

SEP 23 1992

Docket No. 50-333

Mr. Harry P. Salmon, Jr.
Resident Manager
New York Power Authority
James A. FitzPatrick Nuclear Power Plant
Post Office Box 41
Lyonsburg, New York 13093

Dear Mr. Salmon:

Subject: NRC/NYPA Public Meeting on September 3, 1992

On September 3, 1992, a public meeting was held between the NRC staff and the New York Power Authority (NYPA) at the FitzPatrick Training Center, Oswego, New York. The purpose of the meeting was to discuss your Results Improvement Program (RIP) self-assessment, our restart readiness inspection plan, and to receive public comments. Enclosure 1 contains the slides used during your presentation, and Enclosure 2 contains your RIP assessment report.

We thank you for your efforts to present the results of your review to us. We are encouraged that your staff took a critical look at your program and made recommendations for improvement. We will continue to monitor your progress during our routine inspection program.

We appreciate your cooperation.

Sincerely,

Curtis J. Cowgill

Curtis J. Cowgill, Chief
Projects Branch 1
Division of Reactor Projects

500600

Enclosures:

1. Presentation Slides
2. FitzPatrick RIP Assessment Report

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SEP 23 1992

New York Power Authority

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cc w/encls:

Supervisor, Town of Scriba

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Director, Power Division, Department of Public Service, State of New York

Public Document Room (PDR)

Local Public Document Room (LPDR)

Nuclear Safety Information Center (NSIC)

State of New York, SLO Designee

cc w/c encls:

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R. Beedle, Executive Vice President - Nuclear

G. Goldstein, Assistant General Counsel

J. Gray, Jr., Director, Nuclear Licensing - BWR

NRC Resident Inspector

bcc w/encls:

Region I Docket Room (with concurrences)

bcc w/o encls:

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B. McCabe, NRR

W. Cook, SRI - FitzPatrick

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9/20/92

RI:DRP

CCowgill

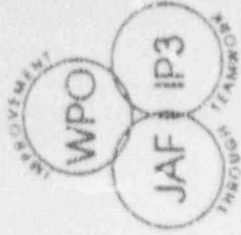
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NRC/NYPA

PUBLIC MEETING

SEPTEMBER 3, 1992



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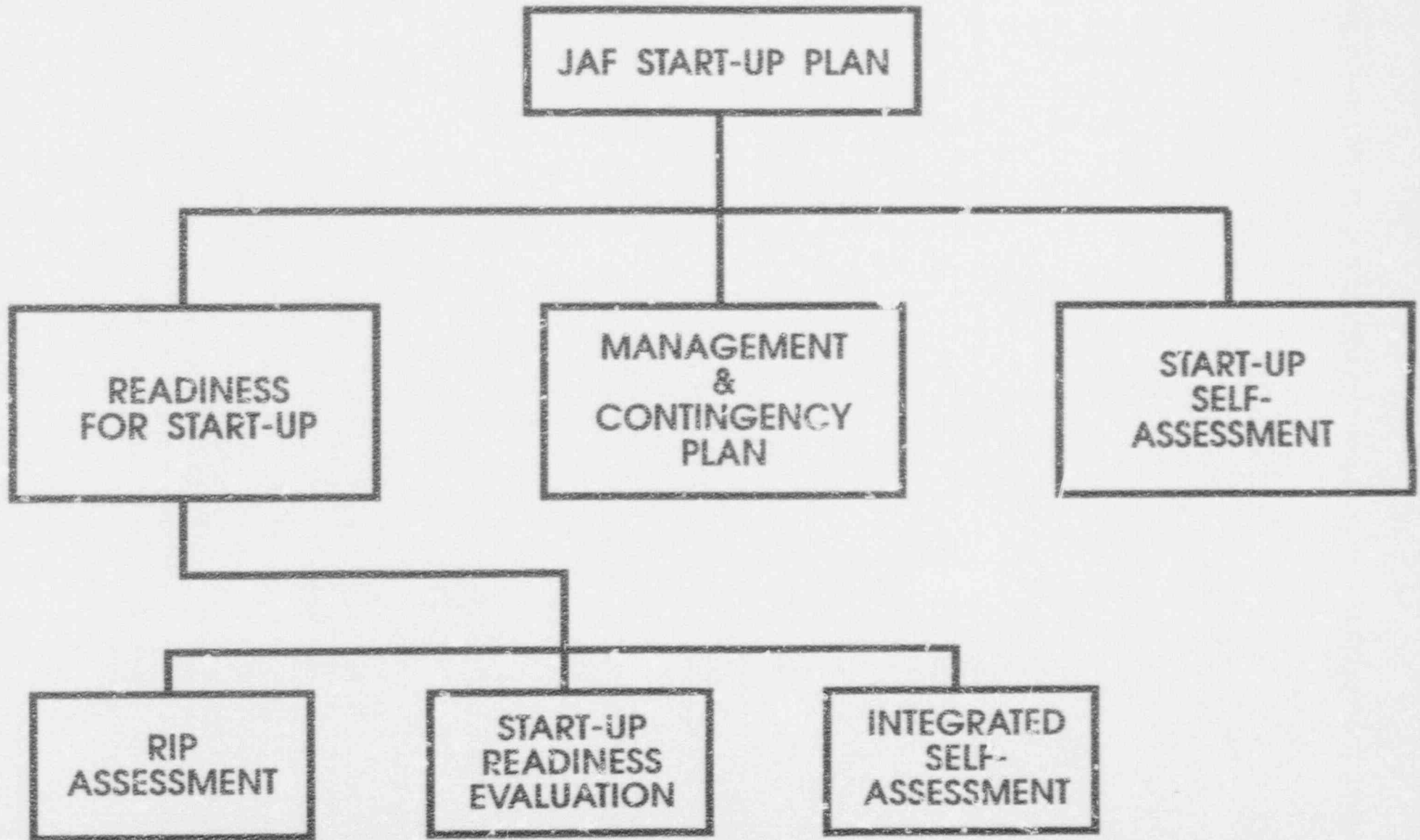
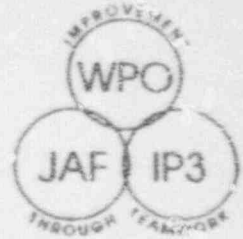


**ASSESSMENT OF THE FITZPATRICK
RESULTS IMPROVEMENT PROGRAM
JUNE 1992**



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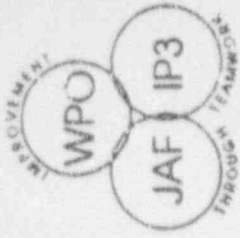
THE PURPOSE OF RIP ASSESSMENT IS TO:

- DETERMINE WHETHER THE ACTIONS TAKEN HAVE RESOLVED ISSUES
- ASSESS TIMELINESS OF ACTIONS IN PROGRESS
- EVALUATE ACTION PLANS FOR EFFECTIVENESS IN RESOLVING ISSUES



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RIP ISSUES AND ACTIONS

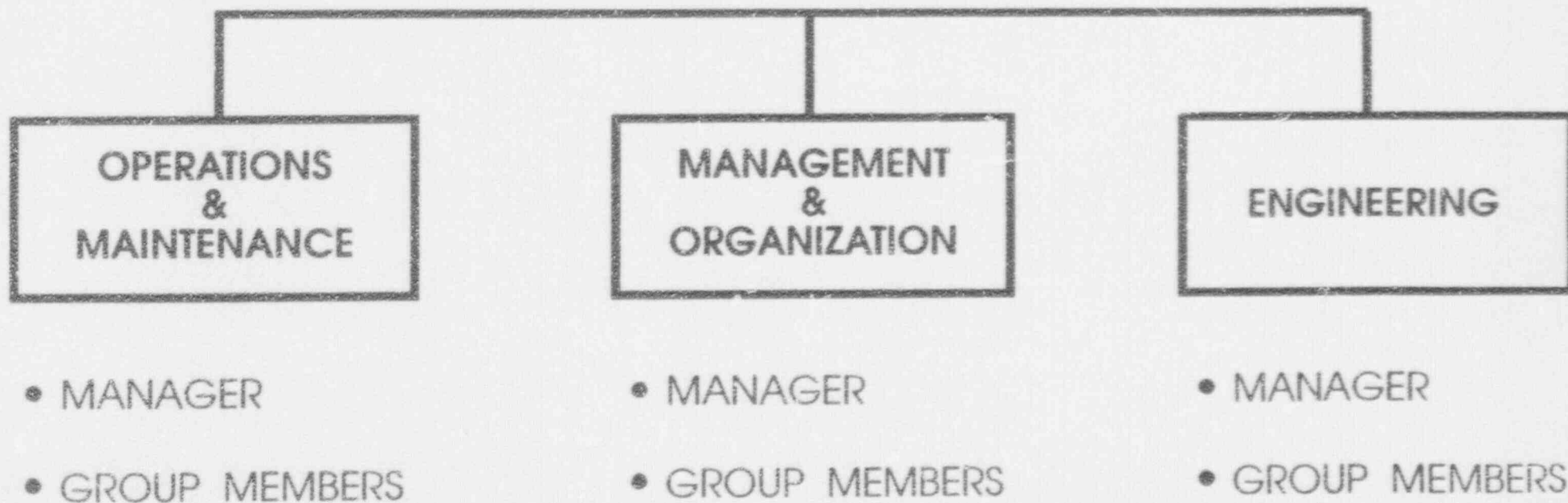
RIP CONSISTS OF:

- 159 ISSUES
- 800 ACTIONS

METHODOLOGY

- STEP ONE:** SELECT AND ORIENT THE RIP ASSESSMENT TEAM
- STEP TWO:** DETERMINE CRITERIA AND APPROACH FOR ASSESSING EACH ISSUE
- STEP THREE:** REVIEW PROGRESS TOWARD RESOLVING ISSUES
- STEP FOUR:** PRESENT FINDINGS TO THE NLT
- STEP FIVE:** DOCUMENT THE RESULTS

RIP ASSESSMENT TEAM
TEAM LEADER
SUPPORT PERSONNEL

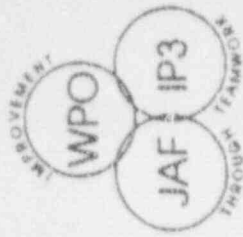


GROUP MEMBERS ARE FROM QA, WPO, AND JAF



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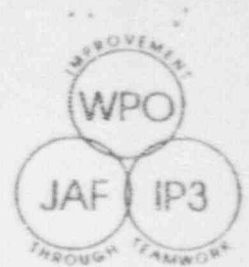
METHODOLOGY

- STEP ONE:** SELECT AND ORIENT THE RIP ASSESSMENT TEAM
- STEP TWO:** DETERMINE CRITERIA AND APPROACH FOR ASSESSING EACH ISSUE
- STEP THREE:** REVIEW PROGRESS TOWARD RESOLVING ISSUES
- STEP FOUR:** PRESENT FINDINGS TO THE NLT
- STEP FIVE:** DOCUMENT THE RESULTS



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RESULTS

All 159 Issues Were Assessed. It Has Been Determined For These Issues 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**

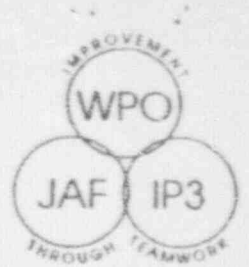
**78 Issues Have Action Plans That The Team Recommended Be
Enhanced to More Effectively Address The Issues**

**30 Issues Have Appropriate Action Plans But More Timely
Completion is Required**



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OVERALL CONCLUSION

- The RIP is a well conceived program that is a useful management tool for identifying and resolving issues that will improve the overall performance of JAF
- The RIP should focus on issue resolution
- Those issues identified as needing more timely action completion should be given more attention
- Those issues identified as needing to be modified or enhanced should consider the specific recommendations contained in the report



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ASSESSMENT OVERVIEW

- MANAGER ASSIGNED TO FOCUS ON EACH ISSUE
- PLANT LEADERSHIP TEAM REVIEWS ISSUES
- CONCENTRATING ON ACTIONS THAT NEED MORE TIMELY EFFORT
- WILL MODIFY OR ENHANCE ITEMS OVER NEXT 6 MONTHS - REVIEW AT NEXT ASSESSMENT



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MANAGEMENT AND ORGANIZATION

- IMPROVED COMMUNICATIONS
- MANAGEMENT AND SUPERVISORY TRAINING
- IMPROVED PLANNING AND SCHEDULING
- PROCEDURES EMPHASIZE STANDARDS AND RESPONSIBILITIES



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OPERATIONS

- STAFFING
- TRAINING
- PROCEDURE IMPROVEMENTS
- COMMUNICATIONS



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MAINTENANCE

- TRAINING
- FACILITIES
- PREVENTIVE MAINTENANCE
- PLANNING



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INSTRUMENT AND CONTROL

- COMMUNICATIONS
- WORK PRACTICES
- SETPOINT PROGRAM
- PREVENTIVE MAINTENANCE



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PLANNING/SCHEDULING

- CENTRALIZED SCHEDULING
- 13 WEEK SCHEDULE
- MODIFICATION PRIORITIZATION
- WORK CONTROL PROCEDURE



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RADIOLOGICAL/ENVIRONMENTAL SERVICES

- "LIVING" PROGRAM FOR SELF IMPROVEMENT
- INDEPENDENT REVIEW
- TANGIBLE RESULTS



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CONFIGURATION MANAGEMENT IMPROVEMENTS

- CONFIGURATION MANAGEMENT PROGRAM STRATEGIC PLAN
- PLANT LABELING PROGRAM
- NUCLEAR INTEGRATED MANAGEMENT INFORMATION TRACKING SYSTEM (NIMITS) DEVELOPMENT
- DESIGN BASIS DOCUMENT DEVELOPMENT



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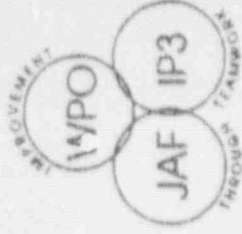
TRAINING RESULTS ASSESSMENT

- RESOURCES
- SIMULATOR
- INTERFACES
- PLANNING AND SCHEDULING
- MONITORING



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SYSTEMS AND PERFORMANCE ENGINEERING RESPONSIVENESS TO PLANT NEEDS

- **IMPROVED COMMUNICATIONS AND MORE EFFECTIVE PLANNING**
- **EXPANDED SHIFT COVERAGE**
- **MORE AGGRESSIVE INVOLVEMENT IN PLANT ACTIVITIES**
- **SYSTEM OWNERSHIP**



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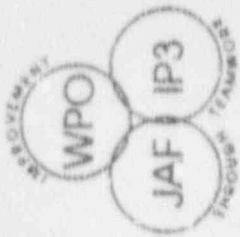
TECHNICAL SERVICES RIP ASSESSMENT INITIATIVES

- SYSTEM ACTION PLANS
- OPERATING EXPERIENCE REVIEWS



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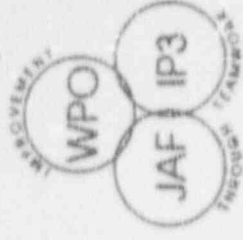
ENGINEERING AND TECHNICAL SUPPORT

- **DEFINE RESPONSIBILITIES**
- **TRAINING**
- **WORK PLANNING AND PRIORITIZATION**
- **INCREASED WORK LOAD**



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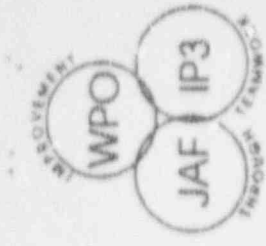
ORG IMPROVEMENTS

- **SCREENING OF DEVIATIONS**
- **TRENDING OF DEVIATIONS**
- **FOLLOW-UP OF DEVIATIONS**
- **DEVIATION EVENT REPORT PROCESS**



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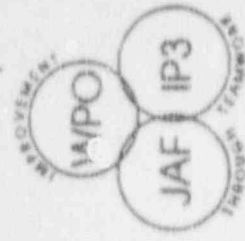
QUALITY ASSURANCE

- **IMPROVED WORK ENVIRONMENT**
- **TRAINING IMPROVEMENTS**
- **RE-ORGANIZATION/INTEGRATION**
- **PROCEDURE REVISIONS**



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SUMMARY

- **COMPREHENSIVE PLAN**
- **SURE IN PROGRESS**
- **START-UP PLAN APPROVED**

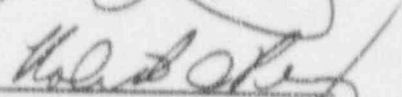
JUNE 1992

ASSESSMENT
OF THE
FITZPATRICK RESULTS IMPROVEMENT PROGRAM

Reviewed by:


John Kelly

Reviewed by:


Robert Penny

Reviewed by:


Arvin Decker

Approved by:

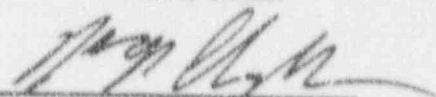

Kenneth Chappie

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Appendix

I. 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.

II. INTRODUCTION/BACKGROUND

During 1991, the New York Power Authority (NYPA) developed the FitzPatrick Results Improvement Program (RIP). NYPA management assembled a team consisting of plant and corporate personnel to determine the major issues involved in the recent decline in the James A. Fitzpatrick Nuclear Power Plant's (JAF's) performance. That team identified "issues", which were defined as "a condition which the team members considered, either through perception or objective evidence, to be an area where improvement was necessary." The team then developed action plans to address those issues.

NYPA recognizes the need to assess the progress of RIP on a regular basis, and to evaluate the appropriateness and effectiveness of the action plans in order to ensure that the issues are being resolved. Accordingly, NYPA established the RIP assessment process to review progress on the issues, on a semi-annual basis.

The RIP Assessment Team reports to the Nuclear Leadership Team (NLT), which consists of key NYPA officers involved in Nuclear Generation.

This report presents the results of the first RIP assessment. Subsequent assessments will be conducted at six month intervals, using the basic methodology outlined in this report as modified by the lessons learned which are detailed later in this report.

III. SCOPE

The scope of this review encompassed all 159 issues identified in the original RIP report. The focus of this project was to determine whether RIP issues were being effectively addressed by their respective action plans and did not include the identification or development of any new issues. The study involved a comprehensive assessment of each of the RIP issues to determine the extent to which that issue had been resolved, including the effectiveness of the action plans in addressing the issue, and, if the issue has not yet been resolved, the progress being made toward resolution. This assessment did not consider whether the issues in the RIP were appropriate issues for JAF.

IV. METHODOLOGY

In order to assess both the progress and effectiveness of the RIP and the action plans encompassed in the RIP, NYPA developed a five-step process for this assessment:

- Step One: Select and Orient the RIP Assessment Team
- Step Two: Determine Criteria and Approach for Assessing each Issue
- Step Three: Conduct Assessment
- Step Four: Present Findings to the Nuclear Leadership Team (NLT)
- Step Five: Document the Results

Each of these steps required the completion of specific tasks on the part of the RIP assessment team.

Step One: Select and Orient the RIP Assessment Team

Ten experienced NYPA personnel and five independent consultants, were selected to participate in the RIP assessment. Team members were selected based on their breadth of experience as well as their reputation for objectivity and recognition of effective NYPA performance. The team was organized into three teams, and team managers were appointed to coordinate the day-to-day activities of each team. The teams were assigned specific functional areas of the RIP to allow improved focus and interchange of items and resources based on expertise and estimated workloads:

- The Operations and Maintenance (O&M) team was assigned those RIP issues in the functional areas of Building and Grounds, Maintenance, Instrumentation and Controls, Operations, Planning, Training, and Operations Review Group.
- The Engineering team was assigned those RIP issues in the functional area of Plant and Corporate Engineering, Configuration Control, and Technical Services.
- The Management and Organization (M&O) team was assigned those RIP issues in the functional area of General Management and Organization as well as Quality Assurance, Human Resources, Materials Control, Emergency Preparedness, Finance, Computer Services, Security, Contract Services, and Radiological and Environmental Services.

The organization of the RIP Assessment Team, and team membership is shown in Table 1. The team consisted of 15 individuals who have in excess of 275 years of nuclear related experience. Two former Senior Reactor Operators, two former NDE qualified inspectors, one former Shift Technical Advisor, and one certified Health Physicist who is a former Radiation Protection Manager were included on the team. The team also included outside experts from VPA Corporation and an independent technical consultant who is also a certified Health Physicist. VPA Corporation has performed similar assessments at a number of nuclear facilities since 1986. The independent consultant has provided health physics, emergency planning, and radiological engineering consulting services to the industry and was a former NRC Regional Inspector with experience in both Region IV and Region I and as Radiological Branch Chief in Region I.

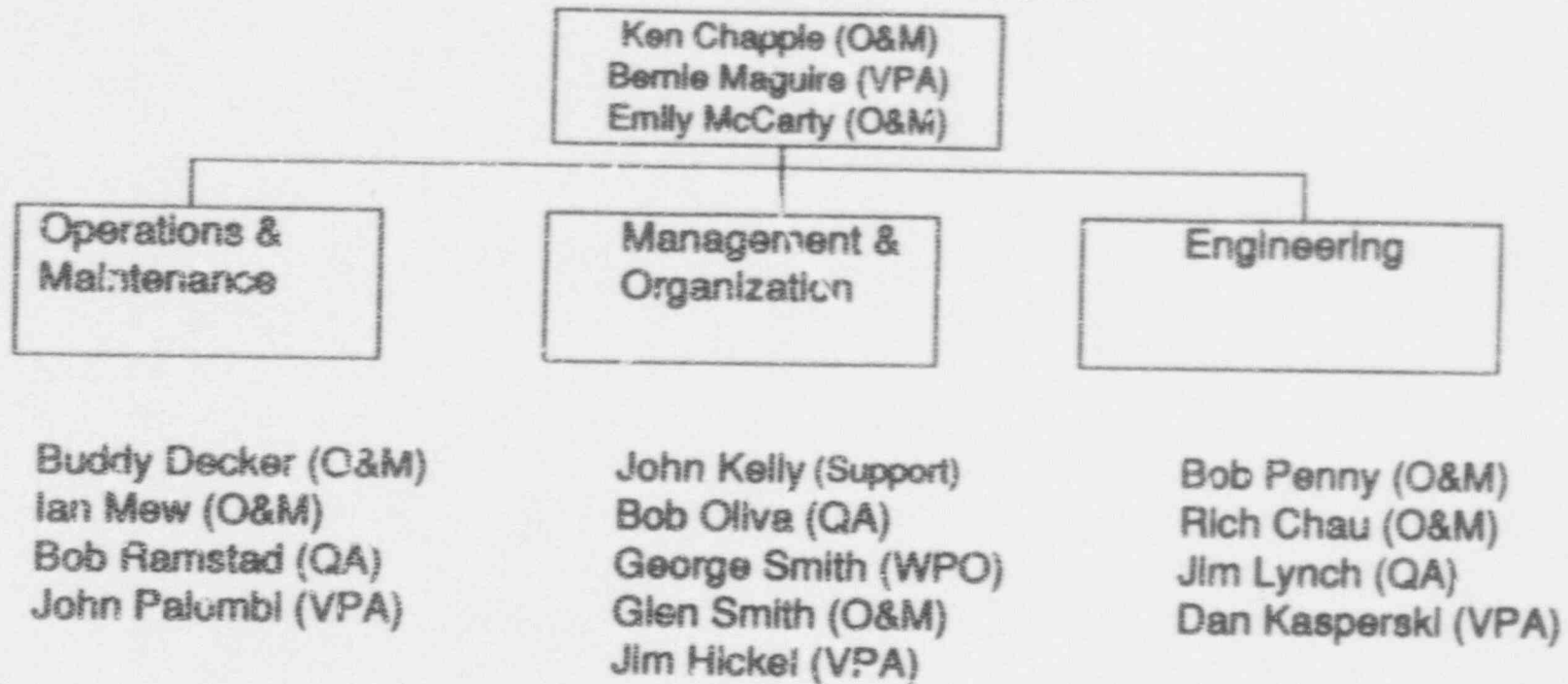
The combined qualifications of the team included work experience in the following areas:

Auditing	Non-Destructive Examination
Chemistry	Operations
Computer Operations	Operations Experience Review
Effluent Monitoring	Outage Management
Emergency Planning	Performance Engineering
Engineering	Planning
Environmental Radiation	Quality Assurance
In Service Inspection	Radiological Controls
Instrument & Control	Reactor Engineering
Inventory Control	Technical Services
Maintenance	Training
Management	Turbine Generator
Materials Control	Warehousing

The team was assembled for orientation and preliminary work efforts at the White Plains Office (WPO). The team leader provided each team member orientation on the purpose and scope of the RIP assessment and background materials for review and discussion, and arranged logistic needs for the team at both JAF and WPO.

The orientation reaffirmed that assessment efforts would be limited to the RIP itself and only those issues and action plans identified in the RIP.

RIP Assessment Team



Step Two: Determine Criteria and Approach for Assessing Each Issue

The teams members reviewed RIP issues and each group arranged internal assignments of functional areas and issues. Issues were reviewed to further classify them into the following categories:

- Closed issues, which are those issues whose action plan items were reported as completed,
- Near-term issues, which are those issues where the majority of the action items are due to be closed in six months or less,
- Long-term issues, which are those issues where the majority of the action items are due to be closed in more than six months.

The teams were instructed to concentrate their efforts primarily on the closed and near-term issues, performing a cursory assessment of the long-term issues. Long term issues will be thoroughly examined in subsequent semi-annual assessments.

The team conducted a performance-based review, rather than a compliance audit. This theme was reiterated during the development of the approach to retain a focus on the desired result, an effectiveness evaluation. During this step, each team developed and documented a specific approach toward analyzing each issue assigned. The approaches varied among the team members depending on the types of issues being assessed. The approaches were subjected to peer reviews within each team to improve consistency and to identify opportunities to consolidate field work and minimize the effect on the JAF staff. Where applicable, the approaches considered criteria for resolving the issue in order to provide a framework for assessing the associated action plans. The approaches specified reviews of JAF activities, interviews with JAF and Corporate personnel, document reviews, field observations, survey questions, and other verification methods deemed appropriate by the team leader.

As part of the development of these approaches, the team developed a preliminary integrated interview list at JAF. A survey questionnaire was developed to provide overview information for selected management issues. Forms were also developed to facilitate obtaining and classifying information and data.

Step Three: Review Progress

The conduct of the assessment for each issue was performed on site at JAF and in the Corporate offices from June 15 to 19, 1992. During this step, the approaches developed in Step Two were carried out. When circumstances warranted, team members deviated from the planned approach for a specific issue as necessary to gather sufficient information to make an appropriate assessment. The assessment process sought to answer three specific questions for each issue:

- Has the issue been resolved? (If this is true, the teams need not take any further action on this issue.)
- If the issue has not been resolved, are action plan milestones being met? (A milestone is defined as the end date for each action.)
- Will completion of the RIP action plan resolve the issue? (That is, will it remove the problem underlying the relevant issue and does it meet the schedule requirements of JAF operations.)

If an issue was determined to be unresolved, and the existing action plan would not fully address the issue, the team concluded that the associated RIP action plan needed to be enhanced. Depending on the information obtained during the assessment, general or specific recommendations were provided for such issues.

In the process of conducting this investigation, the RIP Assessment Team conducted 204 interviews, reviewed 292 documents and made several field observations. Daily team meetings and informal peer reviews of preliminary findings further ensured process consistency. During this portion of the assessment, the team leader provided updates to the JAF Resident Manager while team members informally debriefed managers responsible for action plans.

Step Four: Present Findings to the Nuclear Leadership Team (NLT)

Upon completion of field investigation and data collection, each team jointly reviewed their preliminary assessments of assigned issues and prepared a presentation to the NLT. The presentation provided a summary of each team's overall findings and also provided information regarding the number of issues assessed and considered by the team to be:

- 1) resolved,
- 2) effectively pursued through existing action plans,
- 3) in need of an enhanced action plan, or
- 4) effectively addressing the issue but in need of more timely action.

Since this was the first RIP assessment, the team examined its process and presented Lessons Learned, so that the process can be improved and preparation of future review teams can be enhanced.

Step Five: Document the Results

The preparatory and field work conducted by the team was documented in folders prepared for each issue. This backup information will be retained by the team leader and turned over to the next assessment team as part of their orientation.

The results of the RIP assessment are documented in this report. This includes:

- The team's conclusion as to whether the steps taken did or will properly address the issue.
- Recommendations that the team developed for addressing issues.
- An overall RIP effectiveness evaluation.

The complete set of RIP issues with an assessment of progress for each issue and associated recommendations with individual justifications are attached as an Appendix to this report. This is intended to facilitate use of the report by JAF and WPO personnel who may be working on action items associated with these issues.

Field notes of observations, interviews and document reviews as well as the detailed approach are incorporated into separate file folders unique to each issue. These 159 file folders have been retained by the Director, Nuclear Operations, in White Plains. They provide the foundation for subsequent effectiveness evaluations of the RIP.

V. FINDINGS

A) OPERATIONS AND MAINTENANCE (O&M)

As a result of the RIP self-assessment of the O&M issues, four overall trends and observations were evident.

Action plans specific to departmentally-contained issues appear to be on target and progressing on schedule.

The largest portion of action plans, which are resolved or which appear to be both appropriate and on schedule, are those which can be addressed within single departments. These issues include such areas as operations, maintenance, instrument and controls, and building and grounds. For example, Issue O2 regarding improved use of procedures has been closed, with appropriate oversight actions in place to address the issue.

Training issues, including those internal to other departmental issue lists are generally progressing satisfactorily.

Almost all of the issues raised in the Training Department and the training-related issues in operations and maintenance include appropriate action plans and they are being addressed in a timely manner. An example is M13, Management Involvement in Maintenance Training. In this instance, a Training Review Committee has been formed to address this issue. Maintenance management attends training classes to observe the maintenance staff and to provide input to training on its content. Training instructors are scheduled to work periodically in the maintenance department to keep current on field conditions and to help determine where additional training emphasis should be placed.

The availability of resources is much improved, but more effective utilization of these resources needs increased management attention.

Last year when the majority of the PIP issues were being developed, the major concerns voiced by management and staff at JAF dealt with the perceived lack of resources. Questions dealing with the resource issue during the self-assessment generally indicated that sufficient resources are now being made available in almost all areas. Obtaining resources has diminished as an issue, however, utilization of those resources effectively is still a concern. For example Issue M3, Improved Work Package Planning, indicates that planners are being diverted to other tasks and, as a result, the work backlogs for planners are still increasing over time.

Certain issues and action plans require more top management integration and coordination rather than relying solely on self-contained departmental plans.

Some issues have been addressed by affected departments which really must be addressed at a plant-wide or even company-wide basis to achieve effective resolution. The departments attempting to resolve these issues cannot control the prioritization of resources and coordination of activities necessary for issue resolution. One example depicting this finding is P2, Scheduling and Coordination of Routine Activities, which transcends numerous departments and, as such, requires an action plan that encompasses all departments.

Similarly, issue IC2, Planning Deficiencies, requires significant coordination and support of upper management.

B. ENGINEERING

In engineering, several strengths were noted by the RIP review team. The System Engineering Group which periodically reviews system problems and recommends corrective action was noted by the team to be highly effective. The in-depth review conducted by Systems and Performance engineers has resulted in more detailed DBDs being developed. The Operating Experience Group's activity has progressed and has a program plan and resource schedule in place. Several of the support groups at JAF, such as the MEL, Drawing Update and Plant Records Management Groups, have plans in place to decrease their backlog. Lastly, the DBDs were considered a positive aspect of the WPO Configuration Group.

The following areas for improvement were also noted:

Roles and responsibilities for engineering and support groups have not been clearly defined.

This issue appears to be a symptom of a larger issue that exists for the entire Nuclear Generation Department. The roles and responsibilities of other groups, such as Licensing, Chemistry, and Maintenance, should be clearly defined within Nuclear Generation.

Outage delays and increased engineering workload have resulted in the slippage of many engineering action items.

This issue is due in large part to the emergent work in the fire protection program. Many engineers and managers have been in an over-extended management situation for over a year in order to address the emergent issues resulting from the extended outage.

Specific training in engineering (professional development) needs to be improved.

In-house engineering training lacked detail and was not always helpful in the specific work area.

Work planning, scheduling and prioritization were noted as needing improvement and increased management attention.

Most engineers and managers agree on the need for work prioritization, planning, and scheduling. Engineers and managers require an easier method to update schedules (turn around document), determine conflicts, and track work tasks.

C) MANAGEMENT AND ORGANIZATION (M&O)

In management and organization, first line supervisory training was found to be a strength. The training was viewed to be highly effective by 22 of 25 supervisors surveyed for this review. Moreover, the supervisory training program was cited in interviews as a very useful program for JAF managers, and a review of that training program confirmed its effectiveness.

The following areas for improvement were also noted:

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.

A survey of 60 JAF personnel indicated that current morale is low, with little improvement over the past year. On a 1 through 5 effectiveness scale, with 1 being low and 5 being high, morale was ranked at an average of 2.6, essentially no improvement from the 2.5 of the previous year. In interviews, morale appeared to be dependent upon the length of the current outage and the resulting long hours. Morale should improve upon start-up, although this should be confirmed with surveys in follow-up assessments.

Leadership is not presently perceived as strong but the changes in management are probably too recent to determine the effectiveness of the leadership issue actions. More time will be required to determine its effectiveness.

On a supervisory and staff level, the effectiveness of plant and company leadership was perceived at about a "3" on a 1 through 5 scale. Interviews with plant personnel confirmed that leadership receives "mixed" reviews, but that recent leadership changes had not been given sufficient time to demonstrate results.

Planning and scheduling, both departmental and plant-wide, are in the early stages of development and have not yet resulted in significant improvements.

Important management tools (such as integrated planning) are not fully in place to facilitate effective management. Moreover, the perception of department managers varies regarding the quality of planning for the plant. The schedule for developing an integrated plan for NYPA, which would support JAF in its planning and scheduling tasks, may not be timely.

Communications, particularly from plant middle management to staff, are perceived as weak.

The most effective form of communication at JAF is the "grapevine" (worker-to-worker), which is rated relatively highly by surveyed JAF personnel (3.6 on a 1 through 5 effectiveness scale). The least effective form of communication at JAF is plant-management-to-staff, rated at 2.9 on the same scale. The performance review process, a key element of management-to-staff communications, is viewed as not effective by 44 of 60 interviewed JAF employees. Interviews confirm that the communications process is incomplete, with key elements of the RIP and RIP review process not communicated to supervisors and staff.

VII. CONCLUSIONS

A number of overall conclusions have resulted from this assessment. These conclusions fall into the following categories:

- 1) overall findings regarding RIP activities at JAF, and
- 2) lessons learned for the future semi-annual reviews of progress against the RIP issues.

Overall Findings Regarding RIP Activities at JAF

The assessment team members noted a high level of enthusiasm among JAF personnel for achieving the results intended by the RIP. As a result of this enthusiasm, many of the actions have been completed or are being completed in a timely manner. However, certain actions related to central management and control and the administration of RIP can be improved.

Central Management and Control

Currently, RIP assigns responsibility to individuals for specific action plan items, but no single person has responsibility for the issue that the action plan is designed to address. It was noted that the PLT does evaluate the effectiveness of the completed action items in addressing the issue but this should be performed earlier in the process. As a result, although various individuals may successfully complete individual action items, the issue itself may remain unresolved. Therefore, JAF should assign issues to individuals, and those individuals should be responsible to ensure that:

- 1) the action plans are being performed by the assigned individuals, and
- 2) that the action plan will resolve the issue or that appropriate follow-up actions are identified.

RIP issues and action plans should be updated more frequently. Few revisions have been published since the inception of RIP. Revision of the action plans should include changing the wording of issues when the department or responsible individual does not understand the requirement. In addition, JAF management should establish interim goals for long-term actions, and consolidate similar issues (such as planning, training, staffing, and working environment issues) where feasible.

The RIP issues should be tracked, updated, trended and, most important communicated frequently to the plant and corporate staff. Closure of RIP actions and issues should be rigorously reviewed since in the past some RIP actions have been closed with a memo outlining future plans to complete the action.

Administration

There is some uncertainty regarding responsibilities for RIP action items that stems from poor communications. For example, some personnel were under the impression that responsibility has been transferred to another JAF employee, when in fact no such formal transfer took place.

Accordingly, there should be a formal process for accepting responsibility for RIP action items. Responsible individuals should sign a form recognizing that they have the responsibility for a given issue or action, understand the issue or action, and agree with the milestone date(s). Those with long-term actions (due more than six months in the future) should be given periodic reminders of their upcoming due date.

TABULATION OF CONCLUSIONS

	Issue is resolved	Appropriate action is being taken to resolve the issue	Actions should be modified or additional actions needed	More timely action completion should be pursued	TOTAL
Operations and Maintenance					
Building and Grounds (BG)	1	6	1		8
Maintenance (M)	1	3	7	2	13
Operations (O)	1	2	8		11
Ops Review Group (ORG)		2	2		4
Planning (P)			3	2	5
Training (T)		5	2	2	9
Instrument and Control (IC)		1	4	2	7
TOTAL	<u>3</u>	<u>19</u>	<u>27</u>	<u>8</u>	<u>57</u>
Management and Organization					
Computer (C)			1		2
Contract Services (CS)			4	1	4
Emergency Planning (EP)	1	2			3
Finance (F)		2	4	3	9
Human Resources (HR)	2	1			3
Material Control (MC)		1	2	1	4
Management/Organization (MO)		2	7	4	13
Quality Assurance (QA)		2	4		6
Radiological (RES)	2	7	9	3	21
Security/Safety (SS)	4	1	2		7
TOTAL	<u>9</u>	<u>18</u>	<u>33</u>	<u>12</u>	<u>72</u>
Engineering					
Configuration Control (CC)			10	2	12
Technical Services (TS)		2	2		4
Site Engineering (SE)			6	8	14
TOTAL	<u>2</u>	<u>2</u>	<u>18</u>	<u>10</u>	<u>30</u>
TOTAL ALL ISSUES	12	39	78	30	159

VIII. LESSONS LEARNED FOR FUTURE RIP ASSESSMENTS

There were several lessons learned related to the participation and administration of the future semi-annual RIP assessments.

Participation

Due to the intense nature of the current workload at JAF resulting from the outage, there was little participation on the part of JAF personnel in this RIP assessment process. Future reviews should include the active participation of JAF personnel in both data collection and analysis.

In addition, the use of other industry personnel should be considered. This could provide a fresh perspective to activities at JAF and would be valuable in developing new approaches to assessing RIP issues.

Administration

Documentation relevant to the RIP assessment (particularly those files related to closure of RIP action items) should be available for review by team members prior to their arrival at JAF, and additional time should be built into the review schedule to assess that documentation. These assessments are conducted in a relatively short time period in order to minimize disruption of JAF operations. Accordingly, the time spent at the site should be devoted largely to field observations and interviews with employees with the document review done in advance to the fullest extent possible.

All review team members should be located in one centralized area, with word processing and personal computers available or transported. Team members should be pre-badged or trained, on an expedited basis if necessary, for access to JAF. The assessment team should receive the same treatment that an INPO plant assessment team would receive in terms of logistical support. Again, this would help to minimize the disruption to JAF operations and improve the efficiency of the assessment teams.

Lastly, more time should be devoted to the field portion of this assessment. The short duration (one week) field work allowed for data collection but little time for more detailed assessment of the information. As a result, in process feedback to the plant staff was inadequate. This time could be utilized by the team to assimilate and analyze the data, provide more meaningful feedback to the staff and to follow up on additional information required to close out any issues.

PAGE REFERENCE TO RECOMMENDATIONS AND COMMENTS

	<u>PAGE</u>
The RIP Program should place greater emphasis on issue resolution as opposed to action completion	1,2
Responsibilities should be assigned for issue resolution as well as action items	2,19
Long-term action items should be divided into a series of action items that include short-term milestones	2,19
Issues that cannot be permanently closed should have action items that require periodic review and follow-up	3
Certain issues should be consolidated to centralize accountability	3,19
Effective utilization of resources requires management attention	3,14
Certain issues and action plans require more top management integration and coordination	3,15
Permanent supervisors should be hired in configuration management	4
Outage delays and increased engineering workload have resulted in slippage of many engineering action items	4,16
Roles and responsibilities of the Nuclear Generation Department have not been clearly defined	4,16
Specific training in engineering for professional development needs to be improved	4,16
Work planning, scheduling, and prioritization require significant improvement and management attention	4,16

PAGE REFERENCE TO RECOMMENDATIONS AND COMMENTS
(Continued)

	PAGE
Morale at the plant is low, but may be beyond the reach of RIP-type "action plans" and more dependent on successful plant startup, reductions in working hours, and greater regulatory/public acceptance	4,17
Leadership is not presently perceived as strong but the changes in management are probably too recent to effect change at this time. More time will be required to determine its effectiveness	4,17
Planning and scheduling, both departmental and plant-wide, are in the early stage of development and have not yet resulted in significant improvement	5,17
Communications, particularly from plant middle management to staff, are perceived as weak	5,18
RIP issues and action plans should be updated and communicated to plant and corporate staff frequently	19
Specific Recommendations, Justifications and comments for each issue	Appendix
Future RIP Assessments	
Future reviews should include the active participation of JAF and other industry personnel	22
Documentation should be provided to team members in advance of on-site review	22
All review team members should be located in one centralized area with appropriate support	22
Team members should be prebadged or trained on an expedited basis for access to JAF	22
More time should be devoted to the field portion of the assessment	22

APPENDIX

RIP ISSUES

WITH *Recommendations, Justifications, or Comments

MO1-MO6, MO9, MO10, MO12, MO13

O1, O3-O9, O11

TS1, TS4

RES1-RES3, RES5-RES9, RES11-RES14, RES17-RES19, RES21

P1, P2, P4, P5

M1-M3, M5-M8, M10-M12

CS1-CS4

IC1-IC7

MC1-MC3

BG7

T3, T4, T7, T9

C1, C2

CC1-CC4, CC6-CC12

ORG2, ORG3

SS1, SS7

F2, F3, F5-F9

QA1-QA4

SE2, SE5, SE6, SE9, SE11-SE14

RIP ISSUES

WITHOUT *Recommendations, Justifications, or Comments

MO7, MO8, MO11

O2, O10

TS2, TS3

RES4, RES10, RES15, RES16, RES20

P3

M4, M9, M13

MC4

BG1-BG6, BG8

T1, T2, T5, T6, T8

EP1-EP3

CC5

ORG1, ORG4

SS2-SS6

F1, F4

HR1-HR3

QA5, QA6

SE1, SE3, SE4, SE7, SE8, SE10

ISSUE NUMBER: MO1

ISSUE STATEMENT:

Management has not always provided the necessary leadership, therefore some management methods are ineffective in establishing expectations and standards, setting priorities, monitoring performance and promoting positive employee attitudes.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Conduct similar generic question interviews on all future periodic assessments of the FRIP to monitor the trend in perception of this issue. Consider additional Action Plan items to address this issue.

JUSTIFICATION:

Action Plan items are being completed on time but the plant staff does not yet perceive that leadership is effective. This must be monitored over a longer time and after the plant is operating.

ISSUE NUMBER: MO2

ISSUE STATEMENT:

Low morale of plant personnel sometimes manifests itself in poor attitudes and performance.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

Certain action items (such as 2.1.2, Employee Recognition Program) should be accelerated. The due date for action item 2.1.2 was 4/30/92 but the action has not yet been completed.

ISSUE NUMBER: MO3

ISSUE STATEMENT:

Managers and supervisors are knowledgeable in the technical aspects of their jobs, but often lack the basic management skills and training to be effective supervisors.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Clearly define action item MO3.1.3.

JUSTIFICATION:

Those involved in implementing action item MO3.1.3 are not sure what is required.

ISSUE NUMBER: MO4

ISSUE STATEMENT:

Poor planning and prioritization has contributed to a short-term outlook on problem solving and inhibits effective corrective actions.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

The action plan should be changed to (1) break down large and cumbersome action items into smaller component parts (such as 4.1, Integrated Scheduling), and (2) ensure that responsibilities for those action items are clearly communicated and understood.

JUSTIFICATION:

Responsibility for action item 4.1 is misallocated: it is currently assigned to Flaherty, but should be assigned to Sancic, by agreement from both. Progress on integrated planning is stalled because progress depends upon actions taken by others who do not have specific responsibility for meeting these action plan milestones.

RECOMMENDATION:

Integrate and consolidate Issues P2, M2, M3, IC2, T4 and SE6 into one overall issue with a single point of responsibility for their resolution.

JUSTIFICATION:

This overall planning and prioritization issue ties together a number of issues that appear throughout FRIP. Specifically, Issues P2, M2, M3, IC2, T4 and SE6, all deal with planning problems.

The conclusion of the FRIP Assessment Team, for virtually all of these planning-related issues, is that either (1) the relevant action plan requires modification, or (2) more timely action completion should be pursued. Moreover, in many cases the issue is one of communication and coordination, where the work of one department or unit is not effectively integrated into overall operations at JAF.

ISSUE NUMBER: MCS

ISSUE STATEMENT:

Communication between management and the staff and among staff members has not always been effective and inhibits plant performance.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Additional action items should be included, emphasizing project-management-to-staff communications. Communications from middle management to staff (such as performance reviews) should be particularly targeted for additional action and enhancement.

JUSTIFICATION:

Although communications are improving, further improvement is required. The action plan as originally written is nearly completed, yet communications from plant management to staff are rated below average in both survey questions and individual interviews. (Communication for plant management to staff were rated as 2.9 overall, on a scale of 1 through 5 with 1 being ineffective and 5 being highly effective. The rating was slightly lower -- about 2.8 -- for supervisors and staff personnel. Ratings on a 1 through 5 scale are typically in the area of 3.0 to 3.5.)

RECOMMENDATION:

The generic questions on communications, asked during this review, should be repeated in the subsequent semi-annual FRIP reviews. Trends should be analyzed to determine whether the action plan should be further modified.

JUSTIFICATION:

The effectiveness of communications is difficult to measure through a review of internal documentation or individual interviews. Periodic surveys of employees provide the most reliable mechanism for tracking the plant's progress on this issue.

ISSUE NUMBER: MO6

ISSUE STATEMENT:

The physical environment detracts from professionalism and leads to a lack of pride in ownership of the plant.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Reassignment of responsibility for action items should be formally documented.

JUSTIFICATION:

Although the transfer of responsibility for action items has been informally transferred from Converse to Salmon, no formal reassignment has been performed.

RECOMMENDATION:

Identification of HPCI Team Improvements (Action Item 6.5.3, due 5/1/92) should be finalized.

JUSTIFICATION:

Team improvements have not yet been formally accepted.

ISSUE NUMBER: MO7

ISSUE STATEMENT:

Some administrative procedures often inhibit productivity.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: MO8

ISSUE STATEMENT:

Training needs are not always met and management could be more actively involved in the evaluation and development of training programs.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: MO9

ISSUE STATEMENT:

Root cause identification and corrective action programs are not consistently applied when identifying and correcting deficiencies.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations)
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

An action item should be developed to formally identify those personnel who require Root Cause Training and ensure that they receive such training.

JUSTIFICATION:

Currently, personnel receiving Root Cause Training may or may not be actually involved in root cause analysis, and those who are involved in root cause analysis may not have received Root Cause Training.

RECOMMENDATION:

Responsibility for action plan items in this area should be transferred from Bob Baker to Art Zaremba.

JUSTIFICATION:

Art Zaremba is responsible for Root Cause Program in his new assignment.

ISSUE NUMBER: MO10

ISSUE STATEMENT:

The role of corporate personnel in providing oversight of the plant is not defined.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

Action items 10.2.3 (Self-Assessment Program) and 10.2.4 (Self-Assessment Program Training) were due 5/30/92 and progress on these items should be accelerated.

ISSUE NUMBER: MO11

ISSUE STATEMENT:

The role of the corporate office in providing support to the plant is not clearly defined or understood.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: MO12

ISSUE STATEMENT:

The relationship between outside agencies and the Power Authority had become adversarial due to a lack of meeting commitments in a timely manner, lethargy in pursuit of industry improvements and initiatives and a degradation of professionalism.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Formally change action plan responsibilities where appropriate.

JUSTIFICATION:

Although interfaces between management and regulatory groups appear appropriate, responsibility for certain action items should be changed from Converse to Salmon. (Action Items MO12.1, 12.3.6, 12.4.2, 12.4.3, 12.4.8, and 12.4.9.)

RECOMMENDATION:

Change due dates for certain action items.

JUSTIFICATION:

Action items number 12.4.8 (Performance Indicator Review) and 12.4.9 (INPO Interface) have been postponed due to the length of the outage.

ISSUE NUMBER: MC13

ISSUE STATEMENT:

The resources available to operate and maintain the plant are generally adequate but are insufficient to develop and implement new programs and processes and improve existing programs and processes.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

Although resources generally appear to be appropriate for current needs, action items regarding long-term resource planning (such as development of a work control system and five year work plan) should be prepared on a more timely basis. Statements from interviewees indicate that the following action items will not be completed on schedule, due to the fact that certain prerequisites (such as development of the ROME system) will not be completed on a timely basis:

- MO 13.1.2. Work Control System (due 9/30/92)
- MO 13.1.3. Five Year Work Plan (due 9/1/92)

ISSUE NUMBER: C1

ISSUE STATEMENT:

Insufficient crew coordination and oversight resulted in some improper responses to emergency conditions during simulator training and evaluation.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Although this plan is generally on schedule the following actions should be added to the plan to document ongoing activities:

- a) Implement interim "zone of control" training until full staffing is accomplished;
- b) Investigate means of improved off-normal response/communication training for AO's as part of shift crews;
- c) Formalize use of summary memo's documenting crew competency shared experiences by Training;
- d) Document results of closed task O1.2 in the plan or the close out file (PRIP).

JUSTIFICATION:

The actions specified in this plan do not fully address the issue. Additional actions as cited in this recommendation are ongoing and address parts of this issue and should be incorporated into the action plan. Item "c" above can be used to establish the feedback process to educate crews on standards and deficiencies and to provide a vehicle for improvement.

RECOMMENDATION:

Prior to closing this issue reinforce prior actions taken.

JUSTIFICATION:

The make-up of individual crews is being changed as part of the changeover to a six shift rotation, so until each crew has rotated through training again, the coordination drills may be less sharp than evidenced previously.

ISSUE NUMBER: 02

ISSUE STATEMENT:

Improvements are required in the operator's use of procedures.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: 03

ISSUE STATEMENT:

Lack of attention to detail has resulted in several transients, other operational problems and tagging errors.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Develop additional management controls and behavior modification processes including:

- a) Modify WACP 10.1.30 to address timeliness of root cause analysis and critiques and consider redesignating event/trend classifications to conform with 10CFR50, App.8;
- b) Expand ORG/line management analytical methods to include Human Performance Evaluation System (HPEES) or a similar means to assess causes of personnel error;
- c) Extend the due date for the planned Union/Management Cooperative Program to a more realistic date.

JUSTIFICATION:

The actions specified can all be completed without resolving this issue. Management needs better analytical tools to identify and evaluate causes and trends. The plan also needs to provide some means to foster a behavioral change which reinforces the need for attention to detail in all aspects of the job.

ISSUE NUMBER: 04

ISSUE STATEMENT:

Administrative systems used to report and control equipment status are cumbersome and less than adequate when compared to industry standards.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Reopen this issue and add P. Brozenich memo on findings for action 04.1 to the FRIP files.

JUSTIFICATION:

This issue was inappropriately closed when P. Brozenich requested a due date extension. The action taken does not resolve the issue since it was only investigatory, but documenting the findings would close action 04.1.

RECOMMENDATION:

Schedule new action items to develop and issue improved guidance on equipment status controls and conduct necessary training.

JUSTIFICATION:

Action 04.1 only provides some investigation into developing a solution for this issue. Additional work in developing the new ODS034 should be included in the plan, as well as scheduling revision of ODS018 to be compatible with the draft ODS034. Training on the improved method of equipment status control and discussions/feedback from the shifts must be used to insure acceptance and resolution of this issue.

ISSUE NUMBER: 05

ISSUE STATEMENT:

Systems used to label and identify equipment are cumbersome and less than adequate when compared to industry standards.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

Issue statement and action 05.1 should be rewritten to clarify that the prior labelling systems were deemed inadequate and that the action is to complete the new labelling program defined in PSO-60, 2/26/92.

ISSUE NUMBER: 06

ISSUE STATEMENT:

There is no overall training plan developed between operations and training which serves to identify each department's requirements.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Include action item(s) to document the requirements and responsibilities of the training organization and operations management responsibilities for training, including rules for scheduling, prioritization and change management.

JUSTIFICATION:

A site-wide training program document identifying roles, responsibilities and establishing administrative rules does not exist. The current action plan defines activities that will assist in effective coordination of training administration, but accountability and performance cannot be judged without defining the program.

* Note: See T4.

ISSUE NUMBER: 07

ISSUE STATEMENT:

Procedure deficiencies contribute to the occurrence of plant events. Many surveillance tests and operating procedures contain technical and human factor deficiencies.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Expand the action plan to include monitoring and controlling the backlog of procedure revision requests.

JUSTIFICATION:

The backlog has increased from 458 requests to 529 while 146 were completed. Emergent work is exceeding production, partly due to increased use and attention to procedures. A concern exists that operators may reduce their vigilance and make fewer corrections if they become complacent because revisions take too long to be corrected.

RECOMMENDATION:

Provide improved analysis and feedback to Operations management of human error deficiencies reported to determine the real impact of procedure deficiencies.

JUSTIFICATION:

The current analysis of personnel error deficiencies in ORG does not provide deeper analysis (e.g. HPES) of errors classified as 'poor work practices' and 'not following procedures'. Sufficient deficiencies are being tracked and trended to provide an indication to management of the impact of procedure deficiencies if better analysis could be performed on the deficiencies trended.

ISSUE NUMBER: _____ 3 _____

ISSUE STATEMENT:

Operability determination and reporting requirements are sometimes confusing and vague. Frequently additional guidance is required by the operating shifts to ensure that requirements are being met.

CONCLUSION:

- _____ Issue is resolved.
- _____ Appropriate action is being taken to resolve the issue in a timely manner.
- ✓ Actions being taken should be modified or additional actions are needed (see recommendations).
- _____ Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

This action plan provides long term actions but interim actions are warranted so:

- a) improve the safety consciousness of groups supporting operations to reduce continued operability challenges to the shift supervisor, and
- b) revise procedural guidance and training for determining when to conduct or evaluate safety evaluations.

JUSTIFICATION:

Field observations (MOD #1-90-003), interviews and document reviews (Q. surveillance report SR #1-34) indicate a need to bring the decision processes used in engineering and maintenance on safety evaluations for tag-outs to the more conservative level used in Operations. The action plan as stated would not address this area until 12/93.

* Note: Coordinate this with actions to resolve issue MO12.

ISSUE NUMBER: 02

ISSUE STATEMENT:

Communication between management and the staff and among staff members has not always been effective. Additionally, on-shift communication needs to be improved.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Develop and implement plans to improve communications between management and the staff and among staff members.

JUSTIFICATION:

The current action plan does not address the first part of the stated issue. Those actions that have been taken have improved shift communications and shift turnovers.

* Note: See also M05

ISSUE NUMBER: 753

ISSUE STATEMENT:

The Technical Services Department needs to institute initiatives to become more effective in solving day-to-day engineering problems.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: TS4

ISSUE STATEMENT:

The Operating Experience Review program has not been effective in addressing outstanding industry experience review items in a timely manner.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Interim milestones on long-term action items should be set to ensure that satisfactory progress continues to be made in closing the issue.

JUSTIFICATION:

The Operating Experience group is considered to be on schedule in developing a program plan. The group has a resource load schedule. A backlog reduction plan is in place and resources have been applied to the backlog reduction program. Backlog is tracked to management for evaluation.

When Action Items are set beyond 6 months interim milestones will assist management in tracking progress on completion of the Action plan.

ISSUE NUMBER: TS1

ISSUE STATEMENT:

There is a need for Systems Engineering to become more responsive to the needs of the plant.

CONCLUSION:

- _____ Issue is resolved.
- _____ Appropriate action is being taken to resolve the issue in a timely manner.
- _____/_____ Actions being taken should be modified or additional actions are needed (see recommendations).
- _____ Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Reopen closed Action Item TS-1.8.2, and reword Action Item TS-1.8.2 to formalize the intended action in a procedure.

JUSTIFICATION:

Action Item TS-1.8.1 requires the development of long-term action plans, while Action Item TS-1.8.2 requires the maintenance and updating of these action plans on a continuous basis. TS-1.8.2 cannot be closed out until TS-1.8.1 has been closed. Furthermore, the FRIP is not an appropriate place to list continuing actions that cannot be closed, and the requirements of the action items should be documented in a procedure or other suitable document.

RECOMMENDATION:

Add additional Action Items in TS-1.8 to account for the eight additional systems contained in Action Item TS-1.7.

JUSTIFICATION:

Action Item TS-1.7 requires the establishment of a list of ten systems to target for improvement. Action Item TS-1.8 requires the development of long-term plans for only two of these systems as an "interim s. ep." This recommendation would require adding action items to address the remaining eight systems to be contained in Action Item TS-1.7.

ISSUE NUMBER: TS2

ISSUE STATEMENT:

There is a need for Performance Engineering to become more responsive to the needs of the plant.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: 010

ISSUE STATEMENT:

Managers and supervisors require training and experience to further develop supervisory and management skills. Operators need to reaffirm their code of conduct and evaluate the standards of professionalism they hold themselves accountable to.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: 011

ISSUE STATEMENT:

Staffing levels within the Operations department are less than that required to adequately address the scope of work being undertaken.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Modify the plan to provide interim management evaluations of staffing versus needs at least every six months while the long range staffing plan is being implemented.

JUSTIFICATION:

This is a long range issue which is currently proceeding on schedule, but there is a need to continue evaluating the staffing adequacy as work assignments and needs change over time.

* Note: See O7 Procedures Improvement

ISSUE NUMBER: RES1

ISSUE STATEMENT:

Present radiological workers (union and management alike) differ considerably in their knowledge and sensitivity to radiation and proper radiological work practices.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Action Item 1.3 should be modified to reflect changed plans.

JUSTIFICATION:

The "Worker Handbook" called for in Action Item 1.3 will not be prepared, but the "Student Handbook" currently in use is expected to fulfill the need. The action item should be modified to reflect that change.

ISSUE NUMBER: RES2

ISSUE STATEMENT:

Approximately 20% of the technician positions allocated to normal operational radiological protection (non-outage) are staffed by contractor and temporary employees. This problem is magnified during outages when large numbers of contract technicians are required.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

The issue should be modified to state two problems:

- (1) A need for additional supervisor radiological engineering positions, and
- (2) A need for additional contractor technicians to be hired for outages to provide additional surveillance.

JUSTIFICATION:

The action plan as stated does not fully address the issue. The issue should be modified as recommended and noted as closed.

ISSUE NUMBER: RES3

ISSUE STATEMENT:

Prior to 1990, technical training for supervisors has been minimal and sporadic, and, therefore, not supportive of improving professional knowledge.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

Accelerate action items 3.1 (Seminars), 3.2 (Training Matrix), and 3.3 (Program Development).

ISSUE NUMBER: RES4

ISSUE STATEMENT:

Many procedures do not meet the current standards for human factors. Some procedures contain historical data and previous lessons-learned that are more appropriately located in the training program.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: RES5

ISSUE STATEMENT:

The ALARA program can be enhanced to improve efficiency and effectiveness, and the Work Planning process can be enhanced to improve efficiency and effectiveness.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in timely manner
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Consider combination with RES12 and RES13.

JUSTIFICATION:

RES5, RES12, and RES13 all address similar issues related to the ALARA program.

ISSUE NUMBER: RES6

ISSUE STATEMENT:

Senior management's expectation for professionalism is not fully understood by all individuals.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

The ALARA Program is adequately addressed in RES5. Incorporate this issue into RES5.

JUSTIFICATION:

The standards are addressed in MO1 and the ALARA issue in RES5.

ISSUE NUMBER: RES7

ISSUE STATEMENT:

The RES Department is perceived by some as the only organization responsible for the radiation protection program. As a result, radiological protection is not fully integrated into all aspects of plant operations.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a time manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

Revise completion due date for RES7.1 to 3 months after startup. This will still allow inclusion in 1993 performance plans.

ISSUE NUMBER: RESS

ISSUE STATEMENT:

Many people do not believe that poor performers will be held accountable for their actions, consequently, no reason to excel.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Open a new Action Plan Item to monitor the effectiveness of the RIR Program in changing worker performance and perception of the program effectiveness.

JUSTIFICATION:

Issuance of the RIR Program does not necessarily address the issue.

ISSUE NUMBER: PES9

ISSUE STATEMENT:

Physical facilities to properly support RES department technician staff are inadequate. Control of processes (e.g. ALARA, RWP, dosimetry and access control) need to be computerized and/or integrated to improve efficiency and effectiveness.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Reopen Item 9.2 on the integrated access control system and establish a new closure date.

JUSTIFICATION:

The contract issued to close this item was cancelled.

ISSUE NUMBER: RES10

ISSUE STATEMENT:

Due to the increased levels of ^{65}Zn at JAF, some radiological instrumentation used for contamination monitoring may require re-calibration or replacement to ensure accurate detection of radioactive surface contamination. The standards used for beta calibration of portable radiological instruments need to be reviewed and revised as necessary to assure that instruments are calibrated to radiation fields comparable to those encountered in the plant.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: RES11

ISSUE STATEMENT:

Weaknesses in boundary control practices result in the spread of loose surface contamination outside contaminated areas.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Evaluate continuing need for frisking stations in the Turbine Building. (Action Plan Item 11.2)

JUSTIFICATION:

At the time of the assessment the newly installed frisking stations had been removed.

ISSUE NUMBER: RES12

ISSUE STATEMENT:

High collective dose continues to result from plant design and high level sources.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

Continue to monitor effectiveness by tracking appropriate performance indicators identified in RES 15 and other indicators as appropriate.

ISSUE NUMBER: RES13

ISSUE STATEMENT:

High yearly exposures are significantly affected by certain repeat work items that need to be reduced.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Establish a mechanism to track repeat work in radiation areas.

JUSTIFICATION:

Numerous repairs have been performed on the RWCU pump and AOV-68 which are repeat work but not identified as such.

ISSUE NUMBER: RES14

ISSUE STATEMENT:

The existing radiological incident report system can be enhanced to provide a better trending and causal analysis.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

This Issue should be combined with RES8.

JUSTIFICATION:

Both of these issues address the same problem.

ISSUE NUMBER: RES15

ISSUE STATEMENT:

Specific measurable goals need to be established as one method of tracking progress.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: RES16

ISSUE STATEMENT:

Observation of radiological work in progress to assess proper performance and to provide feedback for training needs to be expanded.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: RES17

ISSUE STATEMENT:

Need to provide proper oversight of the upgrade program to ensure that schedule is being met and necessary corrections/adjustments are properly made.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate actions being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Provide more detail in reports of Radiological Upgrade Program reports to the Radiation Safety Committee.

JUSTIFICATION:

Current reports do not include item by item status.

ISSUE NUMBER: RES18

ISSUE STATEMENT:

An independent method is needed to ensure that all issues which could prevent achievement of the primary objective are identified. An independent means of ensuring continued progress toward the objective of this program is needed.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

Review Action Plan Item 18.2 during next assessment.

ISSUE NUMBER: RES19

ISSUE STATEMENT:

Chemical process controls, laboratory facilities, ability to sample reactor water and fuel performance are in need of improvement.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Expedite Action Plan Item 19.3.2 to allow completion by the due date.

JUSTIFICATION:

The action item is currently behind schedule.

RECOMMENDATION:

Change the completion date on RES 19.3.3 to 9 months after plant restart.

JUSTIFICATION:

These resins cannot be evaluated with the plant shut down.

ISSUE NUMBER: RES20

ISSUE STATEMENT:

Radiological effluent monitors are aged and may need improvements before the plant's retirement.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: RES21

ISSUE STATEMENT:

Environmental programs need increased management support.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Modify Action Plan Item RES21.6 to address required inspection of all underground fuel tanks on a 5 year cycle and to also address removal/closure and replacement program. Change completion date to 8/31/93.

JUSTIFICATION:

The next required inspection of underground tanks is 9/93.

ISSUE NUMBER: P1

ISSUE STATEMENT:

Work request priorities do not always follow an objective method to ensure that tasks of the greatest urgency are worked first.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

The Ranking System should be re-defined or simplified to avoid present interpretation problems.

JUSTIFICATION:

The present procedure for ranking is cumbersome.

RECOMMENDATION:

A method of controlling and analyzing work performed outside the priority scheme is required.

JUSTIFICATION:

At present there is no mechanism in place to handle and control work outside the priority system as evidenced by the backlog of work.

RECOMMENDATION:

Further clarification of non-outage and outage prioritization is required.

JUSTIFICATION:

Current methods of prioritization of non-outage and outage work do not use similar criteria creating opportunities for confusion.

RECOMMENDATION:

The policy for selecting or ranking work request should be accepted and enforced.

JUSTIFICATION:

Because of the lack of effective scheduling, personnel do not consistently participate in the ranking system of work request prioritization.

ISSUE NUMBER: P2

ISSUE STATEMENT:

The scheduling and coordination of routine plant activities needs improvement to optimize plant resources and reduce equipment out-of-service time.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Modify action plan to address reducing equipment out-of-service time.

JUSTIFICATION:

The existing action plan does not specifically address resolving equipment out-of-service time which is part of the issue. There is a general lack of coordination between planning and scheduling of work tasks.

RECOMMENDATION:

Apply resources and management commitments necessary to enforce timely identification, trending and resolution of schedule variances.

JUSTIFICATION:

The lack of effective planning and scheduling is recognized by most managers and staff interviewed as one of the major issues facing JAP. Some have suggestions for improvements but most admit they aren't sure why so much confusion and inefficiency exist. Management can and should enforce schedule variance management activities to better identify problems, causes and solutions.

ISSUE NUMBER: P3

ISSUE STATEMENT:

Plant planning, scheduling and work control performance indicators are not tracked or trended to indicate strengths or weaknesses.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: P4

ISSUE STATEMENT:

Procedural guidance for paperwork closeout of completed work requests should be simplified.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATIONS:

A method to measure success or a mechanism to measure effectiveness of the administrative close out is needed.

JUSTIFICATION:

A feedback mechanism is required to determine whether the process for paperwork close out is effective. Some method to capture differences and a method to incorporate improvements or suggestions should be provided.

ISSUE NUMBER: P5

ISSUE STATEMENT:

Modifications should be prioritized to ensure that engineering resources are assigned to tasks of greatest safety and cost benefit to the plant.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

A preliminary procedure provides guidance, but the procedure has not been approved, and 4 of 6 specified actions are overdue.

ISSUE NUMBER: M1

ISSUE STATEMENT:

Maintenance procedures require improvements to ensure that work tasks are consistently performed correctly and are adequately documented.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

191 of 20 safety-related procedures have been revised. Non-safety-related procedures are not being addressed systematically despite a scheduled completion of 12/31/92.

ISSUE NUMBER: M2

ISSUE STATEMENT:

The scheduling of maintenance activities and coordination of support activities need improvement to minimize work delays and to make efficient use of plant resources.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

The scheduling process needs to be reviewed, and action items developed that will improve coordination among departments involved in the performance of work.

JUSTIFICATION:

Current scheduling and coordination of effort depend upon "lobbying" for support. This leads to the abandonment of the scheduling process in the performance of work activities.

ISSUE NUMBER: - M3

ISSUE STATEMENT:

The planning of maintenance work packages requires improvement to minimize delays which are encountered while performing work.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Relieve the experienced planners of collateral duties by assigning these duties to other qualified personnel.

JUSTIFICATION:

Work package planning time is reduced by requiring a planner to deal with warehouse personnel, field inspections, and other collateral duties which may be handled by other qualified personnel.

ISSUE NUMBER: M4

ISSUE STATEMENT:

Some work practices used during maintenance activities are improper.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: MS

ISSUE STATEMENT:

Maintenance Department radiation exposure is too high.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Add quantifiable goals in the area of radiation exposure that can be tracked by maintenance management personnel.

JUSTIFICATION:

Maintenance supervision should have specific targeted goals rather than the indeterminate "too high."

RECOMMENDATION:

Add items already completed which address this issue and were not on the original action plan.

JUSTIFICATION:

Items which help reduce radiation exposure, but had not been in the original action plan, should be continued and should be taken credit for as proactive steps which resolve this issue.

ISSUE NUMBER: M6

ISSUE STATEMENT:

Authorized staffing levels, work force productivity, and experience are being affected due to retirement eligibility, health and allowable radiation exposure.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Implement a hiring practice which would allow for the direct hiring of qualified personnel.

JUSTIFICATION:

The current practice following internal posting procedures leads to delays when immediate expertise is required.

ISSUE NUMBER: M7

ISSUE STATEMENT:

The material condition of certain plant equipment is degraded and needs improvement.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Item should be added to check condition of selected equipment at start-up following the current outage.

JUSTIFICATION:

Improvements cannot be verified until the unit is in service.

RECOMMENDATION:

Review should be conducted at regularly-established intervals to revise the listing of selected equipment.

JUSTIFICATION:

Items designated to be included in this issue would necessarily change as work is completed, or as equipment is noted as needing refurbishing.

ISSUE NUMBER: MB

ISSUE STATEMENT:

Management's monitoring and assessment of maintenance activities need improvement.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Issue statement should be modified to reflect the need for an improved monthly status report.

JUSTIFICATION:

The issue was originally misstated. Maintenance management desires a newly-formatted monthly report which will collect all pertinent data in one place.

ISSUE NUMBER: M9

ISSUE STATEMENT:

Maintenance facilities size, arrangement and location do not promote the effective completion of work.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENT 3:

None

ISSUE NUMBER: M10

ISSUE STATEMENT:

The effectiveness of the Preventive Maintenance Program is not being analyzed and therefore feedback is not being used to make improvements in the program.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

See IC6, related issue.

ISSUE NUMBER: M11

ISSUE STATEMENT:

Managers and supervisors require experience and training to further develop management skills.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

A formal promulgation of upper management's commitment to training should be issued.

JUSTIFICATION:

Maintenance supervisors need to be aware of the commitment of upper management to the development of their managerial and supervisory skills, and this commitment must be formalized.

ISSUE NUMBER: M12

ISSUE STATEMENT:

Improved performance is necessary in meeting departmental commitments.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations)
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

ACTS backlog continues to increase.

ISSUE NUMBER: M13

ISSUE STATEMENT:

Greater management involvement is required in the maintenance training programs.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: M13

ISSUE STATEMENT:

Greater management involvement is required in the maintenance training programs.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: CS1

ISSUE STATEMENT:

There is ineffective communication and enforcement of management expectations and standards regarding craft personnel.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Review the action plan to identify additional items necessary to resolve the issue or re-evaluate at next assessment.

JUSTIFICATION:

Although the action plan as originally written is completely closed, results of the survey indicate the actions have not effectively addressed the issue to date.

ISSUE NUMBER: CS2

ISSUE STATEMENT:

Contract Services personnel receive more radiation exposure performing their work than necessary and are still experiencing skin contaminations and uptakes.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

The Advanced Radiation Worker Training should be considered for expansion so that all radiation workers at the plant are included.

JUSTIFICATION:

The current plan provide this training only to NYPA personnel while more than fifty percent of radiation exposure at JAF is received by contractors.

ISSUE NUMBER: CS3

ISSUE STATEMENT:

Contract Services Department is not staffed to handle emergent maintenance and, therefore, should work to a schedule.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Delay closure until the plant restarts and the 13 week schedule is implemented and its effectiveness in resolving the issue is found to be sufficient.

JUSTIFICATION:

The Action Plan items were closed by issuance of a single procedure and a tour schedule. Effectiveness of this plan in resolving the handling of emergent work after the outage should be demonstrated before closure.

ISSUE NUMBER: CS4

ISSUE STATEMENT:

The industrial accident rate at JAF is exceedingly high considering the amount and type of work that we do.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Combine this item with SS1 and/or SS7 which address essentially the same issue.

JUSTIFICATION:

The high industries accident rate is the reason for all these issues.

ISSUE NUMBER: IC1

ISSUE STATEMENT:

Actions may not be performed correctly, and morale is affected by lack of well formulated communication practices.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATIONS:

Action plan statement IC1.4 should be re-stated.

JUSTIFICATION:

As worded Item IC1.4 is an ongoing effort which can never be closed. This is a subjective issue and is difficult to measure unless it is measured by the ability to perform work effectively.

RECOMMENDATION:

Weekly meetings should be reinforced by the Department Manager.

JUSTIFICATION:

Action Plan requires/dictates weekly meetings to be held with supervisors and technicians. This meeting is sometimes deferred because there are not enough issues for discussion. This makes the Action Plan Item ineffective.

ISSUE NUMBER: IC2

ISSUE STATEMENT:

Planning is deficient and lacks attributes that produce consistent results and timely performance of tasks.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

The ROME implementation date of 9/1/92 is not achievable. Action IC2.3 requires reopening to reflect revisions resulting from ROME implementation.

ISSUE NUMBER: 103

ISSUE STATEMENT:

Present work practices are formulating a negative image of department personnel work quality.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATIONS:

The issue statement should be re-stated to capture the two distinct issues involved.

JUSTIFICATION:

The two issues are:

- 1) Consistent enforcement of work and work quality standards.
- 2) Inability to perform work because of too many road blocks.

RECOMMENDATION:

Revise action plan to require development of standards.

JUSTIFICATION:

At present there are no accepted and enforced work standards or work quality standards at JAF, therefore, each department practices and policies vary and appear to be affecting morale.

RECOMMENDATION:

Add action taken to address inability to perform work effectively.

JUSTIFICATION:

Add to the action plan the steps that are being taken to enhance work practices to eliminate or mitigate the road blocks that causes the inability to perform work.

ISSUE NUMBER: IC4

ISSUE STATEMENT:

Instrument and Control procedure content needs to be improved to ensure consistent performance and documentation of component/system operational status.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

Action item IC4.4 needs attention to preclude slippage.

ISSUE NUMBER: ICS

ISSUE STATEMENT:

Lacking a single source data base for setpoint and tolerance data information interferes with production of quality procedures and timely assembly of work practices.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATIONS:

Implement a program (long term) to determine basis for set points or validate set points.

JUSTIFICATION:

At present there is no official program that justifies whether the existing set points are adequate and that no technical specification limits have been exceeded.

RECOMMENDATION:

Develop a centralized data base for set point information.

JUSTIFICATION:

Presently set point data are controlled by drawings, procedures and technical specification. As a result set point information is scattered and frequently causes work delays when trying to retrieve set point information.

ISSUE NUMBER: IC6

ISSUE STATEMENT:

Present PM Program lacks a methodology to identify high/low reliable equipment and the most important components for system operation (availability) have not been identified.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

PMTF should aggressively pursue component evaluation for the I&C PM program.

ISSUE NUMBER: IC7

ISSUE STATEMENT:

There is lack of adequate resources for completion of open action items in a timely manner.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATIONS:

Add action items to review OER's, AQCR's in addition to ACTS items.

JUSTIFICATION:

Open action items consists of OERs, AQCR and ACTS items. Even though the original issue was predicated on backlog of OERs the present ACTS items have increased significantly and is required to be tracked for timely completion.

RECOMMENDATION:

Review progress of OERs at periods every 3 months for the next six months when all OERs are returned to the departments. At present OER review is performed by technical services by the task group OER backlog reduction team. The present plan is to return OER Review to each department beginning August 1, 1992.

JUSTIFICATION:

Responsibility for the OER Review Program will change. Review should be conducted after change to determine effectiveness.

ISSUE NUMBER: MCI

ISSUE STATEMENT:

Maintenance and Contract Services personnel have great difficulty identifying parts and supplies they need from the warehouse.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Consider upgrading PARIS to track materials required for modification.

JUSTIFICATION:

The two computer systems presently in use (PARIS for tracking stock and 3B2 for tracking modification materials) results in inefficient utilization of resources and delays in updating the system. As a result, information provided to contract services personnel is not timely.

ISSUE NUMBER: MC2

ISSUE STATEMENT:

Warehouse lacks the manpower needed to provide the services required by the Site in processing, issue and delivery of materials. There is also a contractor turnover problem with Procurement Engineering.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

The date for addition of permanent procurement engineers (presently 12/31/95) should be sooner.

JUSTIFICATION:

There is still a high turnover of contract procurement engineers. Five contractors have left in the past year.

ISSUE NUMBER: MC3

ISSUE STATEMENT :

Warehouse personnel need a formalized training program to assure consistency and compliance to programs and procedures.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENT:

Accelerate the development of the training program for warehouse personnel.

ISSUE NUMBER: MC4

ISSUE STATEMENT:

The shelf Life Program has not been transferred to PARIS.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: BG1

ISSUE STATEMENT:

The exterior surfaces of many site buildings are in need of maintenance.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: BG2

ISSUE STATEMENT:

There are some interior surfaces of site buildings which are in need of painting.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: BGJ

ISSUE STATEMENT:

Because of the demolition of the current B&G building necessitated by the new Administrative Building, there is a need to relocate B&G facilities.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: BG4

ISSUE STATEMENT:

There is a need to maintain facility building roofs.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: BC5

ISSUE STATEMENT:

There is a problem with drainage around the site.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: BG6

ISSUE STATEMENT:

There is a need to expand and improve the site picnic area.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: BG7

ISSUE STATEMENT:

There is a need for improved cleanliness around the site.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Action plan item BG7.1 should be reworded to provide measurable criteria.

JUSTIFICATION:

Item as worded cannot possibly be closed out, e.g. "...the cleanest nuclear plant in the industry."

ISSUE NUMBER: BGS

ISSUE STATEMENT:

There is a need to reduce radiation exposure of the B & G staff.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: T1

ISSUE STATEMENT:

Training management has underestimated the resources necessary to implement and maintain all training activities. As a result staffing and resources are inadequate to accomplish assigned tasks.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: T2 -

ISSUE STATEMENT:

The simulator hardware provided by the vendor and delivered in 1985 cannot be configured for redundant operation and does not have a reliable power supply. This impacts availability and reliability with potential regulatory consequences.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: T

ISSUE STATEMENT:

Interfaces with supporting groups, including corporate, are not clearly defined nor understood.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Interface between ORG and Training needs to be improved to provide timely information on OER's which should be incorporated into training evolutions.

JUSTIFICATION:

In-house events which result in OER's are not provided in a timely manner to the Training Department for inclusion in it's curriculum.

ISSUE NUMBER: T4

ISSUE STATEMENT:

There is no overall training plan developed between the line and training groups which identifies the responsibilities of each. As a result, certain training is ineffective in meeting the needs of the plant staff and feedback from job performance is not routinely used to help evaluate and refine training programs.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

Site AP's describing the Training Program responsibilities and administrative processes are overdue since 4/30/92.

ISSUE NUMBER: T5

ISSUE STATEMENT:

Plant and training management are not actively involved in monitoring the conduct of training in all settings to confirm that training activities reinforce plant work practice and performance standards.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: T6

ISSUE STATEMENT:

Frequent rescheduling and short term changes in training activities result in chronic absenteeism, inefficient use of plant and training resources, an excess amount of remedial or make-up training and missed training requirements. (also see T4)

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: T7

ISSUE STATEMENT:

The conduct of initial apprentice training over a four (4) year time period does not provide the plant with qualified personnel in a timely manner and causes inefficient use of both plant and training resources. This condition is exacerbated in programs where apprentices and journeymen are attending the same training classes.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

The Training Committee should meet to resolve the concerns of the implementation of the Apprentice Program.

JUSTIFICATION:

The length and scheduling of the Apprentice Program as currently implemented does not provide timely resolution to the need for qualified personnel.

ISSUE NUMBER: T8

ISSUE STATEMENT:

There is no coordinated staffing or hiring plan that considers initial training requirements. This inhibits cost effective and efficient conduct of all training program activities.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: 79

ISSUE STATEMENT:

There is no formal site mechanism for assessing the qualification of contractors brought on site to augment staff during peak work periods prior to their being assigned to perform work independently.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

Tasks to identify skill areas in which independent contract staff augmentation should be certified and the criteria and method for conducting qualifications are not being addressed and will be overdue on 6/30/92.

ISSUE NUMBER: _____

ISSUE STATEMENT:

Improvements are required in the work control system in order to provide work scheduling and automatic work order processing. The Reliable On-line Maintenance Environment (ROME) will provide the software necessary for the new work control system.

CONCLUSION:

- _____ Issue is resolved.
- _____ Appropriate action is being taken to resolve the issue in a timely manner.
- ✓ _____ Actions being taken should be modified or additional actions are needed (see recommendations).
- _____ Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Schedule should be revised to reflect implementation four months after plant startup.

JUSTIFICATION:

Because of the plant workload during the outage, this implementation cannot start until after plant startup and operation.

ISSUE NUMBER: C2

ISSUE STATEMENT:

The Emergency Plant and Information Computer (EPIC) upgrade is necessary because we have outgrown our existing computer environment. The new 3-D Monicore software will be used to determine the three dimensional power density distribution for the reactor core. In addition, there is a need to provide training on any and all computers information systems.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

Action Plan Item C2.2 "Drill Display" is behind schedule. A new completion date should be established.

ISSUE NUMBER: EPI

ISSUE STATEMENT:

The coordination with offsite organizations should be improved to ensure that plans are maintained current and that appropriate training is conducted.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: EP2

ISSUE STATEMENT:

There is a need to develop a method for tracking offsite Emergency Plan deficiencies, areas for corrective action and areas for improvement.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: EP3

ISSUE STATEMENT:

Improvements are needed in the review process of Emergency Plan activities.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: CC1

ISSUE STATEMENT:

There is a lack of adequate resources to properly maintain existing configuration programs and to implement newly identified programs.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Action Item CC 1.2 should be reopened. There has been no formal response from WPO management on additional position requested by JAF management.

JUSTIFICATION:

Because of the plant workload during the outage, this implementation cannot start until after plant startup and operation.

ISSUE NUMBER: CC2

ISSUE STATEMENT:

There is a lack of definition of responsibility between engineering groups and configuration groups, both at site and WPO.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Rewrite Action Plan (especially Action Items CC 2.2 and CC 2.3) to more clearly identify what specific actions would be required to adequately resolve the issue.

JUSTIFICATION:

Action Items CC 2.2 and CC 2.3, in particular, are vague and non-specific, and do not provide sufficient guidance to indicate what specific actions need to be taken to resolve the issue.

RECOMMENDATION:

Action Plan CC2.1 defines responsibilities via updating of site and WPO procedures. It is recommended that management define responsibilities prior to any update of procedures.

JUSTIFICATION:

Responsibility definition between engineering and configuration groups should be decided by management to reflect responsibilities among various engineering and configuration groups.

ISSUE NUMBER: CC3

ISSUE STATEMENT:

There are some configuration related deficiencies in vendor manuals, drawings, procedures and databases which are not being identified nor resolved due to lack of resources.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Rewrite Action Plan to more clearly identify what specific actions would be required to adequately resolve the issue.

JUSTIFICATION:

Action Item CC 3.1 is vague and non-specific, and does not provide sufficient guidance to indicate what specific actions need to be taken to resolve the issue.

RECOMMENDATION:

This issue seems to be the global issue for CC6, CC8, CC10, SE11. Consideration should be given to deleting this issue as this is addressed in other areas. This could be shifted to CC6 or CC8 dependent on the supervisor that is responsible for this issue.

JUSTIFICATION:

This issue is addressed in other areas noted above in the FRIP. Only the vendor manual update program is not addressed in other areas.

ISSUE NUMBER: CC4

ISSUE STATEMENT:

There is a lack of standardization and integration of information display, change forms, configuration processes and procedures.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Rewrite Action Plan to more clearly identify the issue, and to indicate what specific actions would be required to adequately resolve the issue.

JUSTIFICATION:

The issue statement itself is unclear and subject to several interpretations. In addition, Action Items CC4.1 and CC4.2 are vague and nonspecific, and do not provide sufficient guidance to indicate what specific actions need to be taken to resolve the issue.

The major impediment to work productivity is that there are too many systems to gather configuration related data, i.e., MEL, Drawings, PRMs (Plan Management System), Licensing database, etc.

ISSUE NUMBER: CC5

ISSUE STATEMENT:

There is a lack of internal and external training at all levels of management and staff in configuration concepts, processes and programs.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: CC6

ISSUE STATEMENT:

Actions may not be performed correctly, and morale is affected by lack of well formulated communication practices.

CONCLUSION:

- _____ Issue is resolved.
- _____ Appropriate action is being taken to resolve the issue in a timely manner.
- ✓ _____ Actions being taken should be modified or additional actions are needed (see recommendations).
- _____ Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATIONS:

Rewrite action Plan (especially Action Items CC6.1 and CC6.2) to more clearly identify what specific actions would be required to adequately resolve the issue.

JUSTIFICATION:

Action Items CC6.1 and CC6.2, in particular, are vague and nonspecific, and (in essence), require only that action plans be developed. That is supposed to be the purpose of this action plan. Action Item CC6.4 likewise requires the development of action plans.

RECOMMENDATION:

- (1) The MEL group should define what is an acceptable backlog, i.e., 1 or 2 months workload with the present staff.
- (2) the backlog should be divided into two areas: Data entry in which engineering review has been completed and MEL items which require engineering resources to resolve.
- (3) Management should place a high priority on Action Item 6.3 as this would determine if there are inefficiencies in the work process that could be improved. This would increase productivity without a need for additional resources.
- (4) If the backlog noted in Item 1 is considered unacceptable, backlog reduction should be considered with temporary employees or use of engineering resources within the Authority. A prioritization system should be considered, i.e., update of QA1 items within a specific timeframe. If temporary clerks are used, consideration should be given to use of clerks for a timeframe of greater than 6 months. This reduces training costs of temporary personnel who use computer databases.

JUSTIFICATION:

The MEL backlog was determined to be increasing slightly based on documents provided by the MEL Coordinator. The MEL Coordinator provides updates to Plant Management of the status of MEL open items. The Action Plan items were determined to be behind schedule in implementation. The backlog consists of two items:

- (1) Data entry on information that has been provided by engineering staff.
- (2) MEL update item that require engineering evaluation by other engineering groups as the MEL group has minimal technical staff. This requires the issuance of Work Requests to other plant/corporate engineering groups to provide support.

ISSUE NUMBER: CC7

ISSUE STATEMENT:

There is a need for MIS support in increasing speed of MEL database operations and in higher level reporting capabilities.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Interim milestones on long-term action items should be set to ensure that satisfactory progress continues to be made in closing the issue.

JUSTIFICATION:

When milestones are set beyond 6 months, setting interim milestones will help management ensure that appropriate actions continue to be made in addressing the issue.

ISSUE NUMBER: CC8

ISSUE STATEMENT:

There is an increasing backlog of Document Control related tasks which will become even greater with the issuance of new Configuration Management Manuals (CMMs) and Design Control Modules (DCMs).

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Rewrite Action Plan to more clearly indicate what specific actions would be required to adequately resolve the issue.

JUSTIFICATION:

Action Items CC 8.1 and CC 8.2 are vague and non-specific, and do not provide sufficient guidance to indicate what specific actions need to be taken to resolve the issue.

RECOMMENDATION:

- (1) The Action Plans should be revised to more clearly define the scope of work to address the issue.
- (2) Consideration should be given to revising the issue statement to clearly define what are Document Control related tasks.
- (3) This group should develop a backlog indicator for management review and define what is an acceptable backlog.

JUSTIFICATION:

The issue statements and action plans are vague and unclear. There was no backlog indicator for management review. In addition, the Document Control supervisor was also performing the Modification coordinator duties. This was supposed to have been transferred to Site Engineering. In addition, the supervisor was in an "acting" position for an extended period of time (> 6 months).

ISSUE NUMBER: CC9

ISSUE STATEMENT:

There is a need for MIS support in automating some aspects of Document Control to more effectively use resources and in converting PC-based databases.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Rewrite Action Plan to more clearly identify the issue and to indicate what specific actions would be required to adequately resolve the issue.

JUSTIFICATION:

The issue statement itself is unclear and subject to several interpretations (e.g., what aspects of Document Control need MIS support, and what kind?). In addition, Action Item CC 9.2 is vague and non-specific, and does not provide sufficient guidance to indicate what specific actions need to be taken to resolve the issue.

RECOMMENDATION:

Interim milestones on long-term action items should be set to ensure that satisfactory progress continues to be made in closing the issue.

JUSTIFICATION:

When milestones are set beyond 6 months, setting interim milestones will help management ensure that appropriate actions continue to be made in addressing the issue.

ISSUE NUMBER: CC10

ISSUE STATEMENT:

There is an increasing backlog of Records Management related tasks.

CONCLUSION:

- _____ Issue is resolved.
- _____ Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- _____ Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Rewrite Action Plan to more clearly indicate what specific actions would be required to adequately resolve the issue.

JUSTIFICATION:

Action Items CC 10.1 and CC 10.2 are vague and non-specific, and do not provide sufficient guidance to indicate what specific actions need to be taken to resolve the issue.

NOTE:

The PRMS Supervisor has been in an "acting" position for over two years.

ISSUE NUMBER: CC11

ISSUE STATEMENT:

There is an increasing number of out-of-scope demands on the Label Program (Operator Aids, Control Room Design Review discrepancies, etc.) which are causing delays.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Rewrite Action Plan to more clearly indicate what specific actions would be required to adequately resolve the issue.

JUSTIFICATION:

Action Items CC 11.1 and CC 11.2 are vague and non-specific, and do not provide sufficient guidance to indicate what specific actions need to be taken to resolve the issue.

RECOMMENDATION:

An additional Action Item should be added to Develop a Program Plan for the labeling program. Update of PSO-60 to clearly define the scope of the labeling program is recommended.

JUSTIFICATION:

The scope of the labeling program has not been clearly defined resulting in many out of scope items. A program plan would allow management and staff to clearly define the responsibilities of the labeling coordinator. If the labeling program were to be clearly defined the issue statement could be changed to "Implement a Plant Wide" labeling program.

ISSUE NUMBER: CC12

ISSUE STATEMENT:

There is an inadequate working environment, including too many temporary and contract workers and inadequate office equipment and facilities.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Rewrite Action Plan to more clearly indicate what specific actions would be required to adequately resolve the issue.

JUSTIFICATION:

Action Items CC 12.1 and CC 12.2 are vague and non-specific, and do not provide sufficient guidance to indicate what specific actions need to be taken to resolve the issue.

NOTE:

Field Observation:

Facilities are evidently inadequate, space layout and overcrowding gives the general impression of a temporary construction office.

ISSUE NUMBER: ORG1

ISSUE STATEMENT:

The recent reorganization and staffing level changes will result in increased licensing group responsibilities requiring additional personnel.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: ORG2

ISSUE STATEMENT:

The role played by the licensing group is not clearly recognized within other departments or by upper levels of plant management.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

An item should be added to educate plant personnel on the role of the Licensing Group. General Employee Training (GET) may be the best vehicle for this effort.

JUSTIFICATION:

Development of a Charter for the licensing group provides the necessary information, but does not ensure that it is disseminated to plant personnel.

ISSUE NUMBER: ORG3

ISSUE STATEMENT:

The Technical Specifications contain numerous errors, omissions and requirements which should be corrected/removed/relocated to other documents.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Action plan should define how tech. spec. errors will be addressed.

JUSTIFICATION:

Action plan does not address the issue stated.

RECOMMENDATION:

Schedule for higher priority tech. spec. changes should be included in the Action Plan.

JUSTIFICATION:

There is no indication regarding the determination and scheduling of priority tech. spec. changes in the Action Plan.

ISSUE NUMBER: ORGA

ISSUE STATEMENT:

Several examples of plant events and equipment failures could have been prevented if industry operating experience had been effectively utilized.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: SS1

ISSUE STATEMENT:

There is a need for a more aggressive Industrial Safety Program. Plant workers must finally realize the importance of working in a safe environment. Supervisors must take responsibility for their subordinates and must be more informed of safety requirements.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Expand the Issue to include monitoring of accident statistics or other safety performance indicators to evaluate the effectiveness of the safety incentive program in improving that performance.

JUSTIFICATION:

Without this monitoring, the issue cannot be demonstrated to be resolved.

ISSUE NUMBER: SS2

ISSUE STATEMENT:

There is a poor interface between Training and Access Control. The expiration notification of training requirements to station personnel is often untimely.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None.

ISSUE NUMBER: SS3

ISSUE STATEMENT:

There is high turnover of experienced clerical support in Fitness for Duty and Access Control. Requirements will increase with the new INDEX System coming shortly. Much valuable time is lost in the six (6) month transitional requirements for clerical personnel.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None.

ISSUE NUMBER: SS4

ISSUE STATEMENT:

There is a lack of nursing personnel for weekend, night and holiday random drug testing. We are currently over-working our nursing personnel to support the new Fitness for Duty Program. After working a full day here, the nurses are required to return to the plant for after hours testing which is erratic at best.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None.

ISSUE NUMBER: SS5

ISSUE STATEMENT:

The number of Security Officers is alarmingly low. Bidding turnovers due to the Apprentice Program place shortages on manpower resulting in excessive guard overtime and creating a forced overtime situation in many cases.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None.

ISSUE NUMBER: SS6

ISSUE STATEMENT:

NRC and independent audits have identified that the coverage by the current array of CCTV cameras is not adequate to provide assessment of alarms.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: SS7

ISSUE STATEMENT:

When safety incentives were given (\$75.00 award for no lost time accidents) our lost time accidents were minimal. Our lost time accidents have increased greatly. Also, our recordable accident rate has increased. When we had a Safety Incentive Program, we had two million man hours and one million man hours without a lost time accident.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Expand the Issue to include monitoring of accident statistics or other safety performance indicators to evaluate the effectiveness of the safety incentive program in improving that performance.

JUSTIFICATION:

Without this monitoring, the issue cannot be demonstrated to be resolved.

ISSUE NUMBER: F1

ISSUE STATEMENT:

Fifty percent of the staff in Purchasing are contracted or temporary. There is a risk to the Authority if the contracted purchasing agents leave.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None.

ISSUE NUMBER: F2

ISSUE STATEMENT:

Contract Administration needs to become more pro-active rather than reactive in the solicitation, evaluation and negotiation of contracts.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATIONS:

Although this is a long-term issue, it is important to recognize that there is no substantial progress on this issue because there has been no planning. A greater emphasis on long-term planning is required.

JUSTIFICATION:

There is currently a waiver requested for 70 percent of purchases from the contract reporter.

ISSUE NUMBER: F3

ISSUE STATEMENT:

As a state agency, our procurement policies are affected by state legislation. Current law requires good faith efforts in the areas of Minority/Women-Owned Business Enterprises (M/WBE) as well as publishing bid intents in the NYS Contract Reporter.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATIONS:

Improve planning so that the 5 weeks required for compliance with the Contract Reporter and (M/WBE) purchasing requirements can be accommodated in the schedule.

JUSTIFICATION:

Seventy percent of purchases now must be excepted from Contract Reporter and (M/WBE) requirements because the 5 weeks time requirement cannot be tolerated.

RECOMMENDATION:

Change the issue statement to adequately reflect the real concern, that is, a high percentage of emergency "rush" requisitions which result in the need for waivers from compliance with regulations.

JUSTIFICATION:

The issue statement as written is a simple statement of facts, with no clearly articulated problem to resolve.

ISSUE NUMBER: F4

ISSUE STATEMENT:

Current inventory reorder practices of spot purchases requires unnecessary effort in purchasing and warehousing. This is due to financial/budget restrictions.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: F5

ISSUE STATEMENT:

The Power Authority Reporting and Information Systems (PARIS) computer used for inventory, accounting, budget and procurement have increased the manhours of work needed to support the system due to the greater amount of data input.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATIONS:

Modifications are required in the PARIS system to achieve progress on other action items.

JUSTIFICATION:

Although modifications have been submitted, they have not yet been approved. Such approval is required before further progress can be made.

ISSUE NUMBER: F6

ISSUE STATEMENT:

The Authority is adopting a 10 year spending plan but the current planning horizon does not provide detail beyond two years.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATIONS:

The action plan should be greatly expanded to address the issue as stated.

JUSTIFICATION:

The action plan calls for "providing recommendations" to the Budgeting and Engineering Departments. Responsibility for implementation is unassigned.

ISSUE NUMBER: F7

ISSUE STATEMENT:

The Power Authority is gradually introducing financial management considerations in O&M budgets which will be an expansion of the cost/benefit analysis being used for capital work.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATIONS:

Although this is a long-term issue, it is important to recognize that the issue statement is a simple statement of fact, with no specific problem to be resolved. Accordingly, the issue statement should be modified.

JUSTIFICATION:

Clear identification of an issue is necessary to develop effective action items.

ISSUE NUMBER: FB

ISSUE STATEMENT:

The most critical need in the financial area is to be able to analyze monthly spending and provide budget forecasts in a timely fashion. Currently, PARIS does not provide us with the proper information.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

Action Item 8.1 (Information Reporting) is behind schedule (due 6/30/92) and should be accelerated.

ISSUE NUMBER: F9

ISSUE STATEMENT:

The IBEW contract with the many upstate NYPA projects presents management with many challenges in the business decision making process of people resource planning.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

Progress on the action plan should be accelerated. There has been no significant progress recently on the action plan. The Union/Management Task Force should be restarted to address overtime policy.

NOTE:

Consider rewriting issue statement to identify specific problems.

ISSUE NUMBER: HR1

ISSUE STATEMENT:

Unsatisfactory office accommodations in the Human Resources Department have led to a lack of confidentiality since conversations can be easily overheard. Additionally, office space is needed to accommodate files, desks and the administration of clerical and aptitude testing as well as to store service awards, benefit and recruitment materials.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUES NUMBER: HR2

ISSUE STATEMENT:

The demands and responsibilities of the Human Resources Department have been high and are increasing dramatically making it virtually impossible for the current staff to keep abreast of issues and do a quality job.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: HR1

ISSUE STATEMENT:

The computers used by the Human Resources Department are in need of upgrading. WordPerfect 5.1 with graphics capability is available but presently there is no printer where graphics can be used. Secondly there are only two printers to serve four computers.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: QA1

ISSUE STATEMENT:

There is a need to increase training of the entire staff to upgrade current skills and provide additional skills which would be required.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Reopen action item QA1.4 (Commercial Grade Item Testing)

JUSTIFICATION:

The action item has been prematurely closed. Training program for use of material verification test equipment has not been developed by the contractor.

ISSUE NUMBER: QA2

ISSUE STATEMENT:

There is a need to review the current QA Program and Implementing Procedures and revise those procedures to consolidate, where possible, to eliminate unnecessary or duplicate verbiage, and re-organize to make the procedures better overall in terms of ease of use and increased efficiency.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Add action plan items to review the QA Program.

JUSTIFICATION:

The issue statement calls for a review of the "current QA Program and Implementing Procedures," but the action plan addresses only "procedure improvements."

ISSUE NUMBER: QA3

ISSUE STATEMENT:

There is a need to integrate the QA Program Activities, i.e., audits, surveillances and inspections, into a comprehensive program that utilizes more effectively and efficiently the information generated by those individual programs.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Establish a procedure for tracking QA recommendations that would track the resolution of those recommendations.

JUSTIFICATION:

QA recommendations are not effectively tracked or monitored under the current system, and resolution of recommendations is not always established.

RECOMMENDATION:

Responsibility should be assigned for monitoring and tracking recommendations to ensure appropriate implementation.

JUSTIFICATION:

Because there is no recommendation tracking system in place there is currently no single point of responsibility for following up on recommendations and requesting corrective action. Such a "focal point" should be established within the JAP organization.

ISSUE NUMBER: QA4

ISSUE STATEMENT:

There is a need to re-organize the QA department to more efficiently deal with the current and future work loads.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

The QA Department should be officially re-organized to match the informal organization now being utilized.

JUSTIFICATION:

Although there are currently two direct reports to the QA manager, in reality the QA Department consists of four distinct groups. Those groups should be formally recognized in the organization chart in order to meet the requirements of this issue.

ISSUE NUMBER: QA5

ISSUE STATEMENT:

There is a need to improve the working environment for the facility staff and to provide additional equipment to allow more effective and efficient use of the entire staff.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: QA6

ISSUE STATEMENT:

There is a need to improve JAF QA department management in such activities as management specific training, seminars and programs. Good management and worker involvement to effect change is necessary to achieve continuous improvement.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: SE1

ISSUE STATEMENT:

There is a need to provide a mechanism to ensure that engineers and managers of all levels know their responsibilities and are held accountable for their work.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: SE2

ISSUE STATEMENT

Communication between the various engineering organizations needs to be improved, and information exchanges with outside engineering and utility groups need to be instituted. Organizations such as EPRI, INPO and the BWR Owner's Group need to be contacted by core individuals in the engineering organization.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Additional action items should be added to the action plan to address the second and third portions of the issue statement dealing with 1) outside groups and 2) external organization contacts.

JUSTIFICATION:

The issue statement consists of three portions dealing with communication among various engineering groups, information exchanges with outside groups, and external organizational contacts. All of the action items contained in the action plan address only the first of these.

ISSUE NUMBER: SE3

ISSUE STATEMENT:

There is a need to provide more engineering resources in order to accomplish the assigned tasks.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: SE4

ISSUE STATEMENT:

Improve the interface and teamwork between site and corporate engineering organizations to provide improved and efficient support of the plant.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: LE5

ISSUE STATEMENT:

There is a need to provide better equipment, materials and working conditions to allow the engineering staff to perform their work in a professional manner.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

As an interim step prior to the completion of the new Administration Building, additional space should be provided for WPO engineers when they visit the JAF site.

JUSTIFICATION:

Presently, WPO engineers do not have adequate space available to them when they need to work at the JAF site. This often discourages them from visiting the site and conducting important work.

ISSUE NUMBER: SE6

ISSUE STATEMENT:

Improved planning and scheduling of engineering tasks is needed to accomplish better allocation of engineering resources.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Revise the action plan to include action items dealing with developing roles and responsibilities for the planning/scheduling group, identifying the tasks and resources necessary to accomplish the tasks identified, and dealing with how they are to interface with existing planning and other functional groups on site and in the Headquarters Office.

JUSTIFICATION:

While 2 of the 4 existing action items are closed, one deals with the hiring of only one planner (which is felt by many interviewed as inadequate), and the other deals with cost coding (which deals with time tracking after the fact, not with pre-planning and scheduling, except as it provides basic data for later use).

Also, while Action Item SE 6.2 requires the establishment of a planning/scheduling/cost group at WPO, it doesn't identify what it is to do, how it will interface with other groups, its size, etc. Several interviewees indicated that the action plan, as written, will not resolve the issue.

ISSUE NUMBER: SE7

ISSUE STATEMENT:

There is a need to improve methods used to prioritize engineering tasks in support of the FitzPatrick Plant.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: SEE

ISSUE STATEMENT:

Reduce the backlog of outstanding engineering work in order to determine the engineering resources required and to provide more timely response to the plant.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: SE9

ISSUE STATEMENT:

A commitment tracking and status reporting system needs to be developed to ensure that timely responses to plant issues and regulatory concerns are met.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

Reopen Action Items SE 9.2 and SE 9.3 until the conceptual designs for job status and reporting systems which are the subjects of the action items have been implemented and are in place.

JUSTIFICATION:

Each of these two action items, SE 9.2 and SE 9.3, were closed out based on conceptual designs for a job status and reporting system, respectively. Based on interviews with plant personnel, no further action has been taken to tailor the conceptual designs to meet plant needs, and to implement them into a regular reporting system, as envisioned in the action items

RECOMMENDATION:

Evaluate whether Action Items SE 9.2, SE 9.2-1, and SE 9.3 can be consolidated or combined.

JUSTIFICATION:

It appears that these three action items, while somewhat different from one another, are getting at the same problem. Even the proposed reporting format are essentially the same. It may be possible to combine or consolidate the action items.

RECOMMENDATIONS:

Action Plan SE9.1 should be revised to more clearly define the scope of work and who's responsible to develop, coordinate, and implement the new tracking system both from WPO and JAP.

JUSTIFICATION:

The individual assigned to the action plan indicated he is not aware of the actual scope and responsibility of the action plan, nor does he know who his counterpart is in the WPO.

ISSUE NUMBER: SE10

ISSUE STATEMENT:

There is currently no mechanism to formally track the effectiveness of the engineering proposals and solutions and to provide feedback to the engineers and management.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

COMMENTS:

None

ISSUE NUMBER: SE11

ISSUE STATEMENT:

There is a need to provide better configuration management and drawing control to ensure quality engineering support.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATIONS:

Interim milestones on long-term action items should be set to ensure that satisfactory progress continues to be made in closing the issue.

JUSTIFICATION:

When milestones are set beyond 6 months, setting interim milestones will help management ensure that appropriate actions continue to be made in addressing the issue.

COMMENT:

This issue could be combined with CC4.

ISSUE NUMBER: SE12

ISSUE STATEMENT:

The lack of comprehensive design bases documentation has inhibited providing timely, accurate and consistent engineering support to the plant.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATIONS:

Provide a centralized location for design basis documentation both in JAF and WPO where such information can be more easily retrieved for use.

JUSTIFICATION:

Several interviewees indicated that although they were pleased in general with the five or so DBDs that have been completed, Non-DBD system information is not easily retrieved as it is not always in the easiest format and not centrally located to provide ease of access. The cost versus benefit of expedited DBD implementation should be evaluated.

RECOMMENDATION:

Licensing information should be included as part of the database of information included in the DBD documentation.

JUSTIFICATION:

Licensing information is an important part of design basis documentation, yet it is not included as part of the DBDs. Such information is included in separate libraries and databases, but it is sometimes difficult to obtain, and would be a valuable addition to the DBD.

RECOMMENDATION:

Action Item 12.2 should be reopened.

JUSTIFICATION:

Action Item 12.2 should require a written response to JTS-92-0217 from W. Herrmann to R. Ram before closing the action.

ISSUE NUMBER: SE13

ISSUE STATEMENT:

There is a need to improve the quality of the engineering procedures to make them consistent and easier to use in the performance of a broad range of engineering tasks.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- ✓ ----- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATIONS:

Interim milestones on long-term action items should be set to ensure that satisfactory progress continues to be made in closing the issue.

JUSTIFICATION:

When milestones are set beyond 6 months, setting interim milestones will help management ensure that appropriate actions continue to be made in addressing the issue.

COMMENT:

Action Plan 13.1 has been completed and feedback is provided from engineers to management. The feedback is reportedly not answered by management in a reasonable time.

ISSUE NUMBER: SE14

ISSUE STATEMENT:

There is a need to improve the quality of the technical and management training of the engineering staff to make them more effective in providing support to the plant.

CONCLUSION:

- Issue is resolved.
- Appropriate action is being taken to resolve the issue in a timely manner.
- Actions being taken should be modified or additional actions are needed (see recommendations).
- Appropriate action is being taken, but more timely action completion should be pursued.

RECOMMENDATION:

An additional action item should be added to include technical and management training for supervisory and management engineering personnel.

JUSTIFICATION:

Most interviewees indicated that substantial additional technical and management training for engineering personnel was needed, and also indicated that such training for existing supervisory and management personnel should be an element of the plan.

RECOMMENDATION:

An additional action item should be added to ensure both managers and staff will be available to attend and complete the training. Also, the training schedule should be made available ahead of time so they can plan and schedule their work.

JUSTIFICATION:

Most interviewees indicated that they are not always available to attend the training or complete the training due to emergent work.