

# **Millstone Plant Performance Review Meeting**

**Northeast Utilities Presentation  
for the  
U.S. Nuclear Regulatory Commission**

*June 20, 2000*

## Millstone

**Progress:** All five key functional areas have improved into the "satisfactory" performance band.

	Nov-99/Dec-99	Jan-00	Feb-00	Mar-00	Apr-00	May-00
<b>Nuclear Operations</b>	NI +	NI + ➡	NI + ⬇	NI + ➡	SAT = ⬆	SAT = ⬆
Station Operations (MP2 Ops, MP3 Ops, RP & Chem)	SAT =	SAT = ⬆	SAT ➡	SAT ⬆	SAT ⬆	SAT ⬆
MP2 Operational Focus	NI	NI ➡	NI ⬇	NI ➡	NI ⬆	SAT = ⬆
MP3 Operational Focus	SAT =	NI + ⬇	NI + ➡	NI + ⬆	SAT = ⬆	SAT = ⬆
MP2 Operations	SAT	SAT ⬆	SAT ➡	SAT ⬆	SAT ⬆	SAT ➡
MP3 Operations	SAT	SAT ⬆	SAT ➡	SAT ⬆		
Maintenance	NI +	NI + ➡	NI + ➡	NI + ➡	NI + ⬆	SAT = ⬆
Work Management	NI +	NI + ⬆	NI + ⬇	NI ➡	NI + ⬆	SAT = ⬆
<b>Engineering Services</b>	NI +	NI + ➡	NI + ➡	NI + ⬆	NI + ⬆	SAT = ➡
Design	NI +	NI + ➡	NI + ➡	NI + ➡	NI + ⬆	NI + ➡
Plant	NI +	NI + ⬆	NI + ➡	NI + ⬆	NI + ⬆	SAT = ⬆
Nuclear	Blue	NI + ➡	NI + ⬆	NI + ⬆	NI + ⬆	SAT = ➡
<b>Site Services</b>	NI	NI + ➡	NI + ➡	NI + ⬆	SAT = ⬆	SAT = ⬆
MP1 Decommissioning	NI	NI ⬇	NI ⬇	NI ⬆	SAT = ⬆	SAT = ⬆
Environmental Services	NI +	NI + ⬆	NI + ⬆	NI + ⬆	SAT = ⬆	SAT = ⬆
Site Services *	Blue	SAT ➡	SAT ➡	Blue		SAT = ⬆
Nuclear Materials & Document Management	NI	Blue	Blue	NI + ⬆	Blue	Blue
<b>Human Services</b>	NI +	NI + ⬆	NI + ➡	SAT = ➡	SAT = ➡	SAT = ➡
Training	SAT	Blue	Blue	SAT ➡	SAT ➡	SAT ➡
Emergency Planning	NI	NI + ⬆	NI + ➡	SAT = ➡	SAT = ⬇	SAT = ➡
Human Resources					Blue	Blue
<b>Management Effectiveness &amp; Oversight</b>	NI +	NI + ⬆	NI + ⬆	NI + ⬆	SAT = ⬆	SAT = ⬆
Human Performance		Blue	Blue	Blue	SAT = ➡	Blue
Corrective Actions	SAT =	SAT = ➡	SAT = ➡	SAT = ➡	SAT = ➡	SAT = ➡
Management Assessment	NI +	NI + ➡	NI + ➡	NI + ⬆	SAT = ➡	SAT = ⬆
Self Assessment	SAT =	SAT = ⬆	Blue	SAT = ➡	SAT = ➡	Blue
<b>Definition</b>						
Each of the above listed issues are assessed based on a set of attributes derived from NU, INPO and NRC documents which provide standards, objectives and inspection guidance.						
<div><div><div>■</div> Excellence (GREEN)</div><div><div>■</div> Satisfactory + (G/W)</div><div><div>□</div> Satisfactory (WHITE)</div><div><div>■</div> Needs Improvement (YELLOW)</div><div><div>■</div> Significant Weakness (RED)</div><div><div>■</div> Not Assessed (BLUE)</div></div> <div><div>+</div> Indicates Upper Range of Performance Window</div> <div><div>-</div> Indicates Lower Range of Performance Window</div> <div><div>*</div> Each month a different Site Services area is evaluated: Jan - Security Feb - Industrial Safety, Station Projects, and Fire Protection March - Not Assessed April - Security May - Industrial Safety, Fire Protection</div> <div><div>▲</div> Performance Arrows: Up (improving performance)</div> <div><div>➡</div> Steady</div> <div><div>⬇</div> Down (declining performance)</div>						
Data Source: Assigned Leads						

# Agenda

- ◆ CNO Perspective
- ◆ Nuclear Operations
- ◆ Engineering
- ◆ Nuclear Oversight  
Perspective

*Lee Olivier*

*Mike Brothers*

*Mike Bain*

*Steve Scace*

# CNOO Perspective

Lee Olivier

Northeast Nuclear Energy

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Northeast

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# Nuclear Operations

**Mike Brothers**

*Northeast Nuclear Energy*

# Three Focus Areas

- ◆ Plant Reliability
- ◆ 3R7
- ◆ Process Reorganization

# **Plant Reliability**

- ◆ **12 week schedule**
- ◆ **Integrated Preventative Maintenance Program**
- ◆ **Equipment/Unit Reliability**
- ◆ **Materiel Condition/Housekeeping**

# 3R7

- ◆ **Scope Freeze**
- ◆ **Major Contractor Selection**
- ◆ **Mod Packages Approved**
- ◆ **AWOs Planned**
- ◆ **Parts Staged**

# Process Reorganization

- ◆ **Maintain the Asset**
- ◆ **Operate the Asset**
- ◆ **Staffing Goals**

# Millstone Backlog Management Update

- ◆ Workoff of backlog balanced with an operational focus in mind.
- ◆ Any recovery backlog cancellations are reviewed by an Operational Expert Panel.

# Three Focus Areas

- ◆ Plant Reliability
- ◆ 3R7
- ◆ Process Reorganization

# Engineering

**Mike Bain**

*Northeast Nuclear Energy*

# Three Focus Areas

- ◆ **Improve Plant Reliability**
- ◆ **Improve Availability of Key Systems**
- ◆ **Move Into Asset Management**

# **Plant Reliability is a Cornerstone to Meeting Our Goals**

- ◆ **Recurring equipment problems continue on Unit 3 and Unit 2 (CEDS and Feedwater Heaters)**
- ◆ **Equipment Problem List identifies key equipment issues**

# **Plant Reliability is a Cornerstone to Meeting Our Goals**

**Improvement noted in:**

- Unit 2 ESAS**
- Unit 2 FWH Level Controls**
- Unit 2 RCP Seal Performance**
- Unit 3 MSIVs**
- Unit 3 AFW System**

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# **Plant Reliability is a Cornerstone to Meeting Our Goals**

- ◆ **Improved P.M. program is necessary**
- ◆ **Support of 12 week schedule**

# **Best of Best Plants Focus on Key System Performance**

- ◆ **Maintenance Rule System  
unavailability**
- ◆ **Maintenance Rule a(1) action plan  
status**

# Process Reorganization

- ◆ Three key areas include Manage the Asset, Assessment, and Procure the Asset
- ◆ Pilots need support from the Organization
- ◆ Engineering Functional Reorganization is underway

# **Progress on the Engineering Backlog Has Been Satisfactory**

- ◆ **Unit 3 Recovery Discrepancy Reports (DR) are complete**
- ◆ **Unit 3 Recovery Corrective Actions are on Track for 12/31/00 Completion**
- ◆ **Unit 2 Recovery DR are Ahead of Schedule**
- ◆ **Unit 2 Recovery Corrective Actions are on Track for 12/31/01 Completion**

# **Engineering Work Requests Have Been reviewed**

- ◆ **A 5 cycle work plan has been developed**
- ◆ **EWRs were canceled based on low priority**
- ◆ **Nuclear Oversight issues on the review need to be addressed**

# **Nuclear Oversight Perspective**







**Steve Scace**

**Nuclear Oversight Verification Plan Results****Millstone**

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Plant	NI +	NI + ▲	NI + →	NI + ▲	NI + ▲	SAT = ▲
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Environmental Services	NI +	NI + ▲	NI + ▲	NI + ▲	SAT = ▲	SAT = ▲
Site Services *	Blue	SAT →	SAT →	Blue		SAT = ▲
Nuclear Materials & Document Management	NI	Blue	Blue	NI + ▲	Blue	Blue
<b>Human Services</b>	NI +	NI + ▲	NI + →	SAT = →	SAT = →	SAT = →
Training	SAT	Blue	Blue	SAT →	SAT →	SAT →
Emergency Planning	NI	NI + ▲	NI + →	SAT = →	SAT = ↓	SAT = →
Human Resources					Blue	Blue
<b>Management Effectiveness &amp; Oversight</b>	NI +	NI + ▲	NI + ▲	NI + ▲	SAT = ▲	SAT = ▲
Human Performance		Blue	Blue	Blue	SAT = →	Blue
Corrective Actions	SAT =	SAT = →	SAT = →	SAT = →	SAT = →	SAT = →
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|  | Significant Weakness (RED) |   |   |
|  | Not Assessed (BLUE)        |   |   |

Data Source: Assigned Leads

Analysis by: Assigned Leads