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Getting Ahead of Performance Issues - Industry Perspective

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Key Questions 2

- ✓ Is industry safety performance improving?
- ✓ What is required to get ahead of performance issues?
- ✓ Will new build distract us from operating plant performance?
- ✓ Is the ROP responsible for getting ahead of performance issues?

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Industry Performance 3

- ✓ Traditional indicators - steady improvement
 - INPO PIs
 - ROP PIs
 - INPO significant events
 - Accident sequence precursors
- ✓ Action matrix – more degraded cornerstones
 - MSPI is a new driver
 - Finding numbers and severity not increasing

2007 INPO Performance Indicator Index
December 2007

Year	Index Value
2000	94.5
2001	95.5
2002	95.2
2003	95.5
2004	95.1
2005	95.8
2006	95.8
2007	95.2

Units in Columns 3 and 4

Year	Units
2000	10
2001	12
2002	10
2003	11
2004	10
2005	11
2006	10
2007	11

Overall improvement; new drivers

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Getting Ahead of Performance Issues

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- ✓ Absolute candor
- ✓ Thorough diagnosis and assessment
- ✓ Focus on issues
- ✓ Focus on fundamentals
 - Talent
 - Clarity of roles and accountability
 - Sound programs
 - Workforce engagement
 - Standards and fundamentals
 - Results orientation
 - Safety culture
- ✓ Structured action plans and forcing functions
- ✓ Intense executive engagement
- ✓ Define the model
- ✓ Set the vision and expectations
- ✓ Once you think you're "there," drill deeper
- ✓ Ongoing independent feedback

Key words: intense, focused, leadership-driven



New Build Distractions?

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- ✓ Keys
 - Organizational separation
 - Limit ability to call upon operating organization
 - Adequate hiring
 - Solid succession planning
 - Pipeline
 - Attractive career opportunities in the operating organization

Poor performance can easily reverse the renaissance



ROP Role

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- ✓ ROP sets clear boundaries for acceptable safety performance
- ✓ Action matrix drives significant corrective measures before performance becomes unacceptable
- ✓ More intrusive ROP revisions to get ahead of performance issues will inevitably cause a return to a subjective regulatory framework

Division of roles is appropriate and necessary



Conclusions

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- ✓ Industry performance continues to improve, BUT life never gets easier
- ✓ Job 1 - maintain intense focus on operating plants
- ✓ Need to maintain an objective regulatory framework that balances licensee and NRC roles


