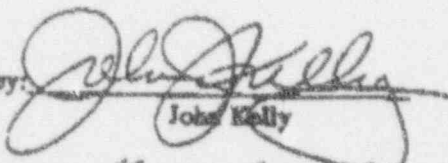

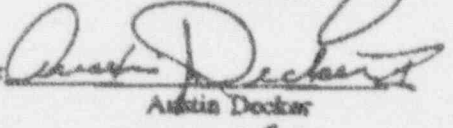



JUNE 1992  
ASSESSMENT  
OF THE  
FITZPATRICK RESULTS IMPROVEMENT PROGRAM

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## L EXECUTIVE SUMMARY

### Background

The purpose of this report is to assess the progress and effectiveness of the action plans in resolving the issues identified in the Fitzpatrick Results Improvement Program (RIP). This report also sets forth the methodology that was used to assess the RIP.

In June 1992, during a two-week period, a New York Power Authority Assessment Team conducted 204 interviews, reviewed 292 documents, collected 100 surveys, observed various field activities and reviewed RIP closure documentation. A significant portion of the team's effort centered on developing the approach necessary to perform an effectiveness evaluation which met the intent of the James A. FitzPatrick Nuclear Power Plant's (JAF) Administrative Procedure 1.15 which states:

"Semi-annual assessments shall be performed to ensure [RIP] effectiveness and to ensure communication and cooperation exist. These assessments shall be the responsibility of the Nuclear Leadership Team (NLT). A senior level manager shall be assigned responsibility for execution of the assessments."

### Overall Evaluation

The RIP Assessment Team has observed that the RIP is a well-conceived program that has been, and will continue to be, an extremely useful tool for identifying and resolving issues that will, over time, help improve the overall performance of JAF. The methodology used to develop the RIP Program fostered significant cooperation among site departments as well as divisions in the corporate office, and this teamwork is an important and solidifying element of the success of the RIP Program.

However, the team strongly recommends that the RIP Program place greater emphasis on issue resolution as opposed to action item completion. Presently, individuals are held accountable only for their assigned action items without sufficient consideration of the actual issue, although the Plant Leadership Team (PLT) in its review of completed action items does evaluate its effect on the issue. By focusing individual staff members on the issues, it should become apparent whether or not the actions are successfully resolving the issues. This recommendation, along with others noted in this report, will serve to improve and enhance the effectiveness of the RIP in achieving its objective.

## Progress on the RIP Issues

All 159 issues were reviewed in this assessment. For these issues, it has been determined that:

- 12 issues are resolved.
- 39 issues are not yet resolved, but appropriate action is being taken to resolve the issues in a timely manner.
- 78 issues have action plans that the team recommends be enhanced to more effectively address the issues.
- 30 issues have appropriate action plans but more timely action is required.

In many cases, issues are being addressed appropriately. In most cases, for the 78 issues, additional actions are recommended to ensure that they will fully resolve the issues. In some cases, actions were not completed on a timely basis because responsibilities for action items were either unclear, or certain prerequisites required for an action item had not yet been completed. In those cases, recommendations are being made to clarify the responsibilities in the action plan.

Conclusions and, when applicable, Recommendations for each of the RIP issues are presented as an appendix to this report.

### Assessment of the RIP: Issue Resolution

As an additional product of this assessment, the RIP assessment team provided input on the overall progress of RIP issue resolution at JAF. While the team concluded that the RIP is resolving problems at the plant, it also found that some enhancements would be beneficial to ensuring the program's effectiveness:

- The focus of activity at JAF is primarily aimed at completion of the action items identified in RIP, rather than on resolution of the issues presented in that report. As a consequence, the team found several issues where the action plan items had been completed or nearly completed, but the issue had not or would not be resolved.
- Program management and communications should be enhanced for RIP items, including (1) assigning responsibilities for issue resolution as well as action items, (2) dividing long-term action items (those not due to be completed for several months or years) into a series of actions that include short-term milestones, and (3) recognizing that certain

issues (such as those involving morale and management oversight) may never be permanently "closed", and should have action items that require periodic review and follow-up on those issues.

- Certain issues should be consolidated to centralize accountability and to enable resolution of the issues in an integrated manner.

With these course corrections and others noted in this report, the RIP program will become more effective in achieving overall performance improvements at JAF.

### Observations and Findings

Several overall observations and findings emerged during the RIP assessment process. These are:

#### Operations and Maintenance

- Action plans specific to departmentally-contained issues appear to be on target and are progressing on schedule. (See Issues O2, O10, IC4, ORG1, BG1-6 and BG8.)
- Training issues, including those internal to other departmental issue lists, are generally progressing satisfactorily. (See Issues T1, T2, T5, T6, T8, T9, M13 and O6.)
- The availability of resources appears to have improved, but more effective utilization of these resources needs more management attention. (See Issues M3, M6, P2 and P3.)
- Certain issues and action plans require more top management integration and coordination rather than relying solely on self-contained departmental plans. (See Issues P2 and IC2.)

#### Engineering

- Nuclear Generation staff noted that the Performance and System Engineering Groups' involvement in day-to-day work activities has improved. The System Engineering Group which periodically reviews system problems and recommends corrective action was noted by the team to be highly effective and has resulted in more detailed DBDs being developed. (See Issues TS1 and TS2.)
- The Operating Experience Group's activities have improved in that the

group has a solid program improvement plan, a resource schedule, and personnel have been hired to address the backlog issue. (See Issue TS4.)

- Several support groups at JAF, such as MEL, Drawing Update and Plant Records Management Groups trend their increasing backlog on a monthly basis and plans to effect a reduction in their backlog are in place. It was noted that all supervisors in the JAF Configuration Management Group are in acting positions. Permanent supervisors should be hired as soon as possible. (See Issues CC6, CC10 and SE8.)
- Design Basis Documents (DBDs) were considered a positive aspect of the Configuration Group. (See Issues SE12 and SE13.)
- Roles and responsibilities for engineering and support groups in the Nuclear Generation Department have not been clearly defined. (See Issue SE1.)
- Outage delays and increased engineering workload have resulted in slippage of many engineering action items. (See Issue TS4.)
- Specific training in engineering for professional development needs to be improved. (See Issues CC5 and SE14.)
- Work planning, scheduling, and prioritization require significant improvement and management attention. (See Issues TS4, CC1, SE4, SE6 and SE7.)

#### Management and Organization

- First-line supervisory training at the plant has been highly effective. (See Issue MO3.)
- Morale at the plant is low, but may be beyond the reach of RIP-type "action plans" and more dependent upon successful plant start-up, reductions in working hours, and greater regulatory/public acceptance. (See Issue MO2.)
- Leadership is not presently perceived as strong but the changes in management are probably too recent to show their effect at this time. More time will be required to determine the effectiveness of the leadership issue actions. (See Issue MO1.)

- Planning and scheduling, both departmental and plant-wide, are in the early stages of development and have not yet resulted in significant improvements. (See Issues MO4, P1 and P2.)
- Communications, particularly from plant middle management to staff, are perceived as weak. (See Issues MO5.)

Each of these issues are detailed in the body of this report.