

NMHC

Committed to Nuclear Excellence

Palisades Excellence Plan Update

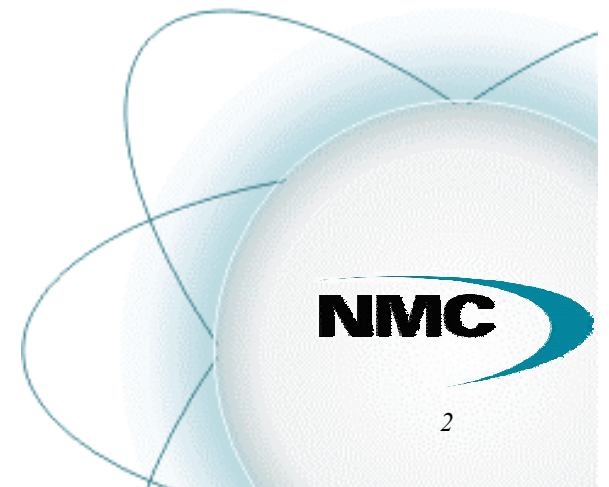
November 25, 2003

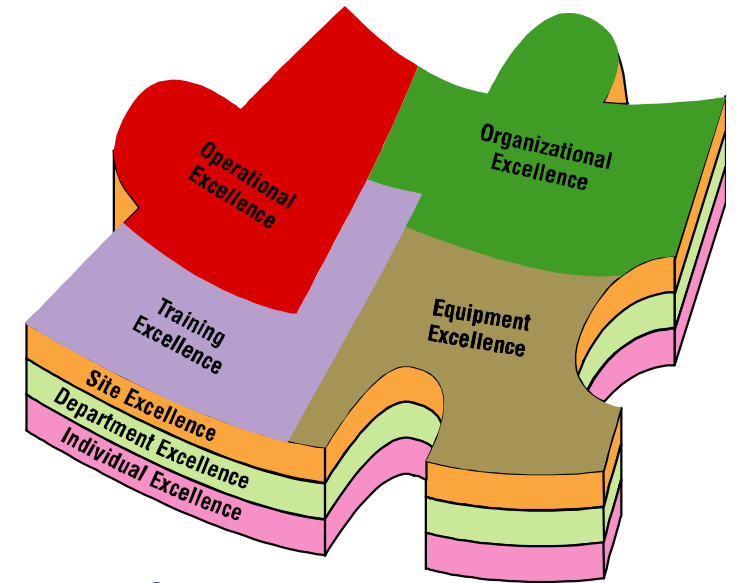
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Principles

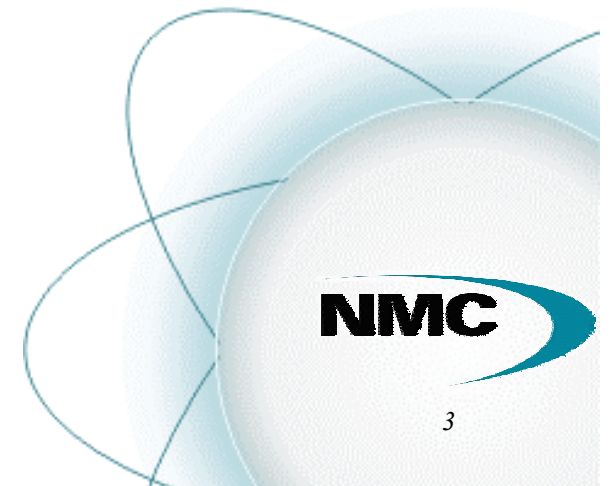
Picture of Excellence

- **Right People / Right Job**
- **Right Picture**
- **Right Processes**
- **Right Management Coaching / Right Worker Involvement**



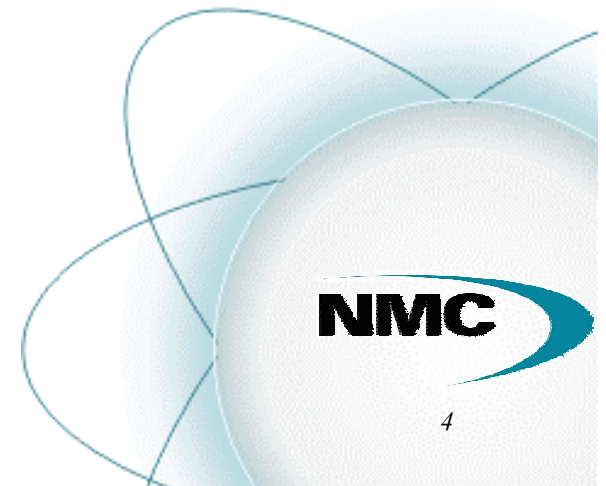


Right People Right Job

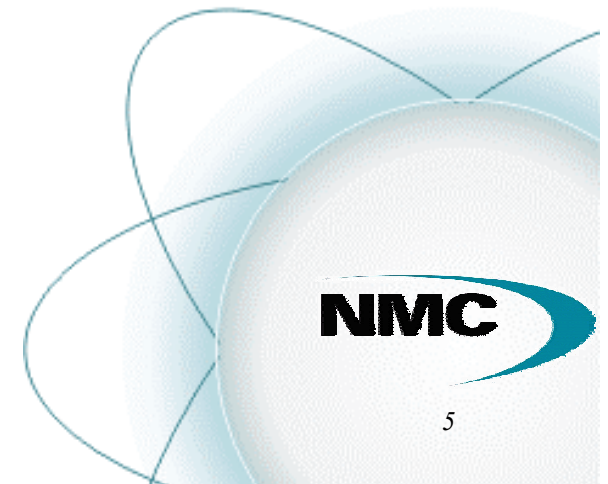
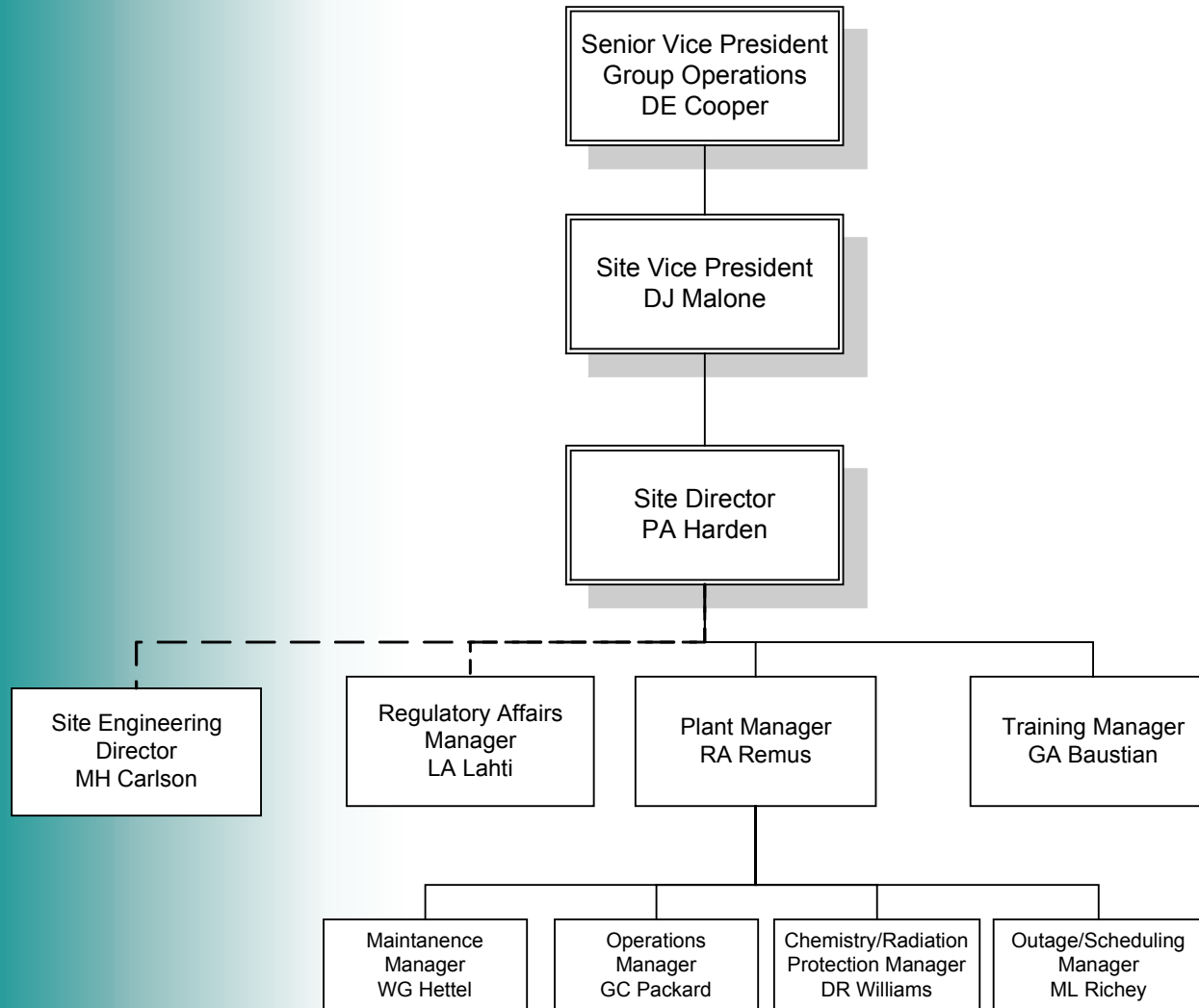


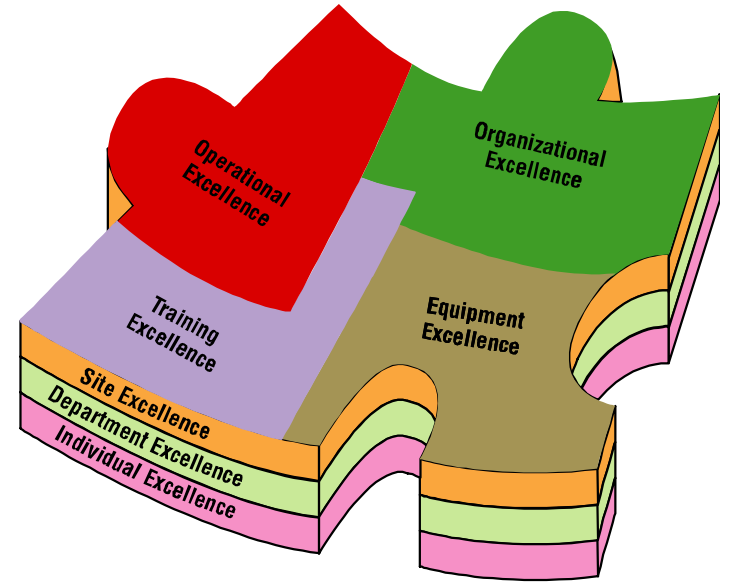
Right People / Right Job

- **Balanced Team Of:**
 - **Internal Candidates**
 - **External Candidates**
 - **INPO Experience**
 - **Fleet Experience**
- **Succession Plan In Place**
- **Recent Organizational Changes**



Site Leadership





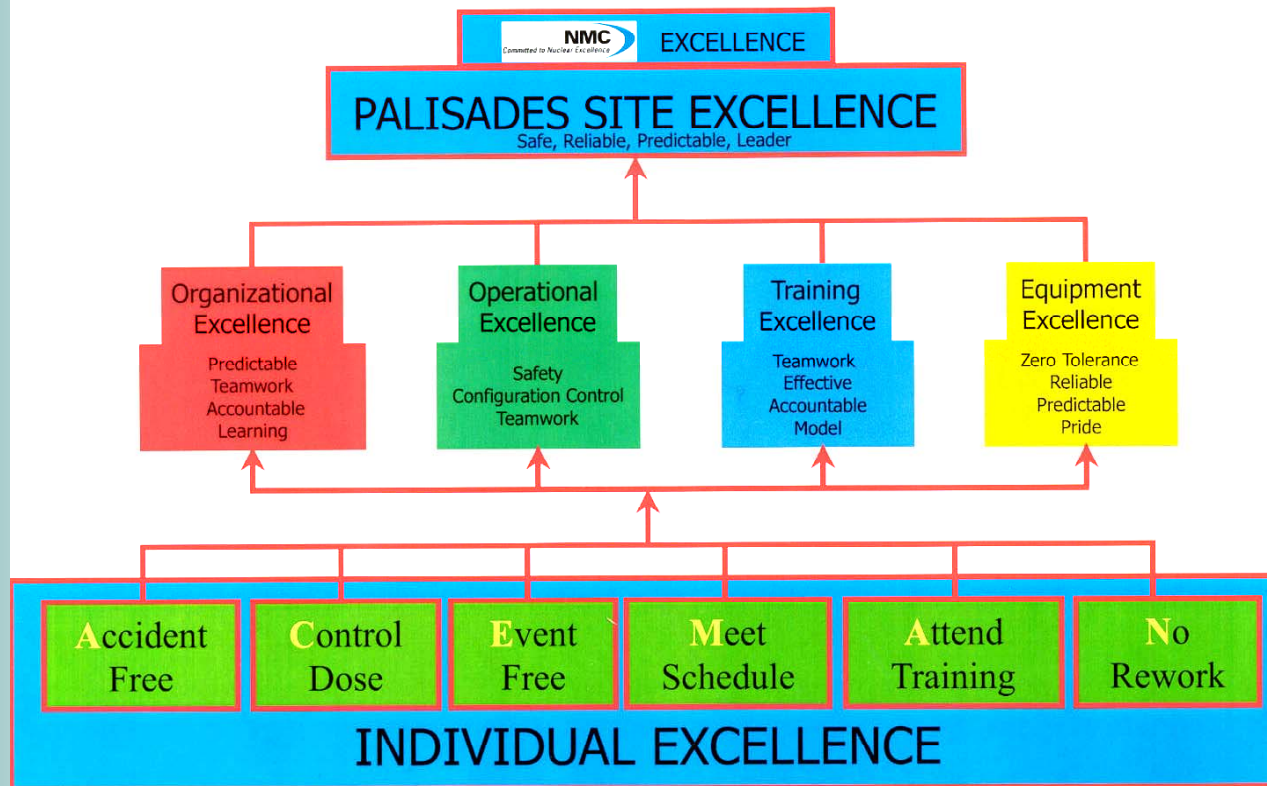
Right Picture

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Picture of Excellence

Palisades' Picture of Excellence

"Where We'll be in 2003"



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Organizational Excellence

Predictable

- ♦ Doing What We Say and When We Say It Will Be Done

Teamwork

- ♦ Don't Walk Past Problems Regardless Of Who Owns It
- ♦ Communicate What Is Expected And What Is Needed
- ♦ Know Our Roles

Accountable

- ♦ Holding Ourselves To Highest Standards
- ♦ Our Own Toughest Critic

Learning

- ♦ Improving From The Experience Of Ourselves and Others

Operational Excellence

Safety

- ♦ Nuclear Safety Is Palisades' Highest Priority
- ♦ Doing What Is Right

Configuration Control

- ♦ Maintain and Understand Design Basis
- ♦ Maintain Plant Configuration

Teamwork

- ♦ Operating Seamlessly Across Organizational Lines
- ♦ Palisades Success = Individual Success = Palisades Success



PALISADES EXCELLENCE

Safe

- ♦ Doing What Is Right

Predictable

- ♦ Doing What We Say and When We Say It Will Be Done
- ♦ Finding Our Problem Before Others

Reliable

- ♦ Focused On Long-Term Success
- ♦ Preventing Not Reacting

Leader

- ♦ Respected By Employees, Peers, Community, Shareholders, Industry

Training Excellence

Teamwork

- ♦ Partnership Between Line And Training For Success
- ♦ Training Improves Individual And Plant Performance

Effective

- ♦ Training Is Valued By Users

Accountable

- ♦ Line Organizations Responsible For Content
- ♦ Training Champions The SAT Process

Model

- ♦ Training Expectations = Plant Expectations

Equipment Excellence

Zero Tolerance

- ♦ Repetitive Problems Are Unacceptable
- ♦ What We Touch Is Left Correct

Reliable

- ♦ Preventive/Predictive Maintenance Exceeds Corrective Maintenance
- ♦ Focused On Long-Term Success
- ♦ Preventing Not Reacting

Predictable

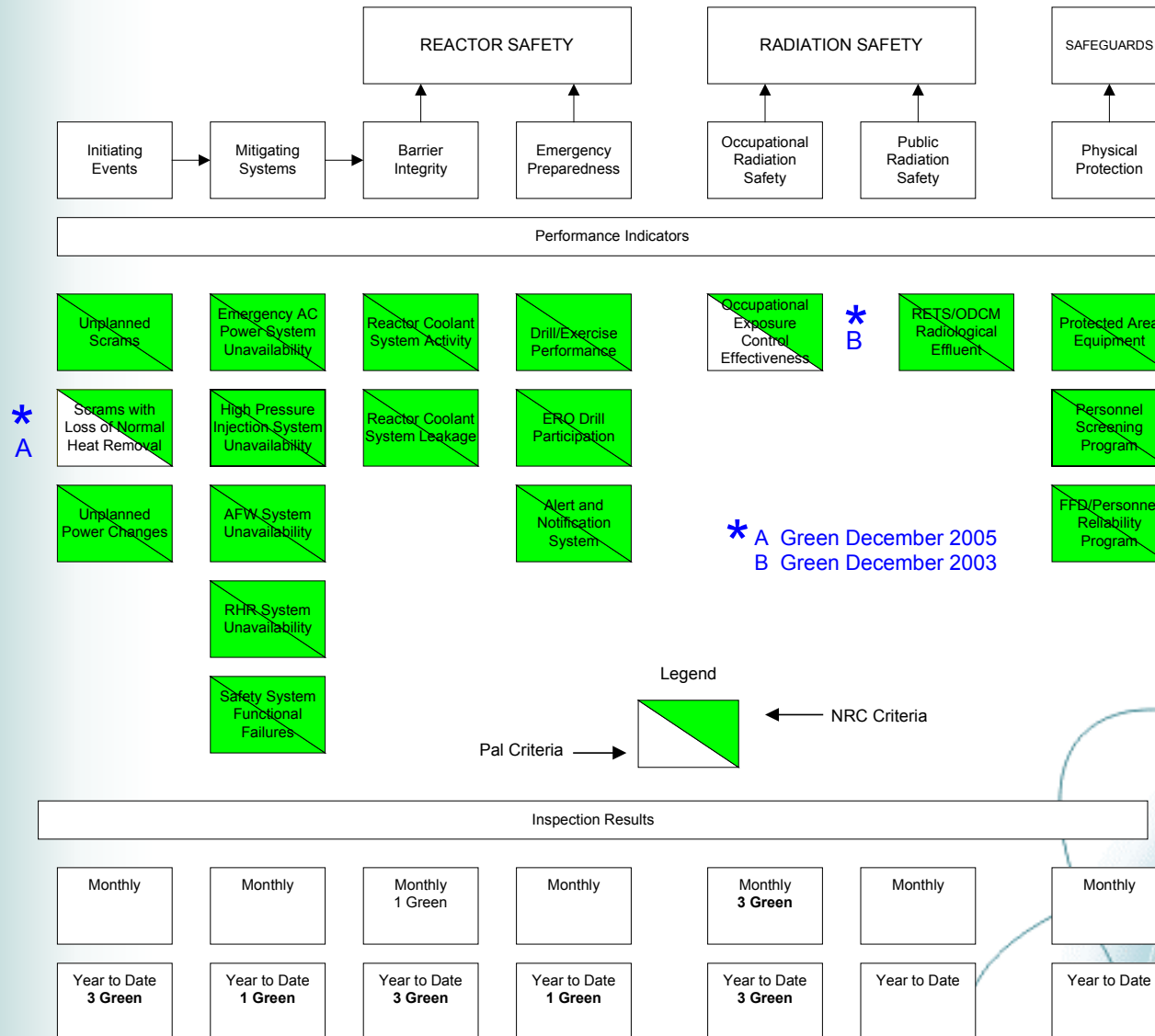
- ♦ Doing What Is Right
- ♦ Meet Schedules With Properly Prioritized Work

Pride

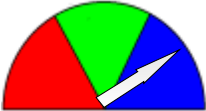

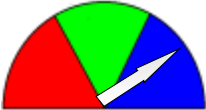











- ♦ Proud Of Appearance And Performance
- ♦ Appearance = Performance

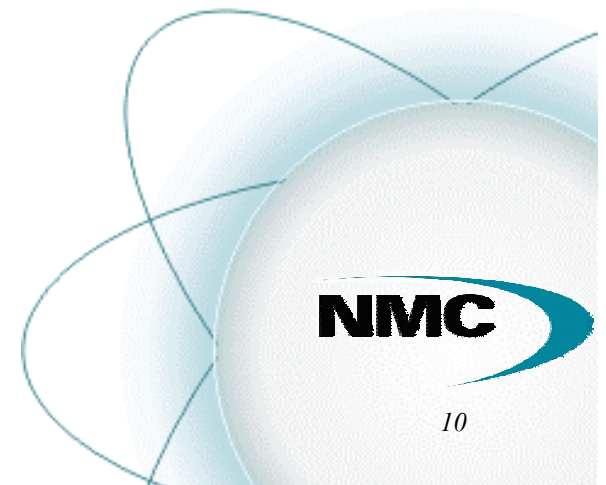
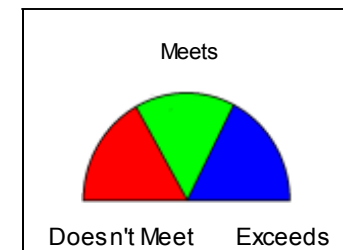
NWC FOUNDATION

NRC PERFORMANCE INDICATOR SUMMARY - October 2003



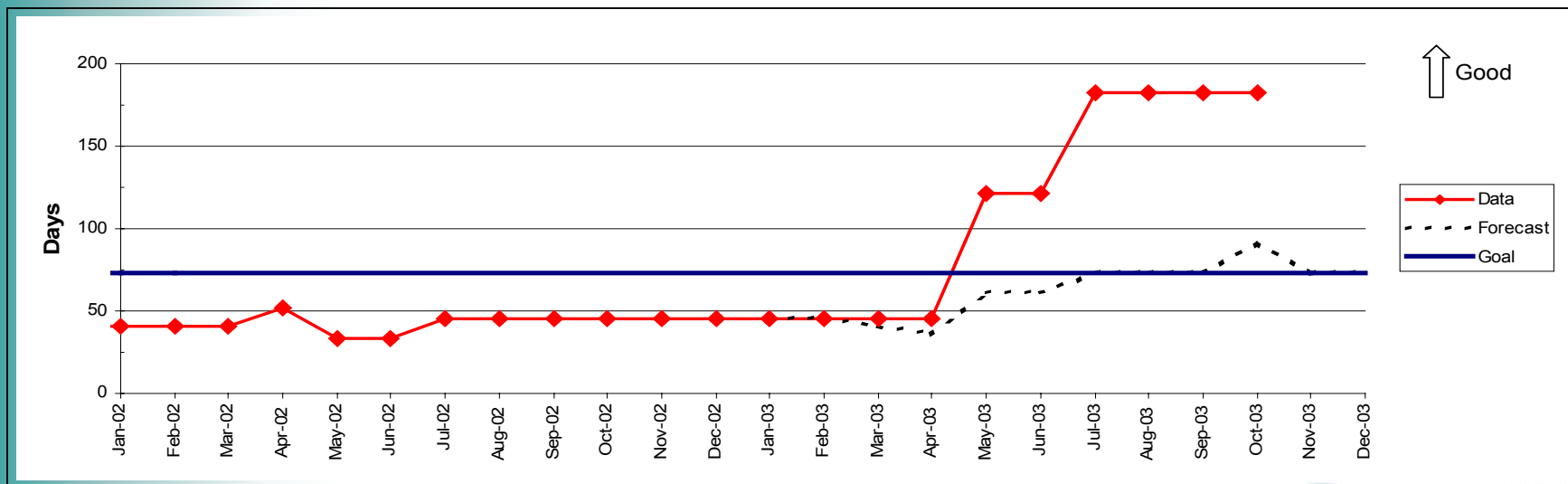
Picture of Excellence — Site Excellence Summary

October 2003		
Indicator	Picture	Path
Days Between OSHA Recordable Events		
External Assessments Validate Internal Assessments		
Unscheduled EFPDs Less Than 100% Power		
Employee Communication		
Human Performance Related LERs		
Submittal Quality		
Refueling Outage Duration		



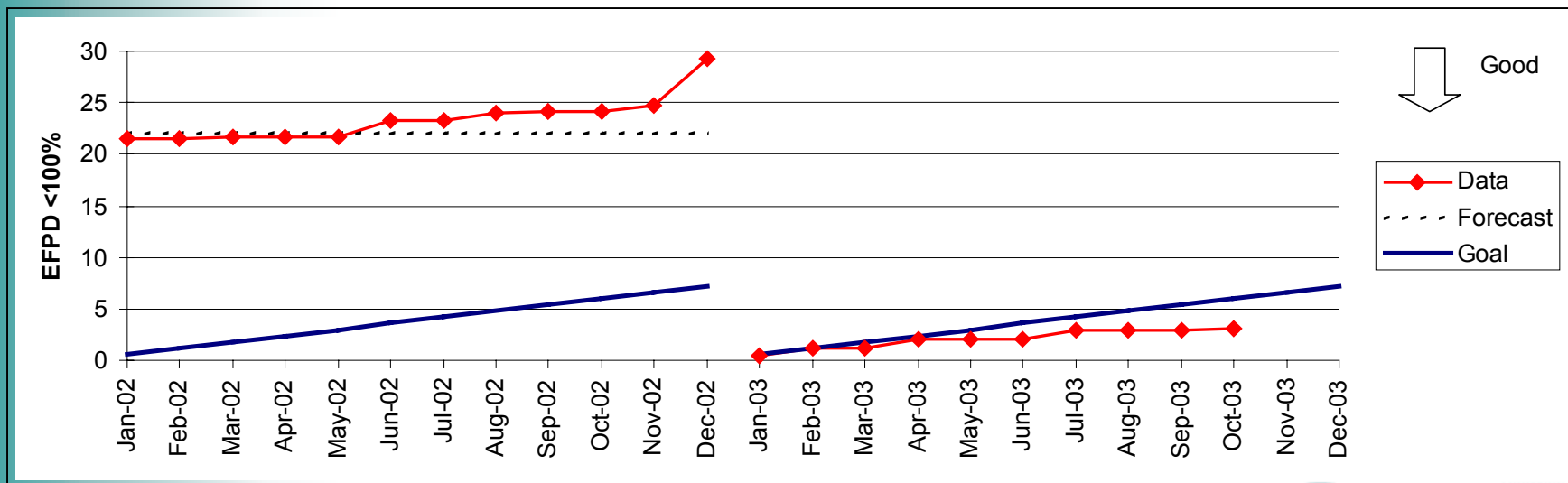
Picture of Excellence

Average Days Between OSHA Recordable Events









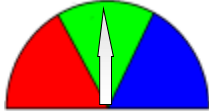

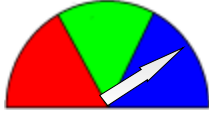



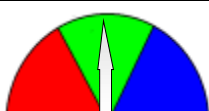

Picture of Excellence

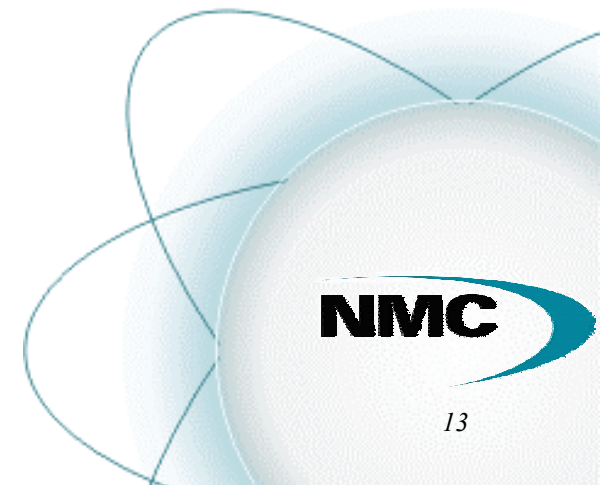
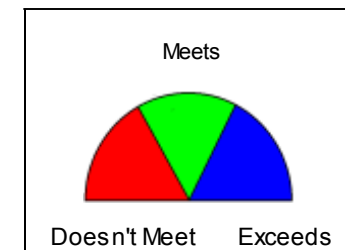
Unscheduled EFPD Less than 100% Power



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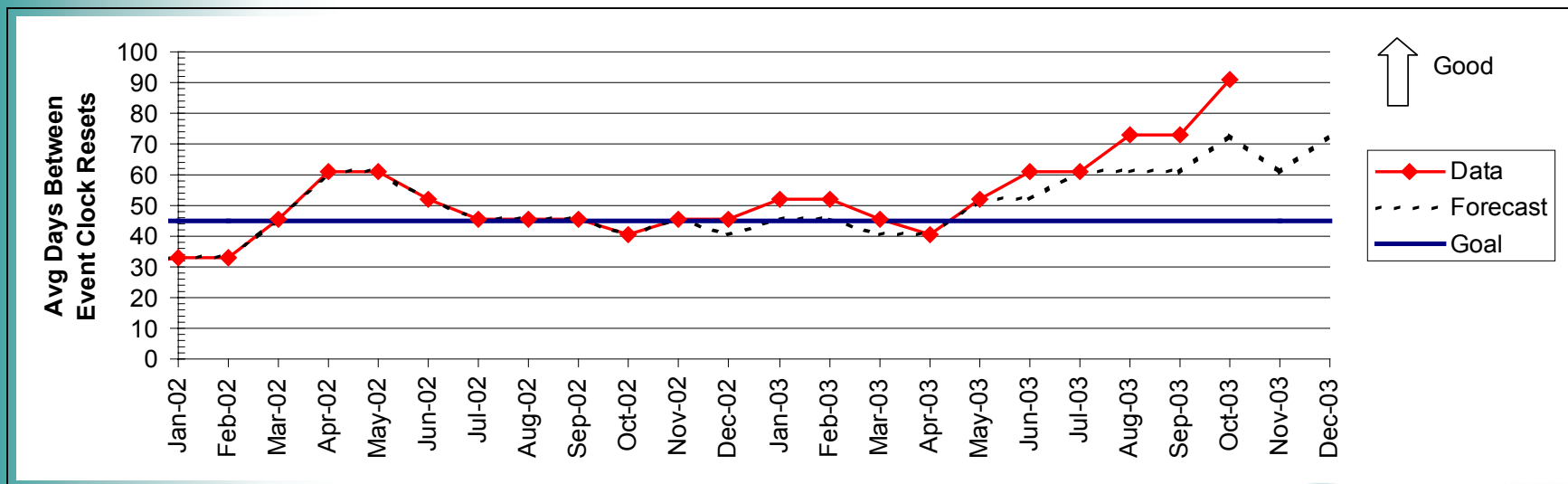
Picture of Excellence – Organizational Excellence Summary

October 2003		
Commitments Met		
Attendance at Development Activities		
Human Performance Event Clock		
Root Cause Evaluation Quality		
Corrective Action Implementation Effectiveness		
OE Evaluation Effectiveness		
Site Measures Meeting Performance Milestones		



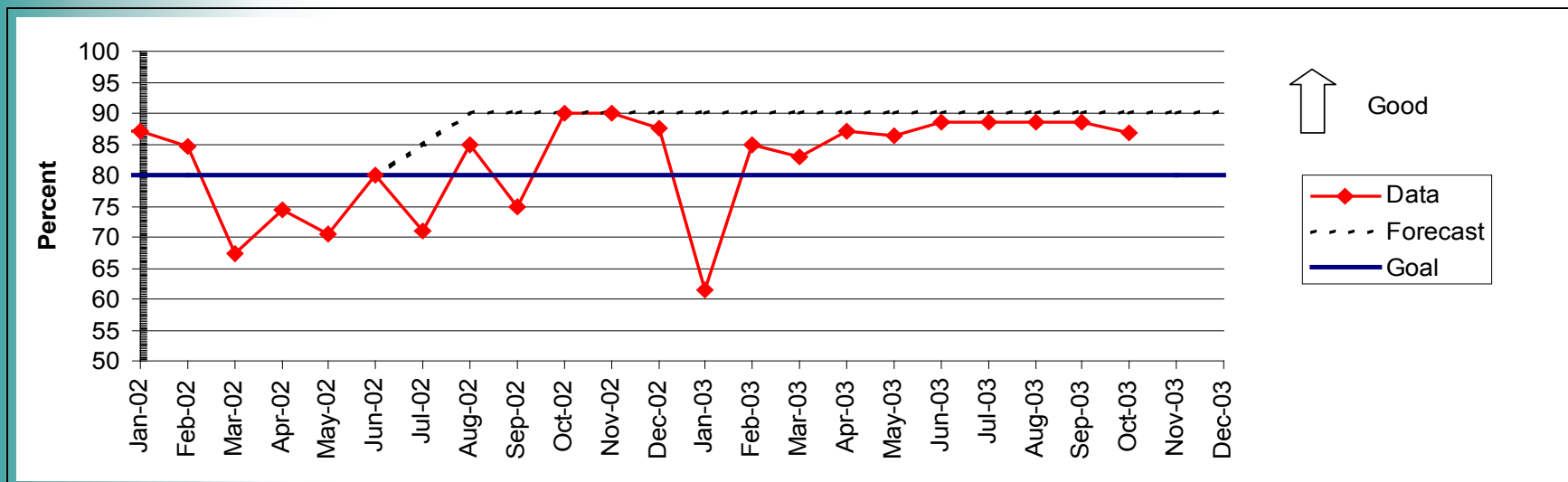
Picture of Excellence

Average Days Between Human Performance Event Clock Resets



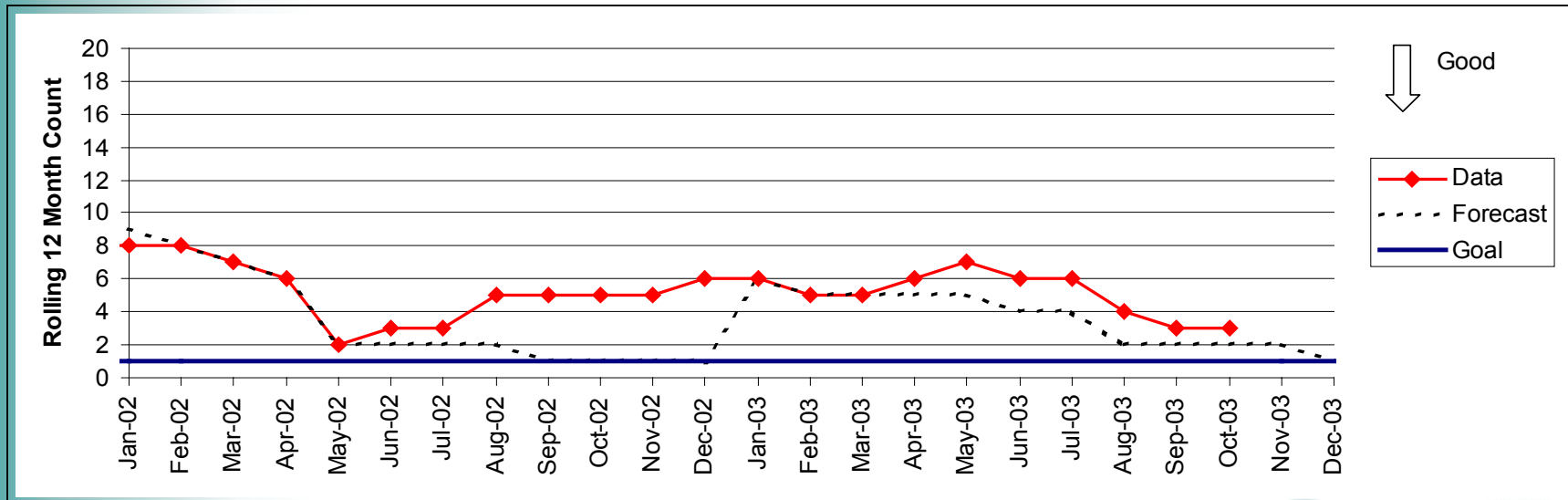
Picture of Excellence

Root Cause Evaluation Quality Index

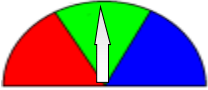



















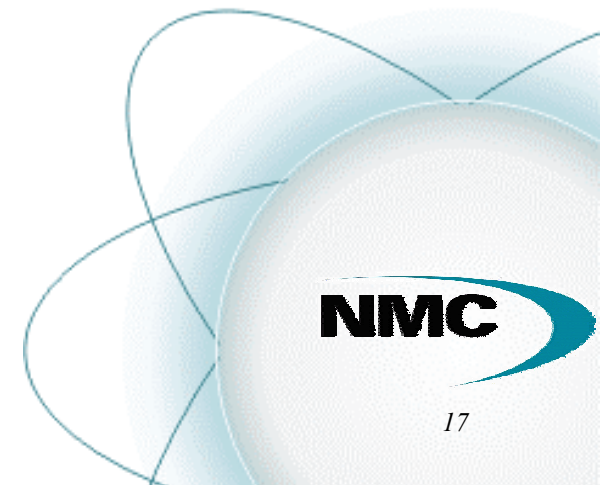
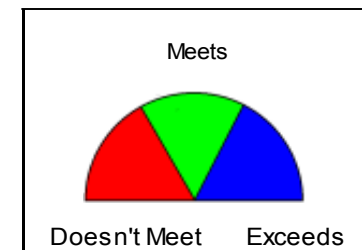
Picture of Excellence

Operating Experience Evaluation Effectiveness



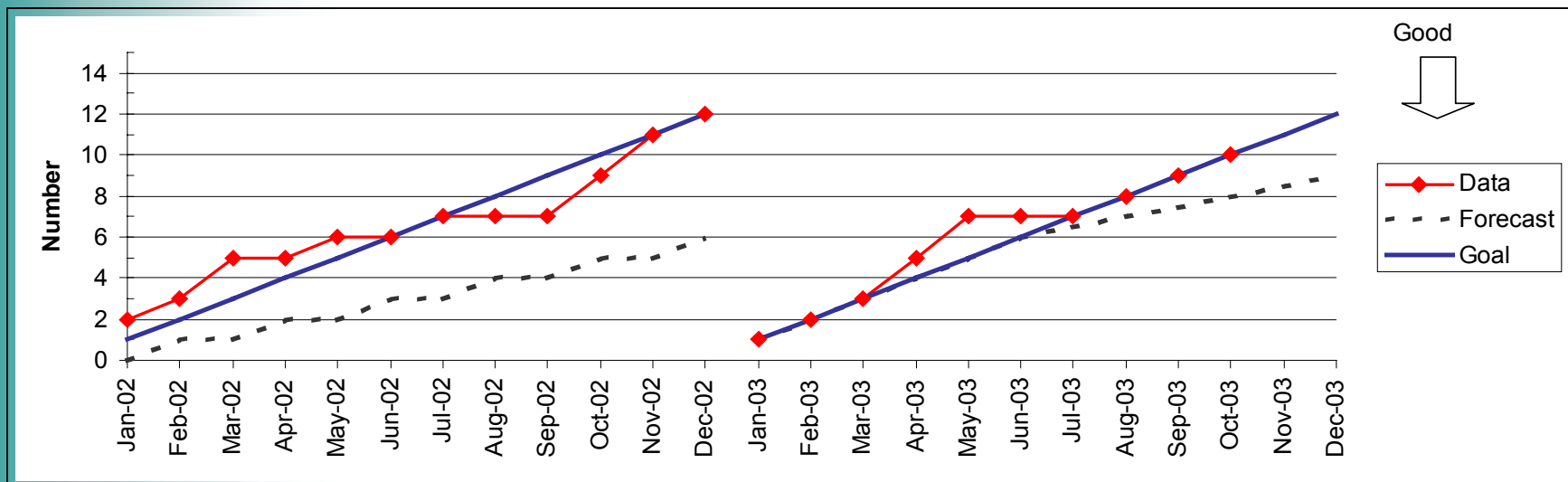
Picture of Excellence – Operational Excellence Summary

October 2003		
Indicator	Picture	Path
Reactivity Management Events		
Risk Management Effectiveness		
Components Out of Position		
Temporary Modifications		
Operator Workarounds & Challenges		
Radiation Exposure - Non-Refueling Outage		
Radiation Exposure - Refueling Outage		
Effluent Dose Content		
Lit Annunciators		



Picture of Excellence

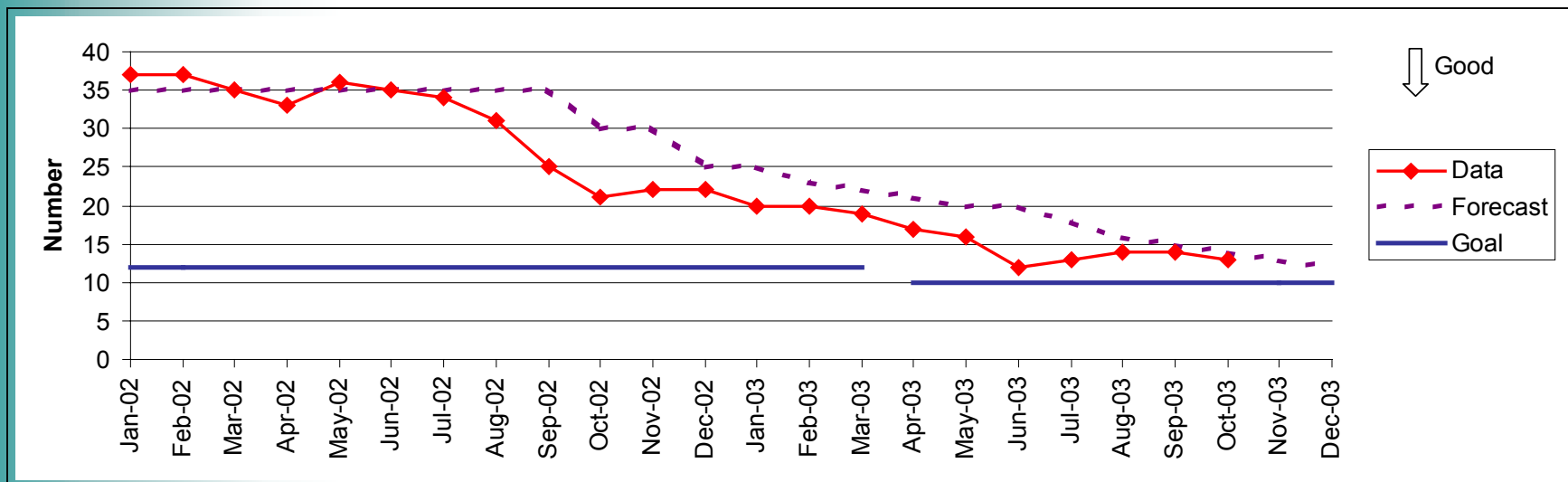
Components Out of Position



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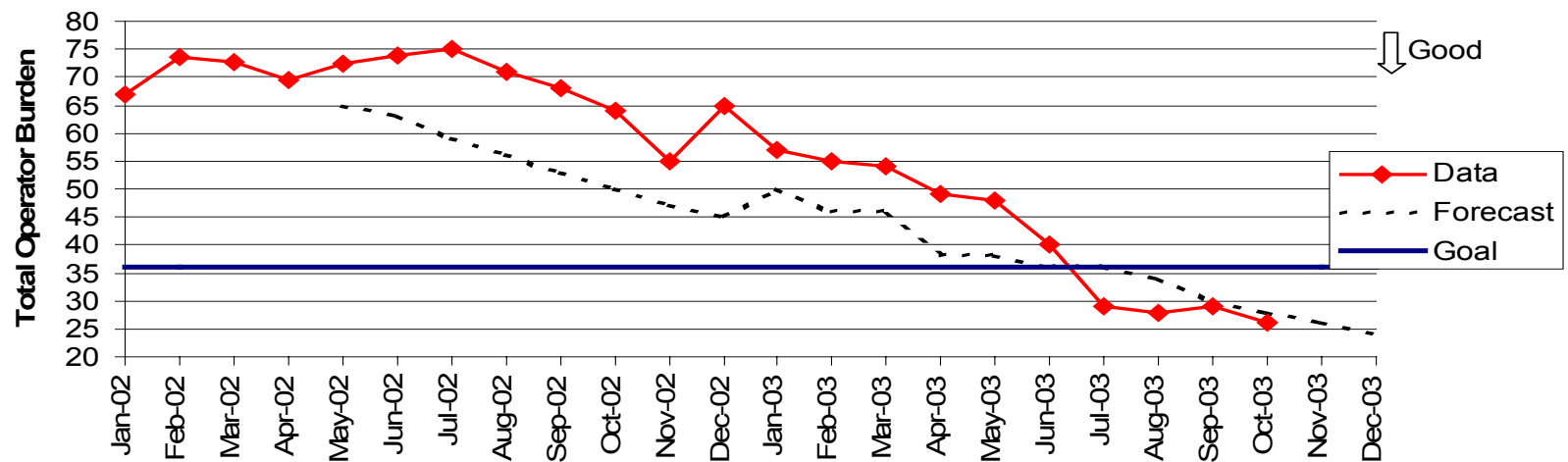
Picture of Excellence

Operator Workarounds and Challenges



Picture of Excellence

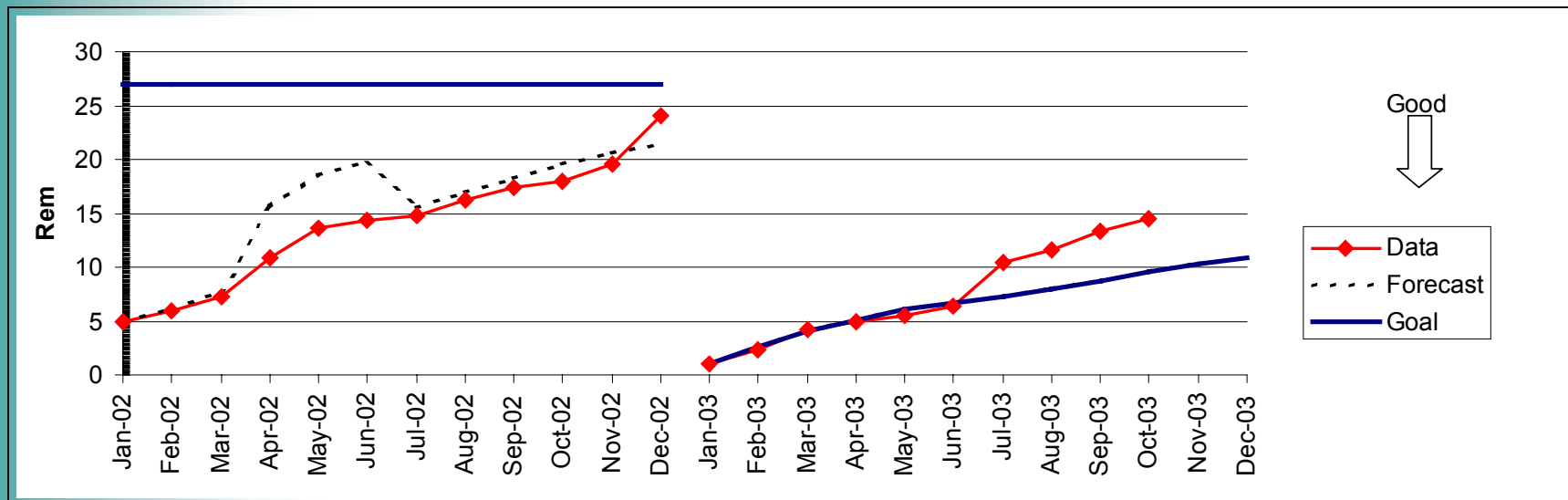
Total Operator Burden



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Picture of Excellence

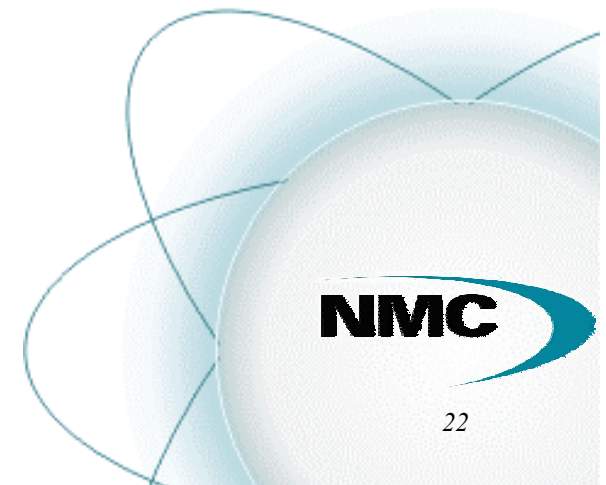
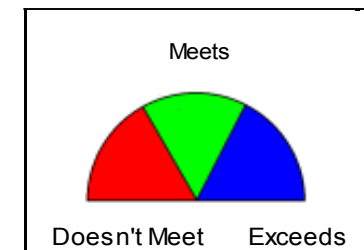
Radiation Exposure Non-Refueling Outage



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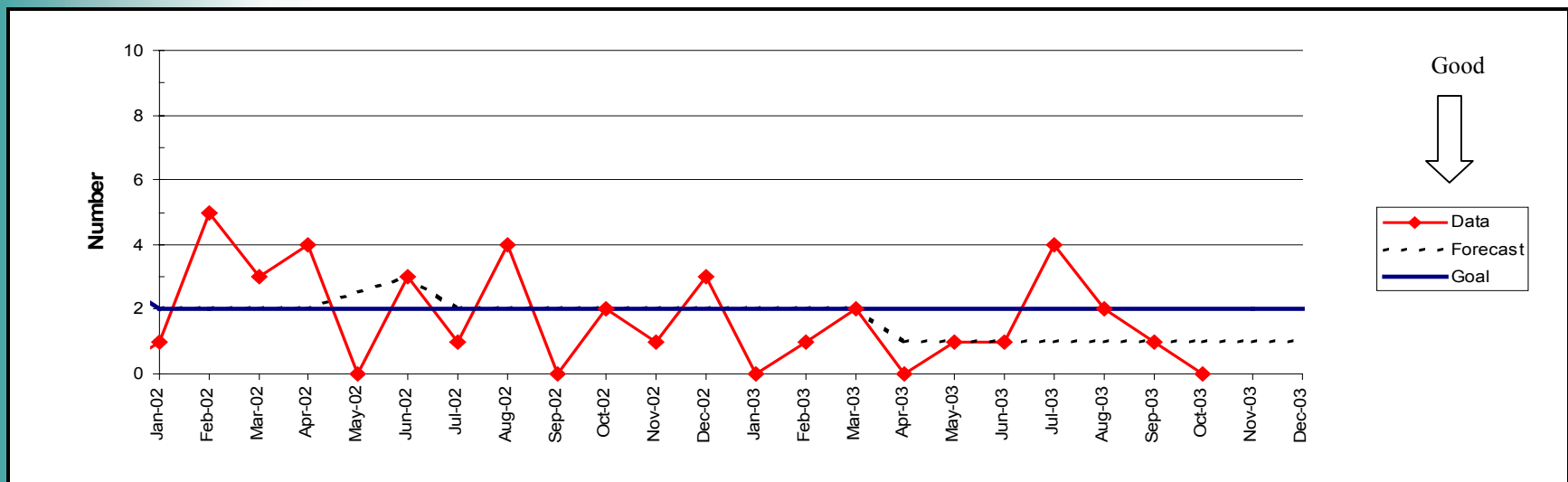
Picture of Excellence — Equipment Excellence Summary

October 2003		
Indicator	Picture	Path
Unplanned LCO Entries		
Preventive Maintenance Performance		
Maintenance Rework		
Corrective Maintenance Backlog		
System Health Assessments Not Meeting Expectations		
Program Health Assessments Not Meeting Expectations		
Thermal Efficiency Loss Factor		



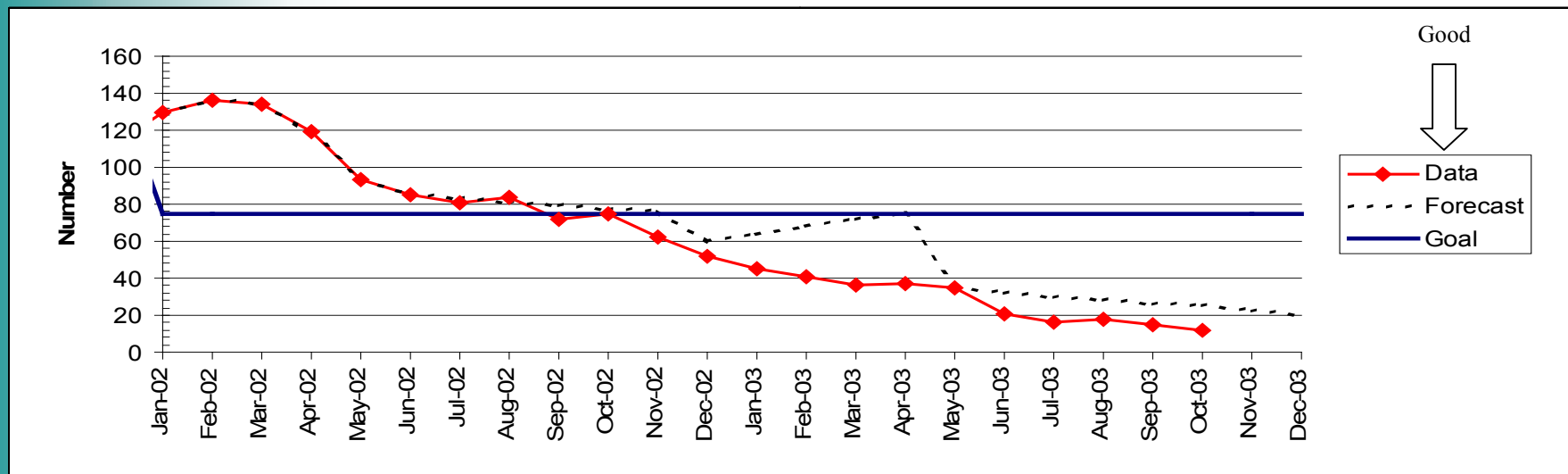
Picture of Excellence

Unplanned Tech Spec Action Entries



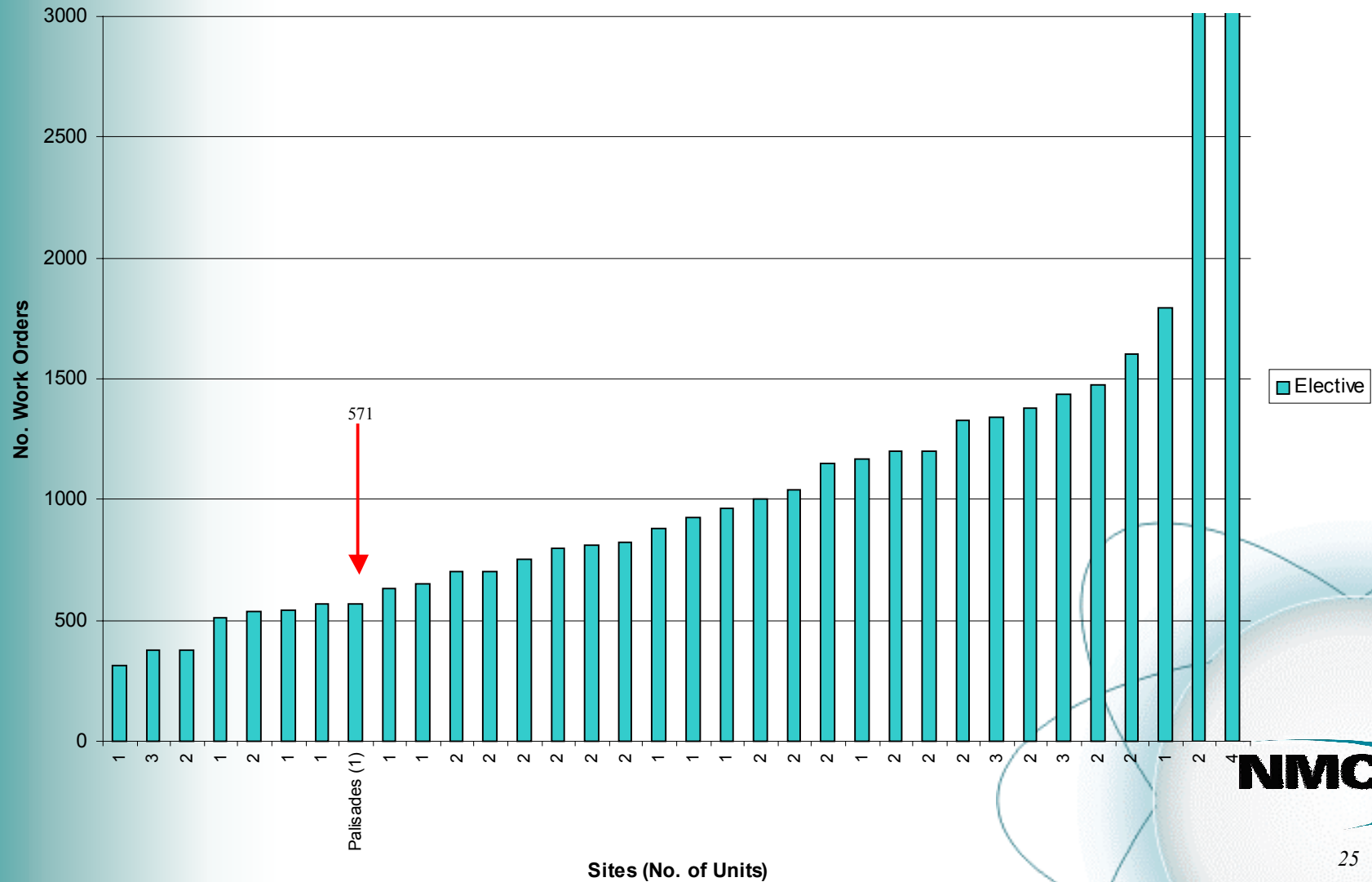
Picture of Excellence

Corrective Maintenance Backlog



Picture of Excellence

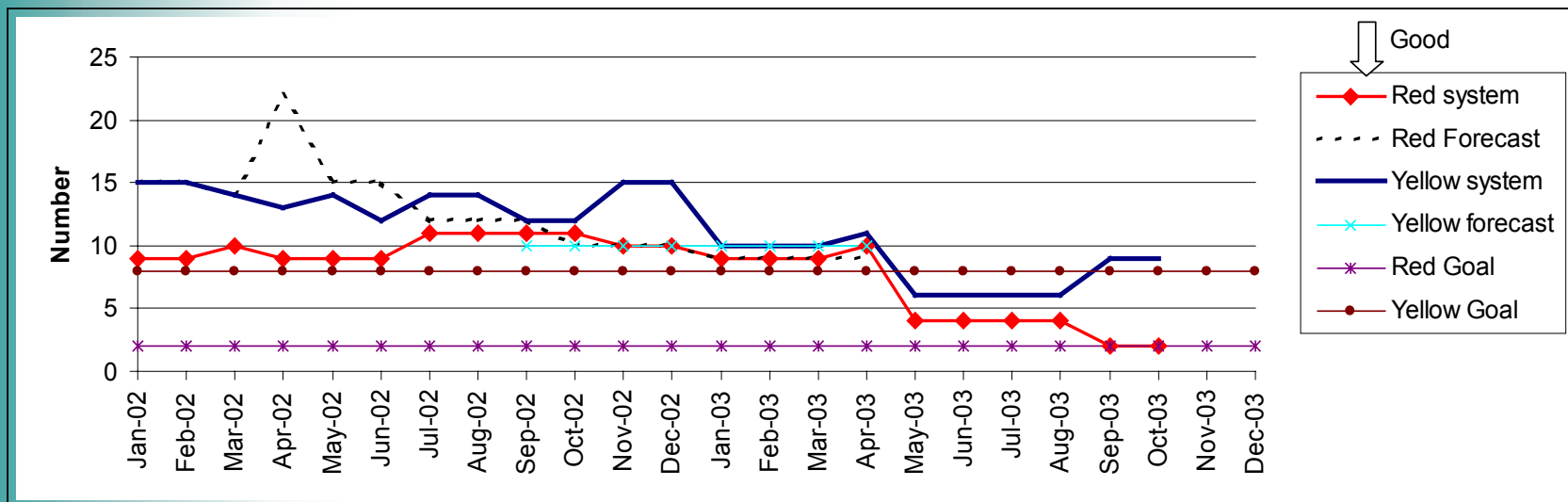
Elective Maintenance Backlog Industry Comparison

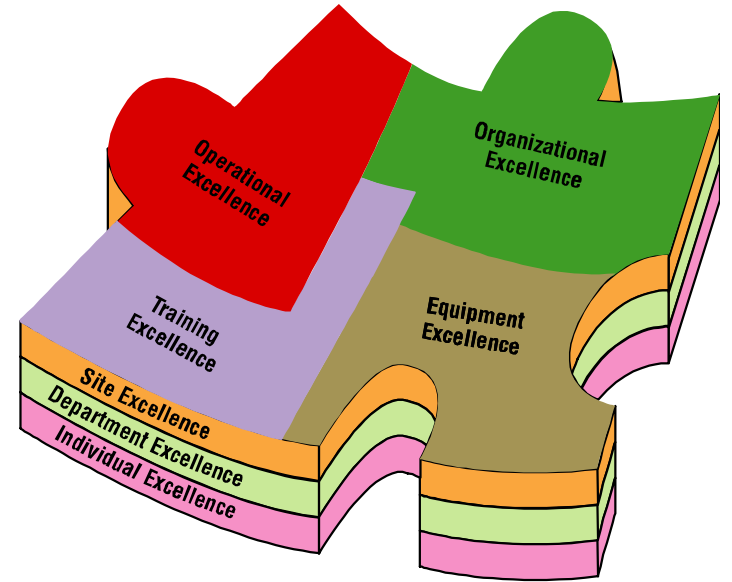


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Picture of Excellence

Systems Not Meeting Performance Expectations



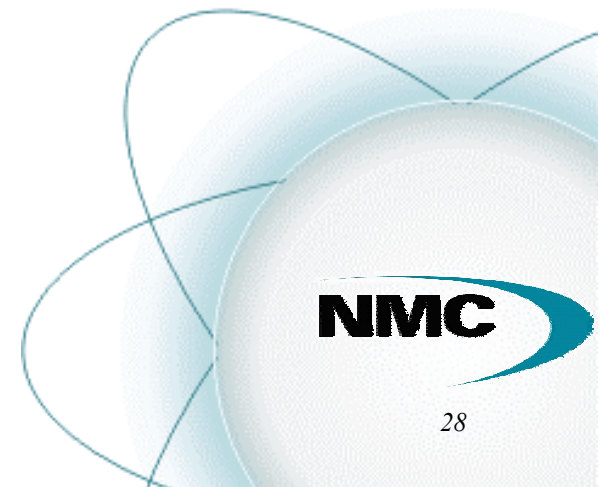


Right Processes

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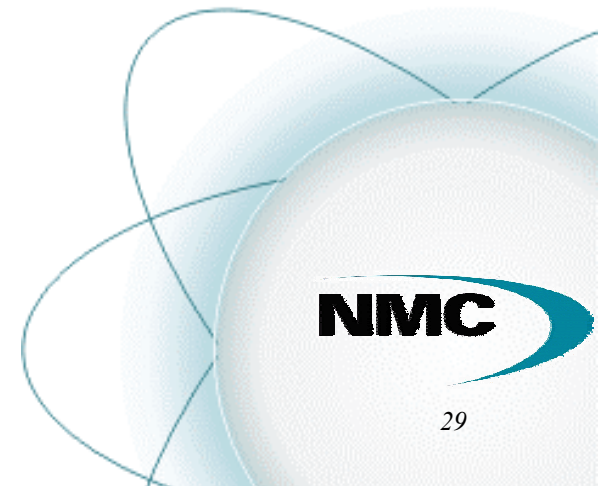
Right Processes

- **Focus on Key Processes:**
 - **Corrective Action Process**
 - **Work Management Process**
 - **Training**



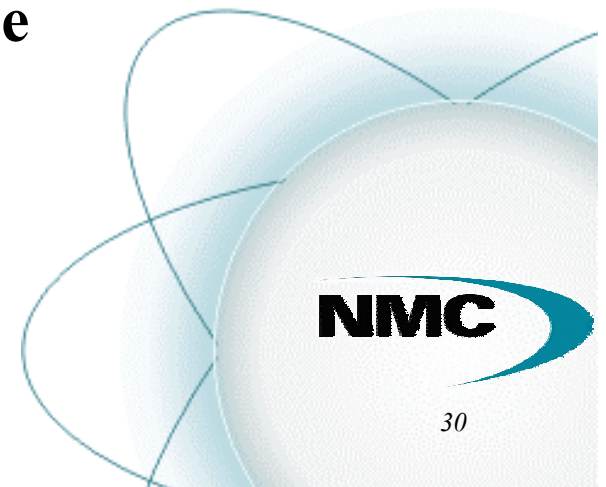
Right Processes

- **Corrective Action Process Improvements**
 - **Line Management Ownership**
 - **Identification of Performance Trends**
 - **Root Cause Quality**
- **Corrective Action Process Challenges**
 - **Use of Operating Experience**



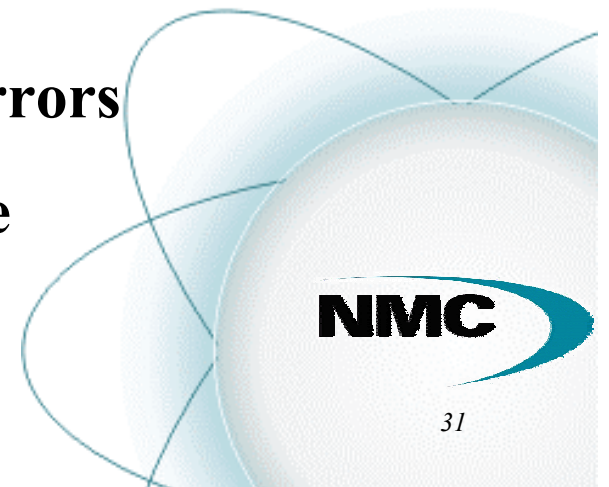
Right Processes

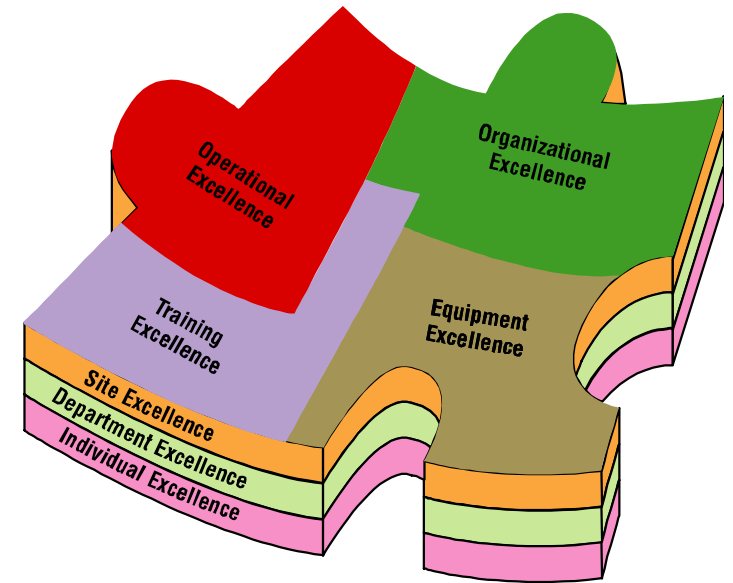
- **Work Management Process Improvements**
 - **Focus Groups Implemented to Reduce Operator Burdens**
 - **Implemented Formal Derate/Outage Response Plan**
- **Work Management Process Challenge**
 - **Schedule Stability**
 - **Effective Planning**



Right Processes

- **Training Improvements**
 - **Line Management Ownership**
 - **Consistency of Processes and Expectations**
 - **Supervisory/Leadership Training Program**
- **Training Challenges**
 - **Reducing Human Performance Errors**
 - **Lowering Site Radiation Exposure**



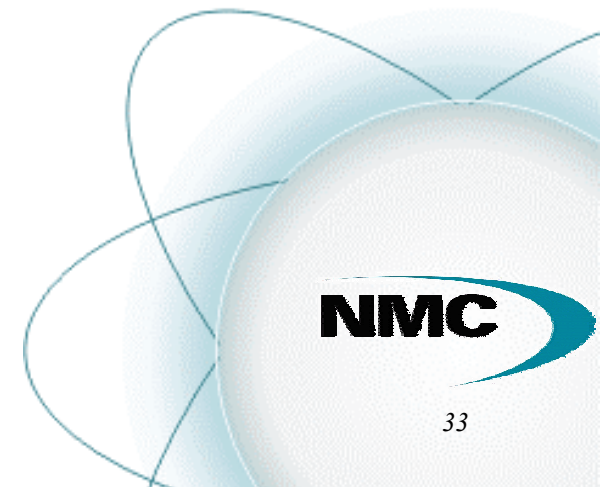


Right Management Coaching / Right Worker Involvement

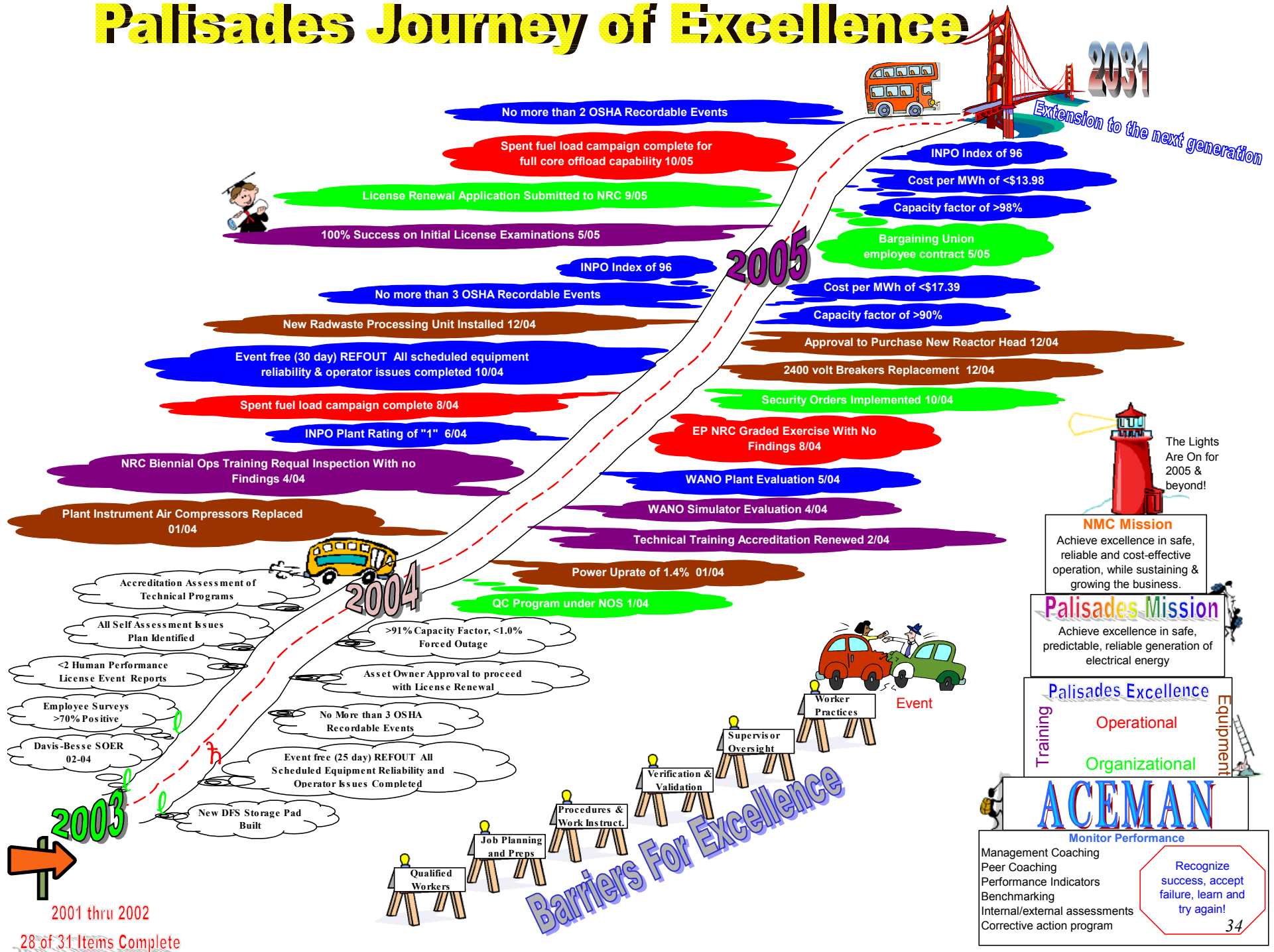
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Right Management Coaching / Right Worker Involvement

- **Focus on Behaviors:**
 - **Develop Supervisor/Manager Coaching Skills**
 - **Clarify Expectations, Roles and Responsibilities**
 - **Establish Worker Coaching as a Priority**



Palisades Journey of Excellence



Summary

- **Excellence Plan Originally Developed in 2000**
- **Performance Continues to Improve**
- **Excellence Plan will Continue to Drive Palisades Excellence**

