

Nebraska Public Power District

Nuclear Power Group

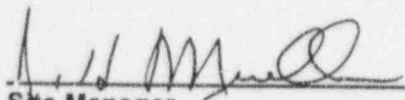
Phase 2/3 Performance Improvement Plan

with

Phase 2 Action Plans

Release 2.0

APPROVED BY:


Site Manager

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1 Introduction and Purpose

1.1 Introduction and Overview

This document is the Phase 2/3 Performance Improvement Plan (Phase 2/3 Plan) of the Nuclear Power Group (NPG). It is a strategy-based plan for achieving significant improvements in NPG's plant and organizational performance. The plan provides clear linkages from NPG challenges and performance issues to corrective strategies and implementing programs. It covers NPG activities, both those directly involving the staff at Cooper Nuclear Station (CNS) and activities in support of our operations provided from the General Office. The plan serves the following purposes:

- It encompasses the important activities that NPG needs to perform in the near future. If it is not in the Phase 2/3 Plan, and not an essential part of baseload work, then by definition it is not important to our success.
- It establishes the strategic direction for NPG and focuses all activities on supporting plant operations.
- It is a primary source of management direction. The Phase 2/3 Plan will be a guide for achieving significant improvements in our regulatory, operating and cost performance.
- The Phase 2/3 Plan directly addresses the causes of performance problems; its strategies and programs will result in lasting improvements in plant and organizational performance.
- Phase 2 focuses on a manageable set of high-priority issues to be accomplished within two to three months. This expedited attention will reinforce our momentum for performance improvement.

The plan establishes an overall framework for improving NPG performance, starting with our vision and top level goals, then translating them to strategies with associated implementing programs. Each program is defined in a comprehensive action plan, including objectives, schedule and performance measures. Each strategy and program has an identified management sponsor. Resources are linked to each program and are tied to baseline budgets through redirecting existing resources or requests for incremental funding.

Programs are classified as either "Phase 2" or "Phase 3." Phase 2 programs address the high-priority issues where performance improvement is most important, and visible results are expected within a few months. Phase 3 programs are longer-term in nature, with results expected on a horizon extending to approximately 24 months. All Phase 2/3 Plan programs (and other NPG activities) will evolve into a continuous improvement mode as the actions described are implemented and take effect.

This release of the Phase 2/3 Plan specifies all eleven phase 2 and many Phase 3 implementing programs. In addition, detailed action plans and schedules are included for the Phase 2 programs. Development of specific Phase 3 action plans is integral to Phase 2 and these actions will be incorporated in a subsequent release of the Phase 2/3 Plan. The Phase 2/3 Performance Improvement Plan forms the basis for the Competitive Positioning Strategy (CPS) efforts within the NPG.

Consistent with this plan's focus on long term improvement, a set of top level goals are specified to be attained within three years, consistent with NPG's overall strategic objectives. Annual goals and performance measures will be developed to guide incremental improvement. The specific annual goals and measures are established and included in this plan.

The NPG 1994-1997 Business Plan developed in early 1994 and the CNS Integrated Enhancement Program plan are superseded by this Phase 2/3 Plan.

1.2 Expected Results

This plan is the road map for attaining and maintaining top performance over the next three years. Interim goals will be established to measure progress and guide management action on an annual basis.

Specific performance measures, identified in the action plans, will be used to determine progress and the effectiveness of improvement activities. Periodic management reports will be developed and distributed to plant personnel to compare performance to goals and performance indicators. These reports also will be reviewed in periodic NPG management review meetings.

Phase 2/3 Plan development and implementation will serve to further reinforce a disciplined management planning process begun with the Phase 1 Plan and Restart Readiness Program.

1.3 Planning Assumptions

Several key assumptions guided plan development. These are:

- Performance improvement activities must address problems and issues identified in recent assessments as well as strategic initiatives needed to progress toward the top level goals.
- Industry performance standards will continue to rise while NPG resolves its current performance issues. After acceptable plant performance is reestablished, continuous improvement will be required to establish and maintain NPG's competitive position relative to all energy suppliers.
- NPG's performance must fit within NPPD's overall business envelope for being a competitive power supplier.
- All NPG activities must be directed toward supporting safe plant operations. Top quartile performance within the nuclear industry is a good yardstick for assuring success in the area of safe operations.

2 Vision and Top Level Goals

2.1 Vision

NPG's vision describes what the organization is striving to be and how it communicates those qualities to others. The vision implies change, containing both the direction and objectives for needed changes. The NPG management team developed the NPG vision statement and is committed to acting in accordance with its principles.

Our vision statement on the next page describes the key attributes of the NPG organization that will be apparent within three years. This vision, by highlighting areas where new or significantly enhanced capabilities or behavior is required, provides the focus for near- and longer-term performance objectives. Progress toward this vision has already occurred by virtue of the initiatives under the Phase 1 Plan and continued progress should be observed as we implement the Phase 2/3 action plans. By the end of 1997, or sooner, we want to achieve the vision attributes.

The vision incorporates attributes that are characteristic of the best performing nuclear plants and our strategic objectives. As a consequence, NPG's vision and top level goals are linked and consistent. The strategies, objectives and action plan activities are also consistent with the vision and, in some cases, are directly intended to develop one or more specific vision attributes.

NPG Vision

Focus on Safe Operations

Safe operations is the central focus of the Nuclear Power Group.

Operations sets the agenda for all other organizations.

NPG finds its own problems. Self assessment and a questioning attitude are used to recognize improvement opportunities as well as problems. Significant problems are addressed promptly.

Recurring deficiencies or equipment failures are not accepted.

Personnel errors are avoided by individual discipline and effective administrative barriers.

Conservative decision-making is practiced at all times.

Management Practices

Performance standards are established and communicated to employees.

Rewards are aligned with and based on results.

Accountability is used to focus efforts on results.

All employees accept ownership and personal responsibility for work safety, quality, and efficiency.

Decisions have a rational basis and are consistent with goals.

Responsive to External Environment

NPG's operation of CNS delivers a competitive product to its customers.

Customers know their input is valued and they are viewed as partners.

Regulators, the public, and our partners have confidence in our ability to operate safely. There are no surprises. NPG integrates industry experience in continuing assessments of its performance.

Vigilance toward emerging industry issues will be maintained.

Resource Management

A consistent priority system is used to allocate financial and human resources to high value activities that support top level goals.

Work activities are planned and completed within budget and on schedule.

Long term asset value is realized by balancing expenditures, operating reliability and risk.

Outage duration is consistently less than 50 days.

Organizational Effectiveness

Communications up, down and across the organization are timely, clear and complete. Each member of NPG has a consistent understanding of expectations and the current situation.

Fully developed management development programs preserve "bench strength" and allow NPG to manage both routine and emergent issues without shortchanging either.

Roles and responsibilities are clearly defined and designed to facilitate teamwork. Behavior consistent with teamwork is routine and a constant expectation.

2.2 Top Level Goals

NPG performance must support the District's goals. To focus NPG's efforts, we must achieve and maintain top performance compared to other U.S. nuclear plants in the areas of safety, generation and cost. The top level quantifiable measures in these areas are NRC SALP ratings, capacity factor and plant production costs. These performance measures provide consistent industry-wide indicators of CNS performance.

Achieving these goals should put NPG into its desired relative competitive position. Cost and operations goals are directly linked to NPG's business purpose: to produce power at a competitive cost so that NPPD can attract customers. Safety and regulatory performance satisfies a mandatory requirement for our business. Achieving this goal allows us to pursue our business goals.

The performance measures associated with our top level goals are a minimum set; the challenge is that they must be achieved concurrently. A number of U.S. nuclear plants have achieved top quartile performance in all three performance areas. Their experience shows that it is possible to achieve a successful balance among the many interrelated factors that affect performance. At these plants, the various performance factors reinforce each other: a safe plant runs efficiently and reliably; high output and reliability improves cost performance on a \$/MWH basis; and improved regulatory performance means fewer resources are spent reacting to regulatory issues.

In the short-term, obvious competition exists among the performance factors. We recognize that continued financial investment will be necessary before paybacks are visible in terms of higher capacity factor or improved SALP ratings. This plan targets resources on high leverage opportunities and problem areas that stand between NPG and top quartile performance.

The Phase 2/3 Plan focuses on areas that are key to CNS becoming a top quartile plant. We know that performance standards and expectations will continue to rise in each area. However, accepting less than top performance is not an option; only solidly-performing nuclear plants will be economically competitive in the future.

NPG's goals are challenging but realistic. Long-term goals are to achieve an average SALP rating of 1.25 or less, and rolling averages for capacity factor and

production costs of $\geq 85\%$ and ≤ 18 \$/MWh, respectively. Following are the NPG 1995-1997 performance goals in each category:

Performance Category	1995	1996	1997
Safety/Regulatory (average SALP rating)	≤ 2.5	--	≤ 1.5
Operating (% Capacity Factor)	$\geq 66\%$	$\geq 95\%$	$\geq 80\%$
O&M plus Fuel Cost (\$/MWh)	≤ 30	TBD	TBD

2.3 Other Performance Measures

The 25 performance indicators show how NPG is performing relative to other plants. Performance measures are needed to show (1) how NPG is contributing to the District's needs and expectations and (2) major components of the top level goals. To this end, NPG has established the following specific performance indicators for 1995-1997. These indicators are derived from and supportive of the top level goals. Values for the indicators for 1995 will be developed during Phase 2. Values for subsequent years will be developed prior to the beginning of each year.

NUCLEAR POWER GROUP PERFORMANCE MEASURES

SAFETY PERFORMANCE

- Unplanned Automatic Scrams While Critical
- Safety System Performance
- Fuel Reliability
- Collective Radiation Dose
- Industrial Safety Accident Rate
- Corrective Action Backlog
- Ineffective Corrective Actions

PLANT PERFORMANCE

- Unit Capability Factor
- Unplanned Capability Loss Factor
- Control Room Deficiencies
- Human Performance
- Contaminated Area
- Nuclear Action Item Tracking (NAIT) Backlog
- Non-Outage Corrective Maintenance Work Request (MWR) Backlog
- Open Plant Temporary Modifications (PTMs)
- Maintenance Schedule Adherence
- Training Effectiveness
- Management Involvement in Training
- Engineering Work Backlog

COMMERCIAL PERFORMANCE

- Thermal Performance
- Operation & Maintenance (O&M) Expense
- Staffing
- Overtime
- Chemistry Performance Index
- Volume of Low-Level Solid Radioactive Waste

3 NPG Strategies and Programs

3.1 Strategy Overview

The Phase 2/3 Plan is a strategy-driven plan for achieving the vision and top level goals. Strategies delineate *how* NPG will achieve the changes associated with meeting the goals and vision. Strategies provide the overall direction and unifying themes for the programs and specific activities.

Two different paths were pursued for strategy development: vision-based and problem/issue based. This process (illustrated in **Figure 3-1**) drives a convergence to the key performance gaps - and the strategies needed to address each gap. It ensures that the strategic significance of a wide variety of problems, issues and vision attributes are integrated into the performance improvement process.

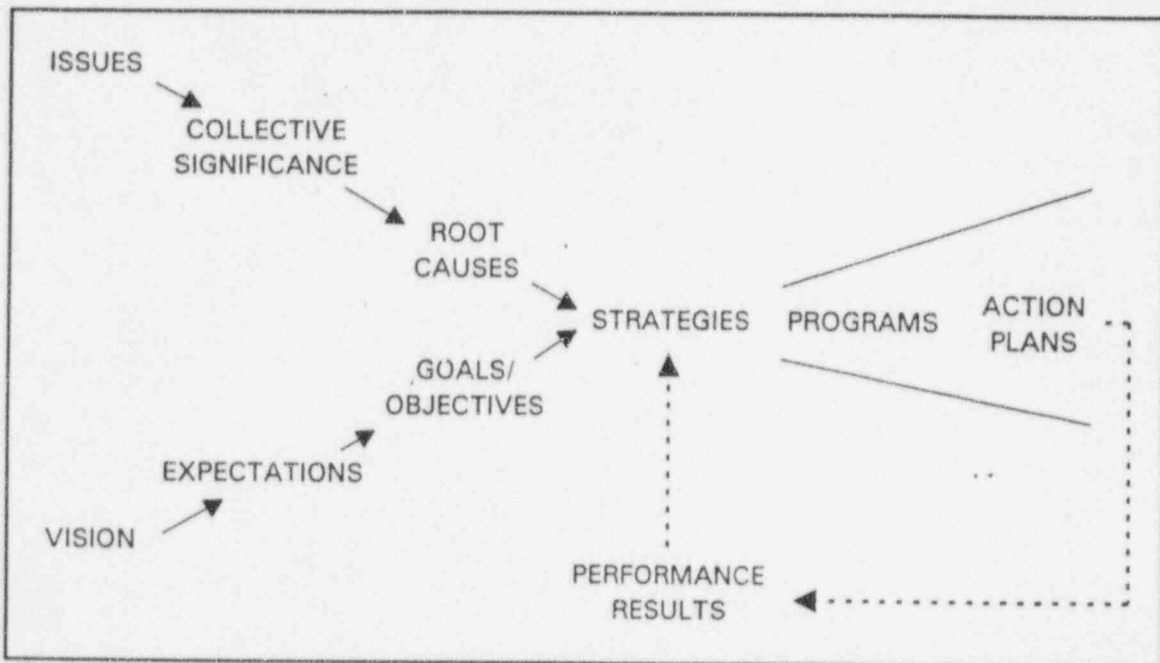


Figure 3-1 Strategy Development Process

Seven strategies for improving performance were identified to address key performance gaps. The areas addressed by these strategies, identified in **Figure 3-2**, are comprehensive in terms of improvement focus for the next 24 months. Additional strategies may be developed in certain areas to encompass baseline

activities that are basically sound, but which should be part of continuous improvement efforts.

- Focus on Operations
- Configuration Management
- Resource Allocation and Work Management
- Continuous Improvement
- Management Practices and Systems
- Skills and Qualifications
- External Relations

Figure 3-2 Top Level NPG Strategies

3.2 Supporting Strategic Programs

Within the seven strategies, specific activities required for performance improvement are delineated as strategic programs. Each strategy can (and does) have several associated programs. Each program has its own objectives, performance indicators and action plan, including a detailed schedule, activities and performance milestones. Activities are resource loaded and will be funded by redirecting existing resources or requesting incremental funding. The programs will result in pervasive, systematic changes in NPG's business approach and processes; the programs are not punch lists of action items or one-shot problem fixes.

Programs are identified as either "Phase 2" or "Phase 3," depending on their relative priority. Phase 2 programs have the highest priority in the post-startup period. NPG's intent is to apply maximum effort in these areas and realize significant improvements in three months after startup. Action Plans for Phase 2 programs are included in this plan. Phase 3 Action Plans are developed during Phase 2. Implementation of all performance improvement activities will continue to be integrated into an overall schedule and managed to meet top level milestones.

"Program trees" are used to illustrate the development of strategic programs for each strategy area. These trees provide a convenient road map to the overall Phase 2/3 program structure provided in Section 7. Figure 7-1 presents the seven top level strategies and their associated programs. Figures 7-2 through 7-8 provide expanded trees for each strategy; each tree shows the Phase 2 and 3 strategy sponsor, programs and program objectives. For Phase 2 plans the implementing activities are also displayed.

4 Development Process

4.1 Management Involvement

The NPG management team developed the Phase 2/3 Plan. To the maximum extent possible, the Phase 2/3 Plan process attempted to develop management consensus on all aspects of the plan, from the current situation analysis to the development of strategies and programs.

The NPG management team participated in a set of workshops to assess the current situation and initiate the planning process. The vision and top level goals were formulated based on (1) an analysis of the attributes of top performing nuclear plants and how these attributes would apply to NPG's situation, (2) performance history and trends at CNS, (3) the experience of new managers with other nuclear programs and (4) the constraints and requirements established by customers, regulators and other external factors. The group also analyzed the issues and causes from various CNS performance assessments to identify common threads and causes.

Using both the vision and the situation analysis, the management group identified a series of performance gaps, or areas where improvement was needed to meet standards and/or the vision attributes. The set of seven long-term strategies were defined to address these performance gaps. Smaller teams then developed the outlines of the strategic programs necessary to implement each strategy.

Individual managers were assigned as sponsors for each of the seven strategy areas and as program leaders for each of the implementing programs. Sponsors and program leaders were responsible for configuring multi-disciplinary teams (drawn from throughout NPPD) to develop detailed action plans and resource estimates for each program. Regular meetings with senior site management are used to review the plans, ensure their focus is consistent with management direction and confirm the program managers' commitment to their plans. This rigorous, collaborative process provides a high level of confidence that the Phase 2/3 Plan establishes a correct and effective course of action for NPG.

4.2 Process Inputs

As noted above, the Phase 2/3 planning process considered both current performance problems and the NPG vision in developing strategies. The data and analysis associated with these process inputs is discussed in this section.

4.2.1 Performance Issues

Current performance issues were culled from recent evaluations and assessments performed by NPG and external parties such as the NRC. These evaluations included the NRC Special Evaluation Team findings and the May 27, 1994, July 1, 1994 and August 2, 1994 Confirmatory Action Letters; the Diagnostic Self Assessment Team report; the NPG 1994-1997 Business Plan, Phase 1 Performance Improvement Plan, Integrated Enhancement Program plan, and other self assessments and management initiatives.

The issues raised in these various documents had been previously examined and screened for restart issues for inclusion in the Phase 1 Plan. For purposes of the Phase 2/3 plan, these issues were further evaluated to determine their significance to achievement of NPG's vision and top level goals. Although they came from many different sources, the data provided consistent indications of the areas where performance problems were occurring.

These different views of the performance issue data were considered by the management team to identify and describe the most significant problems and characterize performance gaps. The term "performance gap" is used to denote a difference between our desired level of performance in the long term and our actual performance, taking into account the progress that is being made via Phase 1 improvements. Thus, Phase 2/3 activities will provide the next increments of performance improvement beyond that needed for restart, and needed to sustain and elevate NPG's performance to competitive levels. Identified in this manner, performance gaps are the basis for developing strategies and assuring a competent linkage to improvement activities.

4.2.2 CNS Competitiveness

Much of the previous analysis focused on specific issues affecting recent performance and their implications for long term improvement. Another useful perspective is gained by reviewing NPG's recent performance benchmarked against the industry. Experience indicates that long-term competitiveness requires performance at the upper range of the industry.

The economic competitive position of the NPG (operating and cost performance) declined in 1993 and 1994. This decline is related to a decline in regulatory performance.

Long-term competitiveness means achieving our top level goals: upper quartile regulatory, operating and cost performance. This will require meeting or exceeding the following quantitative targets¹:

- SALP ≤ 1.25
- Capacity Factor $\geq 85\%$
- Cost $\leq \$18/\text{MWh}$

NPG's recent cost performance and a range of projections are shown in **Figure 4-1**. This figure also highlights the cost challenge facing NPG: over the next several years we will need to capture the cost efficiencies associated with improved performance to regain competitive budget levels.

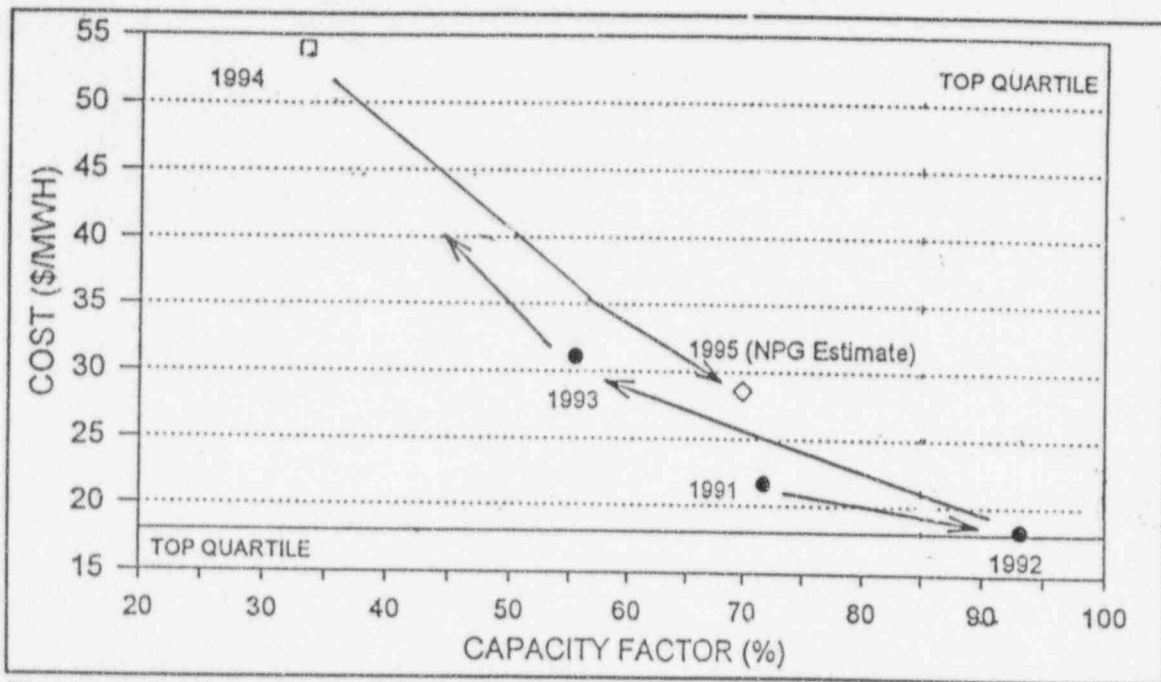


Figure 4-1 Historical and Projected NPG Cost Performance

External factors also affect and establish standards for NPG performance. They include regulatory and industry influences and NPPD's overall competitive situation.

¹ These targets are estimates based on projections of current industry performance. They represent long-term, cycle averages.

As noted, regulatory and industry performance standards are expected to continue to rise. This expectation has been factored into the upper quartile estimates but these may need to be updated.

NPPD's situation is expected to become more competitive. Nebraska is a low-cost energy state. Although there are no investor-owned utilities (IOUs) in the state, the various public agencies are constantly searching for lower-cost sources of reliable power. The biggest customer for CNS product (50% of plant output) is an out-of-state IOU. They are more directly exposed to competitors than Nebraska agencies and also need low-cost suppliers in order to retain their customers.

4.3 Performance Gaps

From every point of view, NPG faces significant performance gaps between its current path and necessary future performance. The management team examined the analysis of current issues, the changes required to realize the NPG vision and the performance necessary to meet the top level goals to determine the nature and extent of the performance gaps. Importantly, these gaps relate to both organizational and plant performance.

4.4 Strategy Development

Strategies correlate directly to the identified performance gaps. This continues the linkage from the vision and other inputs to required actions. Strategies express how performance improvements will be brought about. They focus on how to change the current situation, practices, beliefs, etc. and include some verifiable indication of exactly what will change. Strategies describe fundamental courses of action and focus on the causes of problems and performance deficiencies.

The seven base strategies define the framework and set the direction for NPG performance improvements. The strategies establish principles for the way NPG will conduct its business. Each strategy focuses on one important performance area. All of the strategies have a wide application and require interdisciplinary approaches that cut across department boundaries. Each strategy has an identified management sponsor.

4.5 Supporting Programs and Action Plans

The supporting programs and action plans were developed in accordance with specific objectives to implement all or part of the associated strategy. The programs required to implement each strategy were identified by the NPG management team during the planning workshop. These programs were categorized as Phase 2 (implemented and effects visible within months) or Phase 3 (24 months).

Each program has its own action plan which details the specific activities, schedules and resources necessary to accomplish the program objective(s). The action plans also include performance measures and expected results to provide objective evidence of the effectiveness of program actions. A program leader has been identified for each program. A common planning template was used to facilitate program development and management review, permit comparisons and show linkages between programs, and simplify measurement. Review and comparison are used to ensure that NPG's programs fit together, i.e., they are internally consistent and mutually supportive.

Program descriptions, including specific implementing activities, responsibilities, and performance milestones for Phase 2 activities, are provided in Section 7 of this release of the Phase 2/3 Plan.

4.6 Critical Success Factors

Critical success factors are the things that absolutely have to be done right in order for NPG organization to be successful. These factors are described below; they should be identifiable implicitly throughout this plan and visible as the plan is implemented.

- Improved external relationships

NPG must reestablish satisfactory levels of confidence and credibility with the NRC. Resolving regulatory concerns is essential to a successful restart and high capacity factor plant operations.

NPG must perform in accordance with projections and forecasts provided to the Participants who have contracts to take CNS product.

- Cost competitiveness

Notwithstanding increased resource requirements associated with needed improvement programs, NPG must recover to competitive budget levels as soon as possible.

- Managing risks

NPG must actively manage risks while implementing major changes. The organization must take a comprehensive approach to understanding and managing the operating, regulatory and economic risks that it faces.

5 Linkage of NPG Plans and Initiatives

5.1 Phase 1 Plan

The Phase 1 Performance Improvement Plan addressed those significant issues identified in the DSAT, the CAL and open inspection report items, and management self-identified issues that had to be resolved prior to plant startup. Phase 1 is complete. Some Phase 1 issues have additional follow-on scopes of activity and are included in an appendix in the Phase 2/3 plans.

5.2 Phase 2/3 Plan

This Phase 2/3 plan addresses the need for post-restart and long-term performance improvement within the context of an overall business plan. The Phase 2/3 strategic programs cover the most important new work that will be performed in NPG during the next two years.

Phase 2 involves essential actions that will be accomplished within the next two to three months. Because this phase has a short duration, only a few high-priority issues are addressed. Phase 2 provides a bridge between startup and the full implementation of Phase 3.

Phase 3 is the long-term strategic planning phase. It provides the framework for managing performance improvement actions essential to meet long-term goals for safety/regulatory, operating and cost performance.

5.3 NPG Business Planning

The Phase 2/3 Plan, in conjunction with NPG budgets and financial plans, will comprise the NPG Business Plan. Budgets and financial plans are developed in accordance with NPPD standard practice and schedules. They integrate resources identified in each of the Action Plans with resources required to perform normal baseline activities that are a necessary and continuing part of our nuclear operations. An integral part of the Phase 2/3 management process is the regular prioritization of our workload to ensure that available resources are being applied to the most important activities. This prioritization will be a dynamic process that permits new items to be added when necessary and redirects resources from lower value work.

The NPG 1994-1997 Business Plan developed in early 1994 and the CNS Integrated Enhancement Program plan are superseded by this Phase 2/3 Plan.

6 Management of the Phase 2/3 Plan

6.1 Strategy and Program Management

The key to making progress on implementing the Phase 2/3 Plan is to measure and manage performance. Each program action plan has a management sponsor and plan manager, a defined implementation schedule and performance measures to compare actual progress against expected results. In addition, there is a Phase 2/3 project manager with overall coordination responsibilities.

As with Phase 1 plans, periodic management reviews will be conducted. Changes to established schedules will require management review and approval.

A reporting framework will be established to monitor plan implementation. Performance indicators developed for key programs and processes will be used to measure strategy impact and effectiveness. Periodic reporting, coupled with active oversight and involvement by NPG managers, will keep NPG personnel aware of and focused on plan activities and implementation progress.

At least annually, an overall NPG management team review (similar to the workshops used to develop the Phase 2/3 plan) will be held to review progress, identify any required actions to realign actual implementation with the plan and propose any necessary adjustments to programs, schedules or priorities. Given the major changes taking place, an overall NPG management team review will be scheduled in about six months to revisit the Phase 2/3 Plan and make any needed adjustments.

6.2 Revisions

The Phase 2/3 plan is a working tool for management to establish and communicate direction and priorities for NPG. New information, changing circumstances or new input from external parties may require changes to the plan. Any changes or revisions to the Phase 2/3 plan, including the implementing action plans, will be handled as described in this section.

Proposed changes to specific programs will be prepared by the program manager. The cognizant sponsor will review and approve all program changes. Changes that affect relationships among multiple programs must be approved by the cognizant management sponsor(s). The Site Manager must ultimately approve all changes to the Phase 2/3 plan, including the program plans.

Follow-up items from Phase 1 can be found in **Attachment 1**.

6.3 Responsibilities

NPG recognizes that a plan alone will not produce performance improvements. The primary contributor to success is clear assignment of implementation responsibilities, ensuring that responsible individuals have the resources and authority to complete their assignments. As outlined below, these elements have been established for the Phase 2/3 plan:

- The Site Manager has overall responsibility for Phase 2/3 plan content, coordination, performance tracking and successful implementation. The Site Manager will approve all significant additions, deletions, or revisions to the Phase 2/3 Plan scope or schedule. In addition, the Site Manager will initiate strategic changes to the Phase 2/3 Plan when necessary due to changes in management direction, strategic considerations, or concerns about the effectiveness of the plan.
- The Phase 2/3 Project Manager is responsible for coordinating the development and implementation of the Phase 2/3 plan, monitoring and reporting plan progress, tracking revisions and updates, reviewing and concurring with changes to action plans and schedules, informing senior management when action is necessary to ensure milestones, objectives and performance expectations are met, and developing any documentation necessary to fulfill these responsibilities.

- Each strategy has a sponsor. The sponsor is responsible for ensuring that the strategy is effective and coordinating the activities of the program managers. The sponsor is also responsible for reviewing progress against plan schedules and milestones, and for evaluating the effectiveness of plan implementation.
- Each strategic program has a program manager. The program manager is responsible for coordinating resource requirements and assignments for individual activities, and ensuring that milestones are met and program activities have their intended positive impact on plant and organizational performance.

The NPG management team will monitor overall plan implementation and meet, at least annually, to review progress and new issues or problems and, as necessary, propose changes to program managers or strategy sponsors.

The individuals who occupy the roles described above have personal responsibility and accountability for achieving results in their assigned areas. Strategy sponsors and program managers are also responsible for providing monthly status reports to the Phase 2/3 project manager. Such reports will cover progress and any problems, issues or changes in their assigned areas.

All NPG employees have a personal stake in CNS' future. The contents of the Phase 2/3 plan will be shared with NPG employees to provide them with the information necessary to make decisions consistent with NPG's top level goals and strategies.

6.4 Closure and Effectiveness

6.4.1 Plan Closure Process

The Phase 2/3 project manager, as part of his project monitoring responsibility, will track schedule progress, milestone achievement, activity completion and program closure for all Phase 2/3 programs. The program closure process will clearly identify any activities that have a continuing component and specify how the program will be subject to "continuous improvement" after its official closure. The specific closure activities will be comparable to the Phase 1 Plan process.

6.4.2 Evaluation of Plan Effectiveness

Assessments will be performed to verify completion of activities and the effectiveness of Phase 2/3 strategies and program plans. Effectiveness reviews will be performed at both the program level and the strategy level. Program level effectiveness is directed at the results of the specific actions laid out in the program plan to accomplish the expected changes in performance levels. Strategy level effectiveness is directed at the synthesized results of a number of programs, and must account for the possible impact or interaction associated with other top level strategies.

In all effectiveness reviews the objectives will be as follows:

- Determine that plant and personnel performance results have improved commensurate with the needed level of change and the timing of the effectiveness review.
- Verify that the causes of prior performance problems have or are being addressed.

6.4.3 Measures of Effectiveness

Effectiveness reviews will be based on objective evidence of progress or the desired impact of program activities, not just the completion of activities or achievement of milestones. The following types of measures will be used as appropriate to the specific situation:

- Performance measures identified in the program plan.
- Absence of repeat problems or repetitive failures.
- Awareness and knowledge of and commitment to changed behaviors.
- Results of communications and training.

6.4.4 Effectiveness Reviews

Effectiveness reviews will be performed in accordance with predetermined criteria. For program plans, effectiveness will be reviewed each six months, or at plan completion if the plan is completed within six months. Reviews

also can be performed at the request of the Site Manager, strategy sponsor or program manager. Six month reviews will be conducted throughout the term of the Phase 2/3 plan which is expected to be 24 months. For completed plans this will involve follow-up reviews at six month intervals. The specific schedule will take into account "natural" milestone or break points in the program or the end of a set of related activities. It will allow time after completion of activities for the results to "take effect" and be measurable.

Effectiveness reviews will include performance data collection and analyses; document reviews and interviews; observations and/or verifications of activities and other modes as may be appropriate. A written report will be prepared to document the results of each effectiveness review. It will summarize the materials and information reviewed, report conclusions, and identify any additional actions or changes needed to achieve effectiveness.

7 Strategies and Program Action Plans

This section contains detailed descriptions of the seven strategies, their implementing programs and supporting action plans (Phase 2 plans are included in this release of the Phase 2/3 plan). This is the heart of the Phase 2/3 plan. Each of the strategies focuses on one important performance area. Taken together, the strategies define the framework and set the direction for performance improvements. The programs will implement the changes in business practices, operating philosophy and culture that are required to achieve NPG's top level goals. As these programs are implemented, they will result in permanent changes to NPG's business approach and methods.

The program tree in **Figure 7-1** shows the seven top level strategies and their associated programs.

Each of the subsections which follow address one top level strategy and its associated programs. An expanded view of the strategy tree delineates the relationship of strategy, programs and Phase 2 implementing activities. Phase 2 Action Plans are located behind the expanded view figure.

Note: Phase 2 Programs are shown in bold.

<p>FOCUS ON OPERATIONS →</p> <p>STRATEGY: Focus our efforts on safe operation by redefining the roles and responsibilities of functions and individuals. Establish uniform work priorities, set standards for the performance of (quality, timeliness, and cost), and restructure programs and processes to facilitate the completion of work and the focus on operational needs. Apply safe operating principles in establishing work priorities and in the conduct of operation and a disciplined approach to execution and accountability for operational performance results.</p>	<p>Develop and Communicate Expectations for the Conduct of Operations</p> <p>Expectations for Operations Shift Crew Performance</p> <p>Operations Critical Work Process</p> <p>Surveillance Program Upgrade</p>
<p>CONFIGURATION MANAGEMENT →</p> <p>STRATEGY: Establish a clear understanding of the rules for managing the configuration of the plant for all operations, maintenance and change activities. Assign responsibility for ownership of configuration programs, define the interface responsibilities, and clarify responsibility for decision making.</p>	<p>Organizational Focus (Engineering Effectiveness)</p> <p>Design Basis Usability</p> <p>Design Basis Use</p>
<p>RESOURCE ALLOCATION AND WORK MANAGEMENT →</p> <p>STRATEGY: Establish resource allocation and work management systems that ensure achievement of NPG top-level goals.</p>	<p>Prioritization of NPG Workload</p> <p>Integrated Planning, Scheduling and Work Control</p> <p>Budgeting and Resource Allocation</p> <p>Eliminating Low-Value Activities and Processes</p>
<p>CONTINUOUS IMPROVEMENT →</p> <p>STRATEGY: Continuously improve NPG's performance by routinely assessing performance, including review of operating experience, and identifying both improvements and problems. Reduce the impact and recurrence of problems, ensuring they are closed out effectively by follow-up and feedback after corrective actions.</p>	<p>Corrective Action</p> <p>Operational Experience Review</p> <p>Assessments</p> <p>Management Involvement in Training</p>
<p>MANAGEMENT PRACTICES AND SYSTEMS →</p> <p>STRATEGY: Implement systems and practices that communicate and link the NPG vision and business objectives to individual performance expectations and accountability.</p>	<p>Business and Strategic Planning (Phase 2/3 Plan)</p> <p>Setting Management Expectations</p> <p>Performance Management</p> <p>Performance Appraisal</p> <p>Incentive System</p> <p>Management Information Systems</p>
<p>SKILLS AND QUALIFICATIONS →</p> <p>STRATEGY: Develop the capabilities and depth of the organization by defining required organizational development attributes, evaluating personnel against these attributes and developing or recruiting individuals.</p>	<p>Organizational Development/Required Skills</p> <p>Assessment of Managers and Supervisors</p> <p>Succession Planning (Recruiting and Development)</p>
<p>EXTERNAL RELATIONS →</p> <p>STRATEGY: Establish mechanisms to communicate operational and regulatory status and issues to Participants and regulators. Hold periodic meetings with Participants to ensure coordination of longer-term business plans.</p>	<p>Communications Between NPPD/NPG and NRC</p> <p>Operations-Related Communications with External Parties</p> <p>Participant Involvement in Management Meetings</p>

7.1 Focus on Operations Strategy

This strategy focuses our efforts on safe operation by redefining the roles and responsibilities of functions and individuals. We establish uniform work priorities, set standards for performance and restructure programs and processes to facilitate the completion of work and the focus on operational needs. In addition we apply safe operating principles in establishing work priorities and in the conduct of operation and a disciplined approach to execution and accountability for operational performance results.

The strategy is to be implemented through four programs:

- Management Expectations for Operations
- Prioritization of NPG Workload
- Operations Critical Work Processes
- Organizational Focus

Figure 7.1-1 provides an expanded view of the Phase 2/3 programs and Phase 2 activities

Strategy Sponsor: P. DiRito

FIGURE 7.1-1
FOCUS ON OPERATIONS
Phase 2/3 Expanded View

FOCUS ON OPERATIONS

[Dritto]

STRATEGY: *Focus our efforts on safe operation by redefining the roles and responsibilities of functions and individuals. Establish uniform work priorities, set standards for the performance of (quality, timeliness, and cost), and restructure programs and processes to facilitate the completion of work and the focus on operational needs. Apply safe operating principles in establishing work priorities and in the conduct of operation and a disciplined approach to execution and accountability for operational performance results.*

Develop and Communicate Expectations for the Conduct of Operations (Short Term)

[Dillich] Objective: *Increase the focus on safe plant operation through specific improvements in the conduct of plant operations.*

Expectations for Operations Shift Crew Performance (Short Term) [VanDerKamp]

Objective: *Establish, communicate, and reinforce high performance standards for the shift crews to set high standards for operations.*

Operations Critical Work Processes (Long Term)

Objective: *Establish clear ownership and accountability for those processes critical to safe operations.*

Surveillance Program Upgrade (Short Term)

[Bremer] Objective: *Resolve significant program discrepancies and upgrade the program to better support divisional work control practices.*

Conduct pilot workshop on procedure use and adherence

Revise workshop approach

Conduct workshops on handling discrepant or abnormal conditions, job completion and performance standards, and personnel conduct and interface

Implement improvements in target areas

Perform benchmarking at top plants and conduct shift crew workshops

Evaluate potential process and organizational improvements

Communicate and reinforce performance expectations

Complete Surveillance Testing Validation Program and resolve safety significant discrepancies

Revise SPs to reflect divisional separation by section within the procedure.

PHASE 2 ACTION PLAN

Develop and Communicate Expectations for the Conduct of Operations

ACTION PLAN

PROGRAM TITLE

Develop and Communicate Expectations for The Conduct Of Operations

PROGRAM MANAGER

Jack Dillich

PROGRAM COMPLETION DATE

June 5, 1995

DESCRIPTION

Develop and communicate expectations for the conduct of plant operations and maintenance of plant material condition. Expectations will address items such as how to maintain conservatism in decision making, interface between departments, protocol and formality of interface with the control room, discrepant conditions including operability determinations, managing anomalous conditions, support to operations, procedure usage and adherence, completing work in an error free manner, ensuring availability and reliability of equipment to control room operators, teamwork and mutual support, and training. Expectations will be developed using a workshop format with various plant organizations to ensure ownership and accountability with all plant staff personnel. Results will be communicated to the organization through development or revision of procedures, meetings with plant organizations, and training (as appropriate).

OBJECTIVES

The objective of this action plan is to increase the focus on safe plant operation through specific improvements in the conduct of plant operations. Specific objectives are as follows:

- Establish expectations and standards for plant operations and the interface with, and support of, the control room operations staff;
- Increase and perpetuate conservatism in operations;
- Establish expectations for the material condition of the plant; and
- Create the tools and procedures necessary to establish ownership of operations

ACTION PLAN

standards and expectations with the plant operations staff.

PERFORMANCE GOALS

Quantitative and qualitative performance measures related to this program area will be based on performance measures defined in the workshop areas described below. These performance measures will relate to the four overall objectives described above for this Action Plan. The performance measures defined in the workshops will address the following three items:

1. The parameter or indicator to be measured.
2. A brief explanation of how/why this parameter is an indicator for a particular aspect of performance. Representative historic data will be reviewed (as available and appropriate) and the expected behavior of the parameter under anticipated changes/improvements will be explained.
3. The target value(s) for the parameter and time frame.

ACTIVITIES

This Action Plan will be implemented via a workshop approach designed to establish organizational ownership. Each workshop will be facilitated by a member of the Action Plan team to ensure consistency of approach and to ensure that the intent of the Action Plan is being implemented. The workshop will be implemented in a three step approach as follows:

- a. One or more members of this Action Plan team will meet with each of the following groups: I&C Shop, Mechanical Maintenance, Electrical Maintenance, Chemistry/HP, Operations, Engineering, and Training. The purpose of the meetings is to obtain input from the personnel that will be responsible for implementing these actions such that ownership and accountability for performance can be established.
- b. Collect and collate results to define appropriate implementing actions. The team responsible for this Action Plan will be responsible for defining these implementing actions.
- c. One or more members of the Action Plan team will conduct a follow-up workshop with one or two members of each of the seven groups identified

ACTION PLAN

in item A. The purpose of this workshop is for the Action Plan team to present the consolidated set of implementing actions and to obtain any additional feedback from the representatives of these groups. The implementing actions will be finalized following this workshop and communicated back to each of the seven groups.

The following four areas will be addressed:

1. Procedural Usage and Adherence

This workshop will define standards, expectations, implementing and reinforcing methods and performance measures for the following specific items (and others as defined by the workshop participants):

- Expectations for following the intent and specific procedural steps
- Expectations and actions to be taken for ambiguous or discrepant items
- Standards for performance and non-compliance
- Training needs to establish understanding and personal accountability

2. Discrepant or Abnormal Conditions

This workshop will define standards, expectations, implementing and reinforcing methods and performance measures for the following specific items (and others as defined by the workshop participants):

- Conservatism in decision making
- Dealing with anomalies during off-normal conditions and times
- Expectations and focus on blackboard conditions (red arrow items, controllers in manual, etc.)
- Operability determinations
- Prioritization of items requiring repair
- Interim or compensatory measures
- Operator work-arounds
- Notification and communication of conditions
- Voluntary LCO engagement and implementing actions
- Training needs to establish understanding and personal accountability

ACTION PLAN

3. Job Completion and Performance Standards

This workshop will define standards, expectations, implementing and reinforcing methods and performance measures for the following specific items (and others as defined by the workshop participants):

- Expectations for equipment performance following maintenance or modification activities (availability, reliability, operation within performance specifications, etc.)
- Expectations for personal accountability of work products (complete, thorough, error free, verified, etc.)
- Expectations for support of operations by other departments (including priorities, off-shift support, etc.)
- Training needs to establish understanding and personal accountability

4. Personnel Conduct and Interface

This workshop will define standards, expectations, implementing and reinforcing methods and performance measures for the following specific items (and others as defined by the workshop participants):

- Protocol and personnel standards of conduct in the control room and when interfacing with the control room staff
- Interfaces between departments
- Communications
- Establishing mutual expectations between personnel and groups
- Training needs to establish understanding and personal accountability







STRATEGY: FOCUS ON SAFE PLANT OPERATIONS
PROGRAM: CONDUCT OF OPERATIONS

ACTION PLAN

SCHEDULE

ACTIVITY	ACCOUNTABLE PERSON	START DATE	END DATE
Identify members of the action plan	Dillich	3/6/95	3/10/95
Determine workshop approach for the four areas based on team discussions	Dillich	3/13/95	3/15/95
Identify representatives from the seven groups	Action Plan Team Leaders	3/15/95	3/22/95
Conduct workshops for the four areas	Action Plan Team Leaders	3/22/95	4/14/95
Implement actions defined for each of the four areas	TBD based on actions defined	4/17/95	6/5/95

CONDUCT OF OPERATIONS

ID	Task Name	March		April		May		June		July		August		September		October				
		2/26	3/12	3/26	4/9	4/23	5/7	5/21	6/4	6/18	7/2	7/16	7/30	8/13	8/27	9/10	9/24	10/8	10/22	
1	CONDUCT OF OPERATIONS	6  6/5																		
2	Identify members of the action plan.	3/6		3/10	Dilllich															
3	Determine workshop approach for the four areas based on team discussions.	3/13		3/15	Dilllich															
4	Identify representatives from the seven groups.	3/15		3/22	Action Plan Team Leaders															
5	Conduct workshops for the four areas.	3/22		4/14	Action Plan Team Leaders															
6	Implement actions defined for each of the four areas.			4/17		6/5	TBD based on actions defined													

Strategy: Focus on Safe Plant Operations

EXPECTATIONS FOR OPERATIONS SHIFT CREW PERFORMANCE

ID	Task Name	March		April		May		Jun			
		2/26	3/12	3/26	4/9	4/23	5/7	5/21	6/4		
1	SHIFT CREW PERFORMANCE	3/6	[Gantt bar from 3/6 to 6/5]						6/5		
2	Develop and communicate expectations for shift crew performance	3/6	[Gantt bar from 3/6 to 5/19]						5/19		
3	Perform benchmarking at top-performing plants to assess and determine how their shift crews conduct business.	3/6	[Gantt bar from 3/6 to 4/28]						4/28		
			VanDerKamp								
4	Perform benchmarking at top-performing plants to assess and determine effective operations and training interfaces.	3/6	[Gantt bar from 3/6 to 4/28]						4/28		
			VanDerKamp								
5	Conduct shift crew workshops to define clearly the expectations for performance.			4/3	[Gantt bar from 4/3 to 5/19]				5/19		
				VanDerKamp							
6	Link the results from the action plan on Expectations for the Conduct of Operations to this Action Plan.				4/19	[Gantt bar from 4/19 to 5/19]			5/19		
					VanDerKamp						
7	Evaluate alternative or improved processes or organizational approaches that may be used to upgrade shift crew performance to support action item.	3/6	[Gantt bar from 3/6 to 5/19]						5/19		
			VanDerKamp								
8	Communicate and reinforce the expectations. Establish processes to assure they are reinforced and made lasting.			4/3	[Gantt bar from 4/3 to 6/5]				6/5		
9	Set requirements and expectations for management involvement in shift crew training.					5/18	[Gantt bar from 5/18 to 6/5]		6/5		
						VanDerKamp					
10	Incorporate the expectations for shift crew performance through a systematic approach to training in the accredited training program requirement for initial and continuing operator training.					5/18	[Gantt bar from 5/18 to 6/5]		6/5		
						VanDerKamp					
11	Develop an effective Operations Department self-assessment process to support the objective of this action plan. Develop, train and implement effective peer assessment processes.			4/3	[Gantt bar from 4/3 to 6/5]				6/5		
				VanDerKamp							

Strategy: Focus on Safe Plant Operations

PHASE 2 ACTION PLAN

Expectations for Operations Shift Crew Performance

ACTION PLAN

PROGRAM TITLE

Expectations for Operations Shift Crew Performance

PROGRAM MANAGER

Dave VanDerKamp

PROGRAM COMPLETION DATE

June 5, 1995

DESCRIPTION

Benchmark top-performing plants to identify methods to improve standards for operations and training, hold workshops to establish expectations for shift crew performance, and implement effective feedback and training processes.

OBJECTIVES

Establish, communicate and reinforce operations expectations for the shift crews to set and maintain high standards for performance. Expectations for shift crew performance will be established as a minimum in the following key focus areas:

- Conservative operating decisions
- Preventing human errors
- Ownership and resolution of plant problems
- Adequacy and currency of training
- Availability of plant equipment
- Consistency of shift operations; shift-to-shift and in the simulator and the control room
- Control and Implementation of plant schedules
- Use of self assessment and peer observations

ACTION PLAN

PERFORMANCE GOALS

1. Consistently high standards in shift crew requalification and retraining as measured through effectiveness observations from plant management and requalification/retraining results. Crew performance in retraining and requalification are a direct indicator of qualification and skills of the crews to perform successfully in the plant.
2. A high level of schedule discipline is attained through operations involvement in and ownership of setting plant priorities.
3. Achieving and sustaining operations goals in important shift-related indicators (temporary modifications and other work-arounds, red arrows, out-of-service hours for designated equipment, schedule discipline, and open caution tag orders and operator aids).

ACTIVITIES

1. Develop and communicate expectations for shift crew performance.
 - a) Perform benchmarking at top-performing plants to assess and determine how their shift crews conduct business (e.g., Calloway or Brunswick). As a minimum, determine how the key focus areas in the objective are addressed.
 - b) Perform benchmarking at top-performing plants to assess and determine effective operations and training interfaces. (e.g., Millstone Unit 1)
 - c) Conduct shift crew workshops to define clearly the expectations for performance. Include in the crew workshops as a minimum the Shift Supervisor, CRS, STA, ROs, Station Operators, HP/Chemistry Tech, Training representative, Operations Support representative(s), and work control.
 - d) Link the results from the action plan on Expectations for the Conduct of Operations to this action plan.
2. Evaluate alternative or improved processes or organizational approaches that may be used to upgrade shift crew performance to support action item #1 (e.g., at FitzPatrick for department coordinators). The intent is to support the expectations by improved methods of doing business.
3. Communicate and reinforce the expectations. Establish processes to assure

ACTION PLAN

they are reinforced and made lasting, including:

- a) Set requirements and expectations for management involvement in shift crew training.
- b) Incorporate the expectations for shift crew performance through a systematic approach to training in the accredited training program requirements for initial and continuing operator training.
- c) Develop an effective Operations Department self-assessment process to support the objective of this action plan linked to the action plan for Assessments. Develop and implement effective peer assessment processes.

**STRATEGY: FOCUS ON SAFE PLANT OPERATIONS
PROGRAM: SHIFT CREW PERFORMANCE**

ACTION PLAN

SCHEDULE

ACTIVITY	ACCOUNTABLE PERSON	START DATE	END DATE
1.a. Perform benchmarking at top-performing plants to assess and determine how their shift crews conduct business.	VanDerKamp	3/6/95	4/28/95
1.b. Perform benchmarking at top-performing plants to assess and determine effective operations and training interface:	VanDerKamp	3/6/95	4/28/95
1.c. Conduct shift crew workshops to define clearly the expectations for performance.	VanDerKamp	4/3/95	5/19/95
1.d. Link the results from the action plan on Expectations for the Conduct of Operations to this action plan.	VanDerKamp	4/19/95	5/19/95
2. Evaluate alternative or improved processes or organizational approaches that may be used to upgrade shift crew performance to support action item.	VanDerKamp	3/6/95	5/19/95
3.a. Set requirements and expectations for management involvement in shift crew training.	VanDerKamp	5/18/95	6/5/95
3.b. Incorporate the expectations for shift crew performance through a systematic approach to training in the accredited training program requirements for initial and continuing operator training.	VanDerKamp	5/18/95	6/5/95
3.c. Develop an effective Operations Department self-assessment process to support the objective of this action plan. Develop, train and implement effective peer assessment processes.	VanDerKamp	4/3/95	6/5/95

SURVEILLANCE PROGRAM UPGRADE

ID	Task Name	March		April		May		June		July		August		September			
		2/26	3/12	3/26	4/9	4/23	5/7	5/21	6/4	6/18	7/2	7/16	7/30	8/13	8/27	9/10	9/24
1	SURVEILLANCE PROGRAM UPGRADE	6	[Gantt bar from 2/26 to 6/5]										6/5				
2	Complete STVP reviews of remaining 400 SPs.	3/6	[Gantt bar from 3/6 to 5/19]										5/19				
			Baruth														
3	Evaluate for safety significance and resolve.	3/6	[Gantt bar from 3/6 to 6/1]										6/1				
			Baruth														
4	Revise SPs to reflect divisional separation by section within the procedure.	3/6	[Gantt bar from 3/6 to 6/5]										6/5				
			Holm														

Strategy: Focus on Operations

PHASE 2 ACTION PLAN
Surveillance Program Upgrade

ACTION PLAN

PROGRAM TITLE

Surveillance Program Upgrade

PROGRAM MANAGER

D. W. Bremer

COMPLETION DATE

June 5, 1995

DESCRIPTION

Verify technical compliance of the surveillance program with USAR and Technical Specifications by completion of the Surveillance Testing Validation Program. Upgrade the Surveillance Program to better support divisional testing.

OBJECTIVES

Validate the surveillance program to ensure that the surveillance program tests all safety functions and to ensure that administrative or technical discrepancies are resolved.

Continue upgrade of Surveillance Program to better support divisional work control practices.

PERFORMANCES GOALS

1. Technical quality of surveillance procedures is improved, such that there are no reportable occurrences due to surveillance procedure inadequacy.
2. Performance of surveillance testing by division ensures avoidance of LCOs and safety challenges.

ACTION PLAN

ACTIVITIES

1. Performance Improvement Plan Phase 1 Action Plan Item 4.5 conducted the Surveillance Testing Validation Program (STVP) which performed a detailed systematic review of surveillance procedures for CSCS (LPCI, CS, ADS, HPCI), RPS, SBT, Control Room HVAC, and Reactor Building HVAC to verify that testing is being conducted in accordance with USAR, Technical Specifications, IST, ASME Code, and NUREG-1482 requirements, as appropriate. Under this PIP-Phase 2 Action Plan, the STVP effort will continue and be completed for the remaining surveillance procedures.
 - 1.1 Complete STVP review effort for the remaining (400) surveillance procedures including documentation of potential discrepancies.
 - 1.2 Evaluate for safety significance and generic impact, and resolve noted discrepancies.

2. Performance Improvement Plan Phase 1 Action Plan Item 8.5 screened out and identified those surveillance procedures that are not divisionally separated, and established a short-term method to accommodate divisional testing. This Action Plan will revise these screened procedures (~170) to upgrade them by physically splitting divisionally. This will reduce the likelihood of divisional test performance errors, and provide a uniform foundation for future Surveillance Procedure upgrades to be performed in PIP-Phase 3. The ~170 screened procedures are currently part of Procedure 0.26 Divisional Master File.
 - 2.1 Revise those Surveillance Procedures that are currently part of Procedure 0.26 Divisional Master File, by physically separating and renumbering.

Justification: The original Action Plan 2.1 would reformat required surveillance procedures to ensure conformity. By completing the revised 2.1 action, the identified surveillance procedures will be revised to the next level of format improvement, by physically splitting. Although this is more work now, it eliminates redundant revision efforts later and accomplishes long-term goals of the surveillance upgrade program. In addition, this will alleviate significant maintenance of the Divisional Master File.

STRATEGY: FOCUS ON OPERATIONS
PROGRAM: SURVEILLANCE PROGRAM UPGRADE

ACTION PLAN

SCHEDULE

ACTIVITY	ACCOUNTABLE PERSON	START DATE	END DATE
1.1 Complete STVP reviews of remaining 400 SPs.	Baruth	3/6/95	5/19/95
1.2 Evaluate for safety significance and resolve.	Baruth	3/6/95	6/1/95
1.3 Revise SPs to reflect divisional separation by section within the procedure.	Holm	3/6/95	6/5/95

7.2 Configuration Management Strategy

This strategy will establish a clear understanding of the rules for managing the configuration of the plant for all operations, maintenance and change activities. It will assign responsibility for ownership of configuration programs, define the interface responsibilities, and clarify responsibility for decision making.

The strategy will be implemented through three programs:

- Organizational Focus
- Design Basis Usability
- Design Basis Use

Figure 7.2-1 provides an expanded view of the Phase 2/3 programs and Phase 2 activities.

Strategy Sponsor: J. Gausman

FIGURE 7.2-1
CONFIGURATION MANAGEMENT
Phase 2/3 Expanded View

CONFIGURATION MANAGEMENT

[Gausman]

STRATEGY: *Establish a clear understanding of the rules governing the configuration of the plant for all operations, maintenance and change activities. Assign responsibility for ownership of configuration programs, define the interface responsibilities, and clarify responsibility for decision making.*

Organizational Focus (Engineering Effectiveness) (Short Term) [Walden]
Objective: *Reorganize Engineering to increase their focus on supporting CNS operation and maintenance.*

Design Basis Use (Long Term) Objective: *Upgrade NPG knowledge, availability, and usage of design basis information through training, ownership, and improvement in critical configuration control programs.*

Design Basis Usability (Long Term)
Objective: *Improve the accuracy, completeness, and accessibility of the design basis.*

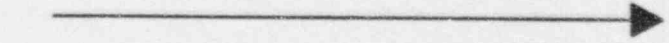
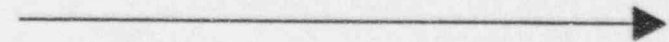
Engineering Reorganization

Process Enhancements

Work Initiation

Work Management

Performance Management



PHASE 2 ACTION PLAN
Engineering Effectiveness

ACTION PLAN

PROGRAM TITLE

Engineering Effectiveness

PROGRAM MANAGER

Kim Walden

PROGRAM COMPLETION DATE

May 15, 1995

DESCRIPTION

A prompt significant change in engineering is needed to improve performance. This change will be coordinated concurrently with the reorganization of engineering and will accelerate preparation for the Fall 1995 refueling outage. The timeframe for implementation of the changes is 60 days. The site and engineering managers have established five strategies to effect the necessary changes. Four of the strategies address work initiation, work management, performance management, and process improvements. The fifth strategy captures organization actions scheduled concurrently with the other four strategies.

OBJECTIVES

Achieve a significant improvement in engineering performance within 60 days of startup in:

- work initiation
- work management
- performance management
- selected processes
 - minor modifications
 - MWR review
 - procedure change review
 - surveillance test review
- engineering organization and staff (reorganization)

ACTION PLAN

PERFORMANCE GOALS

1. Fall 1995 Outage scope identified by April, 1995.
2. Coordinated work identification, prioritization, and approval process in place.
3. Integrated Engineering work management process in place.
4. Revised Engineering service company support approach and contract(s) in place.
5. Engineering performance indicators established and tracked and accountability meetings instituted.
6. Minor modification process in place with nominal implementation time of less than 7 days.
7. MWR, procedure, and surveillance test review turnaround reduced to less than 5 working days.
8. Engineering staffing and selection completed and announced as follows:
 - Level 2 (supervisors) by March 31
 - All of Engineering by May 15
9. NAITS/Condition Report Backlog reduced by 30%
10. All NAITS/Condition Reports
 - Category 1 and 2 less than 180 days.
 - Category 3 less than 365 days.

ACTION PLAN

5.4.3 Select Level 3 positions (Staff)

5.4.3.1 Develop position profiles

5.4.3.2 Obtain employee preferences

5.4.3.3 Interview candidates

5.4.3.4 Select candidates and make offers

5.4.3.5 Announce selections

5.5 Communication

5.5.1 Develop communications plan

5.5.2 Community meetings

5.6 Organizational Changes

5.6.1 Change Interim Organization

5.6.1.1 Put into effect changes to Projects and
Construction Engineering Support

5.6.1.2 Relocate elected staff

ACTION PLAN

- 5.6.2 Implement final organization (with the exception of moving Design Engineering)
- 5.6.3 Relocate Design Engineering
- 5.7 Personnel relocation "windows"
 - 5.7.1 Interim changes for Projects and Construction and Engineering Support
 - 5.7.2 Remaining staff

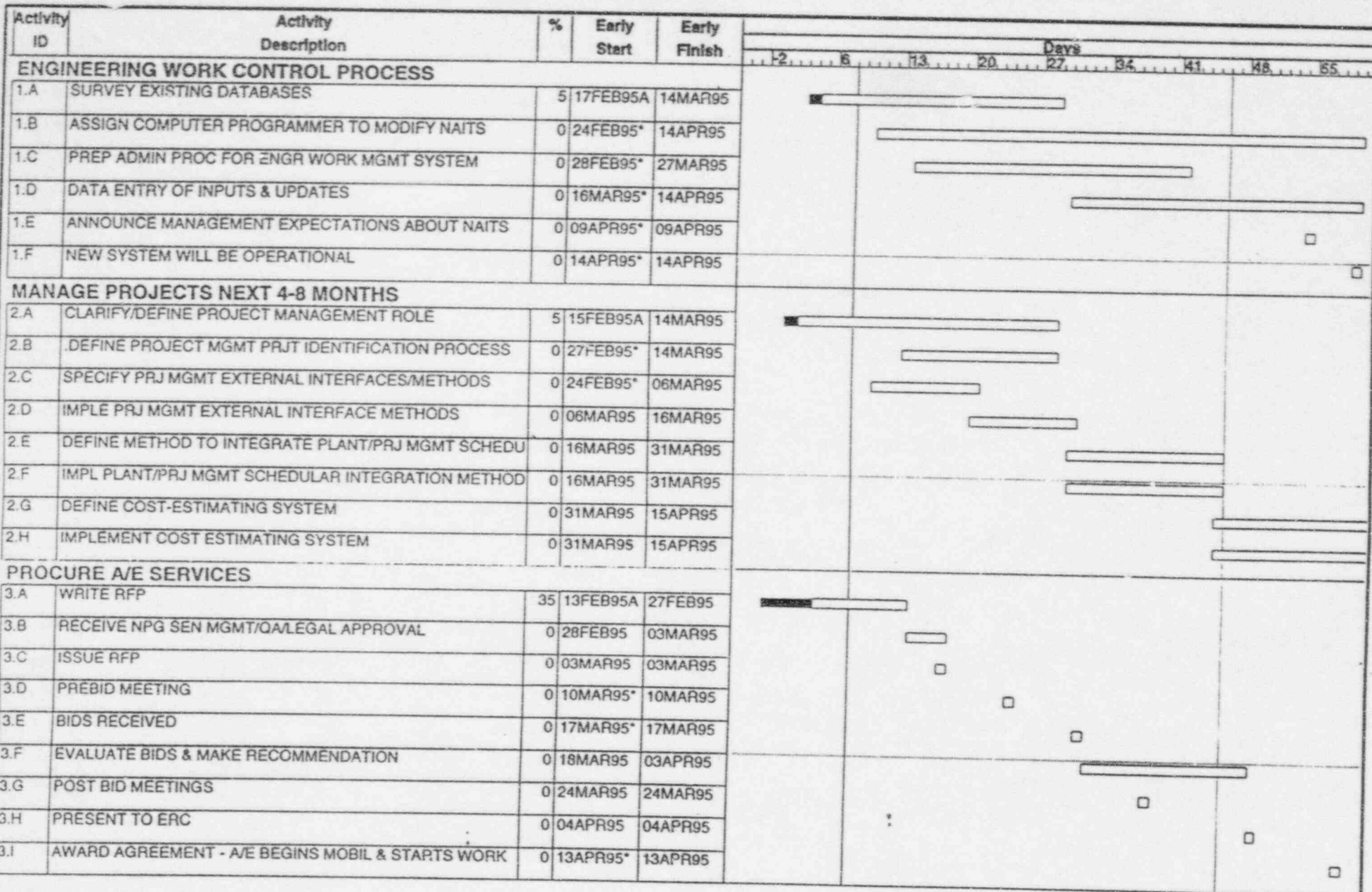
Activity ID	Activity Description	%	Early Start	Early Finish	Days																											
					1	8	15	22	29	36	43	50	57	64	71	78	85	92	99	106	113	120										
INPUTS																																
1.A	IDENTIFY INPUTS	100	30JAN95A	07FEB95A																												
1.B	COLLECT DATA (EWR, NAITS, & SURVEYS)	75	05FEB95A	01MAR95																												
SCREENING																																
2.A	DEVELOP SCREENING FORM	100	01FEB95A	09FEB95A																												
2.B	SCREEN DRAFT 95 SCOPELIST (60)	30	10FEB95A	01MAR95																												
2.C	SCREEN FIRM NAITS (55)	5	17FEB95A	01MAR95																												
2.D	SCREEN OUTAGE NAITS (45)	0	24FEB95*	04MAR95																												
2.E	SCREEN OTHER '95 EWR'S (100)	0	28FEB95*	14MAR95																												
2.F	SCREEN SURVEY RESPONSES	0	13MAR95	20MAR95																												
2.G	SCREEN REMAINING EWR'S (600)	0	15MAR95	15APR95																												
2.H	SCREEN LEVEL 3 NAITS (1400)	0	02MAR95	01MAY95																												
MANAGEMENT REVIEW																																
3.A	REVIEW BACKLOG SCREENINGS FOR ITEMS 2B, 2C, & 2D	5	17FEB95A	13MAR95																												
3.B	ONGOING SCREENINGS FOR ITEMS 2E, 2F	0	15MAR95	31MAR95																												
3.C	SCREENING FOR ITEMS 2G & 2H	0	01APR95	01MAY95																												
REVISE PROCESS																																
4.A	DRAFT NEW PROCESS	15	15FEB95A	15MAR95																												
4.B	DRAFT INSTRUCTION	5	17FEB95A	01APR95																												
4.C	APPROVE INSTRUCTION	0	02APR95	15APR95																												

Project Start: 30JAN95
 Project Finish: 01MAY95
 Data Date: 22FEB95
 Plot Date: 02MAY95

971A

STRATEGY 1
WRK INITIATION
RUSS WENZL

Sheet 1 of 1



Project Start: 18FEB95
 Project Finish: 18APR95
 Date Data: 22FEB95
 Plot Date: 02MAR95

[Bar] Early Bar
 [Bar with dots] Progress Bar
 [Bar with vertical lines] Critical Activity

(c) Primavera Systems, Inc.

STRATEGY 2
WORK MANAGEMENT
JOHN HUBL

Sheet 1 of 1

Activity ID	Activity Description	%	Early Start	Early Finish	Days										
					-2	6	13	20	27	34	41	48	55	62	
MANAGEMENT REPORTING PROCESS															
1.A	DEFINE & IMPL RPT PROCESS SHORT-TERM 60-DA	25	15FEB95A	15APR95											
1.A.1DEFINE ENGR AREAS TO BE MANAGED & RPT	100	15FEB95A	17FEB95A											
1.A.2DEFINE ASSOCIATED INDICATORS	100	15FEB95A	20FEB95A											
1.A.3DEFINE FORMAT FOR REPORTING	100	15FEB95A	20FEB95A											
1.A.4DEFINE SCHEDULE FOR REPORTING	100	17FEB95A	20FEB95A											
1.A.5IMPLEMENT SHORT-TERM REPORTING PROCESS	0	22FEB95	15APR95											
1.B	DEFINE & IMPL RPT PROCESS LONG-TERM >60-DA	5	01MAR95	15APR95											
1.B.1DEFINE ENGR AREAS TO BE MANAGED & RPT	10	01MAR95	14MAR95											
1.B.2DEFINE ASSOCIATED INDICATORS	10	08MAR95	21MAR95											
1.B.3DEFINE FORMAT FOR REPORTING	0	15MAR95*	25MAR95											
1.B.4DEFINE SCHEDULE FOR REPORTING	0	20MAR95*	31MAR95											
1.B.5IMPLEMENT LONG-TERM REPORTING PROCESS	0	01APR95	15APR95											
MANAGEMENT REVIEW & REPORTING															
2.A	SITE MGMT REV MEETING SCHED & CONTENT	30	15FEB95A	28FEB95											
2.B	ENGR MGMT REVIEW MEETING SCHED & CONTENT	25	15FEB95A	16MAR95											
FEEDBACK PROCESS															
3.A	CREATE FEEDBACK PROCESS	0	16MAR95*	14APR95											

Project Start: 15FEB95
 Project Finish: 15APR95
 Date: 22FEB95
 Print Date: 02MAR95

#13A

STRATEGY 3
PERFORMANCE MANAGEMENT
TODD HOTTOV

Sheet 1 of 1

Activity ID	Activity Description	%	Early Start	Early Finish	Days										
					-2	5	13	20	27	34	41	48	55	62	
MINOR MODIFICATION PROCESS															
1.A	OBTAIN INDUSTRY INPUT	100	01FEB95A	08FEB95A											
1.B	INTERVIEW PLANT PERSONNEL	90	01FEB95A	22FEB95											
1.C	EVALUATE CURRENT ESC/RCE	100	09FEB95A	17FEB95A											
1.D	PREPARE SIMPLIFIED PROCESS OUTLINE	100	11FEB95A	17FEB95A											
1.E	DEVELOP SIMPLIFIED PROCEDURE	25	16FEB95A	06MAR95											
1.F	TABLE TOP EXERCISES	0	06MAR95	20MAR95											
1.G	FINALIZE PROCEDURE	0	20MAR95	28MAR95											
1.H	PRESENTATION TO MANAGEMENT	0	28MAR95	28MAR95											
1.I	SERIAL REVIEW OF PCN	0	28MAR95	31MAR95											
1.J	SORC APPROVAL OF PCN	0	03APR95	03APR95											
1.K	TRAINING ON SIMPLIFIED PROCESS	0	03APR95	11APR95											
SURVEILLANCE PROCEDURES (SP)															
2.A	REASON FOR IMPROVEMENT	0	15MAR95*	18MAR95											
2.B	PROBLEM DEFINITION	0	18MAR95	23MAR95											
2.C	ANALYSIS	0	21MAR95	26MAR95											
2.D	SOLUTIONS	0	25MAR95	01APR95											
2.E	RESULTS	0	31MAR95	05APR95											
2.F	IMPLEMENT	0	06APR95	15APR95											
MAINTENANCE WORK REQUESTS (MWR)															
3.A	REASON FOR IMPROVEMENT	0	15MAR95*	18MAR95											
3.B	PROBLEM DEFINITION	0	18MAR95	23MAR95											
3.C	ANALYSIS	0	21MAR95	26MAR95											
3.D	SOLUTIONS	0	25MAR95	01APR95											
3.E	RESULTS	0	31MAR95	05APR95											
3.F	IMPLEMENT	0	06APR95	15APR95											
PROCEDURE CHANGE NOTICES (PCN)															
4.A	REASON FOR IMPROVEMENT	100	15FEB95A	19FEB95A											
4.B	PROBLEM DEFINITION	80	17FEB95A	23FEB95											
4.C	ANALYSIS	60	19FEB95A	25FEB95											
4.D	SOLUTIONS	25	21FEB95A	01MAR95											
4.E	RESULTS	0	27FEB95	03MAR95											
4.F	IMPLEMENT	0	04MAR95	15MAR95											

Project Start: 15FEB95
 Project Finish: 15APR95
 Date Date: 27FEB95
 Plot Date: 02MAR95






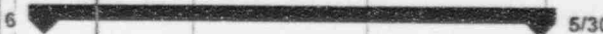







Early Bar
 Program Bar
 Critical Activity

STH

Sheet 1 of 1

STRATEGY 4
PROCESS IMPROVEMENTS
JIM SALISBURY

PRIORITIZATION OF NPG WORKLOAD

ID	Task Name	March		April		May		June		July		August		September		
		2/26	3/12	3/26	4/9	4/23	5/7	5/21	6/4	6/18	7/2	7/16	7/30	8/13	8/27	9/10
1	PRIORITIZATION OF NPG WORKLOAD	6  6/5														
2	Identify options.	3/6  3/20 McKinzey														
3	Select best option.	3/13  3/27 McKinzey														
4	Present recommendation.	3/27  3/31 McKinzey														
5	Identify affected processes/procedures.	3/27  3/31 McKinzey														
6	Revise or create procedures.	6  5/30														
7	Draft NPG Directive 4.9.	3/22  4/28 McKinzey														
8	Revise Directive 3.2.	4/3  4/28 McKinzey														
9	Draft Engineering Procedures.	3/6  5/30 Wenzl														
10	Draft new instructions and directives.	4/3  4/28 McKinzey														
11	Get procedures approved.	4/28  5/12 McKinzey														
12	Train/instruct.	5/15  5/26 Dutton														
13	Apply to Fall 1995 outage.	3/6  6/5 McKinzey														

Strategy: Resource Allocation and Work Management

7.3 Resource Allocation and Work Management Strategy

This strategy establishes resource allocation and work management systems that ensure achievement of NPG top-level goals.

The strategy is implemented through three programs:

- Prioritization of the NPG Workload
- Integrated Planning, Scheduling and Work Control
- Budgeting and Resource Allocation
- Eliminating Low Value Activities and Processes

Figure 7.3-1 provides an expanded view of the Phase 2/3 programs and Phase 2 activities.

Strategy Sponsor: T. Foster

FIGURE 7.3-1
RESOURCE ALLOCATION AND
WORK MANAGEMENT
Phase 2/3 Expanded View

RESOURCE ALLOCATION
AND WORK MANAGEMENT

[Herron]

STRATEGY: *Establish resource allocation and work management systems that ensure achievement of NPG top-level goals.*

Prioritization of NPG Workload (Short Term)
Objective: *Develop and institutionalize a prioritization method for NPG work activities, projects and investments.*

Integrated Planning, Scheduling and Work Control (Short Term) [Kuser]
Objective: *Implement long term actions to support work planning and scheduling for the next refueling outage.*

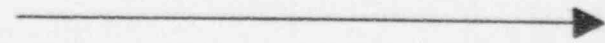
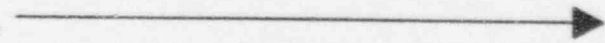
Budgeting and Resource Allocation (Long Term)
Objective: *Plan and allocate resources consistent with strategic objectives and with the ability to accommodate emergent work.*

Eliminating Low Value Activities and Processes (Long Term)
Objective: *Ensure expenditures are directed at work activities that contribute to NPG's goals and priorities.*

Review alternative approaches
Develop prioritization process and procedure
Revise or create supporting NPG procedures
Apply prioritization method to the Fall 1995 outage

Establish planning milestones
Establish outage management function
Move the clearance function to the WCC
Staff the scheduling function with permanent personnel

Develop outage performance measures
Develop/implement MWR



PHASE 2 ACTION PLAN

Prioritization of NPG Workload

ACTION PLAN

PROGRAM TITLE

Prioritization of NPG Workload

PROGRAM MANAGER

Wayne McKinzey

PROGRAM COMPLETION DATE

June 5, 1995

DESCRIPTION

An approach for prioritizing and making decisions about NPG activities, projects, investments, etc., will be selected and developed. NPG processes and procedures will be modified to apply it. The approach will be used to allocate budget and human resources effectively.

OBJECTIVES

Develop and institutionalize a prioritization method for assigning priorities and making decisions about NPG work activities, projects, etc.

PERFORMANCE GOALS

The single goal is to develop and implement a systematic approach for prioritizing all work activities and projects. This will provide decision-making regarding activities and projects and associated resource allocation.

ACTION PLAN

ACTIVITIES

1. Identify and review options available for prioritization (consider approaches used at other stations).
2. Select best option.
3. Present recommendation to management and obtain feedback
4. Identify affected processes/procedures or any new procedures required for implementation.
5. Revise or create procedures as necessary to support prioritization process.
 - 5.1 Draft NPG Directive 4.9 for Work Planning and Management linkage to the prioritization process.
 - 5.2 Draft Planning, Budgeting, and Scheduling Directive.
 - 5.3 Draft Engineering procedures.
 - 5.4 Draft Plant procedures.
 - 5.5 Draft Outage & Maintenance procedures.
 - 5.6 Get procedures approved.
6. Train/indoctrinate employees who will use the approach.
7. Apply prioritization approach to NPG activities and projects to confirm scope, length, and budget for the Fall 1995 outage.

*STRATEGY: RESOURCE ALLOCATION AND WORK MANAGEMENT
PROGRAM: PRIORITIZATION OF NPG WORKLOAD*

ACTION PLAN

SCHEDULE

ACTIVITY	ACCOUNTABLE PERSON	START DATE	END DATE
1. Identify options.	McKinzey	3/6/95	3/20/95
2. Select best option.	McKinzey	3/13/95	3/27/95
3. Present recommendation.	McKinzey	3/27/95	3/31/95
4. Identify affected processes/procedures.	McKinzey	3/27/95	3/31/95
5. Revise or create procedures.	-----	-----	-----
5.1 Draft NPG Directive 4.9.	McKinzey	3/22/95	4/28/95
5.2 Revise Directive 3.2.	McKinzey	4/3/95	4/28/95
5.3 Draft Engineering Procedures	Wenzl	3/6/95	5/30/95
5.4/ Draft new instructions 5.5 and directives	McKinzey	4/3/95	4/28/95
5.6 Get procedures approved	McKinzey	4/28/95	5/12/95
6. Train/indoctrinate.	Dutton	5/15/95	5/26/95
7. Apply to Fall 1995 outage.	McKinzey	3/6/95	6/5/95

PHASE 2 ACTION PLAN

Integrated Planning, Scheduling, and Work Control

STRATEGY: RESOURCE ALLOCATION AND WORK MANAGEMENT
PROGRAM: INTEGRATED PLANNING, SCHEDULING AND WORK CONTROL

ACTION PLAN

PROGRAM TITLE

Integrated Planning, Scheduling and Work Control

PROGRAM MANAGER

Dave Kuser

COMPLETION DATE

June 5, 1995

DESCRIPTION

Continue the implementation of actions and process revisions to support both on-line maintenance and outage planning, scheduling and implementation.

OBJECTIVES

The primary focus of Phase 2 will be implementation of long term actions to support work planning and scheduling for the next refueling outage.

Ensure that the objectives of the work control process implemented in Phase 1 are effective in meeting the defined objectives of the process.

PERFORMANCE GOALS

Effectiveness of the work control process in identifying and controlling outage scope. Establish the work scope of the current and future outages and track all additions and deletions to the scope.

Ability of the organization to accomplish planning and support activities to enable the accomplishment of work when first scheduled. Establish an approved Outage Work List (OWL) for the current and future outages and track the planning status of all items on the OWL to "task ready" status.

ACTION PLAN

Quality of the schedule and the effectiveness of the work force in meeting schedule commitments. Track the number of work items started and completed in accordance with the schedule.

ACTIVITIES

Phase 2 Activities

1. Establish planning milestones for the next refueling outage.
2. Establish an effective outage management function. Include consideration of:
 - Scope identification and control
 - Risk management and work prioritization
 - Contractor mobilization and contractor management
 - Outage management organization
 - Roles and responsibilities
 - Interface with WCC
 - Outage manual
3. Move the Clearance function from the Control Room to the WCC.
4. Staff Integrated Scheduling with permanent personnel.
5. Develop and implement outage planning performance measures.
6. Develop and implement MWR process improvements. Consider enhancements in the areas of preventive maintenance integration, post-maintenance testing, traceability, and planning to the long-term schedule.

*STRATEGY: RESOURCE ALLOCATION AND WORK MANAGEMENT
PROGRAM: INTEGRATED PLANNING, SCHEDULING AND WORK CONTROL*

ACTION PLAN

SCHEDULE

ACTIVITY	ACCOUNTABLE PERSON	START DATE	END DATE
1. Establish planning milestones.	Kuser	3/6/95	3/17/95
2. Establish outage management function.	Foster	3/6/95	5/30/95
3. Move the Clearance function.	J. Brown	3/6/95	3/17/95
4. Staff Scheduling with permanent personnel.	Foster	3/6/95	4/14/95
5. Develop/implement outage performance measures.	Kuser	3/6/95	4/19/95
6. Develop/implement work process improvements.	J. Brown	3/20/95	5/30/95

INTEGRATED PLANNING, SCHEDULING AND WORK CONTROL

ID	Task Name	March		April		May		June		July		August		September			
		2/26	3/12	3/26	4/9	4/23	5/7	5/21	6/4	6/18	7/2	7/16	7/30	8/13	8/27	9/10	9/24
1	INTEGRATED PLANNING, SCHEDULING AND WOR																
2	Establish planning milestones.	3/6		3/17													
		Kuser															
3	Establish outage management function.	3/6								5/30							
		Foster															
4	Move the Clearance Function.	3/6		3/17													
		J. Brown															
5	Staff Scheduling with permanent personnel.	3/6					4/14										
		Foster															
6	Develop/implement outage performance measure	3/6						4/19									
		Kuser															
7	Develop/implement work process improvements.	3/20								5/30							
		J. Brown															

Strategy: Resource Allocation and Work Management

PHASE 2 ACTION PLAN

Budgeting

ACTION PLAN

PROGRAM TITLE

Budgeting

PROGRAM MANAGER

J. C. Dillich

PROGRAM COMPLETION DATE

May 19, 1995

DESCRIPTION

This aspect of the Phase 2 plan establishes the financial constraints within which the NPG must operate. Realistic but challenging budgets are to be established in order to support the long-term goals.

OBJECTIVES

1. Finalize the 1995 NPG budget concurrent with establishing the Fall refueling outage scope.
2. Familiarize all Reporting Area managers with the fundamentals of NPPD budgeting and accounting practices.
3. Establish longer-term budget projections that support NPG goals.

PERFORMANCE GOALS

Performance will be monitored over the long haul using the six indicators that comprise the area of commercial performance.

ACTIVITIES

1. Finalize the 1995 (2nd iteration) budget.

ACTION PLAN

2. Provide condensed, NPG-specific training for managers that covers financial and budgeting information. Topics should include those which are necessary to plan next year's budget.
3. Perform the first iteration to establish the 1996 budget.
4. Perform the first iteration to establish the 1997 budget.

ACTION PLAN

ACTION PLAN SCHEDULE

ACTIVITY	ACCOUNTABLE PERSON	START DATE	END DATE
Finalize 1995 NPG Budget	A. Dostal	3/6/95	3/17/95
Provide Budgeting Training to Managers	E. Trouba	3/6/95	3/24/95
Perform First Iteration of 1996 NPG Budget	A. Dostal	3/27/95	4/14/95
Perform First Iteration of 1997 NPG Budget	A. Dostal	4/17/95	5/19/95

BUDGETING

ID	Task Name	March		April		May		June		July		August		September		October	
		2/26	3/12	3/26	4/9	4/23	5/7	5/21	6/4	6/18	7/2	7/16	7/30	8/13	8/27	9/10	9/24
1	BUDGETING	[Gantt bar spanning from 2/26 to 5/21]															
2	Finalize 1995 NPG Budget.	3/6	[Gantt bar]	3/17													
			Dostal														
3	Provide budgeting training to Managers.	3/6	[Gantt bar]	3/24													
			Trouba														
4	Perform first iteration of 1996 NPG Budget.		3/27	[Gantt bar]	4/14												
			Dostal														
5	Perform first iteration of 1997 NPG Budget.			4/17	[Gantt bar]	5/19											
			Dostal														

7.4 Continuous Improvement Strategy

This strategy is to continuously improve NPG's performance by routinely assessing performance, including review of operating experience, and identifying both improvements and problems. In addition, it reduces the impact and recurrence of problems, ensuring actions are closed out effectively, by follow-up and feedback after corrective actions.

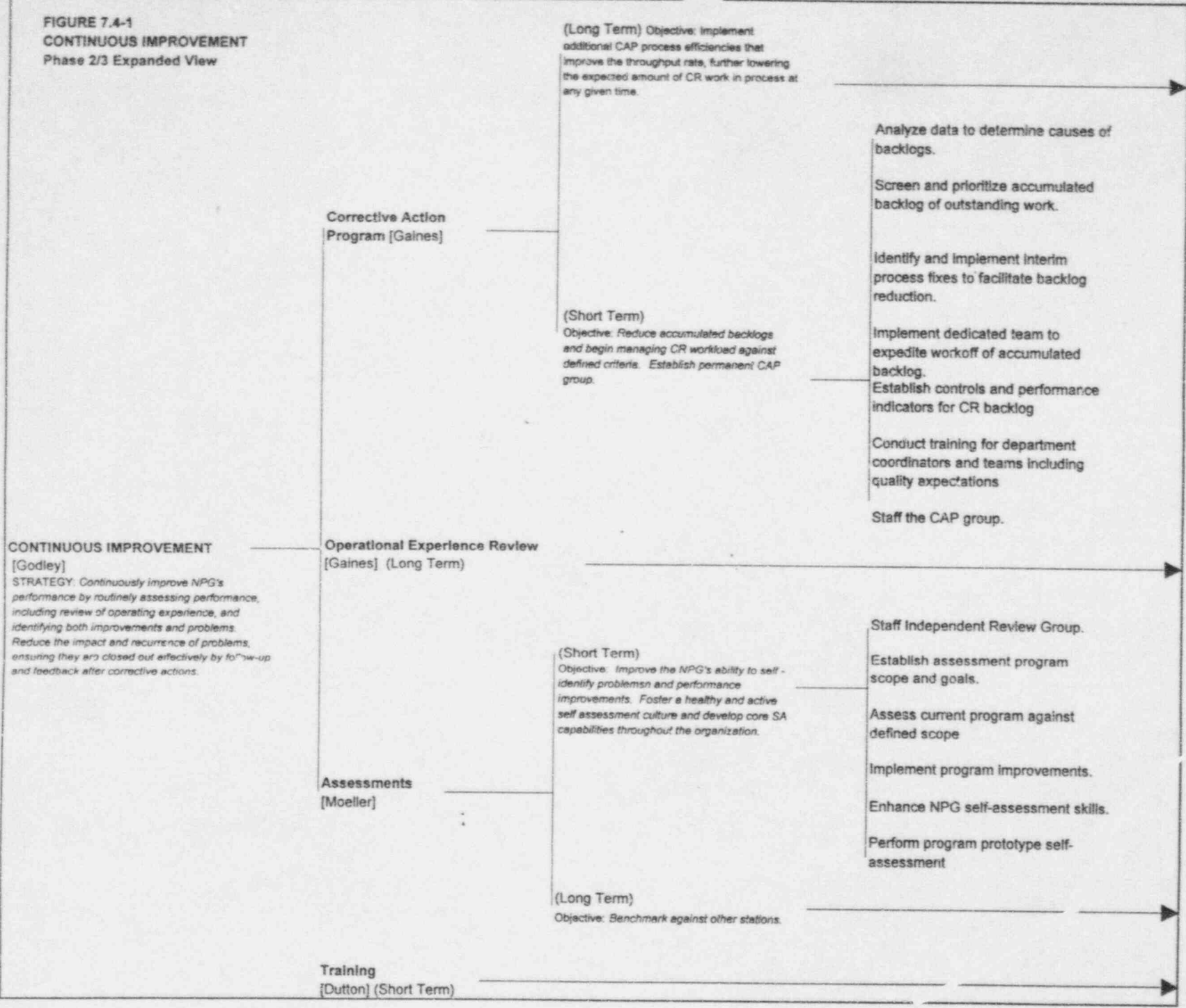
The strategy is implemented through three programs:

- Corrective Action
- Operational Experience Review
- Assessments
- Management Involvement in Training

Figure 7.4-1 provides an expanded view of the Phase 2/3 programs and Phase 2 activities.

Strategy Sponsor: R. Godley

FIGURE 7.4-1
CONTINUOUS IMPROVEMENT
 Phase 2/3 Expanded View



PHASE 2 ACTION PLAN

Corrective Action Plan Improvement

ACTION PLAN

PROGRAM TITLE

Corrective Action

PROGRAM MANAGER

C. R. Gaines

PROGRAM COMPLETION DATE

June 5, 1995

DESCRIPTION

This Phase 2 plan eliminates the accumulated excess backlog of CR related workload, including open and overdue items. Both Level 1 (CR evaluations and root causes) and Level 3 (implementing corrective actions) work will be addressed. At the end of Phase 2, the CR workload will be at a level commensurate with effective implementation of the CAP. Ongoing CR work will begin to be managed against defined criteria to assure management control of backlogs going forward. Additionally, process changes will be made to the program to simplify and streamline the CR system while increasing its effectiveness.

In Phase 3, one objective will be to implement additional CAP process efficiencies that improve the throughput rate, further lowering the expected amount of CR work "in process" at any given time.

OBJECTIVES

1. Identify and eliminate the excess backlog of CR workload.
2. Implement high-priority interim process changes to reduce inefficiencies that contribute to backlogs.
3. Begin managing CR workload against criteria that will maintain backlogs at appropriate levels.
4. Improve the quality of completed condition reports.

ACTION PLAN

5. Establish the permanent staff for the CAP group and start development of long term procedures.

ACTIVITIES

1. Analyze backlog data to determine contributing causes and sources of backlogs.
 - 1.1 Apply performance measure criteria to determine the amounts and composition of excess backlogs, and to establish specific backlog reduction goals.
 - 1.2 Analyze throughput, process times and aging characteristics of existing backlogs by responsible department, category, and level. Correlate to process steps and characteristics to identify basis for observed trends and identify areas for immediate improvements.
 - 1.3 Review internally and externally performed evaluations of the CR process to identify weaknesses and recommendations. Confirm recommendations and proposed improvements through discussions with CR owners.
 - 1.4 Develop periodic reports and data analyses to monitor causes and sources going forward.
2. Screen and prioritize accumulated backlog of outstanding work.
 - 2.1 Re-assess assigned category based on current guidance and definitions.
 - 2.2 Re-assess response needs and proposed actions to resolve.
 - 2.3 Establish criteria for prioritization of the excess backlog and prioritize the work to be done.
3. Identify and implement interim process fixes to facilitate backlog reduction.
4. For impacted organizations, implement dedicated teams or other methods to work off excess backlogs. Establish plans and schedules for each area.

ACTION PLAN

5. Establish controls and performance indicators to maintain control of CR backlog.
6. Conduct initial training for departmental coordinators and teams including quality expectations.
7. Staff the CAP group. Finalize CAP staffing, including selection of key departmental coordinators, and develop and implement internal program management procedures.
8. Revise the CAP procedures to simplify and streamline the CR process while increasing its effectiveness.

PERFORMANCE GOALS

The following measures will be achieved by the end of Phase 2. Several of these measures will be further reduced in Phase 3 following implementation of additional process improvements.

1. CR backlog of evaluations and corrective actions will be reduced from end of Phase 1 levels by at least 30%.
- 2.* New CR evaluations are completed in less than:
Category 1/2 = 100% in 14/30 days
Category 3 = 90% in 60 days; none > 90 days
- 3.* Category 1 and 2 corrective actions to resolve the issue and prevent recurrence are completed within established due dates.
- 4.* Category 3 corrective actions (non-outage):
Average age < 90 days, but none older than 1 year.
5. All open positions in CAP group filled.
6. Rejection rate of CR evaluations performed by CAP and QA due to significant concerns is less than 5%.

ACTION PLAN

7. The changes necessary in the CAP to streamline its processes and increase its effectiveness will be implemented.
- * Due to the Phase 2 timeframe, these performance measures can only be applied to a limited set of CR responses and actions. The trends and projections of these performance measures will be assessed to aid in determining achievement of the objectives.

STRATEGY: CONTINUOUS IMPROVEMENT
PROGRAM: CAP IMPROVEMENT

ACTION PLAN

SCHEDULE

ACTIVITY	ACCOUNTABLE PERSON	START DATE	END DATE
1	CAP Supervisor	3/6/95	3/10/95
2	CAP Supervisor	3/6/95	3/17/95
3	CAP Supervisor	3/13/95	3/31/95
4	Responsible Department Manager	3/27/95	6/5/95
5	CAP Supervisor	3/27/95	4/28/95
6	Training Manager	3/20/95	3/31/95
7	EA Manager	3/6/95	4/28/95
8	CAP Supervisor	3/6/95	6/5/95

CAP IMPROVEMENT

ID	Task Name	March		April		May		Jun
		2/26	3/12	3/26	4/9	4/23	5/7	5/21
1	CAP IMPROVEMENT	3/6 6/5						
2	Analyze backlog data.	3/6 3/10 CAP Supervisor						
3	Determine amounts and compositions of excess backlogs and establish backlog reduction goals.	3/6 3/10 CAP Supervisor						
4	Analyze existing backlogs, identify basis for observed trends and identify areas for immediate improvements.	3/6 3/10 CAP Supervisor						
5	Review evaluations of the CR process and confirm recommendations and proposed improvements.	3/6 3/10 CAP Supervisor						
6	Develop periodic reports and data analysis to monitor causes and sources going forward.	3/6 3/10 CAP Supervisor						
7	Screen and prioritize accumulated backlog of outstanding work.	3/6 3/17 CAP Supervisor						
8	Re-assess assigned category based on current guidance and definitions.	3/6 3/17 CAP Supervisor						
9	Re-assess response needs and proposed actions to resolve.	3/6 3/17 CAP Supervisor						
10	Establish criteria for prioritization of the excess backlog and prioritize the work to be done.	3/6 3/17 CAP Supervisor						
11	Identify /implement interim process fixes to facilitate backlog reduction.	3/13 3/31 CAP Supervisor						
12	Implement dedicated teams or other methods to work off excess backlogs. Establish plans and schedules for each area.	3/27 6/5 Responsible Department Managers						
13	Establish controls and performance indicators to maintain control of CR backlog.	3/27 4/26 CAP Supervisor						
14	Conduct initial training for departmental coordinators and teams.	3/20 3/31 Training Manager						

Strategy: Continuous Improvement

PHASE 2 ACTION PLAN

Assessment

ACTION PLAN

PROGRAM TITLE

Assessment

PROGRAM MANAGER

C. R. Moeller

PROGRAM COMPLETION DATE

May 30, 1995

DESCRIPTION

The goal is to continuously improve performance within the Nuclear Power Group relative to safety, reliability, and cost control by routinely assessing programs and performance to identify both problems and potential enhancements. In support of this goal, this Action Plan will develop an effective tool for performing self-assessments and test its effectiveness. The plan specifies examining the desired scope and philosophy of NPG assessments and setting common expectations. The expectations will be benchmarked against past practices and industry experience to identify needed changes in programs and documentation. Upon implementation of these changes, the program will be "test driven" by performing a prototype assessment and evaluating effectiveness.

OBJECTIVES

1. Improve the Nuclear Power Group's ability to self identify problems and performance improvements.
2. Foster a healthy and active self-assessment culture within the Nuclear Power Group such that it is a tool which is used for continuously improving performance.
3. Establish a core self-assessment group in the Independent Review Group to facilitate the development of self-assessment capabilities throughout the organization.

PERFORMANCE GOALS

- All IRG Advisor positions filled.

ACTION PLAN

- Improved quality of self-assessment results as recognized by independent overview and customer feedback of a prototype self-assessment.
- Greater than 90% of the prototype self-assessment recommendations accepted for implementation.

The improved quality in self-assessments will demonstrate the effectiveness of the self-assessment process. Further, the percentage of recommendations acted upon and the timeliness of actions taken is an indicator of departmental acceptance of the value of self-assessment and, hence, is an indicator of the effectiveness of the self-assessment tool established by this plan. The implementation of an effective process and departmental acceptance of the value of self-assessment will lead to improved departmental performance as demonstrated in departmental performance indicators, and ultimately to improved Nuclear Power Group performance as gauged by both internal and external measures.

ACTIVITIES

1. Staff Independent Review Group by filling the three authorized positions.
2. Establish assessment program scope and goals.
 - 2.1 Develop and obtain management concurrence on program "white paper" that establishes clear expectations for the self-assessment program.
3. Assess current program for specific areas for improvement based on approved "white paper."
 - 3.1 Review existing program documentation relative to white paper expectations.
 - 3.2 Review selected previous self-assessments for programmatic weaknesses and lessons learned.
 - 3.3 Review self-assessment programs from other utilities and evaluate elements for inclusion in the Nuclear Power Group program.
 - 3.4 Review self-assessment practices used by Training in the re-accreditation process to identify elements for inclusion in the Nuclear Power Group program.

ACTION PLAN











4. Implement program improvements in applicable administrative documents.
 - 4.1 Revise NPG Directive 3.29, Self Assessment Program.
 - 4.2 Revise NPG Directive 3.31, Independent Review Group.
 - 4.3 Develop self-assessment implementing guidelines in support of NPG Directive 3.29.
5. Enhance self-assessment skills and knowledge.
 - 5.1 Identify and address specific weaknesses in skills and knowledge.
 - 5.2 Define and conduct training for Independent Review Group Advisors, potential self-assessment team leaders, line managers, etc.
6. Perform program prototype self-assessment.
 - 6.1 Perform self-assessment facilitated by Independent Review Group.
 - 6.2 Obtain independent appraisal of self-assessment accomplished above.
 - 6.3 Based on appraisal results and lessons learned during self-assessment, analyze NPG Directive 3.29 and implementing guidance for necessary revisions.

ACTION PLAN

SCHEDULE

ACTIVITY	ACCOUNTABLE PERSON	START DATE	END DATE
1. Staff IRG Advisor Positions	Moeller	3/6/95	3/17/95
2. Establish scope and goals	IRG Advisor	3/6/95	3/17/95
3. Assess current weaknesses	IRG Advisor	3/6/95	3/31/95
4. Implement program improvements	IRG Advisor	3/27/95	4/28/95
5. Enhance skills and knowledge	Moeller	3/6/95	4/14/95
6. Perform prototype assessment	---	---	---
6.1 Perform self-assessment	Hitch	4/21/95	5/5/95
6.2 Obtain independent appraisal	IRG Advisor	5/5/95	5/19/95
6.3 Implement lessons learned	IRG Advisor	5/12/95	5/30/95

ASSESSMENT

ID	Task Name	March		April		May		June		July		August		September		October			
		2/26	3/12	3/26	4/9	4/23	5/7	5/21	6/4	6/18	7/2	7/16	7/30	8/13	8/27	9/10	9/24	10/8	10/22
1	ASSESSMENT	6  5/30																	
2	Staff IRG Advisor positions.	3/6  3/17 Moeller																	
3	Establish scope and goals.	3/6  3/17 IRG Advisor																	
4	Assess current weaknesses.	3/6  3/31 IRG Advisor																	
5	Implement program improvements.	3/27  4/28 IRG Advisor																	
6	Enhance skills and knowledge.	3/6  4/14 Moeller																	
7	Perform prototype assessment.	4/21  5/30																	
8	Perform self-assessment.	4/21  5/5 Hitch																	
9	Obtain independent appraisal.	5/5  5/19 IRG Advisor																	
10	Implement lessons learned.	5/12  5/30 IRG Advisor																	

Strategy: Continuous Improvement

PHASE 2 ACTION PLAN

Management Involvement in Training

ACTION PLAN

PROGRAM TITLE

Management Involvement in Training

PROGRAM MANAGER

J. W. Dutton

PROGRAM COMPLETION DATE

May 30, 1995

DESCRIPTION

Perform an in-depth re-evaluation of, and implement effective upgrades to, the appropriate roles and involvement of line management in the Nuclear Training programs. The plan will include benchmarking against programs valued by INPO as industry leaders, training orientation of the NPPD program owners, a programmatic evaluation by the program owners, and internal Training Department reassessments.

OBJECTIVES

1. Establish, communicate and reinforce management expectations for the conduct and content of nuclear training activities.
2. Establish frequent management interaction with training activities, including evaluation and feedback to the training programs.
3. Develop manager and supervisor knowledge of training programs and SAT processes.
4. Create indicators relevant to Training Program performance, to allow management evaluation of training effectiveness.

ACTION PLAN

PERFORMANCE GOALS

- Consistent and frequent involvement and evaluation of training programs and activities by management personnel, as measured through documented observations. Management involvement in the training function is a prerequisite to effective, high-quality training.
- Identifying, achieving and sustaining training-related performance indicators of training effectiveness.
- Managers and supervisors complete a workshop addressing the design and administration of training programs and training program elements.

ACTIVITIES

1. Establish, communicate and reinforce management expectations for the conduct and content of nuclear training activities.
 - 1.1 Provide an in-depth briefing on the content and conduct of relevant training programs for line managers with primary responsibility in INPO Accredited Program areas.
 - a) Operations: Paul DiRito
 - b) Engineering: Jim Gausman
 - c) Maintenance: Rick Gardner
 - d) HP and Chemistry: Bob Beilke
 - 1.2 Provide a workshop on SAT, how the CNS Training Department operates, and expectations for management involvement to the managers and supervisors not involved in activity 1.1.
 - 1.3 Upgrade the incumbent Shift Supervisor's management development, including interviews to discuss safety and operational shift management considerations with the Operations Manager, Plant Manager, and Site Manager.

ACTION PLAN

- 1.4 Establish a policy that all evaluations performed in the Simulator will be accompanied by at least two management evaluators - one from Operations and one from Training.
- 1.5 Develop quantitative and qualitative performance indicators for training effectiveness.
- 1.6 Develop and implement a systematic methodology to provide documented, frequent, consistent, and comprehensive management observation and evaluation of training activities.
- 1.7 Perform a Nuclear Industry survey of INPO "Good Performing" plants in the following areas, to identify good practices and improvements which can be imported to CNS:
 - Performance Indicators
 - Simulator Training
 - Maintenance Training
 - Engineering Support Training
 - Chemistry Radiation Protection Training
- 1.8 Develop and provide instructor training on providing effective, aggressive, and critical reviews and critiques of performance-based training activities.

**STRATEGY: SKILLS AND QUALIFICATIONS
PROGRAM: MANAGEMENT INVOLVEMENT IN TRAINING**

ACTION PLAN

SCHEDULE










ACTIVITY	ACCOUNTABLE PERSON	START DATE	END DATE
1.1-a Provide an in-depth briefing and evaluation opportunity for line managers with primary responsibility in INPO Accredited Programs. Operations: Paul DiRito	Jobe	2/15/95	3/3/95
1.1-b Provide an in-depth briefing and evaluation opportunity for line managers with primary responsibility in INPO Accredited Programs. Engineering: Jim Gausman	Yelkin	2/15/95	3/10/95
1.1-c Provide an in-depth briefing and evaluation opportunity for line managers with primary responsibility in INPO Accredited Programs. Maintenance: Rick Gardner	Yelkin	2/15/95	3/1/95
1.1-d Provide an in-depth briefing and evaluation opportunity for line managers with primary responsibility in INPO Accredited Programs. HP and Chemistry: Bob Belke	Yelkin	2/15/95	3/6/95
1.2 Provide a workshop on SAT, how the CNS Training Department operates, and expectations for management involvement to all remaining managers and supervisors.	Drier	2/20/95	5/1/95
1.3 Upgrade the incumbent Shift Supervisor's training, including interviews with the Operations Manager, Plant Manager, and Site Manager.	Jobe	2/28/95	4/1/95

STRATEGY: SKILLS AND QUALIFICATIONS
PROGRAM: MANAGEMENT INVOLVEMENT IN TRAINING

ACTION PLAN

ACTIVITY	ACCOUNTABLE PERSON	START DATE	END DATE
1.4 Establish a policy that all evaluations performed in the Simulator will be accompanied by at least two management evaluators - one from Operations and one from Training.	Shallenberger	3/6/95	4/30/95
1.5 Develop Performance Indicators for training effectiveness.	Dutton	2/15/95	4/15/95
1.6 Develop and implement a systematic methodology to provide documented, frequent, consistent, and comprehensive management observation and evaluation of training activities.	Yelkin	3/6/95	3/31/95
1.7 Perform a Nuclear Industry survey of INPO "Good Performing" plants in selected areas, to identify good practices and improvements which can be imported to CNS.	Yelkin Jobe Dutton	2/27/95	4/15/95
1.8 Develop and provide instructor training on providing effective, aggressive, and critical reviews and critiques of performance-based training activities.	Drier	3/13/95	5/30/95

MANAGEMENT INVOLVEMENT IN TRAINING

ID	Task Name	February	March	April	May	June	July	August	September	October
1	MANAGEMENT INVOLVEMENT IN TRAINING	1/15  5/30								
2	Establish, communicate and reinforce management expectations for the conduct and content of nuclear training activities.	1/15  3/10								
3	Provide in-depth briefing and evaluation opportunity for line managers with primary responsibility in INPO Accredited Programs. OPS: DiRito	2/15  3/3 Jobe								
4	Provide in-depth briefing and evaluation opportunity for line managers with primary responsibility in INPO Accredited Programs. ENG: Gausman	2/15  3/10 Yelkin								
5	Provide in-depth briefing and evaluation opportunity for line managers with primary responsibility in INPO Accredited Programs. MNT: Gardner	2/15  3/1 Yelkin								
6	Provide in-depth briefing and evaluation opportunity for line managers with primary responsibility in INPO Accredited Programs. HP/CHEM: Belike	2/15  3/6 Yelkin								
7	Provide workshops on SAT, how the CNS Training Department operates, and expectations for management involvement to all remaining managers and supervisors.	2/20  5/1 Drier								
8	Upgrade the incumbent Shift Supervisors' training, including interviews with the Operations Manager, Plant Manager, and Site Manager.	2/28  3/31 Jobe								
9	Establish a policy that all evaluations performed in the Simulator will be accompanied by at least two management evaluators - one from Operations and one from Training.	3/6  4/30 Shallenberger								

Strategy: Skills and Qualifications

MANAGEMENT INVOLVEMENT IN TRAINING

ID	Task Name	February	March	April	May	June	July	August	September	October
10	Develop Performance Indicators for training effectiveness.	2/15	████████████████████		4/14					
			Dutton							
11	Develop and implement a systematic methodology to provide documented, frequent, consistent, and comprehensive management observation/evaluation of training activities.	2/27	████████████████████		4/14					
			Yelkin							
12	Perform a Nuclear Industry survey of INPO "Good Performing" plants in selected areas to identify good practices and improvements which can be imported to CNS.	2/27	████████████████████		4/14					
			Yelkin, Jobe, Dutton							
13	Develop and provide instructor training on providing effective, aggressive, and critical reviews and critiques of performance-based training activities.		3/13	████████████████████		5/30				
				Drier						

7.5 Management Practices and Systems Strategy

This strategy implements systems and practices that communicate and link the NPG vision and business objectives to individual performance expectations and accountability.

The strategy is implemented through six programs:

- Business and Strategic Planning (Phase 2/3 Plan)
- Setting Management Expectations
- Performance Management
- Performance Appraisal
- Incentive System
- Management Information Systems

Figure 7.5-1 provides an expanded view of the Phase 2/3 programs and Phase 2 activities.

Strategy Sponsor: R. Jones

FIGURE 7.5-1
MANAGEMENT PRACTICES AND SYSTEMS
Phase 2/3 Expanded View

MANAGEMENT PRACTICES AND SYSTEMS

[Jones]

STRATEGY: *Implement systems and practices that communicate and link the NPG vision and business objectives to individual performance expectations and accountability.*

Business and Strategic Planning (Phase 2/3 Plan) (Short Term) [Dillich] Objective: *Provide an integrated plan following restart to continue performance improvements and achieve top level goals. Develop Phase 3 Plan.*

Develop top level strategies and scope implementing programs

Prepare plan text

Prepare Phase 3 action plans and conduct management

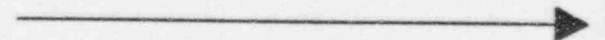
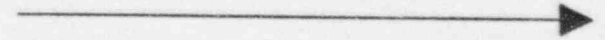
Setting Management Expectations (Long Term) Objective: *Establish process for management expectations to be identified, communicated, and enforced regarding teamwork, ownership and accountability.*

Performance Management (Long Term) Objective: *Develop performance indicators that provide management with timely feedback on performance levels and trends.*

Performance Appraisal (Long Term) Objective: *Implement performance appraisal system that is directly tied to performance goals.*

Incentive System (Long Term) Objective: *Establish an incentive structured, pay for performance compensation system.*

Management Information Systems (Long Term) Objective: *Enable management to monitor and adjust priorities to meet overall and emerging business objectives.*



PHASE 2 ACTION PLAN

Business and Strategic Planning

ACTION PLAN

PROGRAM TITLE

Business and Strategic Planning

PROGRAM MANAGER

J. C. Dillich

PROGRAM COMPLETION DATE

June 5, 1995

DESCRIPTION

Development of the Phase 3 Plan, together with the budget and financial plans, will comprise the NPG Business Plan. By developing the long-term strategic planning phase, a framework for permanent achievement will be in place.

OBJECTIVES

1. Complete the development of the Phase 3 action plan.
2. Ensure knowledge of, and accountability for, all aspects of the Phase 3 plan.

PERFORMANCE GOALS

It is imperative that, despite distractions and competing challenges, a comprehensive Phase 3 plan be developed by June 1995 in order to support our performance goals (safety, operations, cost).

Overall plan effectiveness is indicated by the NPG-wide performance measures of Section 2.3.

ACTION PLAN

ACTIVITIES

1. Conduct two (2) management workshops (management planning team). Develop the top achievable actions of 1995 that will complement Phases 1 and 2.
2. Conduct additional team workshops to develop action plans.
3. Conduct roll-out sessions with employees to educate and provide direction.

STRATEGY: MANAGEMENT PRACTICES AND SYSTEMS
PROGRAM: BUSINESS AND STRATEGIC PLANNING

ACTION PLAN

SCHEDULE

ACTIVITY	ACCOUNTABLE PERSON	START DATE	END DATE
Conduct two management workshops (planning team)	Dillich	3/6/95	3/27/95
Hold additional team workshops and finalize Phase 3 plans.	Dillich	3/30/95	4/14/95
Conduct numerous roll-outs with employees	Dillich	4/17/95	6/5/95

BUSINESS AND STRATEGIC PLANNING

ID	Task Name	March			April		May		Jun
		2/26	3/12	3/26	4/9	4/23	5/7	5/21	6/4
1	BUSINESS AND STRATEGIC PLANNING								
2	Conduct two management workshops (planning team).								
3	Hold additional team workshops and finalize Phase 3 plans.								
4	Conduct numerous roll-outs with employees.								

7.6 Skills and Qualifications Strategy

This strategy develops the capabilities and depth of the organization by defining required organizational development attributes, evaluating personnel against these attributes, and developing or recruiting individuals accordingly.

The strategy is implemented through four programs:

- Organizational Development/Required Skills
- Assessment of Managers and Supervisors
- Succession Planning (Recruiting and Development)
- Establish Onsite HR Function

Figure 7.6-1 provides an expanded view of the Phase 2/3 programs and Phase 2 activities.

Strategy Sponsor: K. Walden

FIGURE 7.6-1
SKILLS AND QUALIFICATIONS
Phase 2/3 Expanded View

SKILLS AND QUALIFICATIONS

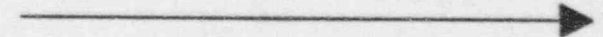
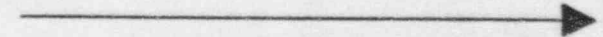
[Walden]

STRATEGY: *Develop the capabilities and depth of the organization by defining required organizational development attributes, evaluating personnel against these attributes, and developing or recruiting individuals accordingly.*

Organizational Development/Required Skills (Long Term) Objective: *Align OD principles and objectives with NPG vision and define required skills and competencies.*

Assessment of Managers and Supervisors (Long Term) Objectives: *Establish baseline management capabilities and define actions to address needed improvements.*

Succession Planning (Recruiting and Development) (Long Term) Objective: *Implement a succession planning process to continuously address gaps in bench strength and assign priorities for recruiting and development.*



7.7 External Relations Strategy

This strategy establishes mechanisms to communicate operational and regulatory status and issues to Participants and regulators. Hold periodic meetings with Participants to ensure coordination of longer-term business plans.

The strategy is implemented through three programs:

- Communications Between NPPD/NPG and NRC
- Operations-Related Communications With External Parties
- Participant Involvement in Management Meetings

Figure 7.7-1 provides an expanded view of Phase 2/3 programs and Phase 2 activities.

Strategy Sponsor: J. Mueller

FIGURE 7.1-1
FOCUS ON OPERATIONS
Phase 2/3 Expanded View

FOCUS ON OPERATIONS

[Diritto]

STRATEGY: Focus our efforts on safe operation by redefining the roles and responsibilities of functions and individuals. Establish uniform work priorities, set standards for the performance of (quality, timeliness, and cost), and restructure programs and processes to facilitate the completion of work and the focus on operational needs. Apply safe operating principles in establishing work priorities and in the conduct of operation and a disciplined approach to execution and accountability for operational performance results.

Develop and Communicate Expectations for the Conduct of Operations (Short Term)

[Dillich] Objective: *Increase the focus on safe plant operation through specific improvements in the conduct of plant operations.*

Expectations for Operations Shift Crew Performance (Short Term) [VanDerKamp]

Objective: *Establish, communicate, and reinforce high performance standards for the shift crews to set high standards for operations.*

Operations Critical Work Processes (Long Term) Objective: *Establish clear ownership and accountability for those processes critical to safe operations.*

Surveillance Program Upgrade (Short Term)

[Bremer] Objective: *Resolve significant program discrepancies and upgrade the program to better support divisional work control practices.*

Conduct pilot workshop on procedure use and adherence

Revise workshop approach

Conduct workshops on handling discrepant or abnormal conditions, job completion and performance standards, and personnel conduct and interface

Implement improvements in target areas

Perform benchmarking at top plants and conduct shift crew workshops

Evaluate potential process and organizational improvements

Communicate and reinforce performance expectations

Complete Surveillance Testing Validation Program and resolve safety significant discrepancies

Revise SPs to reflect divisional separation by section within the procedure.

ATTACHMENT 1

Phase 1 Follow-Up Items

SENIOR MANAGER OF SAFETY ASSESSMENT

PROGRAM ASSESSMENT OPEN ITEMS:

ID #1--SAFETY AUDIT AND REVIEW BOARD

1. Complete follow-up corrective actions resulting from a detailed self assessment of SRAB.

PHASE 1 PIP OPEN ITEMS:

SRAB CHARTER (1.1)

2. Improve SRAB agendas to focus on important safety issues.
3. Use performance indicators as precursors to safety problems.
4. Improve timeliness of Management's response to SRAB questions/concerns.
5. Improve effectiveness of safety document review. SRAB needs to find a better way to accomplish this task with an emphasis on finding broad or generic issues.
6. Assess SRAB performance in the first quarter of 95 and recommend areas for improvement.
7. Replace consultant member with an industry peer.
8. Develop a plan to improve continuous oversight of SORC activities.
9. Review two Action Plan Closure Packages not reviewed by QA. Members will review the packages individually.

PLANT MANAGER

PHASE 1 PIP OPEN ITEMS:

SORC CHARTER (1.2)

1. Opportunities will be made available for the SORC members to be directly involved with utilities or industry groups in activities associated with this area.

DIVISION MANAGER OF QUALITY ASSURANCE

PROGRAM ASSESSMENT OPEN ITEMS:

ID #26--QUALITY CONTROL PROGRAM

1. Include guidance to strengthen QC Inspector independence in the Quality Control Program.
2. Develop a plan and schedule for long-term program improvements.
3. Develop additional methods for program effectiveness measurement.

PHASE 1 PIP OPEN ITEMS:

PRE-STARTUP QA ASSESSMENTS (1.3)

4. The planned improvements to the adequacy of Category 1 and Category 2 CRs will be periodically assessed via the QA Audit of the Corrective Action Program, which is performed annually.

DIVISION MANAGER OF NUCLEAR ENGINEERING AND CONSTRUCTION

PHASE 1 APPENDIX A OPEN ITEMS:

APPENDIX A ITEM #12

1. Engineering Reorganization will be implemented in the Phase 2 Plan.
2. Work prioritization and training will be implemented in the Phase 2 Plan.

MANAGER OF EVENTS ANALYSIS

PROGRAM ASSESSMENT OPEN ITEMS:

ID #2--OPERATING EXPERIENCE REVIEW PROGRAM

1. Add additional dedicated personnel to the OER document review process to ensure significant concerns are identified and resolved in a timely manner.
2. Assess OER Program and implement appropriate changes to enhance its effectiveness.
3. Develop additional performance indicators to determine timeliness and quality of reviews.

ID #3--CORRECTIVE ACTION PROGRAM

4. Develop a plan to improve quality and timeliness of root cause evaluations.

DEPARTMENT ASSESSMENT OPEN ITEMS:

5. Complete filling the open positions for the permanent CAP staff.
6. Provide a plan to participate in industry initiatives that will improve the Events Analysis function at CNS.
7. Complete post restart assessments of CAP effectiveness.
8. Complete restructuring the OER Program planned for the Phase 2/3 ongoing improvements.
9. Complete an industry peer assessment as well as an INPO assist visit of the OER Program.
10. Complete the institution of a Human Performance Evaluation Program.
11. Complete the process of evaluating the NAIT process and identify needed improvements. This is to include more comprehensive and commitment specific tracking system that is user friendly and avoids duplication of work.

PHASE 1 PIP OPEN ITEMS:

CORRECTIVE ACTION PROGRAM (2.1)

12. All Category 1 and 2 CRs will require a CARB until there is sustained improvement in evaluations as determined by joint concurrence of the senior managers responsible for the CARB, the CAP Group, and QA.
13. The CAP group will conduct timely back end reviews of all Category 1 and 2 CRs issued before 12/23/94.

EXPERIENCE REVIEWS (7.1)

14. The OER program will be reviewed and appropriate changes implemented to enhance the effectiveness of the OER program.

PHASE 1 APPENDIX A OPEN ITEMS:

APPENDIX A ITEM #10

15. Assign long term actions for the enhancements identified during the review of OER documents.
16. Evaluate the lessons learned and utilize the lessons learned to enhance the OER program.
17. Consider developing performance indicators to address the quality of OER document evaluations.

RADIOLOGICAL MANAGER

PROGRAM ASSESSMENT OPEN ITEMS:

ID #5--RADWASTE STORAGE AND DISPOSAL PROGRAM

1. Complete technical review/approval for the proposed site procedures 9.5.3.6, 9.5.3.8, 9.5.3.9, 9.5.3.11, 9.3.4.4, 9.2.1, 7.X, including dry run.
2. Initiate an amendment to DC 91-077 to allow for the storage of higher activity RWCU HICs, also complete modification to provide processing the HICs.
3. Review sample results to assure that the DSSI acceptance criteria is met and determine schedule for shipping 24 drums of mixed waste to DSSI.

DEPARTMENT ASSESSMENT OPEN ITEMS:

4. Incorporate INPO assist visit items for the Chemistry Program.
5. Evaluate the lab fume hoods and other lab safety issues and implement necessary improvements.
6. Complete development and implementation of the Chemical Control Program.
7. Provide program changes to sample diesel jacket water more frequently.
8. Provide a plan to bring the ALARA Program up-to-date with respect to industry standards.
9. Develop and implement a Cobalt Reduction Program.
10. Develop a schedule to install CCTV systems in high radiation areas.
11. Enhance the ALARA Suggestion Program.
12. Upgrade the Radiological Data Management System (RDMS).
13. Incorporate the results of a recent Industrial Hygienist's assessment to improve industrial gas monitoring capabilities.
14. Provide a plan for improving the methodology for sampling aggregate materials for offsite release to ensure adequate mixing has occurred and updated environmental LLDs are met.
15. Perform extensive radiological surveys in areas outside of the RCA and inside the Restricted Area to ensure radioactive material is limited to the RCA.
16. Incorporate recommendations from the LLRW Reduction Committee to provide continual emphasis on radwaste reduction. ..

OPERATIONS MANAGER

DETAILED PROGRAM ASSESSMENT OPEN ITEMS:

ID #6--SURVEILLANCE TESTING PROGRAM

1. Complete the Surveillance Testing Validation Program including resolution of discrepancies, and upgrade of the test procedures to meet all testing requirements.
2. Complete evaluation of recommendations from the NUS study dealing with the procedure change process and obtain final approval of SRG and Management.
3. Formally document the duties of the Surveillance Coordinator.
4. Complete actions to address Surveillance Program interface requirements.
5. Develop and implement a formal surveillance evaluation process.
6. Complete development of a searchable procedure database providing global key word searches on procedures.

ID #22--OPERABILITY DETERMINATION/EVALUATION PROGRAM

7. Complete the revision to Administrative Procedure 0.5, Condition Reporting, that will include incorporate the operability assessment process into the condition reporting process.
8. Establish the Shift Supervisor responsible for making operability assessments after SORC approval of Administrative Procedure 0.5.
9. Complete training of Shift Supervisors and Shift Technical Advisors on making appropriate operability assessments in accordance with the NRC Inspection Manual, Part 9900, "OPERABLE/OPERABILITY" (to occur after approval of Procedure 0.5).
10. Delete Procedure 0.27, "OPERABILITY OF SYSTEMS, STRUCTURES AND COMPONENTS", and Procedure 0.27.1, "OPERABILITY EVALUATIONS" once Procedure 0.5 has been implemented.
11. Develop appropriate program performance indicators and standards to monitor the adequacy of operability assessments that are performed under the new process.
12. The Operations Manager will assess and implement in-plant and industry lessons learned into the operability assessment program.

DEPARTMENT ASSESSMENT OPEN ITEMS:

13. Present a plan for the Shift Technical Advisor to become a member of the operating crew.
14. Present a plan for including a procedure group within the Operations Support Group.
15. Review shift crews and equalize on the basis of technical ability, experience and personality.
16. Assess Operations management to obtain a flatter organization and clearer lines of responsibility.
17. Present a plan for team building among Operations management and crews.
18. Provide a plan to enforce two year rotation of Operations Support Group personnel.
19. Present a plan to minimize operator work-arounds from alarms, malfunctioning controllers, etc.
20. Present a plan to blackboard control room alarm panels.
21. Complete work on Operations Top 20 List.

OPERATIONS MANAGER

22. Outline requirements for high standards for communications in the Control Room and simulator.
23. Develop performance indicators that center on improving operator performance.
24. Develop a high degree of plant ownership and accountability for Operations' evolution.
25. Provide a plan to formalize the shift turnover process.
26. Provide a plan to simplify the Clearance Order process.
27. Provide a plan to improve Operations' ownership of procedures.
28. Provide a proposal to outline the Control Room beautification project.

The following items are the result of feedback from other departments:

29. CNS ENGINEERING

- a) Develop a liaison between specific system engineers and operating crews to establish a point of contact for the engineers relative to planned improvements.
- b) Invite system/design engineers to Operations' tailgate sessions to discuss various interface issues that concern both work groups.

30. MAINTENANCE/CHEMISTRY/HEALTH PHYSICS

- a) Provide a plan to cross-train maintenance craft/chemists/HPs and operators on tasks which either group could perform to provide a more versatile work force.
- b) Invite maintenance craft/chemists/HPs to Operations' tailgate sessions to discuss various interface issues that concern both work groups.

31. WORK CONTROL

- a) Provide a plan to establish make-it-happen managers/milestone managers within Operations to work with schedulers to develop detailed work schedules that will allow well planned evolutions to occur.
- b) Provide a plan to place Operations manpower with Scheduling to provide more operational experience with the scheduling organization.
- c) Invite Scheduling personnel to Operations' tailgate sessions to discuss various issues that affect both groups.

PHASE 1 PIP OPEN ITEMS:

LCO TRACKING AND WORK COORDINATION SYSTEM (3.2)

32. Implement a new Graphical User Interface (GUI) program to track LCOs.

ADEQUACY OF SURVEILLANCE PROCEDURE (4.5)

33. Validation of SPs will continue on a system-by-system basis until all 540 procedures are reviewed. This action is expected to be completed by March 15, 1995. (Phase 2)
34. All comments and discrepancies from the Surveillance Procedure Validation Program will be screened for Generic Impact and addressed.

OD/OE PROGRAM (5.2)

35. Continue to track OD/OEs and re-perform the cumulative impact assessment for those that are determined to be open.
36. Provide training to appropriate Engineering and Operations personnel in the first quarter of 1995.

OPERATIONS MANAGER

SURVEILLANCE REVIEW FOR LCOs (8.5)

37. Revise those procedures that are not presently divisionally separated by section into a format of divisional separation by section.

PHASE 1 APPENDIX A OPEN ITEMS:

APPENDIX A ITEM #8

38. CNS Operations is to revise the Limitorque Motor Operated Valve section of the Conduct of Operations procedure, 2.0.1.

WORK CONTROL MANAGER

PROGRAM ASSESSMENT OPEN ITEMS:

ID #9--WORK CONTROL PROGRAM

1. Complete and implement the Work Control Program factoring in the corrective actions outlined in the Program Readiness Assessment. As a minimum, this includes:
 - a) Develop individual flowcharts for program elements.
 - b) Updating desk guides to reflect changes to the original process.
 - c) Design a traffic and information flow control procedure for the Work Control Center.
 - d) Complete and test changes in the Work Item Tracking System.
 - e) Develop performance indicators to provide improved tracking of work backlogs.
 - f) Develop training materials and train personnel in the work control process.

DEPARTMENT ASSESSMENT OPEN ITEMS:

2. Complete development of the Work Control Program improvement plan begun as part of Phase 1 of the PIP and to be concluded in the Phase 2/3 timeframe. The many objectives identified for this upgrade are listed in the Work Control Department Readiness Assessment.
3. Develop a plan to modify the culture of the CNS organization in looking ahead, identifying work, and getting it on the schedule to enhance Maintenance Planning.
4. Provide frequent assessment and evaluation to help the Maintenance Shops adapt from a position of scheduling their own work to one of having to work from a master schedule developed and approved by a new organization.
5. Develop a visible long range schedule for Engineering and provide training on the need for advanced planning to perform the planning, material procurement, procedure development and resource allocation efforts needed to make work packages ready to work.

MAINTENANCE MANAGER

PROGRAM ASSESSMENT OPEN ITEMS:

ID #11--PREDICTIVE MAINTENANCE PROGRAM

1. Complete development of the Predictive Maintenance Program and include interface requirements between the Predictive Maintenance Owner and Engineering, formal transfer of data, and performance monitors.
2. Develop a training program for personnel conducting the Thermography Program.

ID #12--PREVENTATIVE MAINTENANCE PROGRAM

3. Complete development of the Preventative Maintenance Program and include the items identified in the Program Readiness Assessment as follows:
 - a) Interface between OER Program and Maintenance.
 - b) Utilization of risk significant equipment list developed for Maintenance Rule.
 - c) Make permanent improvements to the PM procedures in a timely manner to reduce the resource impact on planning.
 - d) Clarification of what PMs require MWRs.
 - e) Develop performance indicators to enhance resource focusing on needed equipment categories.
 - f) Provide stronger guidance regarding management expectations for acceptable performance levels.
 - g) Revise the PM Program to be consistent with the Maintenance Rule.

ID #13--PROCESS INSTRUMENTATION CALIBRATION PROGRAM

4. Complete revision of Procedure 0.38 and include the issues outlined in the Program Readiness Assessment. These are:
 - a) Simplify the implementation of the Calibration Requirements Data Sheets.
 - b) Provide performance indicators for the program.

DEPARTMENT ASSESSMENT OPEN ITEMS:

5. Complete development of the Maintenance Rule Program.
6. Establish further performance indication to monitor schedule adherence and define work indicators more effectively.
7. Complete staffing vacant positions that are presently being augmented by contract personnel.
8. Complete staffing of five Maintenance Engineering and one supervisory positions to fulfill a commitment to provide a staffed and formalized predictive maintenance program.
9. Complete the post restart assessments on the Predictive and Preventative Maintenance Programs prior to Fall 1995.

The following items were provided by customer feedback:

10. OPERATIONS DEPARTMENT

- a) Prepare a plan to reduce the elapsed time between completion of physical work and the submittal of paperwork to permit PMT by the Mechanical Maintenance group.

MAINTENANCE MANAGER

11. HEALTH PHYSICS DEPARTMENT

- a) Provide a plan to change maintenance worker attitude toward RP requirements. Many maintenance workers do not respond favorably to Health Physics requirements related to radiation protection.
- b) Provide a plan to enforce maintenance workers to maintain an appropriate housekeeping attitude, e.g., some maintenance workers leaving at job completion and expect others to clean-up, leaving tools at access control and expecting others to clean-up.
- c) Provide a plan to enforce maintenance workers' cognizance of RWP requirements under which they are working.
- d) Improve maintenance worker "professionalism" when interfacing with HP Technicians.
- e) Interface with Health Physics to determine who is responsible to coordinate the craft on large jobs and maintain consistency on this agreement.
- f) Provide corrective actions to modify the culture that maintenance views the Health Physics function as a hinderance instead of an organization that is there to help.

PHASE 1 APPENDIX A OPEN ITEMS:

APPENDIX A ITEM #8

12. Maintenance is to verify the completion of MOV inspections/refurbishment recommended by Engineering in the evaluations attached to CR94-0807.

CNS ENGINEERING MANAGER

PROGRAM ASSESSMENT OPEN ITEMS:

ID #14--SHIFT TECHNICAL ADVISOR PROGRAM

1. Complete recertification of STAs or decertification of STAs such that no STAs with delinquent training are in the program.
2. Complete transition from the STA Program to the STE Program.

ID #15--CHECK VALVE PROGRAM

3. Complete the Check Valve Program update including the following:
 - a) Establish a computerized database.
 - b) Incorporate the use of non-intrusive testing.

ID #16--EROSION/CORROSION PROGRAM

4. Complete Erosion/Corrosion Program upgrade and include the following:
 - a) Establish a computerized erosion/corrosion data base.
 - b) Incorporate the use of computerized data analysis.
 - c) Update and expand the predictive modeling work on high energy system.
 - d) Establish small bore piping program.
 - e) Establish/formalize all the wall thinning programs.

ID #17--MIC MONITORING AND MITIGATION PROGRAM

5. Complete upgrade of the MIC Monitoring and Mitigation Program as follows:
 - a) Establish a computerized database.
 - b) Incorporate the use of computerized data analysis.

ID #18--WELDING PROGRAM

6. Evaluate the trend of increasing number of CRs generated against the Welding Program and determine the significance.
7. Specify a clear program owner of the Welding Program.

ID #20--APPENDIX J TESTING PROGRAM

8. Complete development of a formal testing basis document to provide a single source reference for the basis of testing on the primary containment and its components.
9. Complete development of a formal Program document to include:
 - a) The Program Charter, Mission Statement, the description of the program, procedures and methods.
 - b) Historical data, exemptions, positions on issues such as reverse direction testing, post maintenance testing, acceptance of ASME Sect. XI hydros and pneumatic tests on lieu of Appendix J tests, etc.
10. Revise controlling procedures 6.3.1.1 and 6.3.1.3

ID #23--SYSTEM ENGINEERING PROGRAM

11. Complete the plan for the long term post-restart System Engineering Program upgrade and include as a minimum, the following issues:
 - a) The EPPI update.
 - b) Engineering training upgrade.
 - c) Implement system/program health report cards.
 - d) Clarify expectations for system walkdowns.
 - e) Prioritization of system engineer activities.

CNS ENGINEERING MANAGER

- f) Documentation and clarification of division of Nuclear Engineering Departments.
- g) Clear expectations for engineering authority.
- h) Document clear lines of communication between System Engineering and Maintenance.
- i) Complete engineering cognizance of Design Basis.
- j) Root cause analysis proficiency.
- k) Supervisory skills and management developmental activities.
- l) Reduce backlogs to an acceptable level.

ID #24--IN-SERVICE INSPECTION

- 12. Implement the administrative procedures and any revisions to provide prescriptive process control over the preparation, review and approval of the ISI Program.
- 13. Revise the current ISI Program before the next refueling outage.
- 14. Complete final implementation of the recommendations resulting from the management team identifying ISI problems during the refueling outage when the examinations and tests required to complete the current interval are performed.
- 15. Report to the NRC, the results of these examinations, and any revisions to relief requests due the access limitations within three months after completion of the outage.
- 16. Complete the program plan for the next ten-year inspection interval to be submitted to the NRC for review and approval six months prior to the end of the current interval.
- 17. Determine ASME Section XI training requirements and specify levels of participation on appropriate industry committees.

ID #25--IN-SERVICE TESTING PROGRAM

- 18. Implement the following corrective actions to closeout the current ten-year testing interval:
 - a) Complete the IST Basis document.
 - b) Upgrade the existing test procedures to reference IST Program.
 - c) Upgrade existing relief requests and technical justifications to adapt GL-89-04.
 - e) Include additional components and test requirements.
- 19. Submit the revised program to the NRC after startup.
- 20. Complete IST Program for the next ten year interval.
- 21. Submit the IST Program for the next ten year interval to NRC six months prior to end of current interval.
- 22. Complete the procedures revised to the requirements of the new Code and have them ready for implementation once the outage is over.
- 23. Determine and document training on the updated code requirements for system, maintenance and operations engineers.

DEPARTMENT ASSESSMENT OPEN ITEMS:

- 24. Provide a plan including completion dates, for Engineering to improve departmental communication and accountability.

CNS ENGINEERING MANAGER

25. Provide a plan and schedule for professional development of Engineering Department personnel, including higher education and professional licensing.
26. Provide a plan for modifying the engineering and engineering technician progression series to allow for more advancement opportunities over the career life of an individual.
27. Plan and prioritize the post-restart items identified through the system and program readiness reviews required for completion during Phase 2/3 of the PIP Restart Action Plan.
28. Complete development of performance indicators through implementation of the Engineering "performance management" strategy, which allows Engineering to self-assess itself more effectively in the future.
29. Develop a liaison with the Operations Department to provide specific system engineers and operating crews to establish a single point of contact relative to planned improvements.
30. Provide a plan for system engineers to attend operations' tailgate sessions on interface issues that concern both work groups.

The following items are the result of feedback from other departments:

31. OPERATIONS

- a) Provide a plan to streamline SOAC reviews,
- b) Provide a plan for making operability determinations timely,
- c) Provide a plan for becoming more familiar with how the Operations Department functions from an organizational standpoint.

32. MAINTENANCE

- a) Provide a plan to improve the timeliness of Root Cause Evaluations,
- b) Provide a plan to improve the timeliness of procedure reviews,
- c) Provide a plan to establish generic maintenance procedures.

PHASE 1 APPENDIX B OPEN ITEMS:

APPENDIX B ITEM #1

33. Continue the evaluation of EWR 94-194 after the plant returns to power.

APPENDIX B ITEM #2

34. The periodic maintenance program is addressing the generic requirements for the flushing of SW instrument sensing lines.

APPENDIX B ITEM #4

35. Continue leakage monitoring per the ECCS Leakage Program initiated by DC 94-250.

APPENDIX B ITEM #13

36. Evaluate the GEMAC controllers for age related concerns and revision of procedures or PMs to incorporate visual inspections for component discoloration or degradation.

CNS ENGINEERING MANAGER

APPENDIX B ITEM #15

37. Develop an augmented volumetric inspection program on safety-related portions of the REC system to be implemented in the 1995 Refueling Outage.
38. Evaluate the need for a sampling program on the TEC and non-critical portions of REC to identify cracked welds.

APPENDIX B ITEM #15

39. Approval of EWR, Demineralized Water makeup monitoring.
40. Evaluate the DG jacket cooling water chemical analysis programs against other owners group programs.

APPENDIX B ITEM #20

41. UT inspections will be performed during the 1995 Refueling Outage and periodically thereafter. If required, piping will be added to the E/C Program.

SITE SERVICES MANAGER

PROGRAM ASSESSMENT OPEN ITEMS:

ID #30--INDUSTRIAL SAFETY PROGRAM

1. In light of the assessment that the Industrial Safety Program is "marginally adequate", revise the program to bring it up to the nuclear industry standards. Include elements and corrective actions which are bought into by senior management. This should include as a minimum: a) Plan for an evolutionary change in the culture at CNS; b) plan to heighten employee, supervisor and manager awareness to safety; c) current procedures and practices in compliance with OSHA regulations.
2. Complete employee Industrial Safety Training.

DEPARTMENT ASSESSMENT OPEN ITEMS:

3. Develop plans in computer applications to improve the work process and upgrade the CNS computer network infrastructure.
4. Develop a dictionary for standardization of nomenclature for EDF/ESPL/ESPI input.
5. NED to include an action plan for configuration control in the DC process to correct a condition of lack of coordination between engineers on storage of like parts for different systems.
6. Revise procurement procedures to require approval prior to materials and/or services being provided.
7. Provide a plan to require the DC Engineer to evaluate and justify potential inventory caused by procurement of excessive DC material.

PHASE 1 PIP OPEN ITEMS:

INDUSTRIAL SAFETY ISSUES (9.4)

8. Industrial Safety Training will be provided to the general employee population and will be completed by March 30, 1995.

NUCLEAR TRAINING MANAGER

PROGRAM ASSESSMENT OPEN ITEMS:

ID #44--ENGINEERING SUPPORT PERSONNEL TRAINING PROGRAM

1. Complete upgrades to the Engineering Support Personnel Training Program in preparation for INPO accreditation.
2. Develop a plan to provide Systems Training to engineers.

PHASE 1 APPENDIX A OPEN ITEMS:

APPENDIX A ITEM #8

3. Training is to provide training to System Engineers on the implementation of the Engineering Evaluation procedure and to Operations personnel on the changes in OP 2.0.1

ENGINEERING SUPPORT MANAGER

PROGRAM ASSESSMENT OPEN ITEMS:

ID #45--SHELF LIFE PROGRAM

1. Complete development of an Engineering Directive or procedure to tie together the functions of various departments involved in the Shelf Life Program.

ID #46--COMMERCIAL GRADE DEDICATION

2. Update the procedures to assign the Procurement Engineering Supervisor the responsibilities of the EPD Supervisor.

ID #47--CNS VENDOR MANUAL PROGRAM

3. Develop a plan to pursue management's buy-in to elevate the priority of the VMCF reviews by other involved groups to allow final approval of the backlogged VMCFs.

DETAILED PROGRAM ASSESSMENT OPEN ITEMS:

ID #48--FIRE PROTECTION-APPENDIX A/R PROGRAM

4. Complete and implement revision of Procedure 0.23 and include as a minimum, the fire brigade training and drill responsibilities and address the fire protection responsibilities of other departments.
5. Complete fire barrier documentation project.
6. Complete revision of the Fire Hazards Analysis.
7. Complete establishment and staffing of the fire protection organization.
8. Complete third party validation of the Safe Shutdown Analysis.
9. Revision and implementation of the remaining Fire Protection Program implementing procedures.
10. Submittal of the license change for the fire protection standard license condition described in Generic Letter 88-12.
11. Evaluate fire protection equipment aging issues.
12. Complete emergency lighting long term corrective actions.

ID #49--CONFIGURATION MANAGEMENT PROGRAM

13. Complete evaluation of CFM related programs and procedures to assess the current CFM process and users of CFM information and determine what changes can be made to facilitate the program.
 - a) Identify specific users of CFM information.
 - b) Determine if there is a more efficient and cost-effective manner of accomplishing configuration management.
 - c) Determine if procedures need to be developed to provide a detailed description and further guidance on how the various CFM related programs are integrated and implemented to accomplish configuration management.
14. Identify and resolve CFM performance issues resulting from the ongoing DCD verification and validation program.
15. Complete the as-built effort described in CR 94-309 and identify any further corrective actions including additional as-built walkdowns.
16. Evaluate CFM performance indicators and identify indicators that provide appropriate monitoring and trending of CFM performance.

ENGINEERING SUPPORT MANAGER

DEPARTMENT ASSESSMENT OPEN ITEMS:

17. Reduce the backlog of vendor manual updates (approximately 600), Nuclear Plant Reliability Data System (NPRDS) Reports, Technical Receipt Inspections and Purchase Requisition Reviews to an acceptable number.
18. Develop the scope for the 1995 outage.
19. Complete development of the "Sixty Day" Plan that includes the items listed in the assessment.

The following items are the result of feedback from other departments:

20. OPERATIONS/MAINTENANCE

- a) Improve support of Operations and Maintenance by developing a plan to provide "One Stop Shopping."
- b) Provide a plan to identify concerns and resolve them before they become operational or regulatory concerns.
- c) Develop the capability to work side-by-side with Operations to achieve the common goal of safe, reliable and economical plant operations.

21. CNS ENGINEERING

- a) Develop and implement the Engineering Work Plan to reorganize Engineering, develop the tools to plan and schedule work, improve communications, improve the work initiation process and refocus Engineering in line with Station Management.

PHASE 1 PIP OPEN ITEMS:

VENDOR MANUALS (4.2)

22. The criteria to determine if a Vendor Manual PM recommendation or a change to a vendor manual should be implemented will be reassessed for continued use after startup.
23. Realign resources and complete processing of backlogged Vendor Manual changes using existing procedures.
24. Implement monthly tracking and reporting of performance indicators.
25. Resolve non-startup discrepancies listed in Section 4, Tab D of the Closure for Action Plan ID 4.2.
26. Implement changes to program procedures to enhance the understanding of individual responsibilities, streamline and coordinate processes and department interface, and establish guidance for categorizing/prioritizing vendor information.

DBD RESOLUTIONS (4.4)

27. The revised PTMs (and 10CFR50.59 evaluations) will be reviewed by SORC at a future SORC Meeting thereby providing an opportunity for the 10CFR50.59 Review Group to receive SORC expectations.
28. The 10CFR50.59 Review Group will determine what qualifications are necessary for personnel performing 10CFR50.59 screens and/or evaluations, what personnel (or population) should be qualified to perform screens and/or evaluations and provide formal, multiple day training on "How to write safety evaluations" per NSAC 125.

ENGINEERING SUPPORT MANAGER

29. The accelerated DCD workscope is scheduled to be completed by December 1995.
30. The 10CFR50.59 Review Group will continue until at least May 1995 or longer if necessary.

VESSEL THERMAL TRANSIENT ISSUE (7.3)

31. The fatigue program is to be overhauled in 1995.

PHASE 1 APPENDIX A OPEN ITEMS:

APPENDIX A ITEM #16

32. The Drawing Change Notices (DCN) for non-essential P&IDs will be accomplished after start-up.

PHASE 1 APPENDIX B OPEN ITEMS:

APPENDIX B ITEM #3

33. Remaining open items will be worked after plant startup. The Type 2 and 4 items are tracked in a database managed by the Configuration Management Department

NUCLEAR ENGINEERING MANAGER

PROGRAM ASSESSMENT OPEN ITEMS:

ID #56--ELECTRICAL PROTECTIVE RELAY SETPOINTS PROGRAM

1. Complete the development of the relay setpoint log that will allow more information and more user friendly information to be put on a setting sheet for use by CNS Electricians and allow leave alone room allowable ranges when calibrating relays.

ID #59--DESIGN CHANGE PROGRAM

2. Complete the re-engineering the entire design change process to eliminate some of the complexities in the current process which have contributed to past problems.

ID #61--TEMPORARY SHIELDING PROGRAM

3. Develop a plan to improve the efficiency of the Temporary Shielding Program by streamlining the process for reusing existing evaluations.

ID #62--SEISMIC QUALIFICATION OF EQUIPMENT PROGRAM

4. Complete the minor support upgrades to Fire Protection piping during the next refueling outage to ensure that current analytical requirements are met.
5. Adopt the reduced requirements for its seismic IPEEE process which will be implemented during the next refueling outage.
6. Determine whether to adopt the OBE exceedance issue that could eliminate an unnecessary plant shutdown if the licensing basis OBE is exceeded.
7. Complete the A-46 (SQUG) and IPEEE seismic reviews during the 1995 Refueling Outage.
8. Development and implement a new procedure for controlling the placement of permanent equipment in the plant when a Design Change is not required.

DEPARTMENT ASSESSMENT OPEN ITEMS:

9. Provide a plan to document and communicate NED goals consistent with CNS.
10. Develop and implement a self-assessment program.
11. Determine and implement meaningful performance indicators that will identify unacceptable performance and adverse performance trends.
12. Benchmark NED performance with upper quartile NED organizations in the nuclear power industry.
13. Complete re-engineering studies of the Design Change process.
14. Complete evaluation of cost reduction measures.
15. Present a plan to increase the use of industry operating experience (lessons learned) in solving and preventing CNS operational problems.
16. Develop a report card feedback system so that NED can be more responsive to customer needs.

The following items are the result of feedback from other departments:

17. OPERATIONS

- a) Provide a way to find the right person to contact concerning a given problem.

NUCLEAR ENGINEERING MANAGER

18. MAINTENANCE
 - a) Provide back shift coverage for maintenance jobs as well as design changes.
19. ENGINEERING SUPPORT
 - a) Improve response time during off hours and improve communications.
20. CNS ENGINEERING
 - a) Need a more simplified design change process and improve the ability to find the right person to contact.

PHASE 1 PIP OPEN ITEMS:

CONFIGURATION CHANGES (4.3)

21. NED will review the revised processes and assess their effectiveness by June 30, 1995.

PHASE 1 APPENDIX B OPEN ITEMS:

APPENDIX B ITEM #8

22. Perform an evaluation of the HPCI and RCIC pump discharge pressure switch configurations and setpoints and, if practical, implement changes to eliminate occasional unnecessary cycling of the minimum flow control valves.

PROJECTS MANAGER

DETAILED PROGRAM ASSESSMENT OPEN ITEMS:

ID #64--MOV PROGRAM

1. Complete development of a MOV Task Force chaired by the MOV Program Manager, that represents all organizations responsible for the design, operation and maintenance of MOVs.
 - a) Provide periodic MOV Task Force meetings to determine resource requirements.
 - b) Determine long term direction of MOV Program improvement efforts including the transition of MOV Program responsibilities to CNS.
2. Implement an effective MOV Tracking and Trending Program that addresses the items identified by QA Audit 94-26.
3. Determine and evaluate other performance indicators that are useful in measuring MOV Program performance.
4. Visit other plants that will achieve GL 89-10 closeout prior to CNS and apply lessons learned at CNS.
5. Develop a specific plan for preparing a closure package following completion of the planned RE 16 MOV testing.

PHASE 1 APPENDIX A OPEN ITEMS:

APPENDIX A ITEM #7

6. CS-MOV-M05A/M05B will be monitored by the MOV Tracking and Trending Program and will receive periodic diagnostic verifications to confirm functionality.

APPENDIX A ITEM #8

7. The MOV Program Project is to develop an MOV Overthrust Evaluation procedure.

LICENSING MANAGER

DEPARTMENT ASSESSMENT OPEN ITEMS:

1. Complete the Licensing Department Action Plans.
2. Perform a reassessment of the Licensing Department to evaluate the effect of the department improvements.
3. Determine the feasibility of conversion to the Improved Standard Technical Specifications and if approved, select the contractor best suited to perform the pilot review.

PHASE 1 PIP OPEN ITEMS:

LICENSING SUBMITTALS (9.5)

4. A further procedure on commitment management, including a commitment change process, will be developed.

NUCLEAR SAFETY SUPPORT MANAGER

DEPARTMENT ASSESSMENT OPEN ITEMS:

1. Effect planned improvements as identified by the NUS independent assessment of the current procedure change program. Include as a minimum:
 - a) Establish department ownership of procedures.
 - b) Reduce the excessive number of controlled procedures in the field.
 - c) Utilize computer software (ProNet) to facilitate electronic review, approval, and distribution of procedures.
 - d) Implement an improved procedure verification and validation process.
 - e) Provide additional training for procedure use and adherence (GET) training, procedure writer training, and qualified writer training.
 - f) Pursue a Qualified Reviewer Program.
 - h) Complete the creation of procedural hierarchy.
2. Complete the formation of a Procedure Steering Committee to further enhance inter-departmental communications and to provide departmental input on the process restructuring task of the Procedure Change Program.

PHASE 1 PIP OPEN ITEMS:

PROCEDURE HIERARCHY (8.1)

3. Additional follow-up Tailgate Training will be conducted for NED personnel to ensure appropriate responsibilities have been communicated beyond site boundaries. This will be completed in February 1995.
4. A Task Authorization has been submitted to obtain contractual assistance to validate the listing of controlling procedures and to consolidate them into one set of documents. Development of this single set of upper tier documents is to be completed by July 1995. In the longer term a second tier of program control procedures and a third tier of implementing procedures will be developed.

EMERGENCY PREPAREDNESS MANAGER

DEPARTMENT ASSESSMENT OPEN ITEMS:

1. Upgrade the Emergency Preparedness plans and procedures consistent with today's standards.
2. Develop a formal checklist or qual card for ERO members as recognized by industry "best practice."
3. Develop a formal drill and exercise manual.
4. Complete the development of the self-assessment desk guide for EP.
5. Complete the Vision Statement that outlines the fundamental attributes of the EP Program.
6. Determine the performance indicators that will provide a mechanism to gauge our performance against the industry average.
7. Finalize the long term improvement plans that outline the actions necessary to drive the CNS Emergency Preparedness Program to "World Class" standards in the EP area.
8. Complete the self-assessment plan determined to be the key element of the EP improvement focus for the future.
9. The following actions are proposed to collect customer feedback:
 - a) Utilize a drill participant feedback form for use during the critique,
 - b) Verify adequacy of training as part of the EP self-assessment program,
 - c) Usage of a feedback process during daily activities.

PHASE 1 PIP OPEN ITEMS:

EPZ DOSE ASSESSMENT MODEL (8.4)

10. It was determined that ADAM does not perform "permanent" radionuclide deposition. An evaluation is to be performed to determine whether or not this function warrants the expenditure required to make the software perform this function.
11. NPPD intends to revisit CNS-DOSE software to formally and methodically incorporate all aspects of EPA-400. This includes the determination of a standard source term mix, and individual isotopic treatment and decay. Documentation of this process will yield a more credible and defensible dose projection tool. It is anticipated that this will start in early 1995.

SECURITY SUPERVISOR

DEPARTMENT ASSESSMENT OPEN ITEMS:

1. Complete range upgrade to include a training mock-up used for force-on-force paint gun activities.
2. Complete plans for Security crew drills coordinating with operations simulator scenarios.
3. Complete final installation of a Vehicle Barrier System that meets the new requirements of 10 CFR 73.55.
4. Complete the computer, MUX, and auxiliary equipment upgrade program.
5. The following feedback has been provided:
 - a) Improve the visitor processing system, and
 - b) Improve the processing time of initial badging.