

August 30, 1995

ATTN: Mr. George Hairston, III
President/CEO,
Southern Nuclear Company
Executive Vice President,
Georgia Power Company
P. O. Box 1295
Birmingham, AL 35201

SUBJECT: MEETING SUMMARY - REENGINEERING AT FARLEY, HATCH, AND VOGTLE

Dear Mr. Hairston:

This refers to the August 28, 1995, meeting held to discuss work controls reengineering through the addition of performance teams and information technology. I have enclosed a list of attendees and a copy of the handout used at the meeting.

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

Sincerely,

Original signed by:

Richard V. Crlenjak, Chief
Reactor Projects Branch 3
Division of Reactor Projects

Docket Nos. 50-348, 50-364, 50-321,
50-366, 50-424, 50-425

Enclosures: 1. List of Attendees
2. Meeting Handout

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Distribution w/encls: (See page 5)

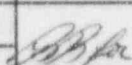

Distribution w/encls:

R. Crlenjak, RII
 P. Skinner, RII
 D. Seymour, RII
 S. Tingen, RII
 G. Hallstrom, RII
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COPY?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	YES NO	YES NO	YES NO	YES NO	YES NO	YES NO	YES NO	YES NO	YES NO	YES NO	YES NO

LIST OF ATTENDEES

NRC Attendees:

- L. Reyes, Deputy Regional Administrator, Region II (RII)
- E. Merschhoff, Director, Division of Reactor Projects (DRP), RII
- R. Crlenjak, Chief, Branch 3, DRP, RII
- H. Berkow, Director, Project Directorate II-2, Office of Nuclear Reactor Regulation
- T. Peebles, Chief, Operations Branch, Division of Reactor Safety, RII
- K. Barr, Acting Chief, Radiological Emergency Preparedness Branch, Division of Radiation Safety and Safeguards, RII
- H. Christensen, Acting Chief, Branch 1, DRP, RII
- D. Seymour, Project Engineer, DRP, RII
- S. Tingen, Project Engineer, DRP, RII

Southern Nuclear Company/Georgia Power Attendees:

- J. Woodard, Executive Vice President, Southern Nuclear Company, Inc,
Senior Vice President, Georgia Power Company
- J. Beckham, Jr., Vice President - Nuclear, Hatch
- D. Morey, Vice President - Nuclear, Farley
- R. Hill, Jr., Nuclear Plant General Manager, Farley
- L. Carter, Performance Improvement Team, Farley
- S. Gates, Team Leader, Farley
- W. Kitchens, Assistant General Manager - Plant Support, Vogtle
- D. Read, Assistant General Manager - Plant Support, Hatch
- G. Bockhold, General Manager, Nuclear Technical Services
- J. Cragg, Health Physicist, Vogtle
- G. Crosby, Plant Operator, Hatch
- M. Murphy, Auxiliary Plant Operator, Hatch



Southern Company
Nuclear Operations

Reengineering is change for Safe, Reliable & Low Cost Energy



Agenda

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- 1000 AM - Introductions & Opening Remarks
 - Jack Woodard
 - 1010 AM - History & Progress
 - George Bockhold
 - Our Reengineering Definition
 - A Brief Reengineering History
 - Pilot Team Results
 - Expanded Implementation
 - 1025 AM - Current Plant Implementation Status
 - Farley - Larry Carter
 - Hatch - Greg Crosby
 - Vogtle - Skip Kitchens

Agenda

- • • • •
- 1055 AM - Participants Experiences
 - Vogtle - Security Team (AGM-Skip Kitchens)
 - Hatch - FIN Team Member (APO - Mike Murphy)
 - Farley - Fire Prot., Sec., HVAC, etc. (TL - Steve Gates)
- 1110 AM - Additional Questions and Comments
 - NRC & Participants
- 1120 AM - Closing Remarks
 - Jack Woodard & Stu Ebnetter

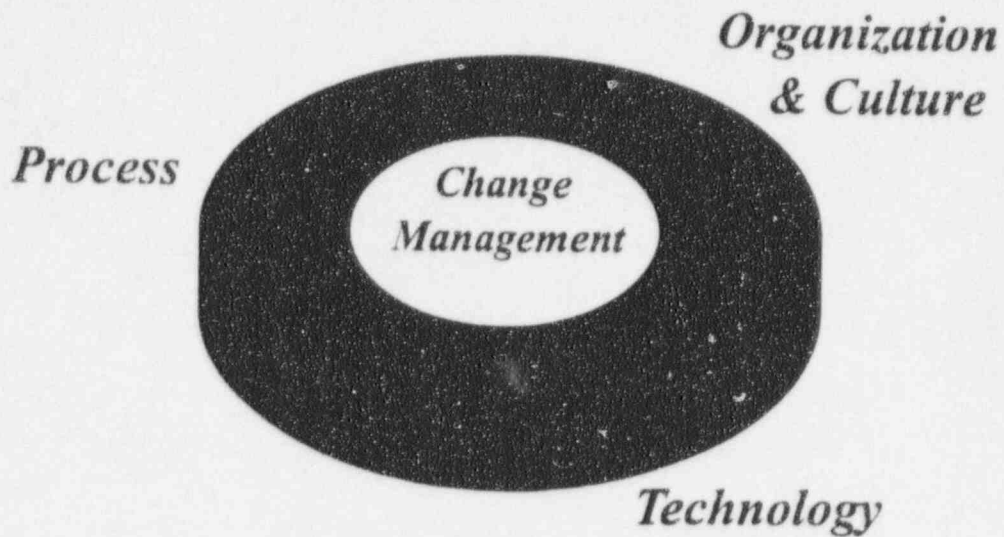
Work Control History

- • • • •
- Self assessment
 - scope - maintenance control, support and work activities
 - over 300 steps - too complex
 - reengineering needed



Our Reengineering Definition

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Implementation - started

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- ✓ PIT Crews - 4/94
- ✓ Controlled Change - Pilots
- ✓ Pilot Performance Teams - 5/94



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- | | |
|------------------------------|-------------------|
| ■ Farley | |
| - Fire Protection & Security | |
| - Refrigeration, Lub. & Vib. | |
| ■ Hatch | |
| - Cooling Towers & Radwaste | |
| - HVAC & Fire Protection | |
| | ■ Vogtle |
| | - Security |
| | - Fire Protection |
| | - I&C Systems |

Pilot Evaluation

- ✓ Pilot Performance Teams
 - ✓ productivity improves
 - ✓ team concept well received
- ✓ Personal Hold Tags working well
- ✓ Dispatcher & Fix It Now (FIN) being refined
- ✓ Tool Pouch working; has additional potential
- ✓ Electronic records & enhancements
 - ✓ short team improvements
 - ✓ PassPort pilot started
- ? Self monitoring

General Direction



- Continue the formation of Performance Teams
- Continue implementation of the new process

Plant Farley - Status

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- Pilot Performance Teams - key concepts
 - individual ownership
 - reduced line management & accountable empowered workers
 - functional tasks vs. system based assignments
- Major work process enhancements
 - tagging
 - simplified integrated work control procedures
- Organizational changes
 - Dispatcher
 - Team Leader vs. Foreman
 - revised work schedule
 - FIN teams (fix it now team)

Culture Change

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- More dialog between management and worker
- Creating an environment where the worker feels that they can create change
- Ownership of the team functions
- Flexible working conditions: schedule, overtime, job selection, job scheduling
- Multi-Discipline teams creates a open exchange of information between crafts

Next Steps

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- Form more teams where it makes sense
- Continue to work on enhancing the work control process
- Implement Central Scheduling
- Continue efforts to standardize between plants
- Continue to monitor quality and improvement progress

Plant Hatch - Status

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PROCESS:

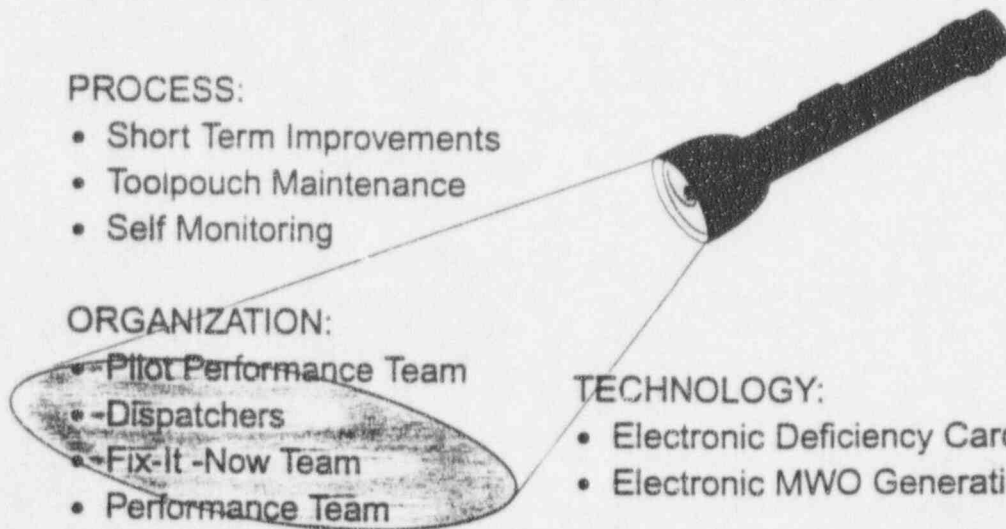
- Short Term Improvements
- Toolpouch Maintenance
- Self Monitoring

ORGANIZATION:

- Pilot Performance Team
- Dispatchers
- Fix-It -Now Team
- Performance Team Manager

TECHNOLOGY:

- Electronic Deficiency Cards
- Electronic MWO Generation



Plant Hatch - Future

PROCESS:

- Central Scheduling
- Work Control Procedure Revision

TECHNOLOGY:

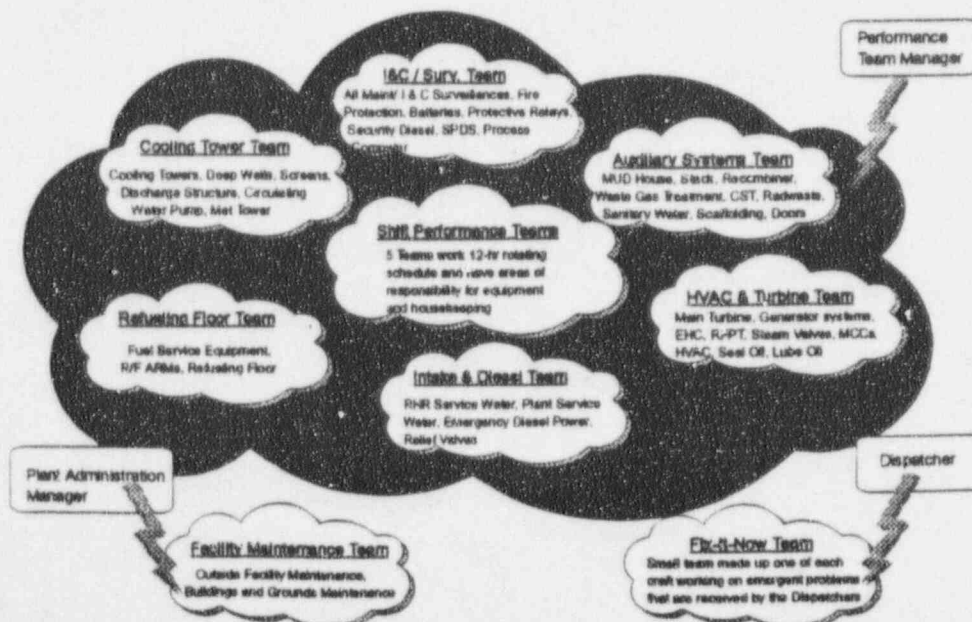
- Work Package Automation
- INDUS / PassPort Software

ORGANIZATION:

- Performance Team Organization
- Team Leader/ Assistant TL Selection



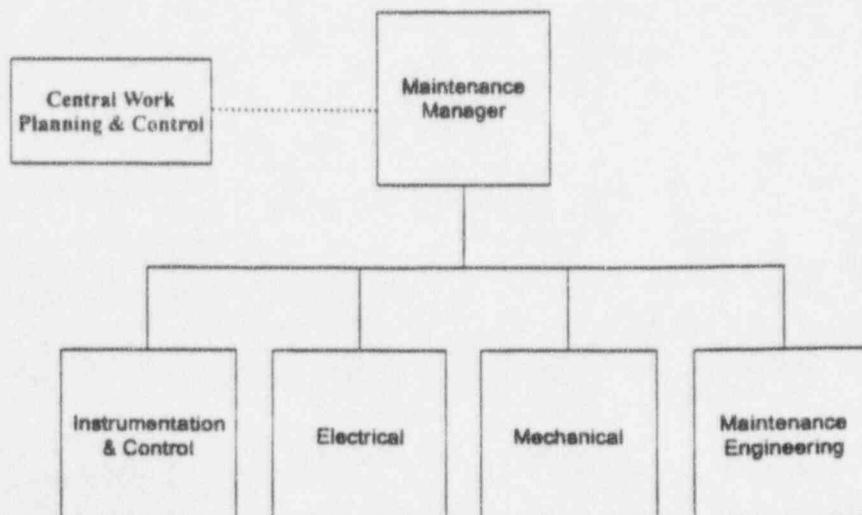
Plant Hatch - Performance Team Layout



Plant Vogtle - Background

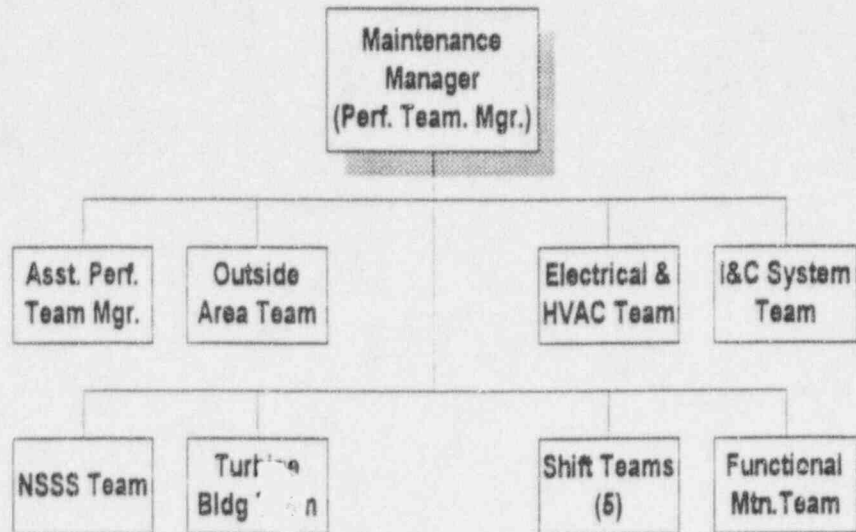
- April 1994 - Formed Pit Crew
- May 1994 - Security Pilot
- June 1994 - Fire Protection Pilot Team
- December 1994 - Dispatcher Function
- January 1995 - I&C Pilot Team
- June 1995 - Expanded Implementation Approved
- August thru December 1995 - Fully Implement Performance Teams

Legacy Org. Chart (simplified)



New Org Chart

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Performance Team Attributes

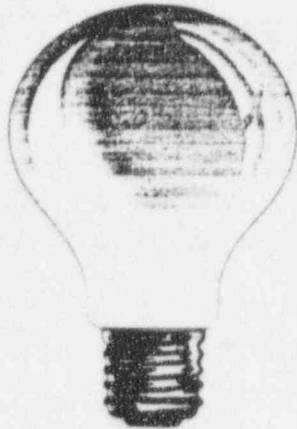
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- Reduce handoffs
 - multidisciplinary teams
 - planning performed on teams

- Improve ownership and accountability with specific system, area or functional assignments

Security Pilot Team

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- 1 ATL - System Engineer
- 2 I & C Technicians
- 1 Security Officer
- All members dedicated to security system maintenance and modifications

Accomplishments

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- Reduced cycle times for repairs
 - Trouble calls directly to pilot team
 - Efficiencies, ownership and teamwork
- Reduced manpower costs for security maintenance
 - Dedicated crew
 - Electronic documentation
 - Reduced compensatory posts
 - Reduced contractor cost for new computer system
- Improved material condition of security systems

Farley Performance Pilot Teams

Multi-Discipline Teams:

Electricians, Mechanics, I & C Technicians, System Operators,
Plant Operators, Helper, Technical Resource Personnel,
Assistant Team Leaders, Team Leader

Performance Team No. 1 (PT1):

Fire Protection
Security

Performance Team No. 2 (PT2):

Plant Lubrication
Small Motor/Pump PM's
Crane/Hoist PM's
Vibration Data Collection
Air Conditioning Systems

Team Concept Benefits

Increased Ownership

Improved Communication Among Different Disciplines

Increased Creativity

Reduced Traffic In The Control Room

Reduce The Time Equipment Is Out Of Service

Continuous Evaluation Of Procedures And PM Tasks