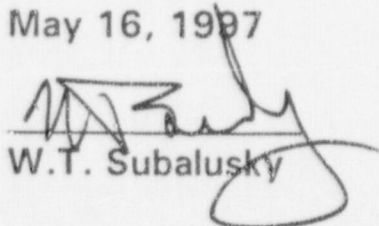


**LaSalle County Station
Unit 1/Unit 2 Restart Plan**

Issued: May 16, 1997

Approved:


W.T. Subalusky

9706020203 970522
PDR ADOCK 05000373
P PDR

Table of Contents

- 1.0 Introduction and Overview
 - 1.1 Plan Purpose
 - 1.2 Background

 - 2.0 Performance Improvement Strategy
 - 2.1 Restart Focus on Operations, Engineering and Plant Materiel Condition
 - 2.2 Management Leadership and Effectiveness
 - 2.3 Oversight and Assessment
 - 2.4 Human Performance
 - 2.5 Critical Work Processes and Programs
 - 2.6 Plant Materiel Condition

 - 3.0 LaSalle County Station Restart Program and Required Actions
 - 3.1 Restart Program Overview
 - 3.2 Restart Action Plans

 - 4.0 Restart Plan Management Responsibilities
 - 4.1 Responsibilities
 - 4.2 Assessment of Results
 - 4.3 Plan Communications
- Figures
- 1 Management Process for Unit Restart
- Attachment
- A Summary of Restart Action Plans

LaSalle County Station Restart Action Plans

Strategy 1: Safe Plant Operation

- 1.1 Improve Operator Performance
 - 1.1A Simulator Training and Instructor Performance
 - 1.1B Operator Startup Training
 - 1.1C Monitoring Critical Operations Functions
 - 1.1D Operator Work Environment
 - 1.1E Restart and Power Ascension Plan
- 1.2 Reduce Operator Challenges
 - 1.2A Operator Workarounds
 - 1.2B Temporary Alterations
 - 1.2C Main Control Room Distractions
- 1.3 Correct Processes that Challenge Safe Plant Operation
 - 1.3A Plant Labeling Program
 - 1.3B Out-of-Service Program
 - 1.3C Operating Procedure Readiness
 - 1.4 Improve Operator Training and Achieve Accreditation Renewal

Strategy 2: Plant Materiel Condition and Effective Outage Completion

- 2.1 Unit 1 Outage Plan
- 2.2 Unit 2 Outage Plan
- 2.3 Maintenance Backlog Review Plan

Strategy 3: Corrective Action and Assessment

- 3.1 Corrective Action Program
- 3.2 Site Quality Verification Effectiveness

Strategy 4: Effective Work Control

- 4.1 Work Scheduling to Support On-line Work Control
- 4.2 Work Package Quality

Strategy 5: Human Interaction and Performance

- 5.1 Human Performance and Interactions

Strategy 6: Effective Engineering Support

- 6.1 Engineering Capability
- 6.2 Plant Operational Readiness

1.0 Introduction and Overview

1.1 Plan Purpose

The purpose of the LaSalle County Station Unit 1/Unit 2 Restart Plan is to summarize the actions and controls that will be implemented to ensure:

- identification, definition and completion of restart-related plant work items,
- completion of restart-related actions to specifically improve engineering and operations performance and upgrade the plant materiel condition,
- completion of a safe, event-free unit restart and ascension to 100% power, and
- sustained safe and reliable power operation.

This Restart Plan integrates, at a summary level, all site activities associated with the restart of LaSalle County Station Units 1 and 2 and is a key communication and management tool to achieve the specific goals outlined above. This Plan describes our near-term performance improvement strategy emphasizing improved LaSalle County Station operational safety performance and our process for defining the work scope to be completed prior to unit restart. This Restart Plan does not control work completion activities and, therefore, does not replace or supersede LaSalle County Station procedures for performance of work.

LaSalle County Station Unit 1 is the initial focus of the Restart Plan because Unit 1 is the lead unit for restart and is the priority for site work activities. However, the improvement actions identified in the Restart Action Plans will also result in improvements in the operational safety performance of LaSalle County Station Unit 2. The LaSalle County Station Unit 2 refueling outage (L2R07) continues as a parallel activity with resources focused on maintenance of shutdown safety and completion of other plant activities that do not impact the Unit 1 restart critical path. Sufficient resources will continue to be dedicated to Unit 2 to ensure that shutdown safety margins are maintained. It is important to highlight that many of the actions performed on Unit 1 to achieve unit restart will also be applicable to Unit 2 and may affect the scope of work to be completed during L2R07.

1.2 Background

LaSalle County Station Unit 2 initiated planned refueling outage L2R07 on September 20, 1996 and Unit 1 initiated forced outage L1F35 on September 22, 1996 due to a failure of the No. 4 Turbine Control Valve (4TCV). The LaSalle Management Team (LMT) has completed a process to define the comprehensive set of actions necessary to be performed prior to restarting the units including the specific corrective actions associated with the Unit 1 4TCV. After performing this review and evaluating other available inputs and assessments, it was determined that the operational safety performance improvements described in this Plan need to be completed prior to unit restart. Many different inputs were used to define the specific actions in this Restart Plan. Key inputs used include the following:

- external assessments (e.g., from the NRC and INPO),
- internal assessments providing input from several perspectives (e.g., department self assessments, Safety Review Board feedback and Action Plan development teams),
- lessons learned from recent operational events,
- lessons learned and results achieved from implementing the LaSalle Upgraded 1996 Operational Plan, and
- information received from the ComEd sponsored Independent Self Assessment (ISA) conducted by a group of nuclear experts and industry peers.

In addition, several focused technical and programmatic assessments were initiated as part of this Restart Plan to provide the highest level of confidence that the station will complete the operating cycle in a safe and reliable manner. Issues identified during these assessments will be reviewed to determine whether they require resolution prior to unit restart.

The LaSalle Upgraded 1996 Operational Plan was being implemented when the units shutdown for L2R07 and L1F35. The LaSalle Upgraded 1996 Operational Plan produced significant positive results in several safety performance areas and provides the foundation for continued improvements in 1997 through implementation of this Restart Plan and, subsequently, in the implementation of the 1998 Operational Plan. The 1998 Operational Plan will be implemented after restart of Units 1 and 2.

2.0 Performance Improvement Strategy

The 1997/98 Nuclear Operations Division (NOD) Business Plan describes its long-term performance vision as a successful participant in a competitive electric utility industry. Performance benchmarks and targets are established in the three key performance areas of Safety, Production and Cost with Safety being the NOD focus for the short-term (0-12 months); Production being the focus for medium term (12-24 months); and Cost being the long-term focus (2-5 years).

The focus on nuclear safety performance is consistent with the actions and results of our LaSalle Upgraded 1996 Operational Plan and is the dominant element of this Restart Plan. Significant improvements in Nuclear Safety performance are the major theme of the input documents and will be achieved through the implementation of this Restart Plan. Achieving excellence in nuclear safety performance is a prerequisite to achieving our second priority, plant production. Industry experience has shown, time and again, that when excellence in nuclear safety and plant production performance have been achieved, then attaining and maintaining production costs at competitive levels will be sure to follow. The Restart Plan implements a thorough and rigorous process, and a set of specific activities, to achieve a step change in safety performance throughout the site organization.

2.1 Restart Focus on Operations, Engineering and Plant Material Condition

Specific performance improvements and corrective actions required for restart of the LaSalle County Station units are defined in detailed Restart Action Plans summarized herein. These actions are primarily focused on achieving substantial improvements in the performance of the Operations and Engineering organizations and upgrading the material condition of the plant through implementation of equipment and system assessment, maintenance and design modifications. The effectiveness of the organization in implementing the Corrective Action Program to identify, assess and resolve potential plant deficiencies is also being demonstrated through the implementation of the Restart Action Plans.

Completion of the Restart Action Plans and the remainder of the Restart Program described in Section 3.0 will provide assurance that the units can be safely restarted and operated.

In addition to specific actions and results required to initiate unit restart, as defined in the Restart Action Plans, long-term safety improvement at LaSalle County Station requires achieving significant improvements in the five key performance areas described below. A brief summary of LaSalle County Stations' current performance in these areas and improvement actions in progress at this time is provided below. Many detailed actions are occurring throughout the station to implement these items. The Restart Action Plans also support improvements in these five key areas while implementing the specific corrective actions required for unit restart.

2.2 Management Leadership and Effectiveness

Current Performance:

Management leadership at the LaSalle County Station has not been effective in establishing the management systems, safety culture and performance improvement environment necessary to simultaneously achieve excellence in nuclear safety, production and cost.

Performance Improvement Actions:

- Recruiting management personnel with industry experience at plants that have achieved excellence in nuclear safety, have participated in significant performance improvement programs and/or who have demonstrated the ability sustain high standards for safety performance, and
- establishing the basic fundamentals of effective management such as high standards for performance, individual accountability, organizational teamwork, monitoring of specific performance measures and regular management follow-up.

Additional actions to support resolution of management leadership and effectiveness issues are included in the Restart Action Plans.

2.3 Oversight and Assessment

Current Performance:

The implementation of oversight and assessment activities at the LaSalle County Station has not consistently assured that potentially significant problems are identified, appropriately evaluated and fully resolved in a timely manner.

Performance Improvement Actions:

- Consolidating corrective action and other oversight functions to provide organizational focus and broadened oversight responsibilities; a new management position has been formed to focus this effort to drive safety performance improvement,
- implementing regularly scheduled department self assessment reviews with the Site Vice President and the Plant General Manager to reinforce line management responsibility to establish high standards for performance, identify and resolve their problems and performance weaknesses, and to implement an environment of continuous self assessment and improvement,
- establishing the Safety Review Board (SRB) and re-focusing the Plant Operating Review Committee (PORC) to provide a higher standard for plant performance and to implement a more rigorous and critical review of plant activities and work products, and
- creating an Engineering Assurance function, and staffing it with personnel experienced in system and design basis management, to ensure that engineering work products meet performance expectations and to provide the foundation for sustained improvements.

Additional actions to support resolution of oversight and assessment issues are included in the Restart Action Plans.

2.4 Human Performance

Current Performance:

Fundamentals of good human performance have not been effectively implemented at LaSalle County Station resulting in operational safety performance below industry standards. Examples of less than acceptable human performance at include unclear procedures and/or not following them as written, not consistently implementing self checking as a routine job activity, not accepting personal accountability for each and every job activity, not implementing a questioning attitude that exemplifies a strong safety culture and not effectively communicating job requirements and status between organizations.

Performance Improvement Actions:

- implementing definitive management actions to reinforce expectations for human performance and to solidify the site focus on safe operations, e.g., insistence on procedure adherence and stop work actions to focus on human performance errors and key lessons learned,
- reallocating personnel and reassigning responsibilities to ensure supervisors spend more time coaching, mentoring and reinforcing standards for performance in their work groups,
- developing and using performance indicators that highlight key areas of human performance weakness, e.g. maintenance rework, operator human performance errors, out-of-service errors,
- ensuring that all personnel follow procedures and implementing procedure revision actions to properly revise those procedures that cannot be effectively followed as written,
- performing an independent review of key engineering work products (e.g., operability evaluations, safety evaluations and root cause analyses) using experienced external engineering personnel as a method to both raise the job performance standards and train personnel on how to achieve those standards, and
- engaging the work force in identifying and resolving the barriers in work practices, processes and procedures that can potentially lead to human errors.

Additional actions to support resolution of human performance issues are included in the Restart Action Plans.

2.5 Critical Work Processes and Programs

Current Performance:

Critical work processes and programs that are used to achieve safe and reliable operation have not been fully effective due to barriers such as cumbersome or confusing process controls, inadequate trending and monitoring, poor performance measures and an insular approach that did not take advantage of industry lessons learned.

Performance Improvement Actions:

- Implementing work control process improvements to allow work to be efficiently completed in the field and to minimize the occurrence of inadequate work packages,
- including critical work processes and programs in the scope of department self assessment activities and implementing self assessments focused on specific programs, e.g., Out-of-Service Program and the IST Program,
- developing performance measures for critical work processes to measure the effectiveness of their implementation and to highlight areas of potential weakness, e.g., Out-of-Service Program, and
- implementing upgrades in the Corrective Action Program to ensure problems are identified, cause determined, corrective action implemented and post-implementation review to access effectiveness.

Additional actions to support resolution of critical work process and program issues are included in the Restart Action Plans.

2.6 Plant Materiel Condition

Current Performance:

The materiel condition does not meet industry standards for excellence as indicated by measures such as the size of maintenance backlogs, occurrence of repetitive equipment problems, number of operator distractions (workarounds, temporary alterations and control room deficiencies) and system performance history and trends.

Performance Improvement Actions:

- Implemented actions to fix plant deficiencies through the Materiel Condition Improvement Program and resolution of operator distractions through completion of the LaSalle Upgraded 1996 Operational Plan,
- using the Corrective Action Program to drive identification and resolution of potential plant materiel condition deficiencies through review, evaluation and trending of Problem Identification Forms (PIFs),
- implementing the Maintenance Rule at the which will result in on-going improvements to the materiel condition and reliability of plant equipment and systems,

- redefining the System Manager job requirements and performance expectations to exclusively focus on system management, i.e., ensuring that each system is capable of performing its design functions on a reliable basis, and
- raising standards for acceptable plant material condition through in-plant walkdowns and inspections.

Additional actions to address plant material condition issues are included in the Restart Action Plans.

3.0 Restart Program and Required Actions

3.1 Restart Program Overview

The Restart Program consists of an integrated set of complementary programs and activities that will result in the highest level of confidence that power operations will be safely initiated and the units returned to reliable full power operation in a controlled manner. The process is presented as a flow chart in Figure 1 with the major elements described below. As noted previously, the initial station focus is on Unit 1; however, the restart process and most of the specific actions are also applicable to Unit 2.

The Restart Program consists of four phases as follows:

- definition of physical plant work and other activities to be completed prior to unit restart,
- work completion,
- restart and operational readiness evaluation, and
- unit restart and power ascension.

Work to be Completed Prior to Unit Restart

Comprehensive evaluations are being conducted to define the scope of work requiring completion prior to unit restart. The resulting work scope includes significant actions relating to personnel, processes and plant equipment to correct identified deficiencies and improve operational safety performance. These actions are defined in the Restart Action Plans and summarized in Section 3.2.

Inclusion of specific items in the L1F35 outage work scope is made using a process that engages both senior site management and station personnel and is based on a foundation of ensuring operational safety. Potential work items are being identified from many sources including the following:

- internal and external assessments,
- review of backlogs (e.g., maintenance, engineering, operations, corrective action program PIFs),
- system functional performance reviews,
- system readiness reviews,
- commitments review, and
- personnel and plant performance trends.

Site management is responsible for establishing the scope of activities requiring completion prior to unit restart and for verifying that the work has been successfully completed. Individual work items are evaluated through the line organization with recommendations for inclusion in the outage reviewed by the supervisor/manager. Hardware oriented items are evaluated by the Scope Control Committee and items that are significant in scope are reviewed by the Senior Manager Review Committee (SMRC). The SMRC also reviews the scope of significant non-hardware work items, e.g., determining the scope of the System Functional Performance Reviews and the need to either expand or truncate this review program.

Work Completion

Work required for unit restart is completed under the direction of line management using plant processes and procedures for execution and control of work. Implementation schedules are established and managed by the Outage Management organization for all plant hardware oriented activities and major non-hardware activities. Summary level actions to drive successful completion of all restart work items is provided in the Plant Materiel Condition and Outage Completion Action Plan. Work completion is documented consistent with plant process and procedural requirements with oversight for effective job completion provided by line management and oversight organizations.

Restart and Operational Readiness Evaluation

A thorough assessment of the readiness of the plant, personnel and work processes to safely begin unit restart and initiate power operation will be completed and used as input in the decision by the Site Vice President to request authorization for unit restart from the Chief Nuclear Operations Officer and Executive Vice President, Nuclear. The self assessment to be performed by each organization is an element of Action Plan 3.1 and will culminate in a recommendation from the Plant General Manager to the Site Vice President that authorization for unit restart be requested. An element of this process will be the development and approval of a Restart and Power Ascension Plan (developed as part of the Safe Plant Operation Action Plan) that summarizes the key actions, milestones, management approvals and contingencies that will be implemented during the restart process. Additional input regarding the readiness of the plant, personnel and work processes will be obtained from the Plant Operating Review Committee (PORC), independent oversight organizations such as the SRB, SQV and from other inputs at the discretion of the Site Vice President.

When the Site Vice President has concluded that the plant is ready for restart, he shall request authorization for restart from the Chief Nuclear Operations Officer and Executive Vice President, Nuclear. The Chief Nuclear Operations Officer and the Executive Vice President, Nuclear will commission an independent assessment of the units' readiness for restart, and grant final authorization for restart to the Site Vice President.

Unit Restart and Power Ascension

Following approval from the Site Vice President to initiate unit restart with the intent to proceed to full power operation, plant operators will initiate the restart and power ascension process in accordance with the approved Restart and Power Ascension Plan.

3.2 Restart Action Plans

In addition to the individual and programmatic reviews performed above, the LMT also conducted several performance review sessions to define additional actions that must be completed prior to unit restart. Plant operational safety was again the focus for these planning sessions. A set of Restart Action Plans, described below resulted from these management reviews. Many of these Action Plans change or upgrade site-wide programs and processes and are, therefore, applicable to both Units 1 and 2.

The Restart Action Plans are organized in the following six strategies that continue the site performance improvement focus established in the LaSalle Upgraded 1996 Operational Plan and extend to additional items that are required to achieve a safe and event-free restart:

- Safe Plant Operation,
- Plant Materiel Condition and Effective Outage Completion,
- Corrective Action and Assessment,
- Effective Work Control,
- Human Interaction and Performance, and
- Effective Engineering Support.

3.2.1 *Safe Plant Operation*

The objective of the Safe Plant Operation strategy is to ensure that restart and ascension to 100% power can be safely achieved and sustained. This objective is consistent with goal to establish a high organizational focus on operational safety and reflect our commitment to becoming an Operations-driven organization. The Safe Plant Operation strategy is focused on improving operator performance, reducing operator challenges and correcting processes that challenge safe plant operation.

A. Improve Operator Performance - the focus of this area is to ensure that plant operators are fully effective in initiating a unit restart and sustaining power operation with a conservative focus on operational safety. Specific Action Plans developed to address the restart requirements include:

- Simulator Training and Instructor Performance - improve instructional techniques and confirm simulator fidelity with the plant configuration to verify that individual and crew performance can support safe unit restart and power operation.
- Operator Startup Training - establish operator readiness to support safe unit restart and power operation by implementing a focused operator training program.
- Monitoring Critical Operating Functions - improve Operator and Supervisor professionalism and ability to sustain safe plant operation through specific oversight actions using criteria that is consistent with both performance expectations and training activities.

- Operator Work Environment - upgrade the operator work environment to achieve improved professionalism, operator ownership and effective communication and planning for operational activities.
 - Restart and Power Ascension Plan - develop and implement a Restart and Power Ascension Plan during unit restart in two phases: prior to unit restart and during the startup and power ascension to full power.
- B. Reduce Operator Challenges - the focus of this area is to ensure that potential challenges to plant operation are reduced so that station personnel can most effectively operate and maintain the plant during normal, abnormal or emergency conditions. Specific Action Plans developed to address the restart requirements include:
- Operator Workarounds - reduce the number of operator workarounds that require compensatory actions by operators in the normal course of their daily activities.
 - Temporary Alterations - reduce the number of temporary alterations to plant systems that may unnecessarily challenge plant operators during normal, abnormal and emergency conditions.
 - Main Control Room Distractions - reduce the number of distractions in the Main Control Room so that plant operators are not unnecessarily challenged during normal, abnormal and emergency conditions.
- C. Correct Processes that Challenge Safe Plant Operation - this focus of this area is to ensure that key processes relied upon by plant operators support safe unit restart and power operations. Specific Action Plans developed to address the restart requirements include:
- Plant Labeling Program - implement labeling upgrades to plant equipment so that the potential for out-of-service and personnel error is minimized (upgrades implemented during unit shutdown is on plant equipment located in areas with limited access during normal operation and on sensitive instrumentation so that the potential for unit trip during normal operation is minimized).
 - Equipment Out-of-Service Program - utilize self assessments to identify problems and implement corrective actions to establish expectations and focus for error reduction in the out-of-service program.

- Operating Procedure Readiness - review and revise, as required, Operating procedures necessary to implement safe unit restart and power operation.

3.2.2 Plant Materiel Condition and Effective Outage Completion

The objective of the Plant Materiel Condition and Effective Outage Completion strategy is to ensure that materiel condition of the plant is improved sufficiently to support safe and reliable unit restart and power operation. An outage plan that identifies and organizes the completion of all required plant work will be used drive key outage milestones related to scope identification and completion of scheduled activities. Although the initial focus of this Restart Plan is on Unit 1, work activities will also occur on Unit 2 to support L2R07 as resources are available. Therefore, a separate Action Plan has been assembled in this area for Units 1 and 2 as well as a specific plan to complete the review of corrective maintenance backlogs.

3.2.3 Corrective Action and Assessment

The objective of the Corrective Action and Assessment strategy is to use programmatic assessments, and corrective action program improvements so that unit restart and power operation can be safely achieved and sustained. Specific Action Plans developed to address the restart requirements include:

- A. Corrective Action Program - this focus is to ensure that self assessments to identify problems requiring resolution are completed, oversight and review of root cause determinations is implemented and improvements to the corrective action screening and post-corrective action review process are completed, thereby ensuring that personnel are effective in identifying and fixing problems that may impact safe unit restart and power operation.
- B. Site Quality Verification (SQV) Effectiveness - this focus is to implement improvements to the SQV organization so that SQV fulfills its oversight responsibilities in an effective manner.

3.2.4 *Effective Work Control*

The objective of the Effective Work Control strategy is to ensure that necessary corrective and preventive maintenance work will be effectively and efficiently completed following unit restart via on-line maintenance and system window outages by implementing organizational and responsibility changes and work control process improvements. Specific Action Plans developed to address the restart requirements include:

- A. Work Scheduling to Support On-line Work Control - this focus is to integrate existing scheduling processes, define work control roles and responsibilities, develop work week windows and train work control personnel, so that required plant work can be effectively completed.
- B. Work Package Quality - this focus is to improve the quality of work packages by obtaining worker involvement in identifying the reasons for holds or delays and implementing appropriate corrective actions.

3.2.5 *Human Interaction and Performance*

The objective of the Human Interaction and Performance strategy is to ensure that human performance improvements are realized along with plant materiel condition and process improvements so that improved operational safety performance can be sustained into the future. The Human Interaction and Performance strategy is focused on improving communication, teamwork, supervisory follow-up and engaging the workforce in identifying and resolving barriers to good human performance.

3.2.6 *Effective Engineering Support*

The objective of the Effective Engineering Support strategy is to upgrade engineering capacity to conduct programmatic assessment, identify plant system or problems, provide definite resolution of technical issues and maintain plant configuration in accordance with the plants' design basis. Specific Action Plans developed to address the restart requirements include:

- A. Engineering Capability - this focus is to upgrade the capability of Engineering to support safe unit restart and power operation through the addition of experienced personnel, additional training of existing personnel and organizational and programmatic changes to ensure that work products meet acceptable quality standards.

- B. Plant Operational Readiness - this focus is to implement a review of systems, and other focused assessments, to define work necessary to be completed prior to unit restart and to establish confidence that plant systems are capable of operating safely, reliably and in accordance with design basis requirements. These assessments will include the following:

System Reviews for the systems important to safe and reliable operation which identify the required system functions compared to the design basis requirements; determine material condition and design deficiencies that affect achieving these functions; evaluate whether the periodic testing and inspection activities adequately confirm the ability of the system to perform the functions; and determine any special testing, including integrated system testing, that should be performed prior to or during restart.

Design Reviews which are performed as a complement to the System Reviews for certain systems or portions of systems to identify and resolve substantive design issues. These Design Reviews include detailed comparison of system and equipment functional capability compared to design bases requirements, including the analytical bases supporting the design bases and the design implementation.

A Configuration Control Evaluation that is directed toward assessing the potential significance of past practices of sometimes performing design changes without adequate design controls under the "chron letter" process and the "NDIT" process, as well as uncontrolled modifications performed during maintenance activities. These evaluations will include detailed walkdown and configuration confirmation of selected safety related systems, including piping and selected instrumentation configuration, electrical configuration and system seismic support configuration.

Backlog Review to determine activities that need to be completed prior to restart, including: Problem Identification Forms, root cause determinations, corrective actions; Operator Work Arounds; Main Control Room Deficiencies; and outstanding Action Requests, Work Requests and Engineering Requests. Additionally, all current operability determinations will be reviewed to resolve equipment problems fulfilling restart review criteria.

A System Readiness Review will be performed for all systems important to safe and reliable operation to confirm the adequacy of system general configuration and material condition, and to ensure all maintenance, design change and testing has been completed for restart of the Unit.

4.0 Restart Plan Management Responsibilities

Management has defined clear responsibilities for managing the Restart Plan activities.

4.1 Responsibilities

Site Vice President

The Site Vice President has overall responsibility for site implementation of the Restart Plan and will assure that sufficient resources are provided to complete the Restart Plan satisfactorily. In addition, he will actively participate in establishing expectations for performance results with management, monitoring plan results, reviewing management presentations for the purpose of establishing accountability within the organization, and providing overall plan leadership. The Site Vice President will recommend restart of the unit as described earlier, when the actions of this plan have been completed and he is confident that safe and reliable restart and power operations will be achieved. The Site Vice President has delegated authority to the Plant General Manager, the Restart Plan Coordinator, Strategy Sponsors and Action Plan team leaders to allow them to fulfill their Restart Plan responsibilities as defined below.

Plant General Manager and Restart Plan Coordinator

The Plant General Manager is responsible for day-to-day plan management, including monitoring the performance of the Action Plans, and is accountable for overall completion of the Restart Plan. The Plant General Manager also controls changes, additions and deletions to the plan. The Executive Assistant to the Site Vice President is the Restart Plan Coordinator and is responsible for administrative aspects of Restart Plan implementation including establishing the reporting format and content of performance results to site management. The Plant General Manager, as assisted by the Restart Plan Coordinator is responsible for the following activities:

- Coordinating and preparing any required management reports for the management team,
- assuring that Action Plan activities are scheduled and integrated with the overall site schedule,
- facilitating changes to existing action plans or the development of new plans as emerging issues develop,
- establishing and managing the agenda for periodic performance review meetings, and
- assuring the adequacy and acceptable closure of the action plans.

Strategy Sponsors

Each of the six Restart Plan strategies has an assigned sponsor or sponsors. A sponsor has responsibility for the completion of each Action Plan within the strategy and for achievement of the performance measures assigned to that strategy. Strategy sponsors will provide support and guidance to their Action Plan Team Leaders to help them succeed in completing their Action Plans.

Action Plan Team Leaders

Each Action Plan has an assigned Action Plan Team Leader. The responsibilities of the Action Plan Team Leaders are to provide on-going management of plan implementation to ensure that the expected performance results are achieved. In reviewing the Action Plan, the assigned team leaders will verify that it can be implemented and that it will achieve its specified performance objectives. Action Plan Team Leaders are also responsible for completing documentation that summarizes the results of Action Plan Implementations.

In cases where the Action Plan Team Leader identifies the need to change the action plan, those changes will be developed with the strategy sponsor, submitted to the Plant General Manager for review and approved by the Site Vice President.

LaSalle Management Team

The LMT is responsible for ensuring the successful implementation of the Restart Plan and supporting the Strategy Sponsors and Action Plan Team Leaders. The LMT is responsible for conducting Restart Readiness Self Assessments for their organization. The LMT will review plan progress, changes and implementation issues. The LMT will review and approve Action Plan closure and, via the Plant General Manager, recommend to the Site Vice President the unit is ready to restart.

4.2 Assessment of Results

Performance Review by the LMT

The LMT, facilitated by the Restart Plan Coordinator, will provide the focal point for review of plan effectiveness through a review of the results of the strategies and any barriers to successful completion of specific Action Plans. These reviews will be held weekly.

Review by Site Quality Verification

Site Quality Verification (SQV) will provide independent assessment of the Restart Plan activities and results from the individual Action Plans in accordance with a defined assessment plan. The SQV assessment plan will ensure that the oversight function is performed using qualified personnel (from the , other ComEd locations and external personnel) and is focused on assessing whether the results achieved meet the action plan expectations. SQV will provide assessment reports to site management on a periodic basis and this will be an input to the Site Vice President in the decision on when to authorize unit restart.

Verification of Action Plan Closure

Management reviews and documentation will be used to verify that the individual action plans are satisfactorily completed. The individual Action Plan Team Leaders are responsible for reporting satisfactory plan progress during Restart Plan review meetings. SQV will independently assess the completion of plan actions.

4.3 Plan Communications

It is essential that the overall restart process and the specific contents of this Restart Plan be effectively communicated to the employees, to the NRC and to ComEd executive management.

Site Communications

The site communications coordinator is responsible for implementing a communication plan describing the key elements of the Restart Plan and for posting Plan performance results periodically. The intent is that all employees will see visible, high-level results from the Restart Plan as we progress toward and through unit restart. Achievement of major milestones and results will be communicated through written media.

NRC Communications

The Site Vice President, Plant General Manager and Unit Managers will provide periodic briefings on the Restart Plan and results achieved to the NRC resident inspectors and regional personnel. In addition, the residents will be encouraged to attend the performance review meetings.

Attachment A

**Summary of
Restart Action Plans**

Restart Action Plans

Strategy 1: Safe Plant Operation

Sponsors: L. Guthrie
S. Smith

1.1 Improve Operator Performance

- | | | |
|------|---|--------------|
| 1.1A | Simulator Training and Instructor Performance | H. Hayes |
| 1.1B | Operator Startup Training | D. Farr |
| 1.1C | Monitoring Critical Operations Functions | A. Magnafici |
| 1.1D | Operator Work Environment | J. Houston |
| 1.1E | Restart and Power Ascension Plan | A. Magnafici |

1.2 Reduce Operator Challenges

- | | | |
|------|--------------------------------|-----------------|
| 1.2A | Operator Workarounds | R. McConnaughay |
| 1.2B | Temporary Alterations | J. Schroeder |
| 1.2C | Main Control Room Distractions | R. Bengtson |

1.3 Correct Processes that Challenge Safe Plant Operation

- | | | |
|------|-------------------------------|-------------|
| 1.3A | Plant Labeling Program | J. Gables |
| 1.3B | Out-of-Service Program | G. Campbell |
| 1.3C | Operating Procedure Readiness | S. Seaborn |

1.4 Improve Operator Training and Achieve Accreditation Renewal

G. Kaegi

Strategy 2: Plant Material Condition and Effective Outage Completion

Sponsor: P. Higgins

- | | | |
|-----|---------------------------------|------------|
| 2.1 | Unit 1 Outage Management Plan | P. Higgins |
| 2.2 | Unit 2 Outage Management Plan | P. Higgins |
| 2.3 | Maintenance Backlog Review Plan | P. Higgins |

Strategy 3: Corrective Action and Assessment

Sponsors: J. McDonald

- | | | |
|-----|------------------------------------|-----------|
| 3.1 | Corrective Action Program | W. Riffer |
| 3.2 | Quality Verification Effectiveness | L. Spiers |

Strategy 4: Effective Work Control

Sponsor: G. Campbell

- 4.1 Work Scheduling to Support On-line Work Control
- 4.2 Work Package Quality

D. Hattersley
T. Uznanski

Strategy 5: Human Interaction and Performance

Sponsor: D. Boone

- 5.1 Human Interaction and Performance

D. Boone
J. Gieseke

Strategy 6: Effective Engineering Support

Sponsor: P. Hildebrandt

- 6.1 Engineering Capability
- 6.2 Plant Operational Readiness

A. Javorik
A. Javorik

Strategy 1
Safe Plant Operation

**LaSalle County Nuclear Station
Unit 1/Unit 2 Restart Plan
Restart Action Plan**

STRATEGY

Strategy Number: 1

Title: Safe Plant Operation

Sponsor: Steve Smith

Description: Establish a strong focus on operational safety and become an Operations-driven organization so that unit restart and power operation can be safely achieved and sustained. This will be achieved by:

- improving operator performance,
- reducing operator challenges, and
- correcting processes that challenge safe plant operation
- improve operator training.

ACTION PLAN

Action Plan Number: 1.1A

Title: Improve Training Effectiveness

Description: Simulator training has not been fully effective in supporting LaSalle County Station standards of operational excellence.

Objective Improve simulator instructional techniques and verify that simulator fidelity is adequate to support effective training in support of safe unit restart and power operation.

Team Members:

1. H. Hayes (Team Leader)	2. R. Lewis
3. R. Bell	4. D. O'Rourke
5. T. Granlund	

Performance Measure	Performance Standard
Simulator training effectiveness	Simulator instructor effectiveness verified by improving ratings on simulator evaluation forms.
Simulator fidelity	No work requests that impact operator response during the conduct of High Intensity and Startup Training

**LaSalle County Nuclear Station
Unit 1/Unit 2 Restart Plan
Restart Action Plan**

STRATEGY

Strategy Number: 1 [REDACTED]

Title: Safe Plant Operation

Sponsor: Les Guthrie

Description: Establish a strong focus on operational safety and become an Operations-driven organization so that unit restart and power operation can be safely achieved and sustained. This will be achieved by:

- improving operator performance,
- reducing operator challenges, and
- correcting processes that challenge safe plant operation.
- improve operator training

ACTION PLAN

Action Plan Number: 1.1B [REDACTED]

Title: Improve Operator Performance -Operator Startup Training

Description: Plant operators do not uniformly possess the knowledge and/or skills necessary to meet and exceed the current LaSalle County Station standards of operational excellence.

Objective Establish operator readiness to support safe unit restart and power operation by implementing a focused operator training program.

Team Members:

1. D. Farr (Team Leader)	2. D. Enright
3. L. Blunk	4. S. Russell
5. B. Trafton	6. G. Kaegi

Performance Measure	Performance Standard
Operation's Event Free Clock 12 mo. and 3 mo. Rolling Average	Continuous improvement
Successful completion by all crews.	After initial Screening, greater than 85% of all licensed operators pass High Intensity Training.

**LaSalle County Nuclear Station
Unit 1/Unit 2 Restart Plan
Restart Action Plan**

STRATEGY

Strategy Number: 1

Title: Safe Plant Operation

Sponsor: Les Guthrie

Description: Establish a strong focus on operational safety and become an Operations-driven organization so that unit restart and power operation can be safely achieved and sustained. This will be achieved by:

- improving operator performance,
- reducing operator challenges, and
- correcting processes that challenge safe plant operation.
- improve operator training and achieving accreditation renewal

ACTION PLAN

Action Plan Number: 1.1C

Title: Improve Operator Performance -Monitor Critical Operation Function

Description: Follow-up verification has not been consistently implemented to ensure that corrective and performance improvement actions have been effectively incorporated into daily work activities.

Objective: Improve Operator and Supervisor professionalism and ability to sustain safe plant operation through specific oversight actions using criteria that is consistent with both performance expectations and training activities.

Team Members: I. A. Magnafici (Team Leader)

Performance Measure	Performance Standard
Comprehensive weighted SCORECARD error rate (composed of the following):	Continuous improvement
Number of errors per operator round (error rate)	Improving Trend
Number of missing log entries	Improving Trend
Number of errors per OOS (error rate)	Improving Trend
Number of procedure errors (includes surveillances)	Improving Trend
Number of errors per communication observed (error rate)	Improving Trend
Number of MCR Performance Weaknesses observed (error rate)	Improving Trend

**LaSalle County Nuclear Station
Unit 1/Unit 2 Restart Plan
Restart Action Plan**

STRATEGY

Strategy Number: 1

Title: Safe Plant Operation

Sponsor: Les Guthrie

Description: Establish a strong focus on operational safety and become an Operations-driven organization so that unit restart and power operation can be safely achieved and sustained. This will be achieved by:

- improving operator performance,
- reducing operator challenges, and
- correcting processes that challenge safe plant operation.
- improve operator training and achieving accreditation renewal

ACTION PLAN

Action Plan Number: 1.1D

Title: Improve Operator Performance - Operator Work Environment

Description: The operator work environment requires physical improvements to support standards of professionalism, ownership and effective plant operation.

Objective: Upgrade the operator work environment to achieve improved professionalism, operator ownership and effective communication and planning for operational activities.

Team Members:	1. J. Houston (Team Leader)	2. R. Argubright
	3. T. Cannon	4. D. Enright
	5. J. Hellend	6. R. Hichborn
	7. R. Immke	8. L. Demick
	9. M. Sebby	10. D. Sheldon
	11. J. Washko	12. T. Meyer

Performance Measure

Performance Standard

Improved Operation's performance and professionalism as measured by Action Plan 1.1C.

See AP 1.1.C.

**LaSalle County Nuclear Station
Unit 1/Unit 2 Restart Plan
Restart Action Plan**

STRATEGY

Strategy Number: 1

Title: Safe Plant Operation

Sponsor: Steve Smith

Description: Establish a strong focus on operational safety and become an Operations-driven organization so that unit restart and power operation can be safely achieved and sustained. This will be achieved by:

- improving operator performance,
- reducing operator challenges, and
- correcting processes that challenge safe plant operation.
- improve operator training and achieving accreditation renewal

ACTION PLAN

Action Plan Number: 1.1E

Title: Improve Operator Performance -Restart and Power Ascension Plan

Description: The normal unit startup and power ascension process must be supplemented to provide effective management oversight, ensure conservatism in the startup process and achieve an error-free startup.

Objective: Develop a Restart and Power Ascension Plan and implement the Plan during unit restart in two phases: prior to unit restart and during the startup and power ascension to full power.

Team Members:	1. Al Magnafici (Team Leader)	2. D. Enright
	3. Randy Dus	4. Dave Sheldon
	5. Kevin Dorwick	6. Jim Henry
	7. Bill Sly	8. Cuy Ford
	9. Alex Javorik	10. Keith Francis

Performance Measure	Performance Standard
Infrequently performed activities are conducted in a controlled and precise manner.	0 Human Performance Errors during infrequently performed activities.
Operations Event Free Clock 12 mo. and 3 mo. Rolling Average.	Continuous improvement.

**LaSalle County Nuclear Station
Unit 1/Unit 2 Restart Plan
Restart Action Plan**

STRATEGY

Strategy Number: 1

Title: Safe Plant Operation

Sponsor: Steve Smith

Description: Establish a strong focus on operational safety and become an Operations-driven organization so that unit restart and power operation can be safely achieved and sustained. This will be achieved by:

- improving operator performance,
- reducing operator challenges, and
- correcting processes that challenge safe plant operation.
- improve operator training and achieving accreditation renewal

ACTION PLAN

Action Plan Number: 1.2A

Title: Reduce Operator Challenges - Operator Work-arounds

Description: Plant operators are unnecessarily challenged during normal, abnormal and emergency plant conditions due to a high number of operator work-arounds

Objective: Reduce challenges to plant operators by reducing the number of operator work-arounds that require compensatory action by operators in the normal course of their daily activities.

Team Members:	1. G. Ford (Team Leader)	2. B. McConnaughay
	3. A. Trainor	4. A. Daniels
	5. R. Karger	6. J. Shetterly

Performance Measure	Performance Standard
NO safety significant Operator Work-Arounds at Unit 1 startup	All safety significant work-arounds on Unit 1 completed
NO safety significant Operator Work-Arounds at Unit 2 startup	All safety significant work-arounds on Unit 2 completed

**LaSalle County Nuclear Station
Unit 1/Unit 2 Restart Plan
Restart Action Plan**

STRATEGY

Strategy Number: i [REDACTED]

Title: Safe Plant Operation

Sponsor: Steve Smith

Description: Establish a strong focus on operational safety and become an Operations-driven organization so that unit restart and power operation can be safely achieved and sustained. This will be achieved by:

- improving operator performance,
- reducing operator challenges, and
- correcting processes that challenge safe plant operation.
- improve operator training and achieving accreditation renewal

ACTION PLAN

Action Plan Number: 1.2B [REDACTED]

Title: Reduce Operator Challenges - Temporary Alterations

Description: Plant operators are unnecessarily challenged during normal, abnormal and emergency plant conditions due to a high number of temporary alterations to plant systems.

Objective: Reduce challenges to plant operators by reducing the number of temporary alterations to plant systems that unnecessarily challenge them during normal, abnormal and emergency plant conditions.

Team Members:	1. J. Schroeder (Team Leader)	2. R. McConnaughay
	3. H. Vinyard	4. D. Watson
	5. R. Karger	6.

Performance Measure	Performance Standard
No significant TALTs installed at Start Up	As determined by collegial review with the Plant Manager with Engineering, the Operations Manager, Shift Operations Supervisor, and Shift Managers.
% of non-outage support T/As > 30 days old without an action plan per unit.	0%

**LaSalle County Nuclear Station
Unit 1/Unit 2 Restart Plan
Restart Action Plan**

STRATEGY

Strategy Number: 1

Title: Safe Plant Operation

Sponsor: Steve Smith

Description: Establish a strong focus on operational safety and become an Operations-driven organization so that unit restart and power operation can be safely achieved and sustained. This will be achieved by:

- improving operator performance,
- reducing operator challenges, and
- correcting processes that challenge safe plant operation.
- improve operator training and achieving accreditation renewal

ACTION PLAN

Action Plan Number: 1.2C

Title: Reduce Operator Challenges - Main Control Room Distractions

Description: Plant operators are unnecessarily challenged during normal, abnormal and emergency plant conditions due to a high number of distractions in the Main Control Room.

Objective: Reduce challenges to plant operators by reducing the number of distractions in the Main Control Room that may unnecessarily challenge them during normal, abnormal and emergency plant conditions.

Team Members:	1. R. Bengtson (Team Leader)	2. R. McConnaughay
	3. B. Sly	4. J. Kutches
	5. R. Gremchuk	6. L. Melander
	7. D. Watson	8. J. Kodrick
	9. Al Trainor	

Performance Measure	Performance Standard
Minimization of MCR Distractions	<10 that cannot be supported by 12 week schedule process.

**LaSalle County Nuclear Station
Unit 1/Unit 2 Restart Plan
Restart Action Plan**

STRATEGY

Strategy Number: 1

Title: Safe Plant Operation

Sponsor: Steve Smith

Description: Establish a strong focus on operational safety and become an Operations-driven organization so that unit restart and power operation can be safely achieved and sustained. This will be achieved by:

- improving operator performance,
- reducing operator challenges, and
- correcting processes that challenge safe plant operation.
- improve operator training and achieving accreditation renewal

ACTION PLAN

Action Plan Number: 1.3A

Title: Correct Processes that Challenge Safe Plant Operations - Plant Labeling

Description: Weaknesses in plant labeling impact the ability of station personnel to implement safe plant operation and maintenance and has contributed to many out-of-service errors.

Objective: Implement labeling upgrades to plant equipment so that the potential for out-of-service and personnel error is minimized. Implement upgrades during unit shutdown to plant equipment located in areas with limited access during normal operation and on sensitive instrumentation so that the potential for unit trip during normal operation is minimized.

Team Members:	1. J. Gables (Team Leader)	2. L. Johnson
	3. B. Stone	4. S. Gray
	5. D. Nicklin	6. B. Murphy
	7. M. Gray	8. M. Smith
	9. T. Winkler	10. L. Murphy
	11. N. Munoz	12. B. Werder
	13. R. Patterson	

Performance Measure	Performance Standard
Minimize Human Performance Errors as a result of labeling deficiencies.	Labeling deficiencies identified during "fast cruise" procedure walkdowns are corrected.

**LaSalle County Nuclear Station
Unit 1/Unit 2 Restart Plan
Restart Action Plan**

STRATEGY

Strategy Number: 1

Title: Safe Plant Operation

Sponsor: Les Guthrie

Description: Establish a strong focus on operational safety and become an Operations-driven organization so that unit restart and power operation can be safely achieved and sustained. This will be achieved by:

- improving operator performance,
- reducing operator challenges, and
- correcting processes that challenge safe plant operation.
- improve operator training and achieving accreditation renewal

ACTION PLAN

Action Plan Number: 1.3B

Title: Correct Processes that Challenge Safe Plant Operation - Out-of-Service Program

Description: Many out-of-service errors have occurred with human performance, process and procedure problems being the largest root causes for the errors.

Objective: Utilize self-assessments to identify problems and implement corrective actions to establish expectations and focus for error reduction in the out-of-service program by implementing accountability for performance, increasing supervisory involvement and oversight, and resolving barriers that currently prevent station personnel from correctly implementing program requirements.

Team Members:

1. G. Campbell (Team Leader)	2. J. Hedenschoug
3. C. Maney	4. Tim Baughman

Performance Measure	Performance Standard
Reduction of OOS errors (while maintaining a high sensitivity for identification of errors)	Decreasing trend of OOS errors identified per month
Frequency of resetting Event Free Clock due to OOS errors.	Average time between resetting station clock increases

**LaSalle County Nuclear Station
Unit 1/Unit 2 Restart Plan
Restart Action Plan**

STRATEGY

Strategy Number: 1

Title: Safe Plant Operation

Sponsor: Les Guthrie

Description: Establish a strong focus on operational safety and become an Operations-driven organization so that unit restart and power operation can be safely achieved and sustained. This will be achieved by:

- improving operator performance,
- reducing operator challenges, and
- correcting processes that challenge safe plant operation.
- improve operator training and achieving accreditation renewal

ACTION PLAN

Action Plan Number: 100C

Title: Correct Processes that Challenge Safe Plant Operation - Operating Procedures

Description: Poor quality procedures challenge the ability of plant operators to implement expectations for procedure use and compliance and hinder objectives for safe operation. In addition, the scope and duration of the outage require many operations procedures to be revised to reflect plant configuration and to satisfy testing requirements.

Objective: Review and revise, as required, Operating procedures necessary to implement safe unit restart and power operation. The following procedures will be reviewed:

- Reactor Safety - LOR, LOA, LGA and PRA significant
- Procedures used in unit start up
- Surveillance required for continued operation beyond the refuel cycle
- Procedures affected by DCPs, and
- Administrative procedures implementing change and adherence

Team Members:	1. S. Seaborn (Team Leader)	2. L. Nickel (Scope Discovery)
	3. R. Immke	4. B. Boyd (Scope Discovery)
	5. B. Stone	6. Operating Procedure Writers

**LaSalle County Nuclear Station
Unit 1/Unit 2 Restart Plan**

Performance Measure	Performance Standard
Operating Procedure quality improves	Trends improve (decrease) during Unit operation for: Procedure-related PIFs, TPCs with permanent change required, Procedure deficiencies (TPCs, PCRs) identified during “fast cruise” procedure walkdowns are corrected.

**LaSalle County Nuclear Station
Unit 1/Unit 2 Restart Plan
Restart Action Plan**

STRATEGY

Strategy Number: 1

Title: Safe Plant Operation

Sponsor: Les Guthrie

Description: Establish a strong focus on operational safety and become an Operations-driven organization so that unit restart and power operation can be safely achieved and sustained. This will be achieved by:

- improving operator performance,
- reducing operator challenges, and
- correcting processes that challenge safe plant operation.
- improve operator training

ACTION PLAN

Action Plan Number: 1.4

Title: Improve operator training by systematically developing program content.

Description: The quality of operator training has deteriorated due to poor implementation of the systematic approach to training.

Objective Ensure operator training program content is systematically developed such that it fully supports safe unit startup and power operation .

Team Members:	1. Glen Kaegi (Team Leader)	2. Randy Lewis
	3. Al Yarmer	4. Steve Russell
	5. John Connon	6. Jim Fulton
	7. Dave Farr	8. Al Magnifici

Performance Measure

Performance Standard

LO training material

LO training materials systematically developed and newly identified tasks evaluated for training by the TAC. TAC recommended training is completed prior to unit startup.

NLO training material

NLO training materials systematically developed and newly identified tasks evaluated for training by the TAC. TAC recommended training is completed prior to unit startup.

Strategy 2
Plant Materiel Condition and Effective Outage Completion

**LaSalle County Nuclear Station
Unit 1/Unit 2 Restart Plan
Restart Action Plan**

STRATEGY

Strategy Number: 2

Title: Plant Material Condition and Effective Outage Completion

Sponsor: Pat Higgins

Description: Implement strong outage management oversight to ensure that planned outage activities are effectively completed and result in significant material condition improvements necessary for safe unit restart and power operation. This will be achieved by implementing a Unit 1 and Unit 2 Outage Plan and a Maintenance Backlog Review Plan that:

- focuses on a single unit,
- identifies and approves the final work scope, and
- improves schedule adherence

ACTION PLAN

Action Plan Number: 2.1

Title: Unit 1 Outage Plan

Description: A detailed outage implementation plan is required to ensure that the required Unit 1 outage work is defined and that all station resources are properly aligned to safely complete the work.

Objective Develop and implement a Unit 1 outage plan that identifies and organizes the completion of all required plant work necessary to improve the plant material condition such that there is high confidence in safe unit startup and power operation.

Team Members: 1. P. Higgins (Team Leader)

3. J. Shetterly

5. J. Rosner

7. J. Steele

9. J. Klika

11. J. Damron

13. P. Weber

15. S. Rashidi

2. K. Francis

4. D. Dauzvardis

6. L. Ebersole

8. T. Riner

10. C. Maney

12. P. Thouvenin

14. P. Sprole

**LaSalle County Nuclear Station
Unit 1/Unit 2 Restart Plan**

Performance Measure	Performance Standard
Scope growth after work discovery milestones	<=5% *
Complete System walkdowns and backlog reviews.	Per schedule graph
Complete System Functional Reviews	Per schedule graph
Critical Path Performance	On or ahead of schedule. *

**LaSalle County Nuclear Station
Unit 1/Unit 2 Restart Plan**

Performance Measure	Performance Standard
Scope growth after work discovery milestones	<=5% *
Complete System walkdowns and backlog reviews	Per schedule graph
Complete System Functional Reviews	Per schedule graph
Critical Path Performance	On or ahead of schedule. *

**LaSalle County Nuclear Station
Unit 1/Unit 2 Restart Plan
Restart Action Plan**

STRATEGY

Strategy Number: 2

Title: Plant Materiel Condition and Effective Outage Completion

Sponsor: Pat Higgins

Description: Implement strong outage management oversight to ensure that planned outage activities are effectively completed and result in significant materiel condition improvements necessary for safe unit restart and power operation. This will be achieved by implementing a Unit 1 and Unit 2 Outage Plan and a Maintenance Backlog Review Plan that:

- focuses on a single unit,
- identifies and approves the final work scope, and
- improves schedule adherence

ACTION PLAN

Action Plan Number: 2.3

Title: Maintenance Backlog Review Plan

Description: A review of the NWR Corrective backlog is required to insure that both units are ready to provide safe and reliable power through the next operating cycle.

Objective Complete a review of the NWR Corrective backlog to define that level which provides acceptable plant materiel condition such that there is high confidence in safe unit startup and power operation

Team Members:	1. P. Higgins (Team Leader)	2. A. Javorik
	3. H. Vinyard	4. D. Farr
	5. G. Campbell	6. J. Kodrick
	7. K. Francis	

Performance Measure	Performance Standard
Corrective Nuclear Work Request Backlog	Corrective NWRs required for Startup Complete

Strategy 3
Corrective Action and Assessment

**LaSalle County Nuclear Station
Unit 1/Unit 2 Restart Plan
Restart Action Plan**

STRATEGY

Strategy Number: 3

Title: Corrective Action and Assessment

Sponsor: John McDonald

Description: Conduct programmatic assessments and implement corrective action program improvements so that plant problems are identified and those required to be completed prior to unit restart are effectively resolved such that unit restart and power operation can be safely achieved and sustained. This will be achieved by:

- Improving assessment, and
- corrective action program implementation,

ACTION PLAN

Action Plan Number: 3.1

Title: Corrective Action Program and Assessment

Description: Implementation of the corrective action program is not effective in that self assessment is not being adequately performed to identify problems and assess potential negative trends, root cause determinations are not consistently effective in identifying the cause of the problem and corrective actions are not consistently assessed to determine their effectiveness in resolving the problem.

Objective Perform self assessments to identify problems requiring resolution, implement oversight and review of root cause determinations and complete improvements to the corrective action screening and post corrective action review process to ensure LCNS personnel are effective in identifying and fixing problems that may impact safe unit restart and power operation.

Team Members:	1. Bill Riffer (Team Leader)	2. A. Magnafici
	3. Greg Gibbs	4. D. Rhoades
	5. Les Guthrie	6. A. Javorik
	7. Steve Smith	8. Bill Eifert
	9. Steve Shields	

**LaSalle County Nuclear Station
Unit 1/Unit 2 Restart Plan**

Performance Measure	Performance Standard
Corrective Action Items (Open, Closed, Total)	Trend for 6 months, TBD
Overdue Corrective Actions	<15 / quarter
Repeat (SCAQ) Events	>10% of Total Inventory
Number of PIFs written	Trend for 6 months; TBD
CARB effectiveness	>60%

Restart Action Plan

STRATEGY

Strategy Number: 3

Title: Corrective Action and Assessment

Sponsor: John McDonald

Description: Conduct programmatic assessments and implement corrective action program improvements so that plant problems are identified and those required to be completed prior to unit restart are effectively resolved such that unit restart and power operation can be safely achieved and sustained. This will be achieved by:

- Improving assessment, and
- corrective action program implementation

ACTION PLAN

Action Plan Number: 3.2

Title: Improve Site Quality Verification Effectiveness

Description: Improve SQV's ability to diagnose Nuclear Safety and Quality concerns and effectively communicate those issues to line management for resolution.

Objective

Team Members: 1. L. Spiers (Team Leader)

2. R. Chrzanowski

Performance Measure	Performance Standard
1. NOV Severity weight index	1. Improving trend (quarterly average)
2. Significant plant events which SQV could have prevented.	2. Improving trend (quarterly average).
3. CAR Average Days Open	3. 90 Days
4. Restart Plan Assessment Activity Status	4. Complete per schedule

Strategy 4
Effective Work Control

**LaSalle County Nuclear Station
Unit 1/Unit 2 Restart Plan
Restart Action Plan**

STRATEGY

Strategy Number: 4
 Title: Effective Work Control
 Sponsor: Guy Campbell
 Description: Implement changes to the work scheduling and work control roles and responsibilities so that required plant work can be completed effectively and efficiently following unit restart.

ACTION PLAN

Action Plan Number: 4.1
 Title: Work Scheduling to Support On-line Work Control
 Description: The existing work scheduling process does not provide for effective and efficient completion of work in the plant.

Objective: Integrate existing scheduling processes, define work control roles and responsibilities, develop work week windows, and train plant personnel on Work Control process so that required plant work can be effectively completed.

- | | | |
|---------------|--------------------------------|--------------------|
| Team Members: | 1. D. Hattersley (Team Leader) | 2. R. Morgan |
| | 3. Steve Harris | 4. Gene Feller |
| | 5. Keith Taber | 6. Steve Novak |
| | 7. John Damron | 8. Charlie Sargent |
| | 9. Don Carpenter | 10. Al Magnafici |
| | 11. John Bell | |

Performance Measure

Performance Standard

N/A

N/A

**LaSalle County Nuclear Station
Unit 1/Unit 2 Restart Plan
Restart Action Plan**

STRATEGY

Strategy Number: 4

Title: Effective Work Control

Sponsor: Guy Campbell

Description: Implement changes to the work scheduling and work control roles and responsibilities so that required plant work can be completed effectively and efficiently following unit restart.

ACTION PLAN

Action Plan Number: 4.2

Title: Work Package Quality

Description: Work package quality is poor and does not facilitate effective and efficient job completion.

Objective: Improve the quality of work packages by obtaining worker involvement in identifying reasons for holds or delays and implementing appropriate corrective actions.

Team Members:	1. T. Uznanski (Team Leader)	2. D. Hattersley
	3. H. Vinyard	4. J. Fiesel
	5. Gary Vanderwall	6. James Land
	7. Steve Novak	8. Al Trainor
	9. John Bell	10. Larry Melander

Performance Measure

Performance Standard

Work Package Rejection Rate

Decreasing trend.

Strategy 5
Human Interaction and Performance

**LaSalle County Nuclear Station
Unit 1/Unit 2 Restart Plan
Restart Action Plan**

STRATEGY

Strategy Number: 5
 Title: Human Interaction and Performance
 Sponsor: Doug Boone
 Description: Improve human performance to support safe plant operation.
 Improve human interactions, focusing on teamwork and engagement of the work force, to support improved human performance.

ACTION PLAN

Action Plan Number: 5.1
 Title: Human Performance and Interaction
 Description: Provide clear expectations to site workers; communicate site direction; coach and mentor workers during their job activities.
 Monitor site Human Performance and address barriers to improvement.

Objective To provide a near-term step-change in the Human Performance and team work of site workers.

Team Members:	1. Doug Boone/Jim Gieseke (Team Leaders)	2. F. Dacimo
	3. H. Hayes	4. R. Ragan
	5. P. Resler	6. Tony Cardenas
	7. LMT	

Performance Measure

Performance Standard

Event Free Clock Resets

Improving trend, evaluated by LMT

Strategy 6
Effective Engineering Support

Restart Action Plan

STRATEGY

Strategy Number: 6

Title: Engineering Support

Sponsor: Phil Hildebrandt

Description: Conduct programmatic assessments and upgrade engineering capability so that plant problems are identified and those required to be completed prior to unit restart are effectively resolved such that unit restart and power operation can be safely achieved and sustained.

ACTION PLAN

Action Plan Number: 6.2

Title: Plant Operational Readiness

Description: The functional readiness of some plant systems is uncertain due to design configuration discrepancies, open design evaluations and degraded materiel condition.

Objective: Implement a system functional performance review and other focused assessments of plant systems to define work necessary to be completed prior to unit restart so that there is confidence that the system is capable of operating reliably and in accordance with design basis requirements.

Team Members: 1. G. Poletto (Team Leader)

2. S. Smith

3. M. Lohman

4. T. Best

5. Alex Javorik

6. J. Barron

7. Les Guthrie

8. John Pollock

9. Greg Gibbs

Performance Measure		Performance Standard	
1.	System Functional Performance Review	1.	Completion as scheduled
2.	System Readiness Review Walkdown	2.	Completion as scheduled
3.	System Restoration & Recovery Team	3.	Completion of work activities as scheduled
4.	Drawing Upgrade Workoff Curve	4.	Completion as scheduled
5.	ER Workoff Curve	5.	Completion as scheduled
6.	DCP Workoff Curve	6.	Completion as scheduled
7.	PIF Workoff Curve	7.	Completion as scheduled