WASHINGTON PUBLIC POWER
SUPPLY SYSTEM

PERFORMANCE ENHANCEMENT STRATEGY

1995

INDEX

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PURPOSE AND SCOPE

The purpose of this document is to identify, track, and trend initiatives that are being developed or implemented which have an affect on the Supply System's objective of achieving and sustaining superior regulatory performance. Combining all such initiatives in one report demonstrates that issues affecting regulatory performance have senior management's attention and will receive appropriate resources to assure effective implementation.

This document includes initiatives from Operations, Maintenance, Engineering, and applicable support organizations. Objectives and initiatives may be revised as appropriate to reflect changing conditions, or as necessary to assure the continued safe, reliable, cost-effective, and environmentally sound operation of WNP-2.

INTRODUCTION

In early 1995, the Supply System performed a Mid-Cycle SALP Self Assessment (Self Assessment). At the conclusion of this Self Assessment and as a part of its presentation of the results, the Supply System committed to provide the NRC with a document addressing the identified weaknesses within 45 days following the R-10 outage. This document fulfills our commitment.

This document serves as a vehicle by which the Supply System and the NRC may accomplish the following goals:

- Develop a common understanding of the Supply System's weaknesses and strengths.
- Identify plans, programs, and initiatives designed to improve regulatory performance.
- Track and trend corresponding performance over time.

During May through July 1995, a special team under the direction of Regulatory Programs and Industry Affairs worked closely with coordinators assigned by each WNP-2 functional organization to develop and compose this regulatory communication tool. Over the course of this period, functional coordinators were asked to develop objectives and corresponding actions which were either being undertaken or would be undertaken to address weak areas affecting their respective organizations which had been identified within the Self Assessment. In addition, coordinators were asked to identify the results expected from their actions and establish standards by which these results could be measured to determine if they were accomplishing their intended purpose. The initial input from the functional coordinators was also evaluated by an ad-hoc Review Committee. The Review Committee evaluation was to ensure that there were no conflicts between the goals of the various Supply System organizations and to confirm that the Self Assessment identified weakenesses were effectively addressed by the corrective actions.

Although coordinators were instructed to specifically address the weaknesses set forth within the Self Assessment, they were also instructed to document and address additional weaknesses or improvement efforts affecting regulatory performance. This increase in scope was made with the intention of establishing this document as a central repository in which WNP-2 improvement measures related to the Self Assessment can be documented, updated, tracked and trended

in an effort to form a complete look at overall station health and improvement initiatives. The functional coordinators were asked to assure that a demonstrable connection existed between the identified weaknesses and the associated objectives, initiatives, and measurement standards.

For this document to be successful and effectively serve its stated purpose, it must be institutionalized through use of existing Supply System programs and processes. Therefore, this document, as well as issues surfacing from it which transverse functional lines (e.g., human performance errors), will be captured and addressed as initiatives within the Supply System Business Plan. This will ensure that the items receive proper resource allocation and management attention. The status of each item will be provided on a routine basis. In this manner objectives and initiatives will be assigned to a responsible individual and will be tracked, trended and monitored on a periodic basis, but no less than once each quarter. The NRC will be provided updates of this document in a timely manner.

This document is organized along the functional lines contained in the Self Assessment. In addition, three sections were added based upon our review of our performance. The functional areas included are listed below, with the new areas added in bold type:

0.0 Core Vice President - Nuclear Operations (VPNO) Objectives

1.0 Licensee Control Systems

2.0 Operations

3.0 Engineering

4.0 Maintenance

5.0 Plant Support

6.0 Training

7.0 Additional Improvement Initiatives

Detailed areas of coverage are graphically represented on a Planning Tree which may be found behind the next tab. As an aid to reviewing this document, each functional area is preceded by a matrix containing a summary of the weakness identified in the Self Assessment and the corresponding objective designed to

address that weakness. Not all issues identified in the Self Assessment continue today as weaknesses. Items no longer requiring attention are identified as "complete" on the functional area matrix. One or two areas are presently being assessed to determine what action, if any, may be required to address the area of weakness. Those items are identified as "evaluating" on the functional area matrix.

This document has strong potential to provide the Supply System and the NRC a common basis of understanding, interpreting, and assessing significant regulatory performance issues facing the Supply System. Fundamentally, however, this document is a management tool. As such, it is expected that refinements and revisions will be necessary from time to time. Its continued use will be based upon assessed needs and benefits internal to the Supply System.

REGULATORY PERFORMANCE ENHANCEMENT

Preparation: May 1995 - July 1995

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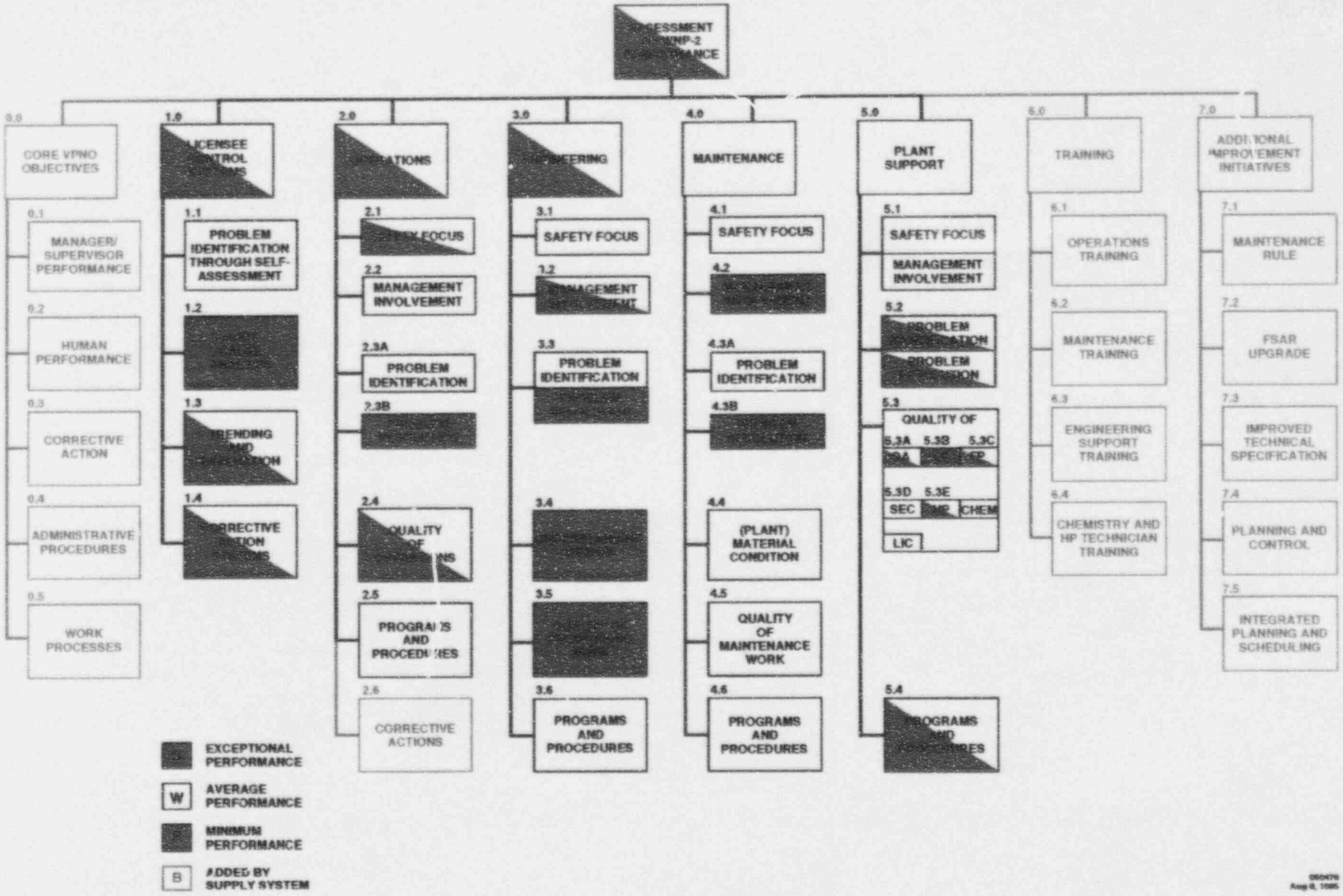
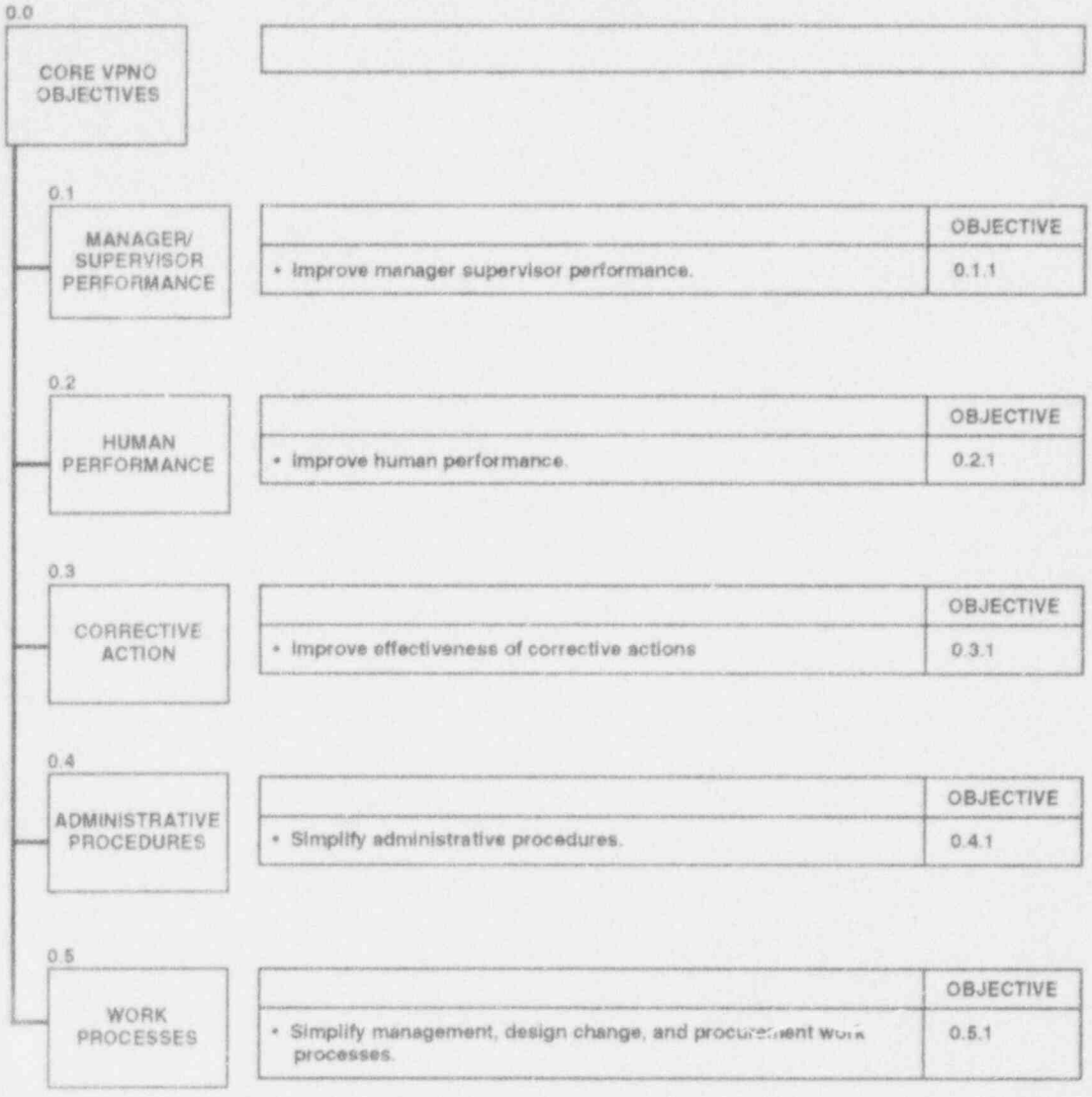
WNP-2 FINAL
PERFORMANCE ASSESSMENT PLANNING TREE



PERFORMANCE IMPROVEMENT AREAS

CORE VPNO OBJECTIVES



EXCEPTIONAL PERFORMANCE | W AVERAGE PERFORMANCE | MINIMUM PERFORMANCE | B ADDED BY SUPPLY SYSTEM

VICE PRESIDENT - NUCLEAR OPERATIONS OBJECTIVES

0.1 MANAGER/SUPERVISOR PERFORMANCE (Reference Business Plan Management Initiative OP 6)

Objective: 0.1.1 Improve manager/supervisor performance by changing cultural behavior.

Initiatives:

0.1.1.A Implement Leadership Expectations--plan, lead, organize and control. **Completed.**

0.1.1.B Assess manager/supervisor development needs--assessment for key managers. **Ongoing.**

0.1.1.C Develop initial and continuing supervisor/manager training program. Training Advisory Group (TAG) formed in October 1994; completed training needs assessment in March 1995; conducted the first cycle of continuing training in March 1995. **Ongoing.**

0.1.1.D Periodically survey the workplace to assess the effectiveness of performance improvement efforts. **Ongoing.**

0.1.1.E Implement succession planning process. Program evaluation complete with Senior Management approval of the revised process in 2/95. Program is currently in process to identify candidates and their development needs. **12/95.**

Expected Results: Improvements in the performance and skills of Supply System managers and supervisors, identification and correction of Supply System issues through effective supervision, and improvement in the performance and the consistency of performance of Supply System workers.

Measurement Standard: Feedback from employees through formal instruments and informal sessions.

0.2 HUMAN PERFORMANCE (Reference Business Plan Initiative OP 9)

Objective: 0.2.1 Improve human performance at WNP-2.

Actions:

0.2.1.A Approve Management Initiative to improve human performance. **Completed.**

0.2.1.B Establish Human Performance Coordinator position reporting to VPNO. **Completed.**

0.2.1.C Identify internal and external attitudes regarding human performance. **9/30/95.**

0.2.1.D Identify current initiatives to improve human performance. **9/30/95.**

0.2.1.E Assess devices being used to monitor human performance. **9/30/95.**

0.2.1.F Assess effectiveness of each department's human performance and develop recommendations for enhancements e.g., site wide OI-9 and Gold Card program. **9/30/95.**

0.2.1.G Integrate human performance improvement efforts. **Ongoing.**

Expected Result: Reduced number and significance of human errors.

Measurement Standards:

0.2.1.a Number/rate of PERs caused by human performance.

0.2.1.b Number/rate of significant PERs caused by human performance.

0.3 CORRECTIVE ACTION

Objective:	0.3.1	Improve the effectiveness of corrective actions in correcting and preventing the recurrence of significant deficiencies.
Actions:	0.3.1.A	Form and implement a Corrective Action Review Board (CARB). **Completed.**
	0.3.1.B	Review significant PERs and other PERs selected by CARB members to assess adequacy of corrective actions. **Ongoing.**
	0.3.1.C	Provide CARB feedback to PER dispositioners on CARB lessons-learned. **Ongoing.**

Expected Results: Improved quality of PER dispositions.

Reduced number of recurring significant deficiencies.

Measurement Standards:	0.3.1.a	Number/rate of recurring PERs.
	0.3.1.b	Number/rate of recurring significant PERs.

0.4 ADMINISTRATIVE PROCEDURES

Objective: 0.4.1 Simplify administrative procedures (Reference Business Plan Management Initiative OP 7).

Actions:

0.4.1.A Establish procedure hierarchy. **Completed.**

0.4.1.B Develop and implement a plan to simplify and clarify administrative procedures. **Completed.** Implementation in progress.

0.4.1.C Identify procedure requirements and commitments. **Completed.**

0.4.1.D Develop tracking system for requirements and commitments. **Completed.**

0.4.1.E Restructure administrative procedures. **12/96.**

Expected Results: Simple, cost-effective and efficient procedures and improved employee compliance to procedures.

Reduced number of administrative procedures and reduced number/rate of PERs caused by administrative procedure complexity and other shortcomings.

Measurement Standards:

0.4.1.a Number of administrative procedures.

O.4.1.b Number/rate of PERs caused by administrative complexity and other shortcomings.

0.5 WORK PROCESSES

Objective: 0.5.1 Simplify management process, design change process, and procurement process (Reference Business Plan Management Initiative OP 7).

Actions: 0.5.1.A Form process improvement teams.

- Work Management - **Completed**
- Procurement - **Completed**
- Design Change - **9/11/95**

0.5.1.B Evaluate process and identify improvements.

- Work Management - **Completed**
- Procurement - **10/4/95**
- Design Change - **11/13/95**

0.5.1.C Develop implementation plan for improvements.

- Work Management - **7/28/95**
- Procurement - **11/1/95**
- Design Change - **12/29/95**

0.5.1.D Implement improvements.

- Work Management - **10/30/95**
- Procurement - **1/1/96**
- Design Change - **2/5/96**

Expected Results: Simple, cost-effective, and efficient processes and improved employee compliance to procedures.

Measurement Standards:

0.5.1.a Staffing levels.

0.5.1.b Overtime.

0.5.1.c Work Order Inventory Age.

0.5.1.d PERs related to ineffective controls.

PERFORMANCE IMPROVEMENT AREAS

LICENSEE CONTROL SYSTEMS

1.0 LICENSEE CONTROL SYSTEMS

• Overall: less than average performance

1.1 PROBLEM IDENTIFICATION THROUGH SELF-ASSESSMENT

	OBJECTIVE
• Increased self-assessment needed - particularly in areas with long standing problems	1.1.3
• Q.A. reviews have been too narrow	5.3A.1
• POC performance identified as weak	Complete
• OER noted as not timely or acted upon	1.1.1 1.1.2

1.2 ROOT CAUSE ANALYSIS

	OBJECTIVE
• Quantity of root cause analyses needs improvement .	1.2.1

1.3 TRENDING & EVALUATION

	OBJECTIVE
• PTL not used to fullest capacity despite significant upgrade to PTL software	1.1.1

1.4 CORRECTIVE ACTION SYSTEM

	OBJECTIVE
• Actual or perceived complexity in implementing corrective action process has resulted in limited use of the system	Complete
• Q.A. / Line organization interface requires improvement to assure emerging problems are identified	5.3A.1 5.3A.2

E EXCEPTIONAL PERFORMANCE

W AVERAGE PERFORMANCE

M MINIMUM PERFORMANCE

LICENSEE CONTROL SYSTEMS

1.1 PROBLEM IDENTIFICATION THROUGH SELF-ASSESSMENT

Objective: 1.1.1 Improve the adequacy, timeliness, and efficiency of reviewing industry experience and applying it to WNP-2.

Initiatives:

1.1.1.A Revise PPM 1.10.4 (External Operational Experience Review). **Completed.**

1.1.1.B Establish line organization commitment to perform reviews of OER, tracking process, and goals. **8/15/95.**

1.1.1.C Provide training to line organization staff. **9/15/95.**

1.1.1.D Initiate line review of Operating Experience Reviews (OERs). **9/30/95.**

1.1.1.E Coach line staff on the adequacy and timeliness of review process. **Through 12/31/95.**

1.1.1.F Review the process and results for quality and possible adjustments. **Ongoing.**

Expected Result: OER information will be reviewed in a thorough and timely manner with appropriate corrective actions resulting.

Measurement Standards:

1.1.1.a Monitor the monthly report on OER reviews for timeliness and corrective actions implemented.

1.1.1.b Appropriate corrective actions reviewed and taken by line management.

1.1.1.c Screen the PER database on a periodic basis to see if problems contained within OER information have occurred at WNP-2.

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Objective: 1.1.2 Evaluate the adequacy of original OER reviews.

Initiatives: 1.1.2.A Establish a program to review selected OERs. **9/30/95.**

Expected Result: Either confirm that the original review and corrective action implementation process was effective or identify additional corrective actions necessary.

Measurement Standard: Monitor percentage of reviewed OERs that require new corrective actions.

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Objective: 1.1.3 Improve the line organization's ability to perform self-assessments.

Initiatives: 1.1.3.A Establish guidelines for the self-assessment process. **7/31/95.**

1.1.3.B Staff a self-assessment specialist to coach line organization. **9/1/95.**

1.1.3.C Begin first self-assessment with line organizations. **10/1/95.**

Expected Result: Line organization performance should improve.

Measurement Standard: Monitor line organization performance indicators.

1.2 ROOT CAUSE ANALYSIS

Objective: 1.2.1 Increase the frequency and quality of root cause analysis.

Initiatives: 1.2.1.A Revise PPM 1.3.12A, Processing of Problem Evaluation Requests, to provide definitive guidance on when root cause analyses will be used in the dispositioning of PERs. **8/31/95.**

1.2.1.B Significantly increase coaching of PER dispositioners in root cause analysis techniques. **Beginning 9/1/95.**

1.2.1.C Provide initial and continuing root cause analysis training to selected personnel. **Ongoing.**

Expected Result: The number of repeat problems should be reduced.

Measurement Standards: 1.2.1.a Trend the number of repeat problems on a periodic basis, and assess data results at the end of the period.

1.2.1.b Trend the number of repeat problems due to incorrect or inadequate corrective action because a root cause analysis was not performed.

PERFORMANCE IMPROVEMENT AREAS

OPERATIONS

2.0 OPERATIONS

• Overall: less than average performance

2.1 SAFETY FOCUS

	OBJECTIVE
• Unsatisfactory Operator & Supervisor performance	2.1.1 2.1.2
• Poor questioning attitude	2.1.1 2.1.2
• Conservative decision making still weak	2.1.3
• Inadequate oversight of overall Plant Activities	2.1.1 2.1.2

2.2 MANAGEMENT INVOLVEMENT

	OBJECTIVE
• Need to increase management presence & expectations	2.2.1 2.2.2
• Communication of management's expectations is weak	2.2.1 2.2.2

2.3A PROBLEM IDENTIFICATION

	OBJECTIVE
• Significant PERs mostly self-identified	Evaluating
• Varied perception of when to initiate PERs	Evaluating

2.3B PROBLEM RESOLUTION

	OBJECTIVE
• Poor questioning attitude	2.1.1 2.1.2
• Inadequate oversight of Plant Activities	2.1.1
• Incomplete compliance with Technical Specification Requirements	2.4.1
• Need to reduce personnel errors	2.4.1
• Lack of formal process to evaluate effectiveness of work around fixes	2.4.1

2.4 QUALITY OF OPERATIONS

	OBJECTIVE
• Need to eliminate numerous performance errors	2.1.1
• Attention to detail needs emphasized	2.1.1

2.5 PROGRAMS & PROCEDURES

	OBJECTIVE
• Procedural adherence remains a challenge	2.5.1
• Need to complete procedure improvements (remove ambiguity & streamline)	2.5.1
• Crews need to request assistance with subtle issues	2.5.2

2.6 CORRECTIVE ACTIONS

	OBJECTIVE
• Foster operation staff acceptance of issues.	2.6.1

E EXCEPTIONAL PERFORMANCE
W AVERAGE PERFORMANCE
M MINIMUM PERFORMANCE
B ADDED BY SUPPLY SYSTEM

950476-2.0.0
JULY 8, 1995

OPERATIONS

2.1 SAFETY FOCUS

Objective: 2.1.1 Improve safety culture such that (1) staff members are constantly looking for subtle issues, (2) all staff members are actively bringing safety issues to management's attention, and (3) management deals with the issues effectively such that they are resolved prior to significant affect on reliability.

Initiatives: 2.1.1.A Implement a revision to the OI-9 Program enabling identified issues to be resolved effectively, including criteria dealing with issue identification and the use of Plant programs (PERs and WRs). **8/1/95.**

2.1.1.B Implement the Management Oversight Program in the Control Room. This program places experienced, non-operations managers in the Control Room for the express purpose of identifying positive and negative behaviors and providing immediate feedback to the Operations staff on-shift. This allows human performance to be enhanced. This program was authorized on 4/15/95 as a temporary program to improve department performance. It continues through 8/5/95, at which time it will be evaluated for continuation, revision or cancellation.

2.1.1.C Establish the expectation that either the Operations Manager or the Assistant Operations Manager be involved in Technical Specification interpretations and that Licensing be contacted, as necessary, to develop consistent decisions. **Completed.**

2.1.1.D Issue guidance on items to consider and criteria necessary for making judgements regarding applicability of Technical Specifications. **9/30/95.**

2.1.1.E Initiate changes in crew make-up to infuse new ideas, expectations and attitudes through a mixing of experience and personalities. **10/1/95.**

2.1.1.F Develop a program which involves Operations staff in identifying areas for positive and improved implementation of management expectations relating to human performance (similar to Calvert Cliff's Gold Card). Gold Card results will be used in crew discussions to reinforce, clarify and revise management expectations as a regular portion of the Operations Crew Training Cycle. This discussion will occur on a peer-to-peer level using real-life examples to reinforce behaviors in self-identification and assessment. In addition, Gold Card Program results

which indicate a trend of performance issues will be treated as a PER condition. **8/1/95.**

2.1.1.G Improve Operations' participation in the Quarterly System Walk-down Program to expose other personnel to Operations' philosophies and problems. This program exposes Operations personnel to the views and problems of support organizations. **Ongoing.**

2.1.1.H Improve Operations staff participation on the PRG/PRC to help select project activities based upon operational needs. **Ongoing.**

Expected Results: Improved Safety Culture in which Operations is more able to recognize subtle trends and problems resulting in improved response to equipment and personnel issues prior to their having an affect on Operations. This should be reflected in fewer and shorter forced outages and improved teamwork among WNP-2 organizations.

Measurement Standards: Plant/Corporate Level

2.1.1.a Reduction in unplanned automatic scrams.

2.1.1.b Increase safety system reliability.

2.1.1.c Fewer unplanned safety system actuations.

2.1.1.d Increase emergency generator reliability.

2.1.1.e Increased Net Electrical Generation, Capacity Factor, and Unit Capability Factor.

2.1.1.f Reduced Unplanned Capability Loss Factor.

2.1.1.g Reduce the number of NOVs, LERs, and personnel errors.

Department Level

2.1.1.h OI-9 summaries indicating fewer instances of failure to meet expectations.

2.1.1.i Management Oversight observations indicating improved performance.

2.1.1.j Fewer NOVs and LERs for technical specification violations with zero as a goal.

2.1.1.k Feedback from other WNP-2 organizations (i.e., Maintenance, Plant Support, Health Physics and Quality Assurance) indicating improved Operations performance and better working relationships.

2.1.1.1 Increase in PER generation rate as issues are identified, followed by a PER reduction as those issues are corrected and do not recur.

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Objective: 2.1.2 Create a Management Oversight presence which (1) leads to identification of issues before they affect reliability, (2) reinforces management expectations, and (3) allows management to make decisions to the greatest extent possible based on fact and not opinion.

Initiatives: 2.1.2.A Implement the revised OI-9 Program as discussed in 2.1.1.A. The observations required under this program for Operations management, especially the Operations Manager, Assistant Operations Manager, Day-Shift Manager and Shift Managers, provide an increased oversight presence. **8/1/95.**

2.1.2.B Use the Management Oversight Program in the Control Room, as discussed in 2.1.1.B. **Ongoing.**

2.1.2.C Develop additional trending capability within Operations, which will allow management to address individual and systemic problems quicker. **8/1/95.**

2.1.2.D Implement a pilot program that will provide managers and supervisors additional training on managerial techniques such as (1) pinpointing results and behaviors which support organizational goals, (2) developing measurement and feedback systems to communicate progress, and (3) managing and reinforcing desired behaviors and results. Pilot training **to be completed by 9/1/95** followed by an implementation period. Improvements in performance will be monitored before additional staff management members receive the training.

Expected Results: Operations management will be more visible and active in reinforcing expectations. This visibility and activity will enable management to recognize problems at an earlier stage. This will result in not only identifying the need to improve behaviors, but also successfully coaching individuals towards desired improvements or making changes in personnel who do not adapt to expectations.

Measurement Standards: Plant/Corporate Level

2.1.2.a Same as 2.1.1.a - 2.1.1.g.

Department Level

2.1.2.b Non-shift management time in the Control Room will be increased.

2.1.2.c Operations management will rate the quality of the OI-9 observations made by the on-shift management complement (SM and CRS).

2.1.2.d The quality of the feedback from Shift Managers and Control Room Supervisors will be judged by individual contributors who have had interface with them each quarter. This will help evaluate the coaching and reinforcement techniques practiced by management personnel.

2.1.2.e Management Oversight observations are being reviewed for improved performance.

2.1.2.f Industry peer evaluations, e.g., INPO assist visits, will be performed periodically to evaluate the effectiveness of the Management Oversight Program.

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Objective: 2.1.3 Foster an environment in which all individuals make conservative decisions when responding to issues.

Initiatives: 2.1.3.A Implement revised OI-9 management observations, as discussed in 2.1.1.A. **Ongoing.**

2.1.3.B Implement revised Management Oversight Program, as discussed in 2.1.1.B. **Ongoing.**

2.1.3.C Use simulator training scenarios during each training cycle which promote conservative decision-making. These scenarios specifically address implementation of Technical Specifications. **Ongoing.**

2.1.3.D Continue Boss Talks, which involve example discussions with Operations team members and are used to reinforce expectations for conservative decision-making. **Ongoing.**

2.1.3.E Implement the Gold Card Program, as discussed in 2.1.1.F. **8/1/95.**

Expected Results: Additional training and coaching will result in improvements in conservative decision-making. Response to precursor problems will become more effective and thereby increase overall Plant reliability through fixing problems early, instead of waiting until they become challenges to current performance.

Measurement Standards: Plant/Corporate Level

2.1.3.a Same as standards 2.1.1.a, 2.1.1.b, 2.1.1.d, 2.1.1.e, and 2.1.1.f.

Department Level

2.1.3.c Management Oversight observations should indicate improvement.

2.1.3.d NRC observations should indicate improvement.

2.1.3.e Management observations of the Gold Card Program should indicate that conservative decisions are being discussed and reinforced.

2.1.3.f Peer evaluations of performance will be conducted periodically to evaluate this area.

2.2 MANAGEMENT INVOLVEMENT

Objective: 2.2.1 Create an environment in which Operations staff accepts, implements and reinforces management expectations at all times.

Initiatives: 2.2.1.A Hold confirmatory meetings with Operations staff to focus on the acceptance, development, and implementation of management expectations. **Beginning in the fourth quarter of 1995.**

2.2.1.B Implement the OI-9 Program, as discussed in 2.1.1.A. **8/1/95.**

2.2.1.C Continue Boss Talks in Operations, as discussed in 2.1.3.D. **Ongoing.**

2.2.1.D Implement pilot management training, as discussed in 2.1.2.D. This training will be used in conjunction with the regular performance appraisal program. **9/1/95.**

Expected Results: Confirmatory meetings will enhance commitment to management expectations. Completing the balance of the initiatives will further reinforce and validate implementation of the expectations. Overall, the expectations should result in more effective personnel performance and increased reliability in Plant operations.

Measurement Standards:

Plant/Corporate Level

2.2.1.a Same as the standards set forth in 2.1.1.a - 2.1.1.g.

Department Level

2.2.1.b Same as the standards set forth in 2.1.1.h - 2.1.1.m.

2.2.1.c Performance appraisal results will identify, in detail, the implementation of management expectations.

2.2.1.d Same as the standard set forth in 2.1.2.d.

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Objective: 2.2.2 Use the Operations quarterly indicators to (1) reinforce management expectations, (2) facilitate identification of areas requiring additional work, and (3) facilitate identification of successes showing improvement from the perspective of the Operations staff and WNP-2 management.

Initiatives: 2.2.2.A Select and analyze key Operations processes (e.g., Clearance Order processing) to identify in-process performance indicators which would assist implementers and staff in evaluating the quality of process implementation. Collect and chart data to allow improved performance

of a particular process. After certain process level improvements are made and solidified, select another process for similar review and continue until all Operations processes have been analyzed. **Ongoing.**

2.2.2.B Revise the Operations quarterly indicators to track human performance trends requiring improvement. Assure these indicators have goals or control bands identified to focus management attention when necessary. **Beginning 8/1/95.**

2.2.2.C Periodically review equipment trending data from Technical Staff to ensure Maintenance and Technical Staff personnel are focused on equipment trends which Operations believes require attention. Validate equipment trends with operator workarounds and problem areas. **Beginning 10/1/95.**

Expected Results: Analyzing processes and tracking in-process performance will allow performers and management to identify process or implementation problems earlier and implement fixes prior to the problem affecting Plant reliability. In addition, establishing performance indicators will reinforce expectations and allow standards to be revised for added efficiencies. At the same time, data gathering will allow a greater degree of management by fact, rather than by assumption. These actions should translate into improved Plant reliability, better problem resolution and clearer expectations.

Measurement Standards: Plant/Corporate Level

2.2.2.a Same as the standards set forth in 2.1.1.a - 2.1.1.g.

Department Level

2.2.2.b One process per quarter will be tracked, trended and evaluated to ensure demonstrated improvement.

2.2.2.c Feedback from operators and shift crews will be monitored to evaluate responsiveness to problems.

2.2.2.d Human performance PERs for Operations' errors, related to Operations' processes, will be monitored for reduction.

2.2.2.e Management Oversight observations will be monitored for indications of improved performance.

2.3A PROBLEM IDENTIFICATION

Objective: 2.3A.1 Increase the number of PERs generated as a result of Operations' involvement in Plant activities.

Initiative: 2.3A.1.A Coaching by the Operations Manager, via the on-going OI-9 reviews and on-going Management Oversight, has provided additional clarification and expectations. As a result, the current threshold for generating PERs is considered adequate. **No further action will be taken regarding this issue at this time.**

2.3A.1.B Generate statistical data demonstrating that the current PER level is truly representative of existing problems. **3/96**

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Objective: 2.3A.2 Develop a common understanding among Operations staff regarding the need to document problems so that they can be properly characterized and fixed.

Initiative: 2.3A.2.A Coaching by the Operations Manager, via the ongoing OI-9 evaluations and in-progress Management Oversight observations, has provided additional clarification and improved consistency. The current threshold for PER generation is consistent between shifts and is meeting management expectations. **No further action will be taken regarding this issue at this time.**

2.3B PROBLEM RESOLUTION

Objective: 2.3B.1 Improve the system for reviewing chronic problems and operator workarounds to ensure it is based on sound technical facts and judgments. Clearly communicate this system to Operations staff so that misunderstandings about station priorities are avoided.

Initiatives: 2.3B.1.A Revise OI-14 Chronic Equipment Problems. OI-14 documents the methods to track status and prioritize chronic equipment problems resulting in operator workarounds. The revision will improve identification of issues for resolution. **Beginning 9/1/95.**

2.3B.1.B Establish goals for reducing the number of workarounds. **9/1/95.**

Expected Result: Improved focus will reduce the total number and duration of Operations workarounds.

Measurement Standards: Plant/Corporate Level

2.3B.1.a Control Room deficiencies will be monitored for improvement.

Department Level

2.3B.1.b The number of operator workarounds will be monitored for reduction.

2.3B.1.c The average time a work-around is in place will be monitored for reduction.

2.3B.1.d Observations from Management will be monitored for indications of improved performance.

2.3B.1.e Feedback from the Operations staff will be monitored for indication of an improved ability to operate the Plant as designed.

2.4 QUALITY OF OPERATIONS

Objective: 2.4.1 Improve the process and common understanding of issues among Operations staff which leads to preventing recurrence of minor events while they are precursors, rather than addressing them only when they become significant events.

Initiatives: 2.4.1.A Reinforce management expectations for dealing with issues through the use of the OI-9 Program, as discussed in 2.1.1.A. **8/1/95.**

2.4.1.B Monitor issues raised and resolution of those issues through conducting additional operator log reviews and Quality assessments and by assessing feedback from Management Oversight in the Control Room. Oversight began in 5/95, log reviews began in 4/95 and Quality assessments are routine. **Ongoing.**

2.4.1.C Use the quarterly human performance indicators for Operations (described under 2.2.2.B) to reinforce positive behaviors and correct weak behaviors. This will be done on an individual crew and manager basis. **Beginning 8/1/95.**

2.4.1.D Use the Gold Card Program to reinforce human performance issue resolution at an early stage. **Beginning 8/1/95.**

Expected Result: Problems will be addressed before they become challenges to Operations. This should result in improved reliability.

Measurement Standards: Plant/Corporate Level

2.4.1.a Same as standards set forth in 2.1.1.a - 2.1.1.g.

Department Level

2.4.1.b Feedback from Oversight personnel will be monitored for indications of improved performance.

2.4.1.c Logs will be monitored for indication that issues are consistently being resolved through an established corrective processes.

2.4.1.d Observations of the Gold Card Program implementation will be monitored for indications that Operations staff is being more aggressive in fixing human performance problems early.

2.4.1.e The gross number of PERs will be monitored for an increase, followed by a decrease as problems are corrected and do not recur. PERS are also monitored for recurring trends of problem types or areas.

2.5 PROGRAMS AND PROCEDURES

Objective: 2.5.1 All staff members must strictly follow procedures unless they have reason to believe they should not, at which time they should secure their work area and seek procedural clarification or modification.

Initiatives: 2.5.1.A Implement OI-9 Program, as discussed in 2.1.1.A. **8/1/95.**

2.5.1.B Operations staff members express a persistent belief that traps exist in procedures. Survey the staff to determine whether this is an actual concern. If the concern is validated, correct the procedures and revise the training program to ensure that all staff members are made aware of the procedure requirements. This training should be prioritized around the most frequently cited procedures of concern. **8/1/95.**

Expected Result: Operations staff will strictly adhere to procedures. Operations will demonstrate recognizable leadership in adherence to this standard.

Measurement Standards: Plant/Corporate Level

2.5.1.a NOV rate, LERs, and personnel errors will be monitored for reduction.

Department Level

2.5.1.b Procedure compliance PERs will be monitored for reduction.

2.5.1.c Feedback from Management Oversight and the NRC will be monitored for indications of improvement.

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Objective: 2.5.2 Ensure Operations management makes decisions regarding the need for procedure deviations in accordance with approved procedures.

Initiatives: 2.5.2.A Review of a sample of Operations' procedure deviations will be completed by Quality. **8/1/95.**

2.5.2.B If a problem exists with inappropriate procedure deviations, develop appropriate corrective actions. **To be assessed once analysis is complete.**

Expected Result: Operations staff will lead by example in implementing management's expectations regarding the use of procedure deviations.

Measurement Standard: Procedure deviations processed in accordance with approved procedures.

2.6 CORRECTIVE ACTIONS

Objective: 2.6.1 Ensure that Operations staff accepts issues brought to them by other station personnel in a manner that does not intimidate or in any way demean the messenger. Operations staff should hold personnel accountable for gathering and reporting facts in this same non-threatening manner.

Initiatives: 2.6.1.A Perform a site-wide informational survey to determine whether station personnel elect to ignore issues rather than be subject to challenges associated with reporting them to the Control Room. **To be initiated 9/15/95.**

2.6.1.B If a concern is validated, develop appropriate responses to the issues identified. **To be assessed based upon survey results.**

Expected Result: A survey of station personnel will identify whether a concern exists in this area and if so, action can be taken to improve Operations staff performance. This should ultimately encourage station personnel to freely identify issues of concern so that they may be properly addressed.

Measurement Standard: Subjective measure based on survey results.

PERFORMANCE IMPROVEMENT AREAS

ENGINEERING

3.0 ENGINEERING

• Overall: performance less than average

3.1 SAFETY FOCUS

	OBJECTIVE
• Problem resolution is ineffective	3.1.1
• Safety focus needs further improvement action plans & priorities are lacking in key areas	3.1.1
• Root cause analyses are inadequate	3.1.1

3.2 MANAGEMENT INVOLVEMENT

	OBJECTIVE
• Further improvements are needed to management's involvement within engineering organizations	3.2.1
• Management/supervisory skills need improvement	3.4.1
• Inadequate support given to involving supervisors in system management program	3.5.1
• Need to continue emphasis on backlog management	3.2.1

3.3 PROBLEM IDENTIFICATION

	OBJECTIVE
• Timely resolution of problems continues to be weak	3.3.1
• Need to further improve effectiveness of multi-disciplined teams conducting system walkdowns	3.3.1
• Follow through on remedial efforts is lacking	3.3.1
• Problems with resolving long-standing issues persist	3.3.1
• Several plant & industry issues not dealt with effectively	3.3.1

3.4

	OBJECTIVE
• Understanding of plant design & the design change review process is minimal	3.4.1 3.5.1 6.4.1
• Inattention-to-detail errors & lack of appropriate project oversight problems persist	3.4.1
• Design reviews are lacking in consistency & quality	3.5.1
• Significant number of deficiencies in implementation of design changes are evident	3.5.1 3.2.1

3.5

	OBJECTIVE
• Process controls are weak	3.4.1
• System management program lacks adequate support	3.5.1
• Design reviews & their implementation are weak	3.4.1
• Attention to detail lacking	3.4.1
• Poor interdepartment coordination & cooperation	3.5.1 3.3.1
• Poor management involvement & oversight	3.1.1 7.1.1

3.6 PROGRAMS & PROCEDURES

	OBJECTIVE
• Implementation of 10CFR50.65 (aka "the Maintenance Rule") lags significantly behind most of the industry	3.1.1
• Quarterly team walkdowns not always adequately supported by other organizations	3.2.1
• Frequency of quarterly team walkdowns is inadequate	3.2.1
• Procedures, instructions, & standards are cumbersome & unwieldy	3.5.1

EXCEPTIONAL PERFORMANCE | W AVERAGE PERFORMANCE | MINIMUM PERFORMANCE

ENGINEERING

3.1 SAFETY FOCUS

Objective: 3.1.1 Maintain Plant Nuclear Safety within the bounds of the Plant's license and the insights provided by the Probabilistic Safety Assessment.

Initiatives: 3.1.1.A Develop and communicate management expectations for conservative decision-making, stressing safe operation, Plant operability, quality, timeliness and thoroughness of work products. **Completed.** Update training to emphasize conservative decision-making **by 6/96.**

3.1.1.B Continue to prioritize initiatives, programs and projects through the Plant Review Committee process with a focus on maintaining nuclear safety and Plant support consistent with the Plant-wide prioritization process. **Ongoing.**

3.1.1.C Increase and optimize staffing in the System Engineering group to provide better and more timely system support to Operations and Maintenance. **11/30/95.**

3.1.1.D Update the Engineering Qualification Guides to provide in-depth qualification training to Engineering staff, which will include the following: **10/31/95.**

- Senior Reactor Operator (SRO) level training to system engineers on their WNP-2 assigned systems. **To be completed within one year for present staff and within one year of hire date for new staff.**

- Integrated systems training based on the SRO systems training program **within two years for present staff and one year from hire date** for new systems engineers.

- Design and licensing basis training, including the development of the required design basis documents and training materials. **To be completed within two years (10/97) for present staff and within two years of hire date for new staff.**

- Train Engineering staff on Plant Technical Specifications. **To be completed within one year for present staff and within one year of hire date for new staff.**

- Provide Engineering staff with annual refresher training on performing operability assessments, specifically addressing GL 91-18.

- Corrective action resolution training on root cause methods and effective corrective actions. **To be completed within one year for present staff and within one year of hire date for new staff.**

- Probabilistic Safety Assessment applications and awareness training for appropriate staff personnel, emphasizing safety significance rankings of systems. **To be completed within one year for present staff and within one year of hire date for new staff.**

- Continuing training program that focuses on refresher training, lessons learned and special topics (e.g., industry events). **Ongoing.**

Expected Results:

Minimization of errors associated with misunderstanding Plant interactions when implementing Plant design changes or performing post modification or maintenance testing or special test procedures.

Enhanced engineering safety perspective through a better understanding of how changes in Plant conditions and systems can affect Plant accident response.

Improved quality of operability assessments performed on degraded Plant systems, components and structures.

Improved interface between Engineering and Operations. With broader systems knowledge, the engineer will better understand the effect of degraded equipment on the ability of the operators to control the Plant during normal and off-normal conditions.

Improved quality and timely completion of safety significant issues through better regulatory and risk-based Plant understanding.

Better and more timely support to Plant Operations and Maintenance on those initiatives, programs and projects of greatest impact to reliable and cost effective Plant operations.

Increased system engineering understanding and involvement with Plant systems to allow refocus of system engineering problem resolution performance to become proactive rather than reactive.

Measurement Standards:

3.1.1.a Use of Maintenance Rule criteria to monitor safety system availability and reliability.

3.1.1.b Number of LER/NOVs issued against safety systems.

3.1.1.c WO backlog on safety systems.

3.1.1.d Timeliness of closure of corrective actions on significant PERs.

3.1.1.e Monitor schedule effectiveness in focusing work activities on risk significant systems and issues.

3.2 MANAGEMENT INVOLVEMENT

Objective: 3.2.1 Focus Engineering on an end product that ensures safe, reliable and cost-effective operation of WNP-2.

Initiatives: 3.2.1.A Define Engineering support in terms of Plant performance indicators related to safe, reliable and cost-effective system operation. Adopt a definition of "success" that meets the following criteria:

- End result oriented (i.e., fixed problem, enhanced Plant operation, reduced barriers, more effective maintenance).
- Not based solely on definition of an Engineering product (i.e., do not use a criteria based solely on the engineering quality of the design package). **10/31/95.**

3.2.1.B Continue to eliminate low priority discretionary issues from work scope through application of the Project Review Committee processes including PSA/PRA. Items that do not meet the corporate goals of safe Plant Operation improved reliability, cost effectiveness and will be eliminated. **Ongoing.**

3.2.1.C Establish alignment between Engineering, Operations and Maintenance to identify process interfaces and define role, responsibility and accountability of each in the following activities: **12/29/95.**

- System walk-downs
- Design change implementation and testing
- Scope reduction control

3.2.1.D Consolidate all technical resources under a single director. **7/31/95.**

Expected Results: Improved quality and thoroughness of all Engineering products with a focus on customer satisfaction--measured in ability to implement, amount of rework and cost-effectiveness.

Enhanced ability to finalize design packages (error free).

Decrease in long-standing/open issues.

Improvement in teamwork.

Better alignment between organizations with corporate expectations and goals provides focus for prioritizing work.

Engineering focus changes from internally defined measures of success to measures that are directly measured in improved Plant performance, more effective maintenance and better Operations staff support.

Reduced maintenance costs and reduced operator burden.

Establishment and tracking of performance indicators will enhance directorate knowledge and ability to communicate performance level.

Measurement Standards:

3.2.1.a Reduction in work inventory age.

3.2.1.b Timeliness of engineering responses - turnaround time.

3.2.1.c Total design project costs defined in terms of engineering labor, implementation labor and capital costs within estimates.

3.2.1.d Planning and schedule effectiveness (i.e., completing work on schedule).

3.2.1.e Individual system performance - monitor total Plant costs, Plant efficiency, and total megawatts produced.

3.2.1.f Number of operator workarounds.

3.2.1.g Number of Control Room deficiencies.

3.2.1.h Total maintenance manhours expended on system maintenance.

3.2.1.i Total dose received.

3.3 PROBLEM IDENTIFICATION AND RESOLUTION

Objective: 3.3.1 Identify and resolve operationally significant issues in a timely manner consistent with the corporate goals of continued safe Plant operation, improved reliability, and cost effectiveness.

Initiatives:

3.3.1.A Increase and optimize staffing - See 3.1.1.C.

3.3.1.B Provide in-depth training to Engineering staff - see 3.1.1.D.

3.3.1.C Prioritize work and eliminate low priority discretionary items - see 3.1.1.B and 3.2.1.B.

3.3.1.D Strengthen management expectations for System Engineers to appropriately identify and categorize system weaknesses for resolution. The following information sources will be used to aid the System Engineers in identifying weaknesses: **9/15/95.**

- PER Generation
- Operating Event Reports
- Work Orders utilization
- Work History File utilization
- Risk significant component identification
- Operations and Maintenance (customer) feedback

3.3.1.E Develop and implement system report card assessing key system reliability characteristics. **12/30/95.**

3.3.1.F Reassess process for ensuring industry experience is reflected in system reliability, availability, and operability decisions - See section 1.1.2.

3.3.1.H Establish management expectations among Operations, Maintenance and Engineering that defines the System Engineer as the focal point for system problem resolution. Include emphasis on immediate notification of System Engineers on any significant issues associated with their systems. **12/31/95**.

Expected Results: Decrease in long-standing/open issues.

Improved quality and timely completion of safety significant issues.

Better and more timely support to Plant operations and maintenance.

Improved cost-effectiveness and reliability of systems as measured by objective criteria.

Establishment of a proactive approach to ensure industry experience is factored into maintaining safe, reliable, and cost effective system operations.

Measurement Standards:

3.3.1.a Timeliness of closure of corrective actions on significant PERs.

3.3.1.b Reduce work order inventory age.

3.3.1.c System report card - reflects key indicators on a system by system basis (e.g., Maintenance Rule criteria (risk significant actions), work order inventory age, PERs, overdue PTL items, failed tests, operator work-around, component performance).

3.3.1.d Results obtained from OER selective re-review effort (i.e., assessment of quality of reviews performed).

3.3.1.e System availability.

3.3.1.f Equivalent system availability.

3.4 & 3.5 UNDERSTANDING DESIGN AND QUALITY OF ENGINEERING WORK

Objective: 3.4.1 Maintain an Engineering organization that has the appropriate qualifications, education, training and tools to successfully meet the corporate goals of safe, reliable and cost-effective Plant operation.

Initiatives:

3.4.1.A Optimize and staff the System Engineering group with highly qualified engineering personnel - see 3.1.1.C.

3.4.1.B Provide in-depth training to Engineering staff - see 3.1.1.D.

3.4.1.C Re-engineer design change process to simplify procedures, making the cognizant Engineer accountable for a larger scope of the design inter-relationships (i.e., minimize special reviews performed by experts). **2/5/96.**

3.4.1.D Improve interorganizational process interfaces by establishing clearly defined roles and responsibilities - see 3.2.1.C.

Expected Results:

Minimize errors associated with misunderstanding Plant interactions when implementing Plant design changes or performing post-modification or -maintenance testing or special test procedures.

Enhance engineering safety perspective through a better understanding of how changes in Plant conditions and systems can affect Plant accident response.

Improve the quality of operability assessments performed on degraded Plant systems, components and structures.

Measurement Standard: Number of PER/LER/NOVs issued against system-related design implementation, post-maintenance testing and special test activities.

3.6 PROGRAMS AND PROCEDURES

Objectives: 3.5.1 Ensure that Engineering programs are closely coupled with the System Engineer group such that the System Engineer is provided with the necessary tools and data to properly assess the health of the Plant systems.

Maintain Engineering processes that provide high quality, efficient and responsive design products to maintain system health and support Plant operational needs.

Initiatives: 3.5.1.A Review current program charters and realign, if necessary, to ensure that direct communication links are established with the System Engineers for data related to their system. **1/31/96.**

3.5.1.B Revise and streamline the design change process - see 3.4.1.C.

3.5.1.C Complete development of Maintenance Rule Program - see 7.1.1.F.

Expected Results: Better use of programs to support System Engineers in maintaining their systems in a safe, reliable and cost-effective manner.

Improved support and timeliness of Engineering products required to support Plant operations.

Better Engineering versatility in addressing problems.

Measurement Standards: 3.5.1.a Performance indicators as defined on system report cards.

3.5.1.b Timeliness of Engineering designs and implementation in the Plant.

PERFORMANCE IMPROVEMENT AREAS

MAINTENANCE

4.0 MAINTENANCE

- Overall: performance is average

4.1 SAFETY FOCUS

	OBJECTIVE
• Continual personnel errors indicate safety focus is weak	4.1.1 4.1.2 6.2.1

4.2 [redacted]

	OBJECTIVE
• Increased supervisory field presence has been ineffectual in reducing personnel errors	4.2.1
• Supervisory performance level needs improvement	4.2.1 7.1.1
• Need continued management emphasis on procedural compliance & need to perform error- free work	4.2.1 6.2.1

4.3A PROBLEM IDENTIFICATION

	OBJECTIVE
• Problem identification is untimely and weak	4.3A.1

4.3B [redacted]

	OBJECTIVE
• Corrective actions have not been effective in eliminating procedural noncompliance & personnel errors	4.3B.1

4.4 (PLANT) MATERIAL CONDITION

	OBJECTIVE
• Management's goals for the age of work orders, number of backlogged work orders & timely completion of PM's have not been met	4.4.1
• Post-maintenance testing is weak	4.4.1
• Procedural non-compliance has not been eliminated	4.2.1

4.5 QUALITY OF MAINTENANCE WORK

	OBJECTIVE
• Personnel errors & procedural non-compliance continue to occur	4.2.1 4.5.1 6.2.1
• Foreign material exclusion in both drywell & wetwell is weak	4.5.1

4.6 PROGRAMS & PROCEDURES

	OBJECTIVE
• Procedure upgrade effort slow to complete	4.6.1
• Work orders have been revised without Q.C. review	4.2.1
• Review of backlogged work requests has been untimely	4.4.1

[redacted] EXCEPTIONAL PERFORMANCE W AVERAGE PERFORMANCE [redacted] MINIMUM PERFORMANCE

MAINTENANCE

4.1 SAFETY FOCUS

Objective: 4.1.1 Improve the industrial safety consciousness and industrial safety performance of personnel involved in performing Maintenance activities.

Initiatives: 4.1.1.A Continue monthly trending and evaluation of lost time and recordable accidents for Maintenance personnel by maintenance management. **Ongoing.**

4.1.1.B Continue conducting routine safety meetings aimed at dealing with industrial safety issues for Maintenance personnel. **Ongoing.**

4.1.1.C Continue monthly trending of errors by Maintenance personnel for management evaluation and action. Current trending shows continued improvement in both the number and significance of errors by Maintenance personnel. **Ongoing.**

4.1.1.D Evaluate the need for additional management actions (such as training, procedure revisions, establishing new management expectations, etc.) and implement them as needed based on performance. **10/15/95.**

Expected Result: A sustained reduction in the number of lost time and recordable accidents.

Measurement Standard: Representation of lost time and recordable accident trends and personnel error trends for Maintenance personnel.

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Objective: 4.1.2 Ensure decisions regarding the prioritization, scheduling, and implementation of maintenance activities (including the removal of Plant systems from service) are conservative from a nuclear safety perspective.

Initiatives: 4.1.2.A Continue SRO review and involvement in the assignment of priorities for corrective maintenance activities. **Ongoing.**

4.1.2.B Continue evaluating the removal of safety systems from service using a probabalistic safety assessment and tracking of safety system out-of-service times to ensure conservatism regarding safety system availability. **Ongoing.**

Expected Result: Conservatively maintaining safety system availability and reliability consistent with the probabalistic safety assessment.

Measurement Standard: Routine tracking and evaluation of safety system availability and reliability.

4.2 MANAGEMENT INVOLVEMENT

Objective: 4.2.1 Maintain a low personnel error rate (including cases of procedure non-compliance) by Maintenance personnel.

Initiatives: 4.2.1.A Increase the Maintenance management perspective of craft supervisors by including craft supervisors in periodic meetings. This should be aimed at systematically communicating Maintenance management expectations and perspective in the areas of procedure compliance and craft supervisor performance expectations. These meetings **will begin no later than 9/15/95** and continue for as long as needed to accomplish their purpose. **Ongoing.**

4.2.1.B Review current Maintenance management practices (including the Maintenance Observation Program) for evaluating and improving the effectiveness of Maintenance craft supervisors and implement corrective actions as needed. **10/1/95.**

4.2.1.C Continue monthly trending of Maintenance personnel error rate and the number of Maintenance personnel errors per month for Maintenance management evaluation and action. **Ongoing.**

Expected Results: Improved understanding and embracing of Maintenance management expectations regarding craft supervisor performance expectations by craft supervisors.

A sustained reduction in the number and significance of human performance errors and procedure non-compliances for Maintenance personnel.

Measurement Standard: Monthly trending of human performance errors (inclusive of procedure non-compliance events) for Maintenance personnel.

4.3A PROBLEM IDENTIFICATION

Objective: 4.3A.1 Continued proactive problem identification by personnel involved in maintenance activities.

Initiative: 4.3A.1.A Review with Maintenance staff and supervisory personnel Maintenance manager's expectations regarding identification and implementation of corrective actions. **9/15/95.**

4.3A.1.B Further enhance the monthly maintenance performance indicators by implementing a maintenance performance indicator for trending "rework" as a quality measure. **9/15/95.**

4.3A.1.C Corrective actions associated with LER 94-019-00, Gasket Missing From Main Control Room Air Handle WMA-AH-51B Preclude Associated Emergency Fan WMA-FN-54B From Sufficiently Pressurizing The Control Room, have been implemented to deal with the issue of inadequate problem identification surrounding the Control Room HVAC system. **Completed.**

Expected Results: Timely and accurate identification of problems associated with maintenance activities and Plant equipment.

A sustained decrease in the number of repeat events/recurring problems associated with Plant equipment and performance of the Maintenance organization.

Measurement Standard: System reliability, number of operator workarounds, unplanned reactor trips, management observation.

4.3B PROBLEM RESOLUTION

Objective: 4.3B.1 Strengthen Maintenance management's effectiveness in monitoring for and evaluating opportunities to improve the effectiveness of corrective actions and equipment repairs.

Initiative: 4.3B.1.A Continue monthly trending of maintenance performance indicators such as trouble/breakdown work order inventory, work order inventory age, the number of Control Room deficiencies, the number of late preventive maintenance tasks and technical specification surveillance tests, personnel errors, schedule effectiveness, and personnel safety performance for management evaluation and action. **Ongoing.**

4.3B.1.B Further enhance the monthly maintenance performance indicators by implementing a maintenance performance indicator for trending "rework" as a quality measure. **9/15/95.**

4.3B.1.C Continue monthly trending and management review of late corrective actions associated with PERs and regulatory commitments. **Ongoing.**

4.3B.1.D Review Maintenance manager's expectations regarding identification and implementation of corrective actions with Maintenance staff and supervisory personnel. **9/15/95.**

4.3B.1.E Continued participation by the Maintenance Manager in the PER Review Meetings. **Ongoing.**

Expected Result: A sustained decrease in the number of repeat events/recurring problems associated with Plant equipment and performance of the Maintenance organization.

Measurement Standard: Track key word search "hits" that identify newly written PERs as repeat events.

4.4 PLANT MATERIAL CONDITION

Objective: 4.4.1 Sustain a material condition for Plant components and systems which results in high levels of system availability and reliability and a low Plant heat rate.

Initiatives: 4.4.1.A Continue monthly trending of performance indicators associated with Plant material condition relative to established goals such as work order inventory, work order inventory age, the number of Control Room deficiencies, and the number of late preventive maintenance tasks for management evaluation and action. Current trending shows an overall positive improvement for these indicators. **Ongoing.**

4.4.1.B Institute system engineer reviews of corrective maintenance work orders for safety-related, quality class 1 equipment to verify the adequacy of testing activities intended to ensure the equipment is operable prior to its return to service. **9/30/95.**

Expected Result: Sustained high levels of system availability and reliability, a continued low Plant heat rate, and meeting goals associated with Plant material conditions.

Measurement Standard: Graphical trends of system availability and reliability, Plant heat rate, and material condition performance indicators.

4.5 QUALITY OF MAINTENANCE WORK

Objective: 4.5.1 Sustain a high level of performance regarding the quality of maintenance work performed.

Initiatives: 4.5.1.A Further enhance the monthly maintenance performance indicators by implementing a maintenance performance indicator for trending "rework" as a quality measure. **9/15/95.**

4.5.1.B Continue monthly trending of maintenance performance in the areas of preventive maintenance and technical specification surveillance testing for Maintenance management evaluation and action. **Ongoing.**

4.5.1.C Continue monthly trending of errors by Maintenance personnel for management evaluation and action. Current trending shows improvement in both the number and significance of errors by Maintenance personnel. **Ongoing.**

4.5.1.D Train appropriate personnel on the requirements and implementation activities associated with foreign material exclusion requirements. **1/15/96.**

4.5.1.E Continue scheduled, routine training of Maintenance personnel. **Ongoing.**

Expected Result: Continued improved performance regarding the quality of maintenance work performed, continued reduction in the error rate by Maintenance personnel, and a minimization in the number of events involving inadequate foreign material controls.

Measurement Standard: Graphical representation of maintenance rework, Maintenance personnel error rate, preventive maintenance, performance, and a reduction in the number of events involving inadequate foreign material exclusion, using a PER measure.

4.6 PROGRAMS AND PROCEDURES

Objective: 4.6.1 Provide technically accurate and usable maintenance procedures that can be used, as written, by Maintenance personnel in the field.

Initiatives: 4.6.1.A Continue monthly progress trending of the maintenance procedure upgrade effort for management evaluation and action. **Ongoing.**

4.6.1.B Complete a re-evaluation of the current time table and scope of the maintenance procedure upgrade effort from a value added, cost-effectiveness and regulatory commitment standpoint. **10/15/95.**

Expected Result: Based on the re-evaluation, either continue the current or revised maintenance procedures upgrade effort on the existing or revised schedule, or discontinue the maintenance procedure upgrade effort.

Measurement Standard: Graphical, monthly trending of maintenance procedure upgrade completions.

PERFORMANCE IMPROVEMENT AREAS

PLANT SUPPORT

5.0 PLANT SUPPORT

- Overall: performance is average

5.1 SAFETY FOCUS / MANAGEMENT INVOLVEMENT

	OBJECTIVE
• Quality assurance area needs increased management involvement	5.3A.1 5.3A.2

5.2 PROBLEM [illegible] / PROBLEM [illegible]

	OBJECTIVE
• PER process is cumbersome & inconsistently used • PER trending program lacks meaning to management	1.2.1

5.3A [illegible] OF [illegible] QUALITY ASSURANCE

	OBJECTIVE
• Problem resolution needs improvement	5.3A.1
• Use of stop work order authority has been underutilized	5.3A.2
• Need to be more critical & aggressive w/ emphasis on problem resolution	5.3A.1 5.3A.2

5.3B [illegible]

	OBJECTIVE

5.3C [illegible] OF FIRE [illegible]

	OBJECTIVE
• Technical Fire issues, thermolag and fire barrier seal installation exists	7.5.1
• Fire Extinguisher inspections and untreated wood in protected area were noted as problem areas.	Complete

5.3D QUALITY OF SECURITY

	OBJECTIVE
• Performance has been weak	5.3D.1 5.3D.4
• Need to eliminate sense of complacency to stop decline in performance	5.3D.1 5.3D.4

5.3E [illegible] OF [illegible]

	OBJECTIVE
• Radiation exposure for both routine & outage activities too high	5.3E.1
• Source term reduction efforts lag behind industry average	5.3E.1
• Personnel violations are excessive	5.3E.2 6.4.1
• Apparent negative trend of personal contamination events	5.3E.3

5.4 [illegible] & [illegible]

	OBJECTIVE
• Procedural adherence continues as a significant problem	5.3A.3 5.3B.3 5.3E.2

E EXCEPTIONAL PERFORMANCE W AVERAGE PERFORMANCE M MINIMUM PERFORMANCE

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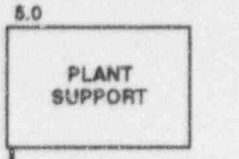
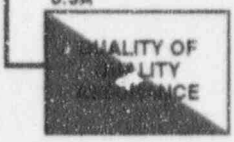
JULY 25, 1995

PERFORMANCE IMPROVEMENT AREAS

PLANT SUPPORT



• Overall: performance is average



	OBJECTIVE
• Problem resolution needs improvement	5.3A.1
• Use of stop work order authority has been underutilized	5.3A.2
• Need to be more critical & aggressive w/ emphasis on problem resolution	5.3A.1 5.3A.2

QUALITY ASSURANCE

5.3A QUALITY ASSURANCE

Objective: 5.3A.1 Attain a higher level of quality involvement and line management buy-in on issue resolution, human performance, procedural adherence, and the effectiveness of corrective action programs.

Initiatives: 5.3A.1.A On 6/20/95 the Quality Directorate began a 100% review of all PERS at the disposition and closure phase. This review focuses on the adequacy and completion of the corrective actions. Inadequate corrective actions are communicated to the appropriate line organization both verbally and in writing. This initiative will continue for a six-month period at which time it will be reevaluated. **Ongoing.**

5.3A.1.B Quarterly, Functional Area Engineers will meet with line management to determine the needs of the line organization as well as obtain an assessment of the performance of the Quality organization in supporting those needs. **Ongoing.**

5.3A.1.C Each Quality Directorate Manager will rotate two individuals from the Quality Directorate per fiscal year. This applies to both inter- and intra-organizational rotations. Rotations for Operations personnel into the Quality Directorate to commence by October 1995. **Ongoing.**

5.3A.1.D The Line organization will participate as Audit Team Members in 50 percent of FY96 Quality audits. **Ongoing.**

5.3A.1.E Outside utilities' personnel will participate as Audit Team Members in 50 percent of FY96 Quality audits. **Ongoing.**

5.3A.1.F Functional Area Engineers will use Quality Control inspectors in a "Coordinated Approach" to Plant walk-downs. **Ongoing.**

5.3A.1.G Development and implementation of a training program for the Quality Directorate. The focus of this program will be on auditor performance and licensing basis requirements. **Ongoing.**

5.3A.1.H Implement a shop-peer inspection program. This will involve a reduction in QC hold points and training of craft personnel on how to perform peer inspections. **Ongoing.**

Expected Results: Effective communication between the line organization and the Quality staff should improve. An additional benefit is the expected alignment of goals for Quality and the line organizations.

A thorough review of all PERs at disposition and closure should foster a consistent and improved standard on the quality and effectiveness of the corrective action process.

Through rotation of personnel, Quality staff will gain an appreciation for the performance requirements of the line organization and line organizations will gain an increased awareness for the license-based requirements of their activities.

Increased awareness of the Quality staff on the problems, issues, workarounds, and failures in the Plant. The resource of Quality Control has not been fully utilized for its unique perspective. This endeavor should transfer Plant awareness to all organizations.

Improve Craft personnel responsibility for delivering a quality product through involvement and exposure to PEER inspection.

Measurement Standards:

5.3A.1.a The Quality Directorate will track and report on the number and the specifics of returned PERS as a result of the Corrective Action Review Board and Quality Directorate review efforts.

5.3A.1.b Every quarter, the frequency of the Functional Area Engineer's meeting with the line organization will be reviewed and reported in the Quality Directorate Quarterly Report.

5.3A.1.c Organizational rotations will be reviewed and in the Directorate Quarterly Report.

5.3A.1.d Line organization participation on audit teams will be reviewed and reported in the Quality Directorate Quarterly Report. on this goal.

5.3A.1.e Report frequency and value achieved using the Quality/QC coordinated approach will be reviewed and the administrative staff will track and generate a quarterly report for the Director's review.

* * * * * * * * *

Objective: 5.3A.2 The Quality Organization will focus their resources on timely and effective intervention dealing with issues having an impact on human performance, station safety and a reduction in repeat problems.

Initiatives:

5.3A.2.A Quality Directorate Audits and Surveillances will have reports generated within seven working days of the exit. **Ongoing.**

5.3A.2.B Quarterly, Functional Area Engineers will meet with the line management to determine the needs of the organization as well as the performance of the Quality organization in supporting those needs. **Ongoing.**

5.3A.2.C Use the Critical Attribute Database to ensure a thorough and comprehensive coverage of the Functional Areas. Focusing on the fundamental aspects of the department's scope. **Ongoing.**

5.3A.2.D Track the use of the "Stop Work" order by the Quality Directorate. This applies to both the formal and the consensus "Stop Work" order. **Ongoing.**

5.3A.2.E Functional Area Engineers will use Quality Control inspectors in a "Coordinated Approach" to Plant walk-downs. **Ongoing.**

Expected Results:

With Audit and Surveillance Reports in the customer's hands within seven (7) working days of the exit, the value and applicability of the information to line management should be enhanced.

Effective communication between the customer organization and the Quality staff should improve. The additional benefit is providing a clear focus for both organizations on the areas requiring improvement.

Aggressive and appropriate use of the "Stop Work" tool should increase the effectiveness of the Quality Directorate in raising the standard of human performance and procedural compliance.

The focus of the line organizations and Quality Directorate should be on the same issues--to identify potential and repetitive problems to management.

Increased awareness of the Quality staff of the problems, issues, workarounds, and failures in the Plant. The resource of Quality Control has not been fully utilized for its unique perspective. This endeavor should transfer the unique perspective Quality Control has on Plant activities to all organizations via Quality Directorate products.

Measurement Standards:

5.3A.2.a The achievement of timely reports will be reviewed. The Quality Directorate will track this parameter.

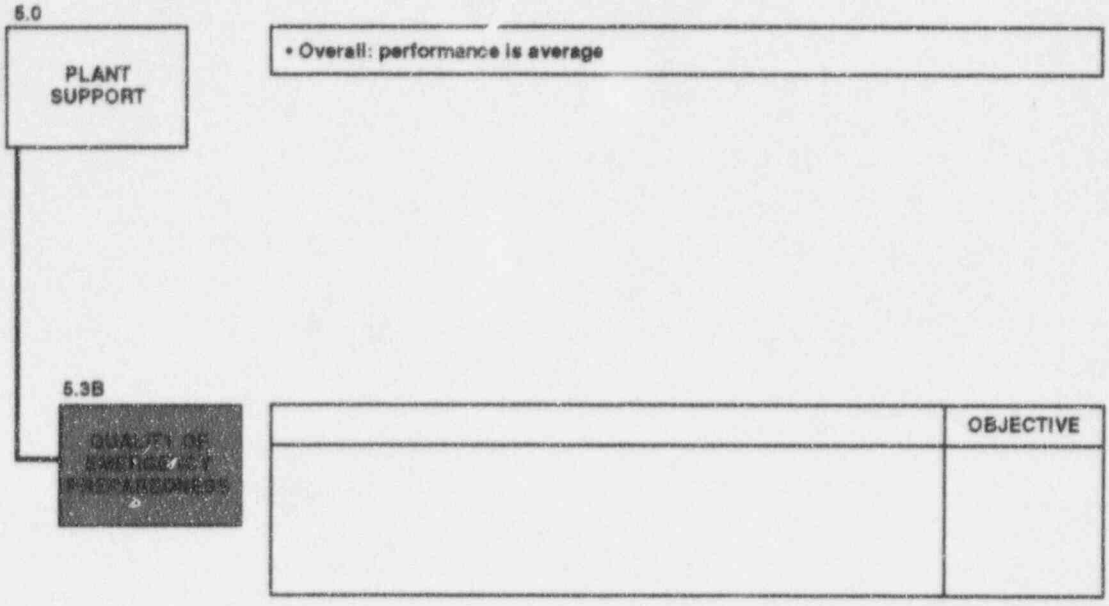
5.3A.2.b Information from the Functional Areas Engineers meeting with the respective departments will be reported in the Quarterly Quality Directorate report.

5.3A.2.c Every six months, the scheduled due dates for the Critical Attributes Database will be queried to establish the percent completed.

5.3A.2.d The number and value added for the Stop Work Order will be reviewed. A log will be maintained by the directorate secretary and reported in the Quarterly Quality Directorate Report.

PERFORMANCE IMPROVEMENT AREAS

PLANT SUPPORT



EMERGENCY PREPAREDNESS

5.3B EMERGENCY PLAN AND IMPLEMENTING PROCEDURES

Objective: 5.3B.1 Maintain and verify the current level of the Emergency Plan and Implementing Procedures.

Initiatives: 5.3B.1.A Train Emergency Response Organization to the new plan and procedures. **Completed.**

5.3B.1.B Develop training for NUMARC Emergency Action Levels. **Completed.**

5.3B.1.C Complete WNP-2 Accountability Drill. **Completed.**

5.3B.1.D Complete Preparedness Drill for 10/95 Exercise. **9/95.**

5.3B.1.E Conduct 10/95 Exercise. **10/95.**

5.3B.1.F Develop procedures and training for severe accident management. **1/97.**

Expected Result: Successful evaluations during 8/95 NRC Inspection and 10/95 Exercise.

Measurement Standard: No major areas of concern revealed during 8/95 NRC Inspection and 10/95 Exercise.

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Objective: 5.3B.2 Maintain Emergency Response Facilities and Equipment.

Initiatives: 5.3B.2.A Develop Emergency Response Facilities and Equipment Checklist. **Completed.**

5.3B.2.B Develop Emergency Planning Position Papers. **12/95.**

Expected Result: All emergency response centers and equipment maintained in a constant state of readiness.

Measurement Standard: No identified areas of concern noted during weekly walkdown of emergency response centers.

* * * * * * * * * *

Objective: 5.3B.3 Develop Departmental Guidelines and Policies by 12/31/95 that clearly identify functions of Emergency Planning Organization.

Initiatives: 5.3B.3.A Develop instructional manual for drills and exercises. **Completed.**

5.3B.3.B Develop reference materials for various Emergency Planning roles and responsibilities. **12/95.**

5.3B.3.C Develop six-year planning schedule. **8/95.**

Expected Result: Enhance the department's ability to maintain a high quality, effective Emergency Response Organization.

Measurement Standard: Reduce the number of findings from Quality audits, NRC Inspections and FEMA Reviews.

* * * * * * * * *

Objective: 5.3B.4 Develop a Program Improvement Plan with State, Counties, and EFSEC by June 1996 to achieve program efficiencies.

Initiatives: 5.3B.4.A Conduct benchmarking with selected counties, states, and utilities. **Completed.**

5.3B.4.B Use information obtained from benchmarking to identify work efficiencies. **12/95.**

5.3B.4.C Implement work efficiencies to achieve reduction in program costs without affecting quality. **6/96.**

Expected Result: Achieve off-site cost savings.

Measurement Standard: Reduced expenditure for off-site emergency preparedness.

PERFORMANCE IMPROVEMENT AREAS

PLANT SUPPORT

5.0

PLANT SUPPORT

- Overall: performance is average

5.3C

QUALITY OF FIRE PROTECTION

	OBJECTIVE
• Technical Fire issues, thermolag and fire barrier seal installation exists	7.5.1
• Fire Extinguisher inspections and untreated wood in protected area were noted as problem areas.	Complete

FIRE PROTECTION

5.3C FIRE PROTECTION

Objective:	5.3C.1	Complete fire protection projects relating to thermo-lag, fire-rated penetration seals, and safe shutdown (Appendix -R) procedures.
Initiatives:	5.3C.1.A	Establish projects to address fire protection issues. **Complete.**
	5.3C.1.B	Complete plant modifications necessary to resolve safe shutdown fire barrier issues without reliance on thermo-lag. **Spring 1999.**
	5.3C.1.C	Complete walkdown of essential fire penetration seals. **12/97.**
	5.3C.1.D	Revise safe shutdown analysis to incorporate necessary changes. **Completed.**

Expected Result: Resolve fire protection deficiencies.

Measurement Standard: Completion of initiatives in accordance with established schedules.

PERFORMANCE IMPROVEMENT AREAS

PLANT SUPPORT

5.0

PLANT SUPPORT

- Overall: performance is average

5.3D

QUALITY OF SECURITY

	OBJECTIVE
• Some examples of poor performance identified.	5.3D.1 5.3D.4
• Need to implement programs to remove complacency and improve performance	5.3D.1 5.3D.4

SECURITY

5.3D SECURITY

Objective: 5.3D.1 Eliminate complacency and improve human performance.

Initiatives: 5.3D.1.A Ensure Security Procedure compliance through the following initiatives:

- Develop and implement in-house compliance audits using representatives from all Security departments. **Development completed 2/95; Implementation Ongoing.**
- Gain Security Officer feedback on procedure reviews, concerns, and suggestions. **12/1/95.**
- Consolidate the number of Security procedures. **Ongoing.**
- Continue to communicate management expectations for procedural compliance. **Ongoing.**

5.3D.1.B Relieve boredom which contributes to complacency by adding duties relating to proper housekeeping and safety focus to ensure officers remain in a higher state of readiness. **Ongoing.**

Expected Result: Continuation of improvement in performance which has been observed since completion of Mid-Cycle Assessment.

Measurement Standard: Graphical representation of human performance errors against an established goal.

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Objective: 5.3D.2 Optimize Security performance by using state-of-the-art equipment.

Initiatives: 5.3D.2.A Install Hand Geometry at protected area entry turnstiles to allow employees to gain efficiencies. **11/95.**

5.3D.2.B Relocate the EOFCC and related equipment to the Alternate Access Point Badge Issue Station as part of the equipment upgrade. **11/95.**

Expected Result: Reduction in badging errors.

Measurement Standard: Badging error rate.

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Objective: 5.3D.3 Increase availability and reliability of Security equipment.

Initiatives: 5.3D.3.A Increase assessment of Alarm Station Operator (ASO) performance and increase operator assessment ability of Security equipment. **Implemented 4/5/95.**

- Repair or replace 17" alarm monitors to improve picture resolution. **Completed.**
- Train CAS operators on method to use the camera "template" for assessment purposes and methods for adjusting monitors. **9/1/95.**

5.3D.3.B Reduce excessive alarm rates on vital area doors. **12/19/95.**

- Implementation of multiple employee entries through card-reader doors. **Ongoing.**
- Issue informational articles to Plant employees stating expectations for door closures. **Ongoing.**
- Continue to develop and trend door alarm rates, gathering more detail data for an in-depth analysis to determine if there is a maintenance or human error problem. **12/95.**

Expected Result: Reduction in Security Systems' equipment failures.

Measurement Standard: Graphical representation of equipment failures against an established goal.

* * * * * * * * *

Objective: 5.3D.4 Strengthen the FFD & CBO programs.

Initiatives: 5.3D.4.A Maintain existing quality of work, pride, and skill of FFD staff. Upgrade equipment, incorporate DOT FFD program. Streamline FFD outage processing. **Ongoing.**

5.3D.4.B Increase employee awareness and understanding of the Supply System's Continued Behavioral Observation Program. **Ongoing.**

Expected Result: Maintain a drug-free and professional work force.

Measurement Standard: Graphical representation of FFD testing results.

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Objective: 5.3D.5 Maintain high level of readiness.

Initiatives: 5.3D.5.A Benchmark other Security training and Security Force organizations. **Ongoing.**

5.3D.5.B Participate in peer self-assessments of the FFD/CBO and Security Programs. **Ongoing.**

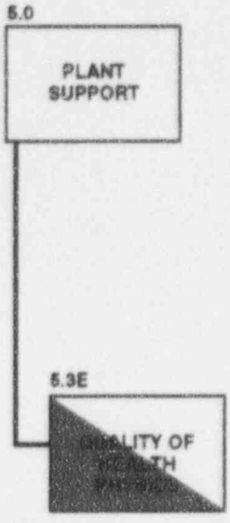
5.3D.5.C Prepare for Operational Safeguards Response Evaluation (OSRE). **Scheduled by NRC.**

Expected Result: An acceptable and working OSRE plan and increased Security Force efficiency.

Measurement Standard: List of on-going/planned activities.

PERFORMANCE IMPROVEMENT AREAS

PLANT SUPPORT



• Overall: performance is average

	OBJECTIVE
• Radiation exposure for both routine & outage activities too high	5.3E.1
• Source term reduction efforts lag behind industry average	5.3E.1
• Personnel violations are excessive	5.3E.2 6.4.1
• Apparent negative trend of personnel contamination events	5.3E.3

HEALTH PHYSICS

5.3E HEALTH PHYSICS

Objective: 5.3E.1 Reduce personnel radiation exposure to a level consistent with comparable Boiling Water Reactors.

Initiatives: 5.3E.1.A Implement WNP-2 Business Plan (SOT2) concerning reduction of occupational and collective personnel radiation exposure. **Ongoing.**

5.3E.1.B Improve and continue the plan for flushing high radiation dose rate components to remove contaminants causing increased dose rates. **Ongoing.**

5.3E.1.C Identify high radiation dose rate contributors (e.g., turbine blades), evaluate for modification or removal and develop plans for implementation of modification in order to achieve lower dose rates. Identification - **by 9/96**; Evaluation and Development - **Ongoing.** (Piping, which was causing elevated dose rates in the Reactor Water Cleanup Holdup Pump Room, was removed in July 1995.)

5.3E.1.D Continue the plan for shielding components as evaluations deem appropriate. **Ongoing.**

5.3E.1.E Continue the publication of the status of departmental dose accumulation and dose budget comparisons in the Plant newsletter. **Ongoing.**

5.3E.1.F Implement an incentive compensation plan based upon an ALARA goal. **Completed.**

Expected Result: Reduction of collective and occupational personnel radiation exposure.

Measurement Standards: 5.3E.1.a Annual dose accumulation and ranking on INPO quartiles.

5.3E.1.b Departments assessed based on monthly, outage and annual dose accumulation.

5.3E.1.c Results from standardized radiation survey points.

* * * * * * * * *

Objective: 5.3E.2 Continue to foster an environment which encourages adherence to radiological requirements.

Initiatives:

5.3E.2.A Develop Advance Radiation Worker Training including practical exercise using the maintenance training skid and concurrent training of craft workers and health physics technicians. **1/96.**

5.3E.2.B Add industry events to include personnel violations of radiological requirements at WNP-2 to General Employee Training. **Ongoing.**

5.3E.2.C Develop and communicate management expectations for worker accountability in radiological environments including work group supervisor accountability on all shifts. **10/95.**

5.3E.2.D Enhance the RWP/ALARA planning process to improve exposure controls and provide improved information to workers. **9/95.**

Expected Result: Reduction in personnel violations of radiological requirements.

Measurement Standard: The measurement standard will be a reduction in personnel violations of radiological requirements which result in PERs as compared to the total number of PERs written.

* * * * * * * * *

Objective: 5.3E.3 Ensure proper emphasis on personnel contamination events.

Initiatives:

5.3E.3.A Develop criteria which indicates a significant personnel contamination event. **11/95.**

5.3E.3.B Implement trending program using criteria for significant personnel contamination event. **1/96.**

5.3E.3.C Use information from trending program to develop baseline and inform management. **Ongoing.**

Expected Result: Reduction in personnel contamination events trended and investigated.

Measurement Standard: The measurement standard will be determined as part of the development of the personnel contamination event program.

PERFORMANCE IMPROVEMENT AREAS

TRAINING

6.0 TRAINING

6.1 OPERATIONS TRAINING

	OBJECTIVE
• Continue training that improves and enhances operator performance.	6.1.1
• Enhance knowledge of plant operations and impact on operator performance	6.1.2

6.2 MAINTENANCE TRAINING

	OBJECTIVE
• Foster training environment emphasizing proper safety focus	6.2.1

6.3 ENGINEERING SUPPORT TRAINING

	OBJECTIVE
• Ensure understanding of Plant Systems and Operations	6.3.1

6.4 CHEMISTRY AND HP TECHNICIAN TRAINING

	OBJECTIVE
• Enhance and improve chemistry and health technician performance.	6.4.1

 EXCEPTIONAL PERFORMANCE

 AVERAGE PERFORMANCE

 MINIMUM PERFORMANCE

 ADDED BY SUPPLY SYSTEM

TRAINING

6.1 OPERATIONS TRAINING

Objective: 6.1.1 Continue to provide quality training that is specifically designed to enhance and improve operator performance in the Plant.

Initiatives: 6.1.1.A Continue development and integration of the following performance issues and attributes into licensed and non-licensed operator training materials and simulator scenarios: **Ongoing.**

- Attention to detail
- Conservative decision-making
- Problem resolution and a questioning attitude
- Self-checking
- Component tagging practices
- Technical specification case studies
- Pre-evolution or pre-job briefs
- Understanding design bases
- Line management expectations
- Procedural adherence
- Three-way communication

6.1.1.B Continue implementation of these performance attributes in classroom and simulator training sessions. As an example, in the present training cycle (95-4), Operations Training is re-emphasizing conservative decision-making and problem resolution during simulator scenarios which are based on Abnormal Operations. Self-checking is being evaluated by instructors and Operations Managers/Supervisors using Job Performance Measures (JPM) training in the simulator and the formal communications policy is being reviewed in the classroom as well as in the Plant simulator. **Ongoing.**

6.1.1.C Continuously evaluate ways to further enhance operator training programs, maintaining a "focus" on improved Plant and operator performance. Use Training Advisory Group (TAG) meetings to ensure Training alignment with Operations line management expectations and needs. **Ongoing.**

Expected Result: Increased emphasis on good performance attributes and management expectations in operator training will result in improved operator performance and reduced error rate.

Measurement Standard: Operations Training will use the Operations line management measurement standards as indicators of success.

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Objective: 6.1.2 Enhance knowledge of Supply System managers, supervisors, and key staff to enable them to have a better operational understanding of how the discharge of their responsibilities impact Plant operations and operator performance.

Initiatives: 6.1.2.A Continue presentation of the 13-week Management Certification training course into the foreseeable future to ensure that critical managers and supervisors receive this important training. **Ongoing.**

6.1.2.B Involve Plant personnel from Operations, Maintenance, Technical Services and Engineering into this program as augmentation for the instructional staff in future management certification classes. **9/30/95.**

6.1.2.C Evaluate increasing the student population of this class to effectively train and certify more people per unit of time. **10/1/95.**

Expected Result: Providing SRO level training to managers, supervisors, and key staff will enable them to have a better operational understanding of the impact of their responsibilities on safe and efficient Plant operations.

Measurement Standard: Operations Training will use the Operations line management measurement standards as indicators of success.

6.2 MAINTENANCE TRAINING

Objective: 6.2.1 Foster a training environment that emphasizes proper safety focus.

Initiative: 6.2.1.A Reinforce management expectations when conducting training and evaluating performance by targeting the following attributes: **Ongoing.**

- Procedural adherence
- Stop, Think, Act, Review (STAR)
- Work practices (e.g., attention to detail and conservative decision-making)
- Industrial/Radiological safety

All Maintenance personnel have been through one cycle of this training. A second cycle with emphasis on these attributes will be completed **by 4/96.**

Expected Result: Reduction in performance errors.

Measurement Standard: Maintenance Training will use the Maintenance line management measurement standards as indicators of success.

6.3 ENGINEERING SUPPORT TRAINING

Objective: 6.3.1 Ensure technical and engineering professionals possess a broad scope understanding of Plant systems and operations.

Initiatives: 6.3.1.A Augment the Engineering Support Staff Training (ESST) Program participant population. This initiative is presently in progress and will be completed **by 6/96.**

6.3.1.B Institute training within the ESST Program to enhance the technical capabilities of the technical and engineering professionals on staff. This program will be in place **by 1/97.**

Expected Results: Reduction in occurrences attributable to lack of understanding of the potential impact of engineering activities on Plant operations.

Compliance with regulatory and procedural guidance.

Measurement Standards: 6.3.1.a ESST training will use the Engineering line organization measurement standards as indicators of success.

6.3.1.b Fewer issues surfacing in POC reviews of change documents.

6.3.1.c Reduction in PERs related to engineering activities.

6.3.1.d Fewer inadequate Corrective Actions involving engineering activities.

6.4 CHEMISTRY TECHNICIAN AND HEALTH PHYSICS TECHNICIAN TRAINING

Objective: 6.4.1 Continue to provide quality training that is specifically designed to enhance and improve chemistry technician and health physics technician performance in the Plant.

Initiatives: 6.4.1.A Continue to provide continuing training based on identified needs such as PERs, LERs, in-house operating events and industry events. **Ongoing.**

6.4.1.B Continue to stress self-checking, procedure adherence, communications, questioning attitudes and conservative decision-making in all phases of training. **Ongoing.**

6.4.1.C Continue to use line management as subject matter experts (SME) during training to reinforce management's expectations for performance. **Ongoing.**

Expected Result: Improved job performance.

Measurement Standard: Chemistry and Health Physics Training Group will use the line organizations measurement standards as indicators of success.

PERFORMANCE IMPROVEMENT AREAS

ADDITIONAL IMPROVEMENT INITIATIVES

7.0 **ADDITIONAL IMPROVEMENT INITIATIVES**

7.1 **MAINTENANCE RULE**

	OBJECTIVE
• Implement Maintenance Rule.	7.1.1

7.2 **FSAR UPGRADE**

	OBJECTIVE
• Improve the FSAR.	7.2.1

7.3 **IMPROVED TECHNICAL SPECIFICATIONS**

	OBJECTIVE
• Improve the Technical Specifications	7.3.1

7.4 **PLANNING AND CONTROL**

	OBJECTIVE
• Develop business plan initiatives supporting NRC Communication Document implementation	7.4.1
• Develop progress reporting for business plan initiatives	7.4.2

7.5 **INTEGRATED PLANNING AND SCHEDULING**

	OBJECTIVE
• Improve overall integrated planning and scheduling of work.	7.5.1

E EXCEPTIONAL PERFORMANCE

W AVERAGE PERFORMANCE

MINIMUM PERFORMANCE

B ADDED BY SUPPLY SYSTEM

ADDITIONAL IMPROVEMENT INITIATIVES INDEX

MAINTENANCE RULE

7.1 MAINTENANCE RULE

Objective:	7.1.1	Implement the Maintenance Rule.
Actions:	7.1.1.A	Scope SSCs within the Maintenance Rule. **Completed.**
	7.1.1.B	Determine SSC risk significance. **Completed.**
	7.1.1.C	Complete data collection. **Completed.**
	7.1.1.D	Draft performance criteria. **Completed.**
	7.1.1.E	Complete identification of all "a(1)" SSCs. **Completed.**
	7.1.1.F	Complete draft Program Plan. **Completed.**
	7.1.1.G	Draft goals for "a(1)" SSCs. **Completed.**
	7.1.1.H	Performance criteria review by Expert Panel. **8/31/95.**
	7.1.1.I	Begin trial implementation of Maintenance Rule. **Ongoing.**
	7.1.1.J	Draft Annual Report--Program Review. **10/95.**

Expected Result: Implementation of Maintenance Rule will bring the Supply System in line with industry practices and NRC requirements.

Measurement Standard: Meet milestones on all Action Items.

FINAL SAFETY ANALYSIS REPORT (FSAR) UPGRADE

7.2 FINAL SAFETY ANALYSIS REPORT (FSAR) UPGRADE

Objective: 7.2.1 Rewrite the FSAR to ensure the following:

- It contains the minimum information required by Regulatory Guide 1.70.
- It accurately reflects existing design and operating procedures.
- It can be relied upon for 10 CFR 50.59 safety evaluations.

Actions:

7.2.1.A Establish project scope and develop upgrade plan. **Completed.**

7.2.1.B Present upgrade plan to Project Review Committee (PRC). **Completed.**

7.2.1.C Prepare bid documents for upgrade project. **Completed.**

7.2.1.D Receive and evaluate upgrade project bids. **8/20/95.**

7.2.1.E Begin upgrade project. **9/15/95.**

7.2.1.F Complete upgrade project. **6/97.**

7.2.1.G Submit FSAR upgrade to the NRC. **8/97.**

Expected Result: An upgraded FSAR will accurately reflect existing WNP-2 design, reflect all information required by Regulatory Guide 1.70, and consolidate current redundant data. This upgrade process will also allow for the development of an FSAR change process by which the future integrity of the document will be protected.

Measurement Standard: Meet milestones on all Action Items.

IMPROVED TECHNICAL SPECIFICATIONS

7.3 IMPROVED TECHNICAL SPECIFICATIONS

Objective:	7.3.1	Convert the existing Supply System Technical Specifications to the Improved Technical Specifications in a manner similar to that described in NUREGs 1433 and 1434.
Actions:	7.3.1.A	Submit Improved Technical Specifications to NRC. **In the 4th quarter of 1995.**
	7.3.1.B	Obtain NRC approval. **Scheduled by NRC.**
	7.3.1.C	Implement Improved Technical Specifications. **In the 4th quarter of 1996.**

Expected Result: Implementation of Improved Technical Specifications will result in improved operational safety, clearer understanding of the Technical Specification requirements, decreased administrative burden, and a six-month reduction in surveillance frequency "R" (18 to 24 months).

Measurement Standard: Meet milestones on all Action Items.

PLANNING AND CONTROL

7.4 BUSINESS PLAN ALIGNMENT AND MONTHLY PROGRESS REPORTING

BUSINESS PLAN ALIGNMENT

Objective: 7.4.1 Develop business plan initiative(s) to support key issues identified for performance enhancement (Reference Business Plan Initiative Form Attachment A).

Initiatives: 7.4.1.A Develop global business plan initiatives addressing the purpose, objective, expected results and major action items required to successfully develop, implement and monitor activities in support of performance enhancement. **8/15/95.**

7.4.1.B Review performance enhancement objectives and identify common issues across organizations which would warrant the development of business plan initiatives (e.g., creating an environment that encourages a proper safety focus). **8/15/95.**

7.4.1.C Draft Business Plan Initiatives as identified in Initiative 2 above. **8/31/95.**

Expected Result: Alignment of performance enhancement objectives and initiatives and the Business Plan.

Measurement Standard: Complete actions on schedule.

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MONTHLY PROGRESS REPORTING

Objective: 7.4.2 Develop and implement monthly progress reporting for related business plan initiatives and other key actions.

Initiatives: 7.4.2.A All business plan related initiatives' status will be reported on a monthly basis (reference Management Initiative Progress Report Attachment B). Note: Only performance enhancement objectives and related business plan initiatives require monthly status reports. All other initiatives will continue to be reported quarterly. **8/31/95.**

7.4.2.B All other key actions identified as performance enhancement objectives will require monthly status reports. **8/31/95.**

Expected Result: Provide monthly status reporting for management review of progress and assessment of corrective actions.

Measurement Standard: Complete actions on schedule.

INTEGRATED PLANNING AND SCHEDULING

7.5 INTEGRATED PLANNING AND SCHEDULING

Objective:	7.5.1	Improve overall integrated planning and scheduling of work (see 0.5.1).
Initiatives:	7.5.1.A	Implement a electronic work process. **Completed.**
	7.5.1.B	Reorganize Planning and Scheduling organizations to combine similar functions. **Completed.**
	7.5.1.C	Implement improved integrated daily scheduling process. **Completed.**
	7.5.1.D	Create Fix-It-Now (FIN) process. **9/11/95.**
	7.5.1.E	Create Work Teams. **10/13/95.**
	7.5.1.F	Implement Work Teams. **10/30/95.**

Expected Result: Improved daily integrated schedule coordination, adherence, accountability, and efficiency within involved departments.

Measurement Standard: Meet milestone schedule.