

# Davis-Besse Management and Human Performance Improvement Plan

September 18, 2002

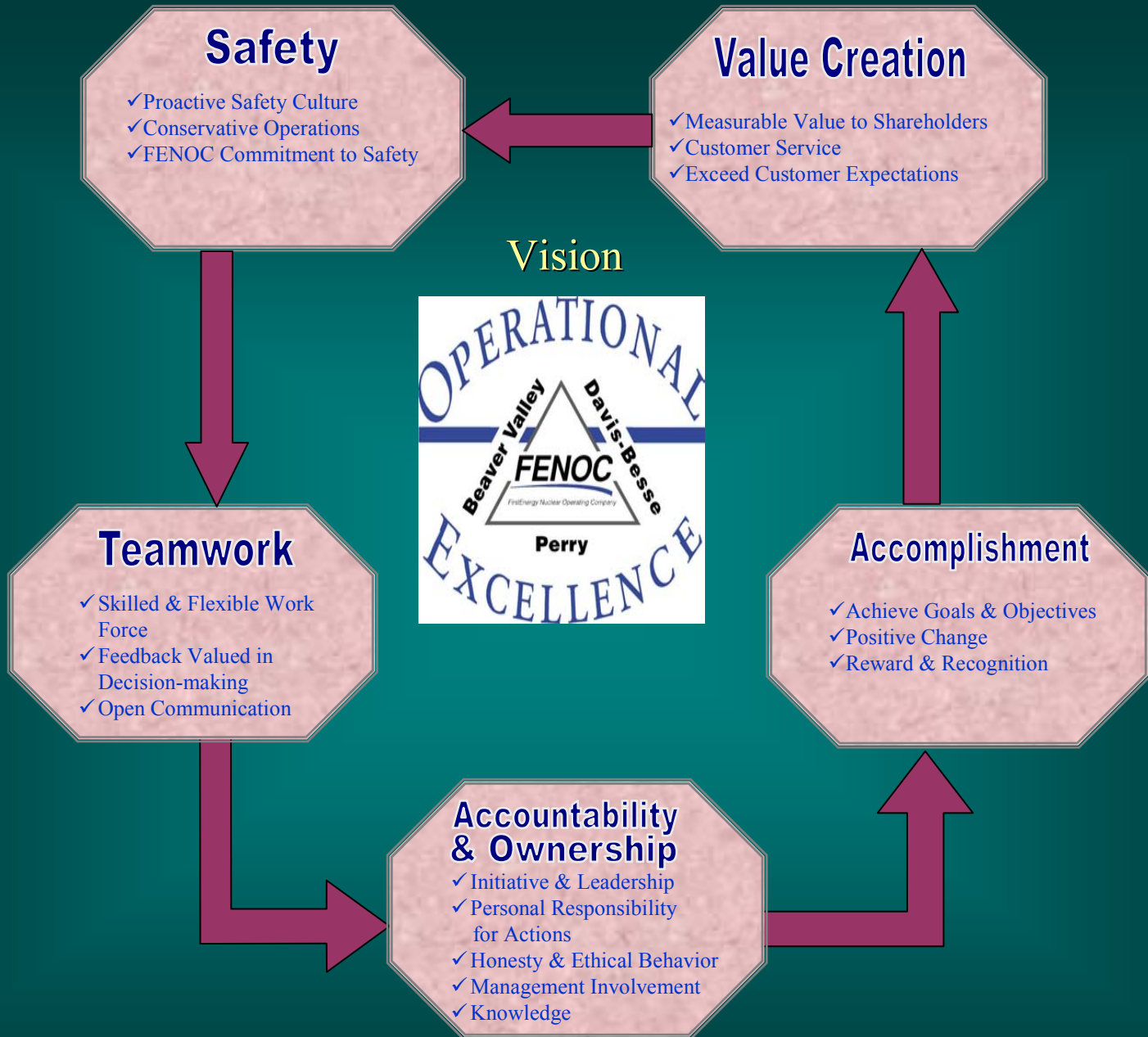
# Welcome

*Lew Myers*

*Chief Operating Officer*

# Desired Outcomes

- Discuss Management and Human Performance Improvement Plan
- Discuss the plan for improving our implementation of the Corrective Action Program
- Review results of the Safety Conscious Work Environment Survey and our plan for improvement



**Mission: People providing safe, reliable and cost effective nuclear generation**

Designed for restart and to provide for longer-term sustained performance.

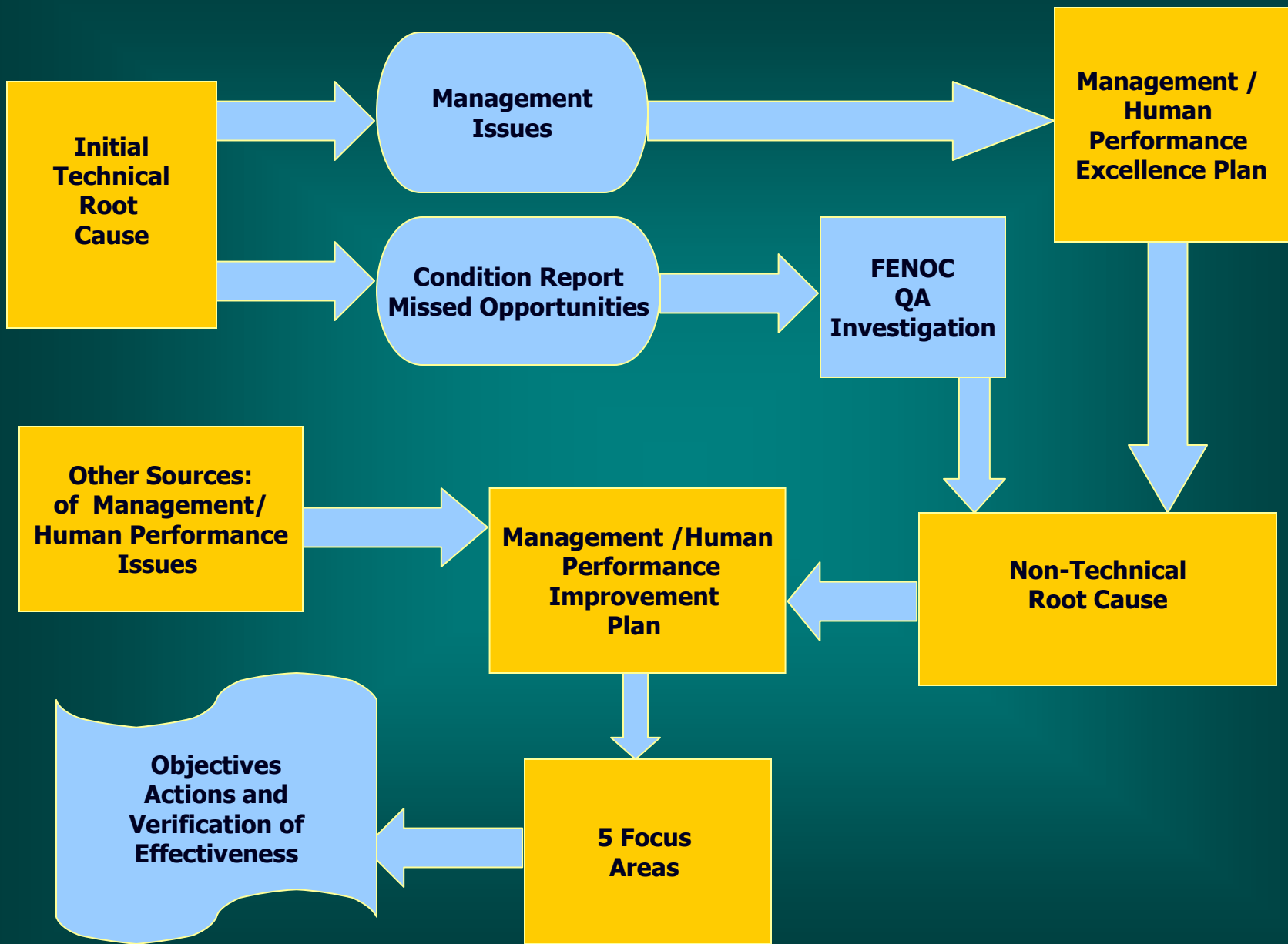
## Basic Building Blocks



# Root Causes

*Steve Loehlein*

*Manager - Quality Assessment*



# Root Causes

- Less than adequate nuclear safety focus
- Less than adequate implementation of the Corrective Action Program
  - Addressing symptoms rather than causes
  - Low categorization of conditions
  - Inadequate cause determinations
  - Inadequate corrective actions
  - Inadequate trending
- Failure to integrate and apply key industry information and site knowledge
- Non-Compliance with the Boric Acid Corrosion Control Procedure and Inservice Inspection Program



# Root Cause Analysis Team



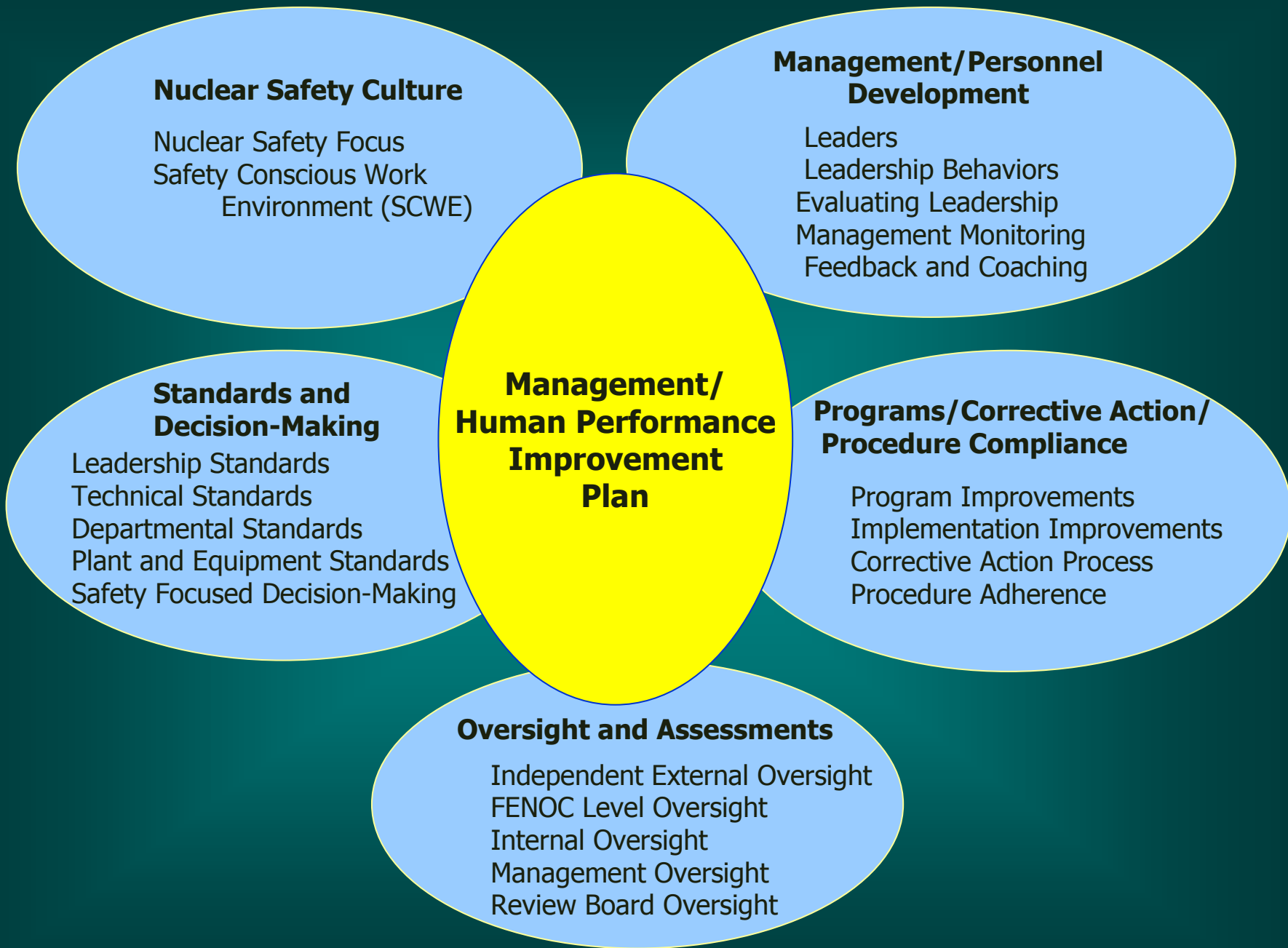
- Lead: Steve Loehlein (Beaver Valley)
- Bill Babiak (Perry)
- Mario DeStefano (Perry)
- Randy Rossomme (Beaver Valley)
- Lesley Wildfong (Conger & Elsea)
- Bill Mugge (Davis-Besse)
- Joe Sturdavant (Davis-Besse)
- Bobby Villines (Davis-Besse)
- Dick Smith (Conger & Elsea)
- Spyros Traiforos
- Oversight:  
Dorian Conger and Ken Elsea (C&E)

# Management and Human Performance Implementation Plan

*Dave Eshelman*

*Director - Life Cycle Management*





# Senior Management Team Standards

- We are committed to implementing the FENOC Mission, Vision and Values
- ⑩ We will demonstrate our commitment to safety; demonstrate leadership courage with safety first and foremost
- ⑩ We will recognize the Value of our people
- ⑩ We pledge to uphold the Leadership in Action Principles
- ⑩ We will earn the right to lead through our behaviors and actions.

# Objectives of the Plan

- Actions
  - Identification of Actions
  - Designation of Restart Actions
  - Designation of Responsible Managers
  - Schedule for Activities
- Verification of Effectiveness
  - Performance Indicators and Goals
  - Assessments
- Plan is a Living Document long after restart

# Improvements in Safety Culture

## Objective:

FENOC has the following objective for safety culture at Davis-Besse:

*Nuclear, radiological, and personnel safety have the highest priority and take precedence over other objectives, such as cost and production. Personnel feel free to raise safety concerns without fear of retaliation, and concerns are investigated and resolved in a timely manner.*

# Nuclear Safety Culture Initiatives

- FENOC Safety Policy
- SCWE Improvement Plan / SCWE Surveys
- New Management: FENOC Executive; Senior DB
- Safety Focus Training
- People Team
- Business Plan Alignment of Performance Incentives



# Nuclear Safety Culture Initiatives

- Employee communication opportunities:
  - 4-C's meetings; Town Hall Meetings
  - ROP Employee Meetings
- Case Study Training
- Management Oversight Improvements:
  - Management Monitoring Program
  - Management Observation Scheduling

# Verification of Effectiveness

- Self-Identification of Adverse Conditions indicator. The goal for restart is 80% or more.
  - Self-Assessments – Each group will include an evaluation of the safety focus.
  - Management Observations
  - SCWE Assessments – Conduct periodic assessments of SCWE at Davis-Besse. The goal for restart is to have an improving trend in SCWE.

# Improvements in Management/ Personnel Development

## Objective

FENOC has the following objective for its management of Davis-Besse:

*Managers are experienced, have high safety standards, and are involved in directing and overseeing plant activities.*

# Improvements in Management/ Personnel Development

- New Management team
- Standards for Management
- Operations Improvement Plan
- Supervisory Evaluations
- Leadership in Action Training
- Foundations for Leadership
- Ownership for Excellence
- Management Monitoring Process

# Verification of Effectiveness

## Indicators

- Management Monitoring
  - Quality of pre-job briefs
  - Proper safety practices and equipment
  - Effective communications
  - Supervisory behaviors
  - Procedure or document use
  - Use of Station Error-Prevention tools
- Individual -error rate per 10,000 person-hours worked. The goal for restart is 0.50
- Accept As-Is disposition of Condition Reports

# Verification of Effectiveness

## Assessments

- INPO Assist Visit
- Restart Overview Panel

# Improvements in Standards and Decision-Making

## Objective

FENOC has the following objective for decision-making and technical assessments at Davis-Besse:

*Decision-making and technical standards have a nuclear safety focus, have technical rigor, account for operating experience, and seek to correct problems rather than justifying acceptance of the problems.*

# Improvements in Standards and Decision-Making

- Decision-Making Nuclear Operating Procedure
- Establish Technical Staff Expectations
- Improvements in Use of Operating Experience
- Increased Resource Sharing with FENOC Plants
- Augmentation of the Engineering Staff
- FENOC Hierarchy of Documents
- Operations Oversight Executive



# Improvements in Standards and Decision-Making

- Operations Excellence Plan
- Plant Labeling Improvements and Equipment
- Case Study
- Training on Technical Standards
- Creation of a Management Observation Program
- Establishment of an Engineering Assessment Board

# Verification of Effectiveness

## Indicators

- Assessment of Decision-Making Nuclear Operating Procedure
- Engineering Assessment Board Indicators
- Management Observation
- Open Control Room Deficiencies
- Open Operator Work-Arounds
- Open Temporary Modifications

# Oversight and Assessment

## Objective

FENOC has the following objective for oversight and assessments at Davis-Besse:

*Davis-Besse has provisions for oversight and assessments, which are effective in identifying and correcting problems before they adversely affect safety and quality.*

# Oversight and Assessment

- New Oversight Groups
  - Creation of a Restart Overview Panel
  - Establishment of an Engineering Assessment Board
  - Creation of Restart Readiness Reviews by the Senior Management Team

# Oversight and Assessment

## Permanently Strengthen Existing Groups

- Improvements in Corrective Action Review Board
- Improvements in Senior Training Council
- Improvements in Engineering product reviews (Engineering Assessment Board)
- Improvements in the Project Review Committee
- Improvements in Quality Assessment
- Improvements in the Company Nuclear Review Board

# Oversight and Assessment

## New permanent assessments activities

- Restart Readiness Reviews
- Periodic System Reviews
- Periodic Program Reviews
- Improved Expectations and Standards for Oversight
- Weekend Duty Oversight
- Management Observation Program

# Verification of Effectiveness

## Performance Indicators

- Management Assessment of Readiness for Restart
- Corrective Action Program is effectively implemented to support restart
- Engineering products support restart
- Quality Assessment will track the number of Condition Reports it prepares
- Quality Assessment will track the number of Condition Reports it prepares that involve a repeat of previous conditions identified

# Improvements in Programs/Corrective Action/Procedure Compliance

## Objective

FENOC has the following objective for programs, corrective action and procedure adherence at Davis-Besse:

*Programs comply with NRC regulations, incorporate applicable operating experience, and are effectively implemented. Adverse conditions (including adverse trends) are promptly identified and documented. The root causes of significant conditions adverse to quality are identified, actions are taken to preclude recurrence of the conditions, and the preventive actions are effective. Personnel comply with procedures as written, or obtain proper revisions as needed.*



# Programs/Corrective Action/Procedure Compliance Initiatives

## Actions to Improve Programs

- Program Compliance Building Block Plan
  - Program Ownership
  - Expectations for Program Ownership
  - Improvements to the Ownership Model
  - Qualification Process for Owners
  - Improvements to the Self-Assessment Program

# Programs/Corrective Action/Procedure Compliance Initiatives

## Actions to Improve Program/Procedure Compliance:

- Reinforcing Standards for Procedure Compliance
- Emphasis on Procedure Compliance at Morning Meetings
- Management Observations

# Programs/Corrective Action/Procedure Compliance Initiatives

## Specific Program Changes

- Boric Acid Corrosion Control (BACC) Program
- In-service Inspection (ISI)
- Corrective Action program