

APR 24 1992

Docket No. STN 50-482
License No. NPF-42

Wolf Creek Nuclear Operating Corporation
ATTN: Bart D. Withers
President and Chief Executive Officer
P.O. Box 411
Burlington, Kansas 66839

Gentlemen:

This refers to the meeting, open to public observation, conducted at our request in the Region IV office on April 17, 1992. This meeting related to activities authorized by NRC License No. NPF-42 and was attended by those on the attached Attendance List.

This meeting was held to discuss Wolf Creek Nuclear Operating Corporation's Management Action Plan. It is our opinion that this meeting was beneficial and has provided a better understanding of the Management Action Plan at Wolf Creek Generating Station. The subjects discussed at this meeting are described in the enclosed Meeting Summary.

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

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

Sincerely,

Original Signed By
A. B. BEACH

A. Bill Beach, Director
Division of Reactor Projects

Enclosure:
Meeting Summary w/attachments

cc w/enclosure:
Wolf Creek Nuclear Operating Corp.
ATTN: Otto Maynard, Director
Plant Operations
P.O. Box 411
Burlington, Kansas 66839

RIV:DRP/D JMK
KMKennedy;df
4/23/92

C:DRP/D
ATHowe71
4/27/92

D:DRP
A5Beach
4/24/92

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Wolf Creek Nuclear Operating
Corporation

-2-

Shaw, Pittman, Potts & Trowbridge
ATTN: Jay Silberg, Esq.
1800 M Street, NW
Washington, D.C. 20036

Public Service Commission
ATTN: Chris R. Rogers, P.E.
Manager, Electric Department
P.O. Box 360
Jefferson City, Missouri 65102

U.S. Nuclear Regulatory Commission
ATTN: Regional Administrator, Region III
799 Roosevelt Road
Glen Ellyn, Illinois 60137

Wolf Creek Nuclear Operating Corp.
ATTN: Steven G. Wideman
Supervisor Licensing
P.O. Box 411
Burlington, Kansas 66839

Kansas Corporation Commission
ATTN: Robert Elliot, Chief Engineer
Utilities Division
1500 SW Arrowhead Rd.
Topeka, Kansas 66604-4027

Office of the Governor
State of Kansas
Topeka, Kansas 66612

Attorney General
1st Floor - The Statehouse
Topeka, Kansas 66612

Chairman, Coffey County Commission
Coffey County Courthouse
Burlington, Kansas 66839-1798

Kansas Department of Health
and Environment
Bureau of Air Quality & Radiation
Control
ATTN: Gerald Allen, Public
Health Physicist
Division of Environment
Forbes Field Building 321
Topeka, Kansas 66620

Wolf Creek Nuclear Operating
Corporation

-3-

Kansas Department of Health and Environment
ATTN: Robert Eye, General Counsel
LSOB, 9th Floor
900 SW Jackson
Topeka, Kansas 66612

bcc to DMB (IE45)

cc distrib. by RIV:

R. D. Martin

Section Chief (DRP/D)

DRSS-RPEPS

RIV File

Project Engineer (DRP/D)

DRS

Resident Inspector

DRP

Section Chief (RIII, DRP/3C)

SRI, Callaway, RIII

Lisa Shea, RM/ALF

Wolf Creek Nuclear Operating
Corporation

-3-

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288012

MEETING SUMMARY

Licensee: Wolf Creek Nuclear Operating Corporation (WCNOC)
Facility: Wolf Creek Generating Station (WCGS)
License No.: NPF-42
Docket No : 50-482
Subject: MANAGEMENT MEETING CONCERNING WCNOC'S MANAGEMENT ACTION PLAN

On April 1, 1978, representatives of WCNOC met with Region IV personnel at the Region IV offices to discuss the licensee's Management Action Plan. The meeting was held in a room that was considered to be beneficial in providing information about the Management Action Plan.

Attachments:

1. Attendance List
2. Licensee Presentation (NRC distribution only)

ATTENDANCE LIST

Attendance at the management meeting between WCNOC and NRC on April 17, 1992,
in the Region IV office:

WNCOC

B. D. Withers, President and Chief Executive Officer
J. A. Bailey, Vice President, Operations
O. L. Maynard, Director, Plant Operations
C. E. Parry, Director, Quality & Safety
R. C. Hagan, Director, Nuclear Services
S. G. Wideman, Supervisor, Licensing

NRC

J. M. Montgomery, Deputy Regional Administrator
T. P. Gwynn, Deputy Director, Division of Reactor Projects (DRP)
S. C. Black, Director, Project Directorate IV-2, Office of Nuclear Reactor
Regulation (NRR)
S. J. Collins, Director, Division of Reactor Safety (DRS)
D. D. Chamberlain, Deputy Director, DRS
A. T. Howell, Chief, Project Section D, DRP
K. M. Kennedy, Acting Project Engineer, Project Section D, DRP
T. F. Westerman, Chief, Plant Systems Section, DRS
W. D. Reckley, Project Manager, NRR
G. A. Pick, Senior Resident Inspector, WCGS, Project Section D, DRP
A. Singh, Reactor Inspector, Test Programs Section, DRS
R. E. Baer, Senior Reactor Health Physicist, Division of Radiation Safety and
Safeguards
I. Barnes, Chief, Materials and Quality Programs Section, DRS
T. F. Stetka, Chief, Operational Programs Section, DRS

MANAGEMENT ACTION PLAN (MAP)



APRIL 17, 1992

WOLF CREEK
NUCLEAR OPERATING CORPORATION

AGENDA

INTRODUCTION

- BART WITHERS

DESCRIPTION OF THE MANAGEMENT
ACTION PLAN (MAP)

- JOHN BAILEY

DESCRIPTION OF MAP ISSUES

- JOHN BAILEY
OTTO MAYNARD
CARL PARRY

CLOSING REMARKS

- BART WITHERS

INTRODUCTION

- WCNOC IS COMMITTED TO SAFE AND RELIABLE NUCLEAR ENERGY
 - EXECUTIVE POLICY I.1, CORPORATE MISSION
- WCNOC HAS BEEN HIGHLY SUCCESSFUL IN THE PRODUCTION OF SAFE, RELIABLE AND LOW-COST ELECTRICITY
- THESE SUCCESSES LED MANAGEMENT TO BELIEVE THAT WCNOC PROGRAM SUCH AS CORRECTIVE ACTION AND SELF-ASSESSMENT WERE FUNCTIONING APPROPRIATELY
- PRODUCTION SUCCESS IS ONLY ONE DEMONSTRATION OF GOOD PERFORMANCE
- ALL PROGRAMS MUST BE WORKING EFFECTIVELY TO ACHIEVE EXCELLENCE

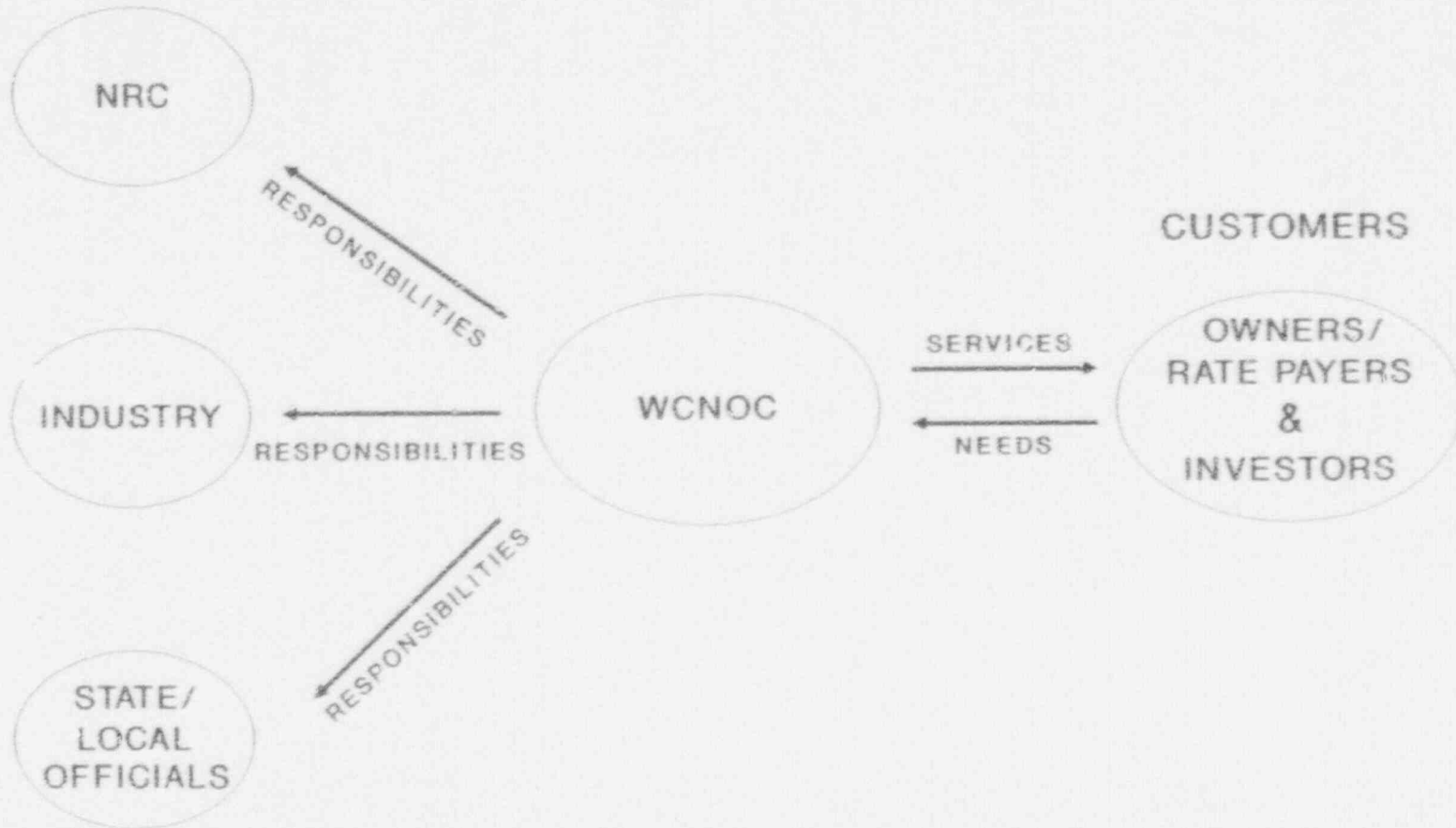
INTRODUCTION

(CONT)

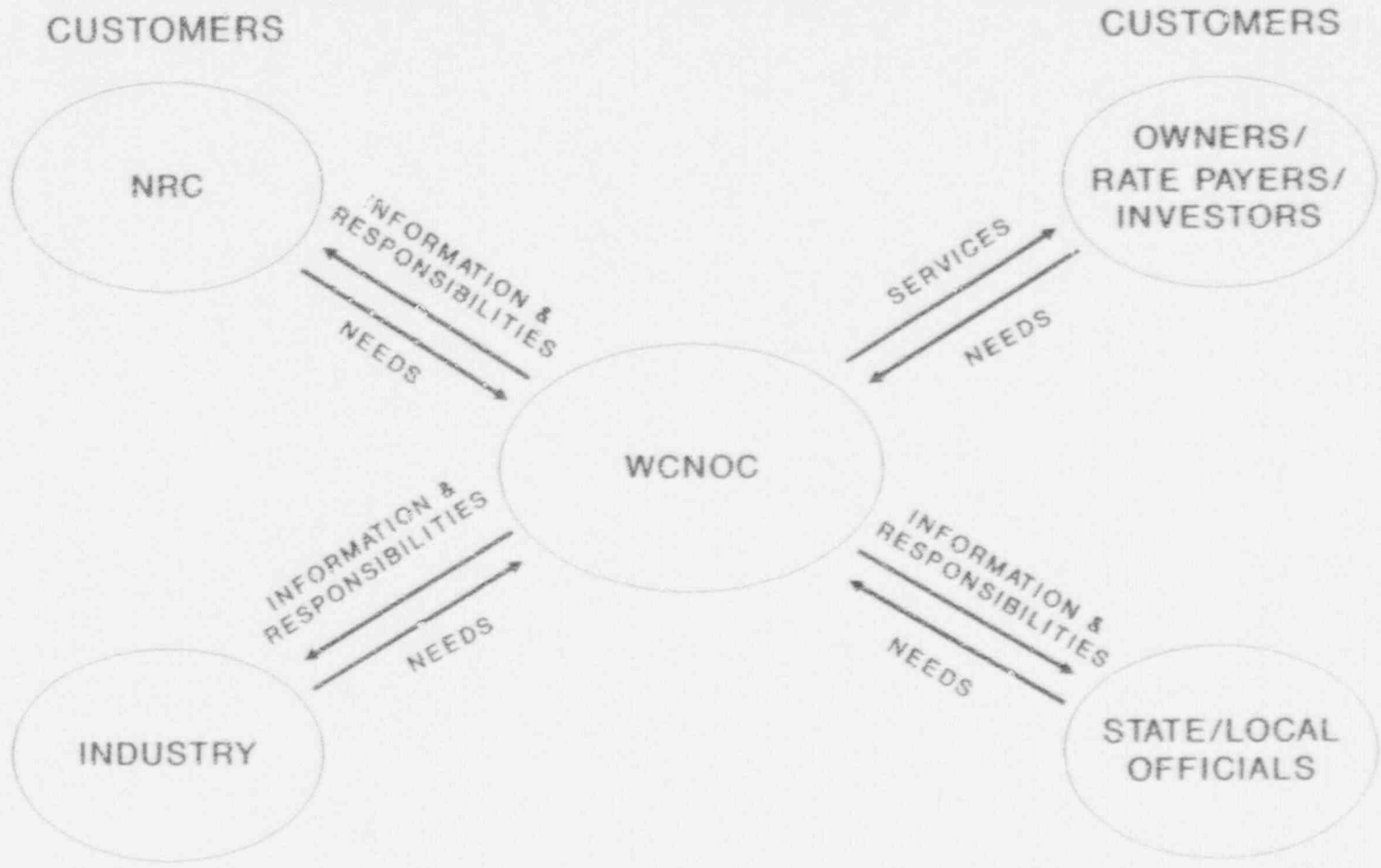
- WCNOC IS COMMITTED TO EXCELLENCE IN ALL AREAS
 - PREVIOUS TRACK RECORD SHOWS THAT WE CAN ACHIEVE EXCELLENCE
- IN SEPTEMBER 1991, BEGAN A GLOBAL CRITICAL SELF-ASSESSMENT TO IDENTIFY ISSUES IMPEDING OUR ACHIEVEMENT OF EXCELLENCE
- NINE ISSUES WERE IDENTIFIED IN OUR SELF-ASSESSMENT
- TO FOCUS ORGANIZATIONAL ATTENTION AND RESOURCES TO ADDRESS THESE ISSUES, THE MANAGEMENT ACTION PLAN (MAP) HAS BEEN ESTABLISHED
- IN OUR DECEMBER 6, 1991 MEETING WITH YOU, WE CALLED THIS PROGRAM BY A DIFFERENT NAME - SINCE THE PLAN IS NOW A PART OF OUR ROUTINE PLANNING AND BUDGETING PROCESS - THE TERM MANAGEMENT ACTION PLAN IS MORE APPROPRIATE

EARLIER WCNOC VIEW OF ITS SITUATION

OTHER PARTIES



CURRENT VIEW OF THE SITUATION



PURPOSE OF MEETING

WE HAVE TWO PURPOSES WE WISH TO ACCOMPLISH IN THIS BRIEFING:

1. TO DESCRIBE THE MAP AND HOW IT IS MANAGED, AND
2. TO DESCRIBE THE NINE ISSUES IN THE MAP AND BRIEFLY OUTLINE THE ACTIONS WE ARE TAKING FOR THESE ISSUES

MANAGEMENT ACTION PLAN

- IDENTIFICATION OF ISSUES INCLUDED IN THE MANAGEMENT ACTION PLAN (MAP)
 - STUDIED:
 - QA AUDITS & SURVEILLANCES
 - LERs
 - NRC INSPECTION/SALP REPORTS
 - INPO ASSESSMENTS
 - MANAGEMENT CONSULTANT PROVIDED ADVICE AND TRAINING ON ANALYTICAL METHODS
 - COOPERATIVE EFFORT:
 - QA ANALYZES DATA TO IDENTIFY CANDIDATE MAP ISSUES
 - EXECUTIVE MANAGEMENT TAKES OWNERSHIP OF MAP ISSUES
 - MANAGEMENT DEVELOPS AND IMPLEMENTS ACTIONS

WHAT IS MANAGEMENT ACTION PLAN (MAP)?

- THE MAP IS A PROCESS BY WHICH WCNOC EXECUTIVE MANAGEMENT FOCUSES ATTENTION AND RESOURCES ON SIGNIFICANT ISSUES TO ASSURE THEY ARE RESOLVED
- THE MAP IS A LIVING DOCUMENT THAT IS INTEGRATED WITH THE PLANNING AND BUDGETING PROCESS
- THE MAP WORKS IN CONJUNCTION WITH OTHER WCNOC PROGRAMS - NORMAL ADMINISTRATIVE CONTROL PROGRAMS ARE USED IN IMPLEMENTING MAP ACTION PLANS
- MAP IS A TOOL FOR MANAGING ISSUES IDENTIFIED THROUGH SELF-ASSESSMENT AND CORRECTIVE ACTION PROCESSES. WHILE IT WORKS IN RELATION TO THESE PROCESSES IT IS NOT ITSELF A SELF ASSESSMENT OR CORRECTIVE ACTION PROGRAM
- SUPPORTED BY CORPORATE POLICY

WOLF CREEK

NUCLEAR OPERATING CORPORATION

EXECUTIVE POLICY
I.7 Management Action Plan

WCOB DOCUMENT CONTROL
WPC24

REVISION 0

RELEASED DC11 2-7-92

AUTHORIZED DATE
John A. Seely 2/6/92

[Letter WM 92-0002; dated January 6, 1992; B. D. Withers to R. D. Martin, NRC - Response to Initial SALP Report No. 50-482/91-99 dated Dec. 9, 1991]

1.0 OVERVIEW

The Management Action Plan (MAP) is a process by which executive management focuses its attention and resources to solve significant performance and program implementation issues. The MAP is a living program that is integrated with the strategic planning and budgeting process.

2.0 POLICY STATEMENT

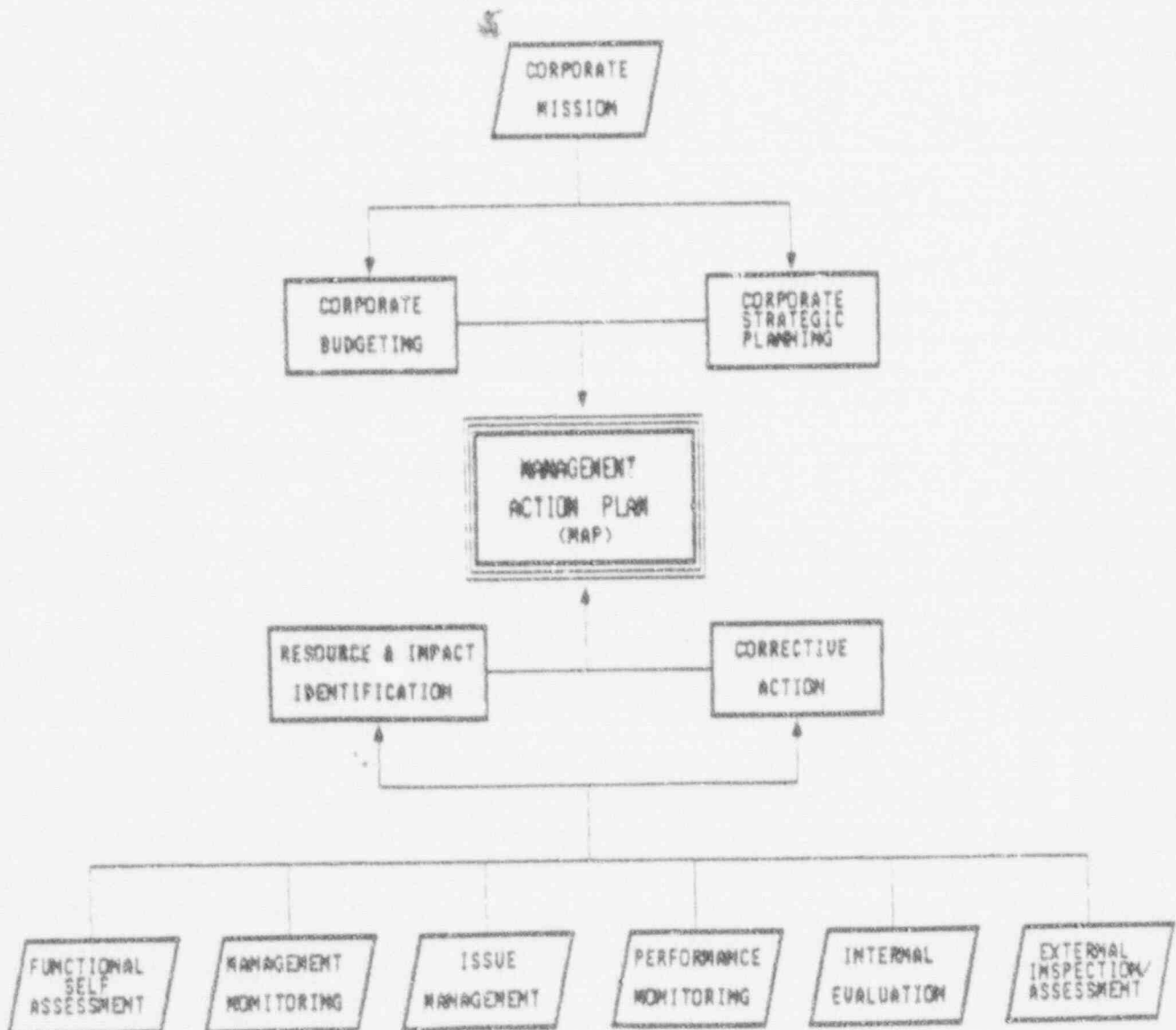
Executive management is responsible for carrying out the WCNOB mission statement. In order to assure that WCNOB activities are performed in a manner that supports the mission, executive management uses a variety of means to provide oversight. These include: management monitoring; performance trending; the corrective action process; and the results of inspections, surveillance, evaluations, and audits performed by internal groups (e.g., QA and NSE) and external organizations (e.g., NRC and INPC).

The same sources are also inputs to the oversight performed by subordinate managers in carrying out their responsibilities. When issues are identified by them, it is expected that they will take the necessary corrective actions. When issues are not, or cannot be resolved by lower levels of management, the MAP provides a structured process by which the issue receives executive management attention and resolution.

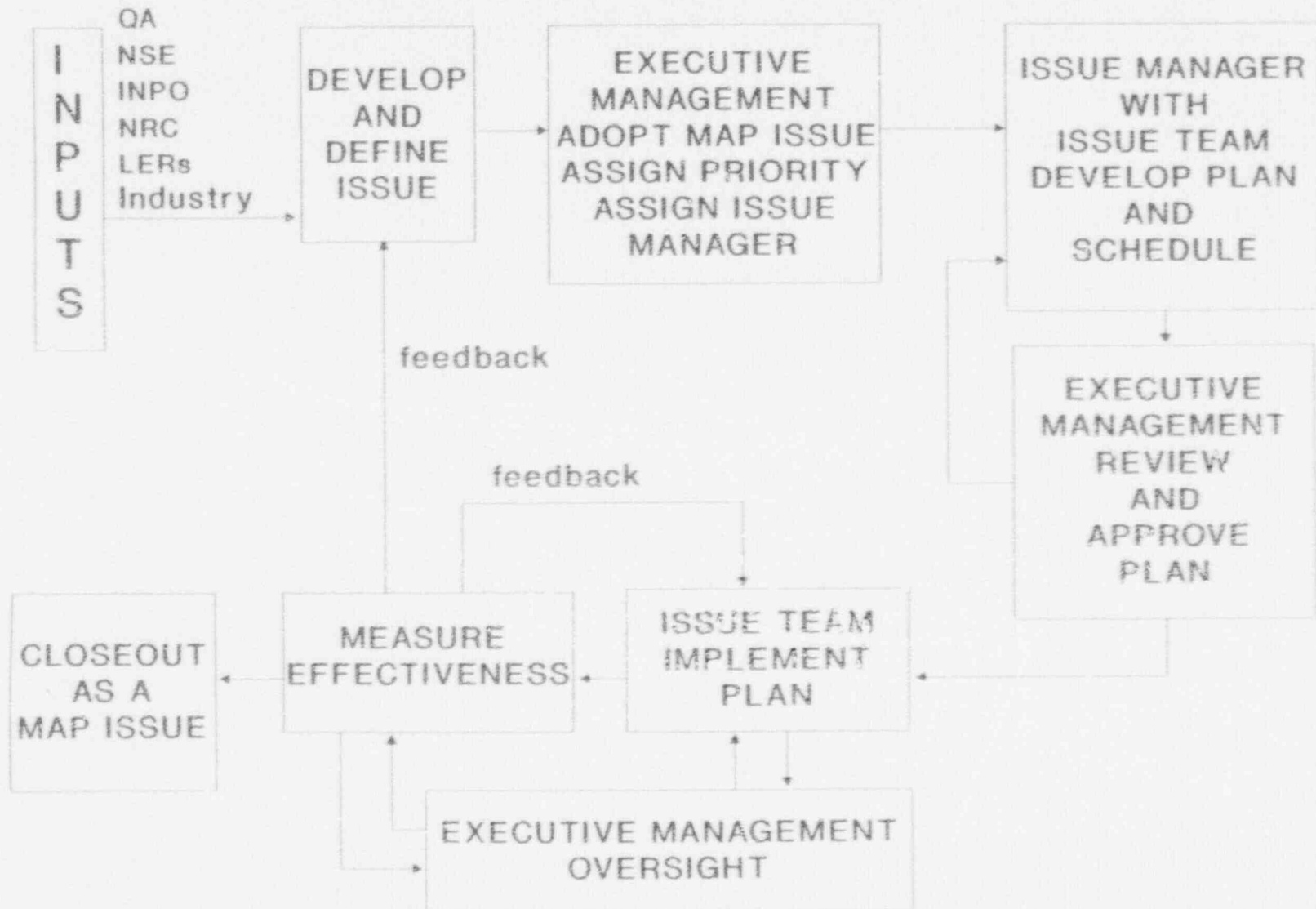
Candidate issues for the MAP, as identified from management oversight or suggested from within the organization, are reviewed by executive management. If adopted as a MAP item, a senior or executive manager is assigned to manage the issue. The issue manager is responsible for developing action plans, schedules,

and resources needs to resolve the issue. These are approved by executive management, who monitor the progress in carrying them out. The issue is removed from the MAP only after it is established that actions to address the issue have been effective.

MANAGEMENT ACTION PLAN



MANAGEMENT ACTION PLAN



DESCRIPTION OF THE MAP PROCESS

- INPUTS TO THE MAP COME FROM A VARIETY OF SOURCES
LERS, INSPECTION AND AUDIT RESULTS, INDUSTRY
ITEMS, ETC.
- MAP ISSUE CRITERIA:
 - RECURRING PROBLEM NOT EFFECTIVELY RESOLVED
THROUGH THE CORRECTIVE ACTION PROCESS; AND/OR
 - SIGNIFICANT PERFORMANCE OR PROGRAM
IMPLEMENTATION CONCERNS REQUIRING THE APPLICATION
OF SIGNIFICANT RESOURCES OR PRIORITIES; AND/OR
 - ISSUES REQUIRING COORDINATION AND INTEGRATION
OF SEVERAL DEPARTMENTS
- THE EXECUTIVE MANAGEMENT COMMITTEE (EMC) DECIDES
ON THE INCLUSION OF ISSUES INTO THE MAP

DESCRIPTION OF THE MAP PROCESS

(CON'T)

- RESPONSIBILITY FOR A MAP ISSUE IS ASSIGNED TO AN ISSUE MANAGER BY THE EMC
- A GENERAL SCHEDULE (SHORT, MID OR LONG-TERM) IS SET BY THE EMC
- THE ISSUE MANAGER DEVELOPS AN ACTION PLAN TO ADDRESS THE ISSUE OR SUB-ISSUE
- ACTION PLAN CONTAINS:
 - IMPLEMENTING STEPS WITH PERSONNEL ASSIGNMENT
 - SCHEDULE FOR EACH STEP
 - RELATION TO OTHER MAP ITEMS
 - RESOURCES NEEDED
 - MEASURE OF EFFECTIVENESS

WCNOC MANAGEMENT ACTION PLAN

SUBISSUE: IV.B.

IMPROVEMENTS IN THE INVESTIGATION OF PROBLEMS AND EVENTS WILL ENHANCE THE EFFECTIVENESS AND EFFICIENCY OF CORRECTIVE ACTIONS.

ACTION: IV.B.2

DEVELOP AND IMPLEMENT ROOT CAUSE TRAINING FOR PERSONNEL WHO WILL BE INVOLVED IN THE ROOT CAUSE ANALYSIS OF PROBLEMS AND EVENTS.

MANAGER - C. PARRY

SCHEDULE - MID-TERM

I. IMPLEMENTING STEPS:

1. DEVELOP INITIAL ROOT CAUSE TRAINING AND TRAIN 120 SELECTED EMPLOYEES.

ASSIGNED TO: M. LINDSAY

2. DEVELOP ONGOING ROOT CAUSE TRAINING TO TRAIN ADDITIONAL EMPLOYEES AND PROVIDE REFRESHER TRAINING.

ASSIGNED TO: B. MCKINNEY

II. SCHEDULE:

- STEP 1 - APRIL 30, 1992
STEP 2 - JULY 01, 1992

III. RELATED MAP ACTIONS:

THIS ITEM IS RELATED TO THE FOLLOWING MAP ITEMS:

IV.B.1 - REVIEW AND REVISE, AS NECESSARY, THE PROCESS FOR ANALYZING AND INVESTIGATING EVENTS AND PROBLEMS

IV. RESOURCES NEEDED:

CONTRACT SUPPORT - COST \$75,000

V. MEASURE OF EFFECTIVENESS

1. PIR REVIEW GROUP WILL MONITOR FOR IMPROVEMENTS OF ROOT CAUSE DETERMINATION AND RESULTING CORRECTIVE ACTIONS - STARTING JUNE 1992.

2. QA WILL EVALUATE TRAINING EFFECTIVENESS DURING SEMI-ANNUAL CORRECTIVE ACTION AUDITS STARTING IN JUNE 1992.

DESCRIPTION OF THE MAP PROCESS

(CON'T)

- ACTION PLANS ARE REVIEWED BY THE EMC
- ACTION PLANS WILL BE REVISED FOR SIGNIFICANT CHANGES TO IMPLEMENTING STEPS OR A SCHEDULE CHANGE OF >90 DAYS
- STATUS OF MAP ACTION ITEMS IS UPDATED APPROXIMATELY MONTHLY - FIRST STATUS REPORTS ARE DUE FROM THE ISSUE MANAGERS ON APRIL 30
- COMPLETING A MAP ISSUE
 - ACTION PLANS COMPLETED
 - MEASURES OF EFFECTIVENESS SATISFIED
 - REVIEWED BY ISSUE MANAGER
 - APPROVED BY EMC

DESCRIPTION OF THE MAP PROCESS

(CON'T)

- ON-GOING REVIEW - EMC MEETS PERIODICALLY FOR THE PURPOSE OF CONSIDERING NEW MAP ISSUES
- CURRENT MAP CONSISTS OF:
 - NINE ISSUES
 - 21 SUB-ISSUES
 - 82 ACTION PLANS REQUIRING COMPLETION OF OVER 150 IMPLEMENTING STEPS - CURRENTLY APPROXIMATELY 30% OF THESE IMPLEMENTING STEPS HAVE BEEN COMPLETED
- ON-GOING EMPLOYEE AWARENESS PROGRAM

MAP ISSUES

I	ENHANCE MANAGEMENT EFFECTIVENESS	JOHN BAILEY
II	ENHANCE MANAGEMENT OVERSIGHT OF ISSUES AND ACTIVITIES	JOHN BAILEY
V	IMPROVE PROCEDURE GUIDANCE	JOHN BAILEY
VIII	ENHANCE TRAINING PROGRAMS AND TRAINING EFFECTIVENESS	JOHN BAILEY
IV	ENHANCE THE CORRECTIVE ACTION PROCESS	CARL PARRY
III	ENHANCE TEAMWORK	OTTO MAYNARD
VI	ENHANCE THE PERFORMANCE OF OPERATIONAL ACTIVITIES	OTTO MAYNARD
VII	ENHANCE THE PERFORMANCE OF RADIATION PROTECTION - RELATED ACTIVITIES	OTTO MAYNARD
IX	ENHANCE CONTROLS OVER TEMPORARY MODIFICATIONS	OTTO MAYNARD

ISSUE I - ENHANCE MANAGEMENT EFFECTIVENESS

SUBISSUE A: IMPROVEMENTS IN MANAGEMENT MONITORING OF PERSONNEL PERFORMANCE WILL RESULT IN IMPROVED CAPABILITY TO IDENTIFY AND CORRECT LONG-STANDING ISSUES

SUBISSUE B: IMPROVEMENTS IN DEFINING NECESSARY AND SUFFICIENT CORRECTIVE ACTIONS AND FOLLOWUP TO VERIFY THAT THESE ACTIONS HAVE BEEN EFFECTIVE WILL RESULT IN THE PREVENTION OF PROBLEM RECURRENCE AND THE ELIMINATION OF LONG-STANDING ISSUES

SUBISSUE C: IMPROVEMENTS IN THE COMMUNICATION OF MANAGEMENT EXPECTATIONS FOR JOB AND PROGRAM PERFORMANCE TO ALL STATION STAFF WILL ASSURE THAT PERSONNEL UNDERSTAND THE ROLE IN ACHIEVING EXCELLENT PERFORMANCE AT WCNOC

ISSUE 1 - ENHANCE MANAGEMENT EFFECTIVENESS

ACTION PLANS:

- PLANT STAFF MONITORING PROGRAMS
- SENIOR MANAGEMENT MONITORING PROGRAMS
- OBSERVATION TRAINING
- CORRECTIVE ACTION PROCESS TRAINING
- IMPROVE PIR CORRECTIVE ACTION FOLLOWUP
- COMMUNICATE EXPECTATIONS FOR PERFORMANCE
- IMPROVE MONITORING TO VERIFY THAT EXPECTATIONS ARE IMPLEMENTED

ISSUE II - ENHANCE MANAGEMENT OVERSIGHT OF ISSUES AND ACTIVITIES

SUBISSUE A: IMPROVEMENTS IN THE PROCESS FOR HANDLING ISSUES, INCLUDING INCREASED MANAGEMENT OVERSIGHT OF ISSUES, WILL PROVIDE GREATER ASSURANCE THAT THE ACTIONS THAT MUST BE TAKEN BY ALL WORK GROUPS WILL BE PROPERLY INTEGRATED AND WILL COMPLETELY ADDRESS THE ISSUE

SUBISSUE B: IMPROVEMENTS IN THE DEFINITION OF RESPONSIBILITIES OF ALL AFFECTED GROUPS INVOLVED IN CARRYING OUT PROGRAMS SUCH AS SYSTEM ENGINEERING AND DESIGN CHANGES, WILL PROVIDE GREATER ASSURANCE THAT THESE ACTIVITIES WILL BE EFFECTIVELY IMPLEMENTED.

ISSUE II - ENHANCE MANAGEMENT OVERSIGHT OF ISSUES AND ACTIVITIES

ACTION PLANS:

- ESTABLISH ISSUES REVIEW GROUP
- IMPLEMENT ISSUES MANAGEMENT PROGRAM (MAP)
- DEVELOP COMMUNICATIONS PAPERS ON MAJOR PROGRAMS
- IMPROVE VISIBILITY OF INTERFACES IN CORPORATE LEVEL PROCEDURES

MANAGEMENT INVOLVEMENT

WCNOC MANAGEMENT HAS RECOGNIZED THE NEED FOR
IMPROVEMENTS IN EFFECTIVENESS AND OVERSIGHT

ISSUE I AND ISSUE II ADDRESS MANAGEMENT INVOLVEMENT

ISSUE V - IMPROVE PROCEDURE GUIDANCE

SUBISSUE A: IMPROVEMENTS IN PROCEDURAL GUIDANCE
WILL ENHANCE PROCEDURE USABILITY AND
COMPLIANCE

ISSUE V - IMPROVE PROCEDURE GUIDANCE

ACTION PLANS:

- COMMUNICATE EXPECTATIONS FOR COMPLYING WITH OR REVISING PROCEDURES
- ENHANCE NEW RELEVANCY REVIEW GUIDANCE
- IMPLEMENT NEW REVIEW GUIDANCE
- IDENTIFY PROCEDURES (BY CLASS) NEEDING PRIORITY ATTENTION
- IMPLEMENT PROCEDURE WRITER'S GUIDE
- ASSIGN LEAD DEPARTMENT RESPONSIBILITY FOR EACH CORPORATE LEVEL PROCEDURE

ISSUE VIII - ENHANCE TRAINING PROGRAMS AND TRAINING EFFECTIVENESS

SUBISSUE A: IMPROVEMENTS IN THE FEEDBACK OF PLANT NEEDS AND EXPERIENCE, INCLUDING LESSONS LEARNED FROM INDUSTRY AND IN-HOUSE EVENTS AND IN THE ABILITY TO MEASURE TRAINING EFFECTIVENESS WILL ENHANCE THE QUALITY OF TRAINING AND CONTRIBUTE TO THE ACHIEVEMENT OF EXCELLENCE

SUBISSUE B: IMPROVEMENTS IN DEVELOPING AND IMPLEMENTING TRAINING FOR TECHNICAL PERSONNEL WILL ENHANCE THE ANALYSIS OF PLANT EVENTS TO DETERMINE ROOT CAUSES AND WILL RESULT IN IMPROVED IMPLEMENTATION OF DESIGN CHANGES

ISSUE VIII - ENHANCE TRAINING PROGRAMS AND TRAINING EFFECTIVENESS

ACTION PLANS:

- INCORPORATE OPERATING EXPERIENCE INTO ALL TRAINING PROGRAMS
- ENSURE INPO SOER RECOMMENDATIONS REGARDING TRAINING ARE IMPLEMENTED
- ENHANCE REQUALIFICATION TRAINING FEEDBACK
- ENHANCE ENGINEERING PERSONNEL TRAINING

ISSUE IV - ENHANCE THE CORRECTIVE ACTION PROCESS

SUBISSUE A: IMPROVEMENTS IN THE CONSISTENCY AND WILLINGNESS OF PERSONNEL TO IDENTIFY CONDITIONS THAT SHOULD BE DEALT WITH IN THE CORRECTIVE ACTION PROCESS WILL ENHANCE THE PROGRAM'S EFFECTIVENESS

SUBISSUE B: IMPROVEMENTS IN THE INVESTIGATION OF PROBLEMS AND EVENTS WILL ENHANCE THE EFFECTIVENESS AND EFFICIENCY OF CORRECTIVE ACTIONS

SUBISSUE C: IMPROVEMENTS IN THE TIMELINESS OF COMPLETING CORRECTIVE ACTIONS WILL ENHANCE THE EFFECTIVENESS OF THE CORRECTIVE ACTION PROGRAM

ISSUE IV - ENHANCE THE CORRECTIVE ACTION PROCESS

(CON'T)

SUBISSUE D: IMPROVEMENTS IN TRENDING DATA GATHERED FROM MONITORING AND CORRECTIVE ACTION PROGRAMS WILL ENHANCE MANAGEMENT OVERSIGHT OF STATION ACTIVITIES TO ASSURE THAT THE WCNOC MISSION STATEMENT IS CARRIED OUT

SUBISSUE E: IMPROVEMENTS IN THE USE OF INDUSTRY EXPERIENCE INFORMATION, INCLUDING VENDOR TECHNICAL INFORMATION, WILL ENHANCE THE STATION'S ABILITY TO OPERATE WITH THE HIGHEST OF SAFETY MARGINS

ISSUE IV - ENHANCE THE CORRECTIVE ACTION PROCESS

ACTION PLANS:

- ENSURE ALL DEFICIENCY IDENTIFICATION PROCESSES ARE CONSISTENT WITH THE OBJECTIVES OF THE CORPORATE CORRECTIVE ACTION PROGRAM
- ESTABLISH CORPORATE LEVEL PROCEDURES TO ADDRESS OVERALL CORRECTIVE ACTION PROGRAM AND NON-HARDWARE ROOT CAUSE ANALYSIS
- ENSURE EMPLOYEES UNDERSTAND MANAGEMENT EXPECTATIONS REGARDING CORRECTIVE ACTION
- PROVIDE BASIC CORRECTIVE ACTION AND ROOT CAUSE DETERMINATION TRAINING
- ESTABLISH MANAGEMENT MONITORING OF CORRECTIVE ACTION PROGRAM PERFORMANCE (e.g., PIR REVIEW GROUP, ASSESSMENTS, TRENDING, ETC.)

ISSUE IV - ENHANCE THE CORRECTIVE ACTION PROCESS

(CONT)

ACTION PLANS:

- IMPLEMENT A CORPORATE PRIORITY SCHEME WHICH INCLUDES THE CORRECTIVE ACTION PROCESSES
- CONSOLIDATE CORPORATE TRENDING EFFORTS AND ENSURE MANAGEMENT USABILITY
- EVALUATE INDUSTRY INFORMATION PROGRAM FOR ENHANCEMENTS

CORRECTIVE ACTION ENHANCEMENT SUMMARY

- MANAGEMENT COMMUNICATIONS (WRITTEN AND MEETINGS) WITH STAFF REGARDING THE REPORTING OF PROBLEMS
- MANAGEMENT MONITORING OF CORRECTIVE ACTION PROCESSES (e.g., PIR REVIEW GROUP)
- ENHANCEMENTS TO CORRECTIVE ACTION PROCEDURES INCLUDING USE OF FEEDBACK FROM USERS TO PROVIDE IMPROVEMENTS
- TRAINING FOR MANAGERS, SUPERVISORS, STAFF AND LOGKEEPERS THAT ROUTINELY HANDLE PIRs
- OVERALL CHANGES IN CULTURE WHICH NOW EXPECTS PROMPT IDENTIFICATION AND SIGNIFICANCE ASSESSMENTS OF PROBLEMS, ACCURATE ROOT CAUSE DETERMINATIONS AND APPROPRIATE (i.e., EFFECTIVE AND TIMELY) CORRECTIVE ACTIONS

ISSUE III - ENHANCE TEAMWORK

SUBISSUE A: IMPROVEMENTS IN COORDINATION AND COMMUNICATIONS AMONG STATION FUNCTIONAL GROUPS WILL PROVIDE BETTER CONTROL OVER TESTING AND MAINTENANCE ACTIVITIES AND REDUCE UNNECESSARY WORK DELAYS

ISSUE III - ENHANCE TEAMWORK

ACTION PLANS:

- DEVELOP PLAN FOR IMPROVING COORDINATION AND COMMUNICATIONS BETWEEN STATION GROUPS
- IMPROVE TROUBLESHOOTING GUIDANCE

ISSUE VI - ENHANCE THE PERFORMANCE OF OPERATIONAL ACTIVITIES

- SUBISSUE A: IMPROVEMENTS IN ADMINISTRATIVE GUIDANCE FOR CONDUCTING OPERATIONS, AND A GREATER EMPHASIS ON ADHERING TO THE DETAILS OF THIS GUIDANCE, WILL FURTHER PROGRESS TOWARD THE GOAL OF ACHIEVING EXCELLENCE
- SUBISSUE B: IMPROVEMENTS IN ADHERENCE TO THE DETAILS OF THE CLEARANCE PROGRAM WILL ASSURE THAT PERSONNEL AND EQUIPMENT SAFETY IS ENHANCED
- SUBISSUE C: INCREASED USE OF ENGINEERING ADVICE AND INPUT IN THE REVIEW AND RESOLUTION OF PROBLEMS OR OPERATIONAL CONDITIONS SHOULD ENHANCE THE ABILITY TO ADDRESS THESE ISSUES CONSERVATIVELY AND EFFECTIVELY

**ISSUE VI - ENHANCE THE PERFORMANCE OF
OPERATIONAL ACTIVITIES**

(CONT)

**SUBISSUE D: IMPROVEMENTS IN THE GUIDANCE GOVERNING
THE CONTROL OF POSTED OPERATING
INFORMATION AND LABELING, AND THE
IMPLEMENTATION OF THIS GUIDANCE, WILL
ENHANCE THE ACHIEVEMENT OF INDUSTRY
STANDARDS OF EXCELLENCE IN OPERATIONS**

ISSUE VI - ENHANCE THE PERFORMANCE OF OPERATIONAL ACTIVITIES

ACTION PLANS:

- EMPHASIZE MANAGEMENT EXPECTATIONS REGARDING COMMUNICATIONS AND CLEARANCE ORDERS
- INCREASED MANAGEMENT MONITORING DURING SIMULATOR TRAINING
- PERIODIC MEETINGS WITH TRAINING STAFF
- IMPROVE WCNOC STAFF INTERACTIONS WITH INDUSTRY
- TREND CLEARANCE ORDER DEFICIENCIES
- IMPROVE CLEARANCE ORDER GUIDANCE AND PROVIDE TRAINING
- IMPLEMENT SYSTEM ENGINEER PROGRAM
- IMPLEMENT MULTI-DISCIPLINED TEAM FOR EVENT REVIEW
- IMPROVE GUIDANCE FOR POSTINGS, LABELS, AND OPERATOR AIDS
- REMOVE OUTDATED OR INAPPROPRIATE POSTINGS, LABELS, AND OPERATOR AIDS

ISSUE VII - ENHANCE THE PERFORMANCE OF RADIATION PROTECTION-RELATED ACTIVITIES

SUBISSUE A: IMPROVEMENTS IN THE IN-FIELD MONITORING, ENFORCEMENT, AND DEMONSTRATION OF PROPER RADIOLOGICAL WORK PRACTICES BY HP TECHNICIANS AND STAFF WILL ENHANCE THE CONTROL OVER RADIOLOGICAL CONDITIONS AND THE ADHERENCE OF ALL PERSONNEL TO BEST RADIOLOGICAL PRACTICES

SUBISSUE B: IMPROVEMENTS IN THE ENFORCEMENT OF PROPER RADIOLOGICAL WORK PRACTICES BY MANAGERS AND SUPERVISORS WILL FURTHER REDUCE THE POSSIBILITY OF SPREADING ANY CONTAMINATION

ISSUE VII - ENHANCE THE PERFORMANCE OF RADIATION PROTECTION-RELATED ACTIVITIES

ACTION PLANS:

- EMPHASIZE MANAGEMENT EXPECTATIONS REGARDING PROPER RADIOLOGICAL WORK PRACTICES BY WORKERS AND HP TECHNICIANS
- MONITOR ACTIVITIES TO ASSURE PROPER HP PRACTICES BY TECHNICIANS AND WORKERS
- TREND ROR AND CONTAMINATION DATA
- IMPROVE PROCESS FOR INVOLVING SUPERVISORS IN RESOLVING CONTAMINATION EVENTS
- DEVELOP PERFORMANCE-BASED TRAINING MATERIAL THAT WILL DEMONSTRATE PROPER RAD WORKER PRACTICES

ISSUE IX - ENHANCE CONTROL OVER TEMPORARY
MODIFICATIONS

SUBISSUE A: IMPROVEMENTS IN THE CONTROLS OVER
TEMPORARY MODIFICATIONS AND THE
IMPLEMENTATION OF THEM WILL ENHANCE THE
CONTROL OF PLANT EQUIPMENT

ISSUE IX - ENHANCE CONTROLS OVER TEMPORARY MODIFICATIONS

ACTION PLANS:

- IMPROVE TEMPORARY MODIFICATION GUIDANCE
- INCORPORATE REVISED PROCEDURE INTO GET AND TRAIN PEOPLE
- CONDUCT PERIODIC SURVEILLANCE OF TEMPORARY MODIFICATIONS
- INCORPORATE INTO OPERATIONS MONITORING PROGRAM

CLOSING REMARKS

- WCNOC IS COMMITTED TO EXCELLENCE
- WCNOC HAS DEVELOPED AN EFFECTIVE PROCESS FOR IDENTIFYING AND RESOLVING SIGNIFICANT ISSUES THAT COULD IMPEDE THE ACHIEVEMENT OF EXCELLENCE
- THE MANAGEMENT ACTION PLAN IS A LIVING DOCUMENT THAT IS INTEGRATED WITH THE PLANNING AND BUDGETING PROCESS