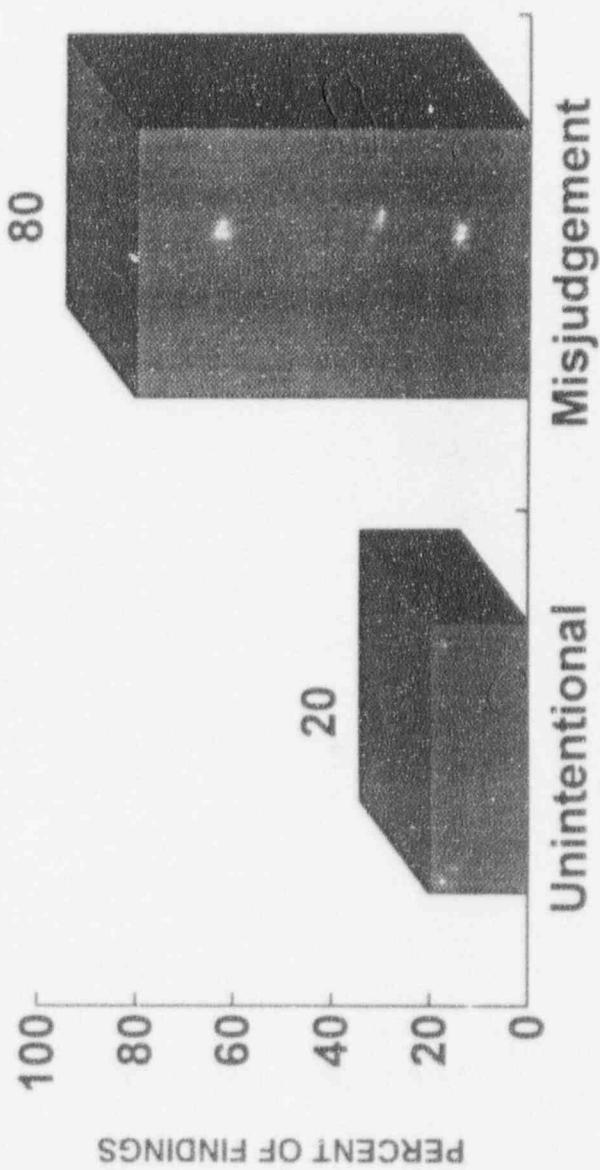
MIKE SELLMAN
Plant Manager

HUMAN PERFORMANCE

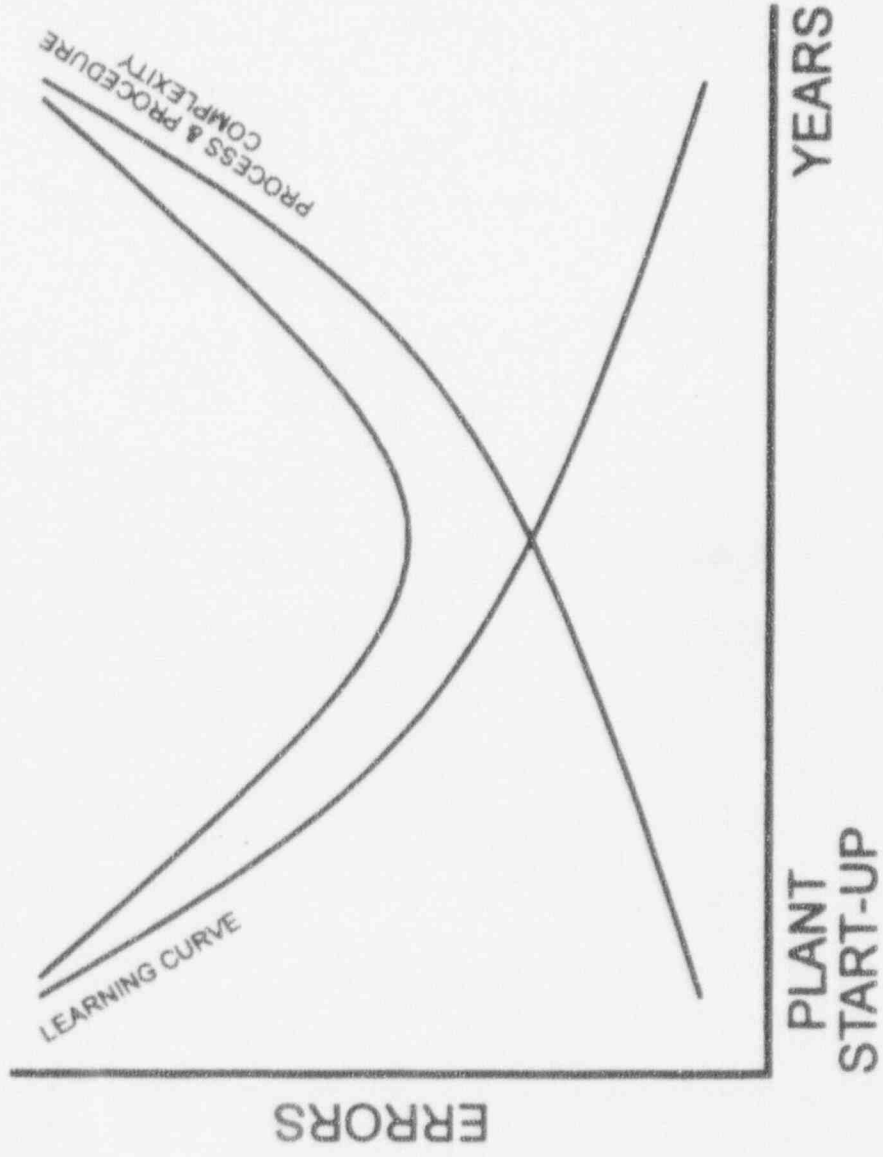
- ACTIVITIES
 - MANAGEMENT EXPECTATIONS ESTABLISHED
 - IMPROVED OWNERSHIP AND ACCOUNTABILITY
 - QUALITY ACTION TEAMS COMPLETED
 - INTERIM ACTIONS DEVELOPED
 - EXTERNAL ASSESSMENTS COMPLETED
 - » FAILURE PREVENTION INCORPORATED EVALUATION

RIVER BEND COMMON CAUSE ANALYSIS

Condition Reports by Human Error Type



SKILL BASED VS. RULE/KNOWLEDGE BASED



YEARS

PLANT
START-UP

PROGRAM COMPLEXITY

ERRORS

PROCESS & PROCEDURE
COMPLEXITY

LEARNING CURVE

WORKER CULTURE

(RULES/STANDARDS ACCEPTANCE)

WORKER
ACCEPTANCE

WORKER
AVOIDANCE

STRONG
SUPERVISORY
ENFORCEMENT

**MANAGEMENT
EFFECTIVENESS**

WEAK
SUPERVISORY
ENFORCEMENT

1.0	3.0 - 4.5
2.0 - 3.0	8.0 - 10.0

"GUIDANCE AVOIDANCE" ON HUMAN PERFORMANCE

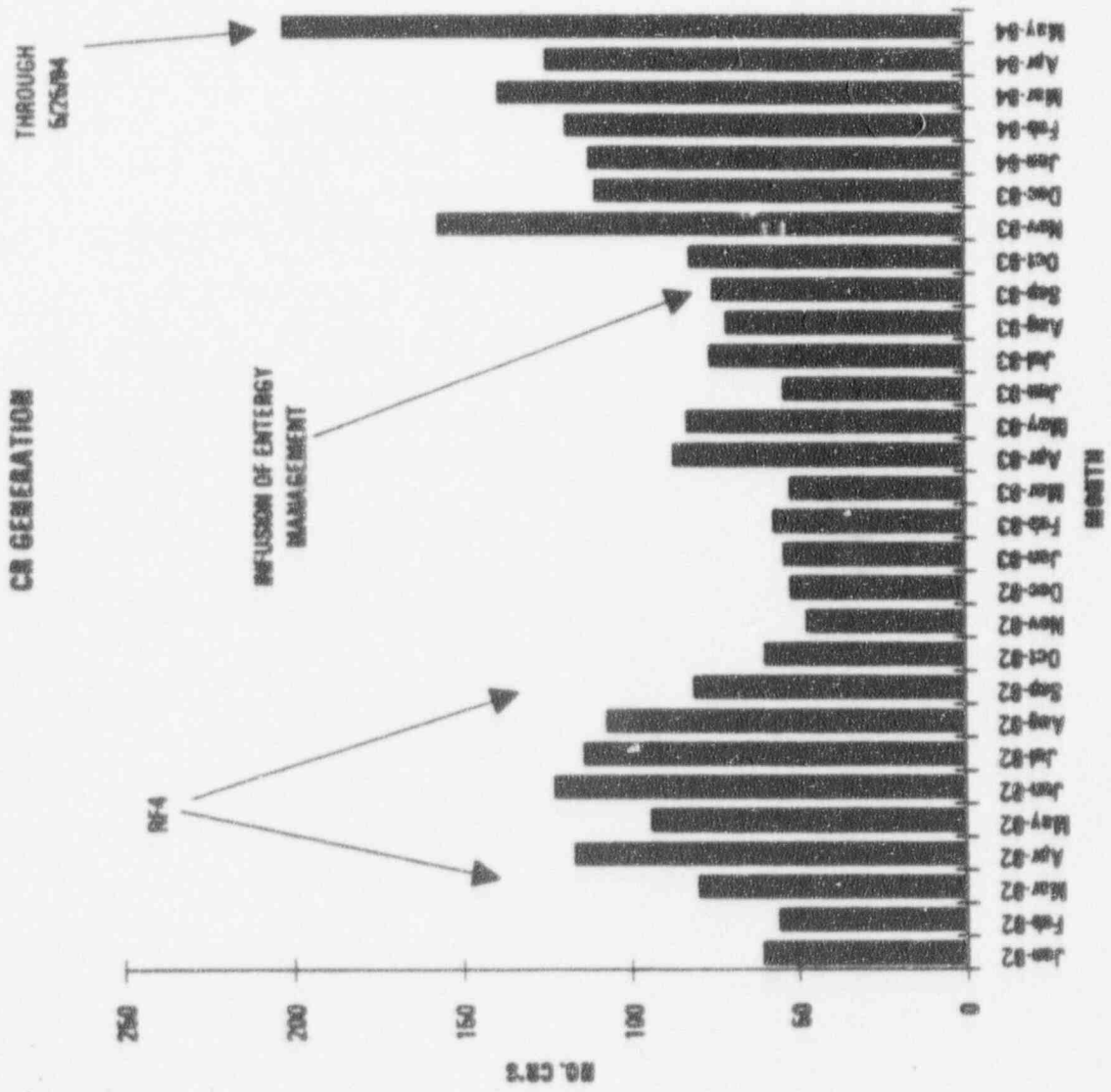
ASSESSMENT RESULTS

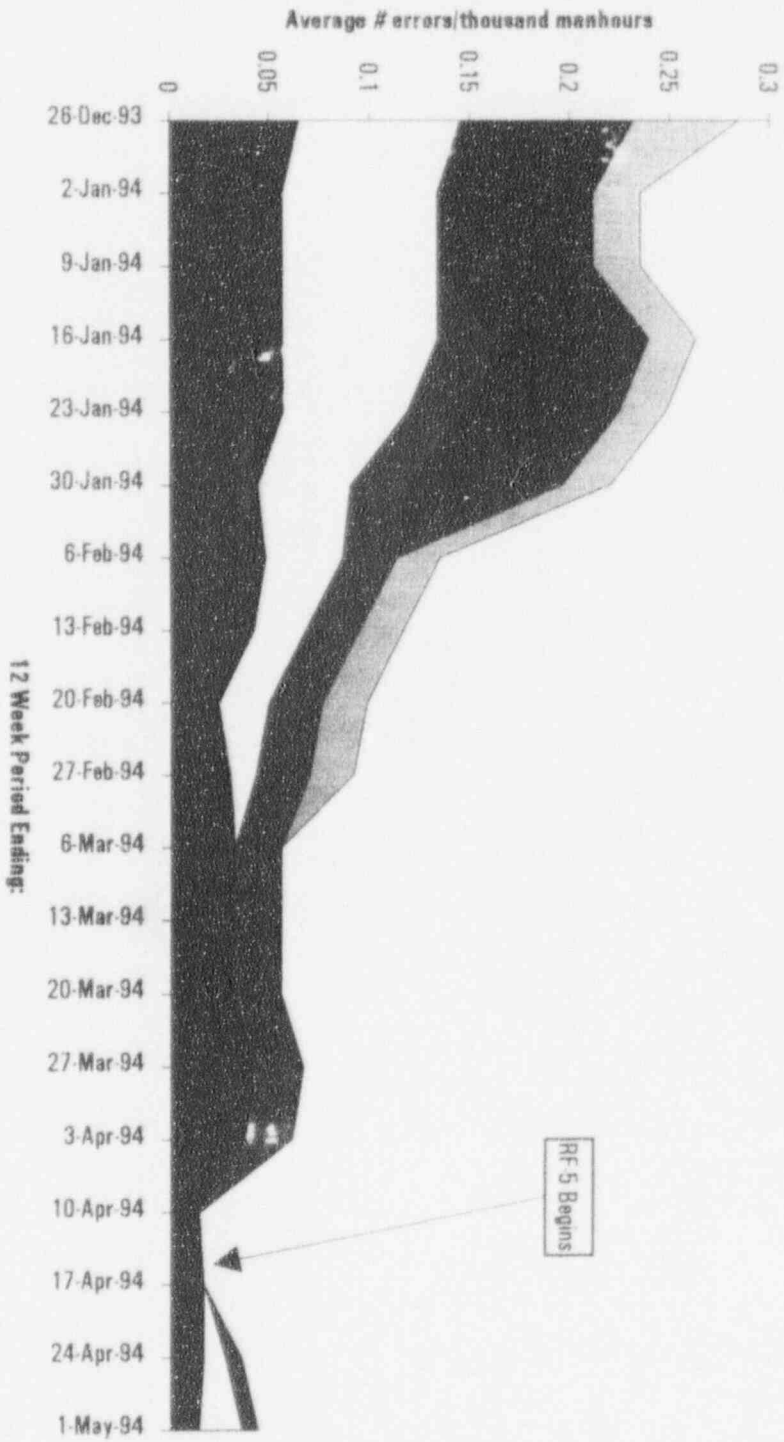
- 80% OF HUMAN ERRORS AT RBS OCCURRED DURING COGNITIVE DECISION MAKING
 - DOMINANT FAILURE MODE
 - INADEQUATE JOB SKILLS
 - MISJUDGMENT (LACK OF ADEQUATE VALIDATION)
 - RESULT OF ORGANIZATIONAL AND PROGRAMMATIC WEAKNESSES

HUMAN PERFORMANCE

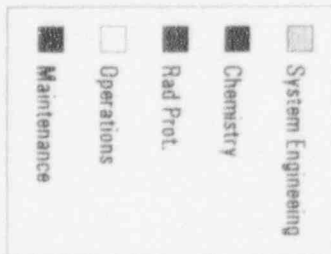
- SIGNIFICANT IMPROVEMENT IN CR TRENDING
- NORMALIZED MANHOUR TREND SHOWS SIGNIFICANT IMPROVEMENT
- THRESHOLD FOR REPORTING PROBLEMS CONTINUES TO BE LOW
- LOW SIGNIFICANCE OF REPORTED PROBLEMS

CRGENXLS Chart 2





Plant Staff Normalized Significant CR Error Rate (Manhours)



River Bend Normalized Error Rate based on Manhours Worked



12 Week Period Ending:

PROCESS IMPROVEMENTS

- PROCEDURE UPGRADE
 - ALL SITE PROCEDURES ENVELOPED
 - ACTION PLAN AND PRIORITIES BEING DEVELOPED
 - INCORPORATING IMPROVED TECH SPECS AND COMMITMENTS
- RE-ENGINEERING
 - BASIS FOR CHANGE/DEFINITION
 - » QUANTUM LEAP CANNOT RELY ON COPYING OTHER EOI PROCESSES

SUMMARY

- **SUMMARY**
- **CONCLUSIONS**

JOHN McGAHA
Vice President Operations

SUMMARY

- PEOPLE, PLANT, PROCESS - FOCUS
 - HUMAN ERRORS BEING REDUCED
 - MATERIAL CONDITION IMPROVING
 - CORRECTIVE ACTION PROGRAM RESOLVING PROBLEMS
- OUTAGE GOALS BEING MET
- SUCCESS OF NEAR TERM PLAN
- LONG TERM PLAN ON SCHEDULE

CONCLUSIONS

- EOI COMMITMENT TO SUCCESS
 - MANAGEMENT EXPECTATIONS ARE BEING CONTINUOUSLY COMMUNICATED
- MANAGEMENT OVERSIGHT
- CRITICAL PERFORMANCE AREAS BEING ADDRESSED
 - IMPROVEMENT EVIDENT
 - CONTINUOUS IMPROVEMENT NECESSARY
- DIALOGUE WITH NRC TO CONTINUE