



**Dominion<sup>®</sup>**

# **Presentation to NRC Region III**

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## **Kewaunee Improvement Initiatives**

**November 8, 2005**



## **Opening Remarks**

**David Christian**  
**Senior Vice President and CNO**



## **Agenda & Update**

**Mike Gaffney**  
**Site Vice President**

# **Agenda**

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**Opening Remarks**

**David Christian**

**Agenda & Update**

**Mike Gaffney**

**Corrective Actions/  
Improvement Initiatives**

**Joe Ruttar  
Lori Armstrong  
Tom Webb  
Kyle Hoops**

**Summary**

**Mike Gaffney**

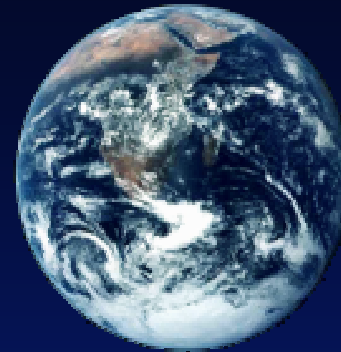
**Closing Remarks**

**David Christian**

# Dominion's Nuclear Vision/Mission Statement

## *Nuclear Vision*

We are a safe,  
competitive, world-class  
nuclear operator.

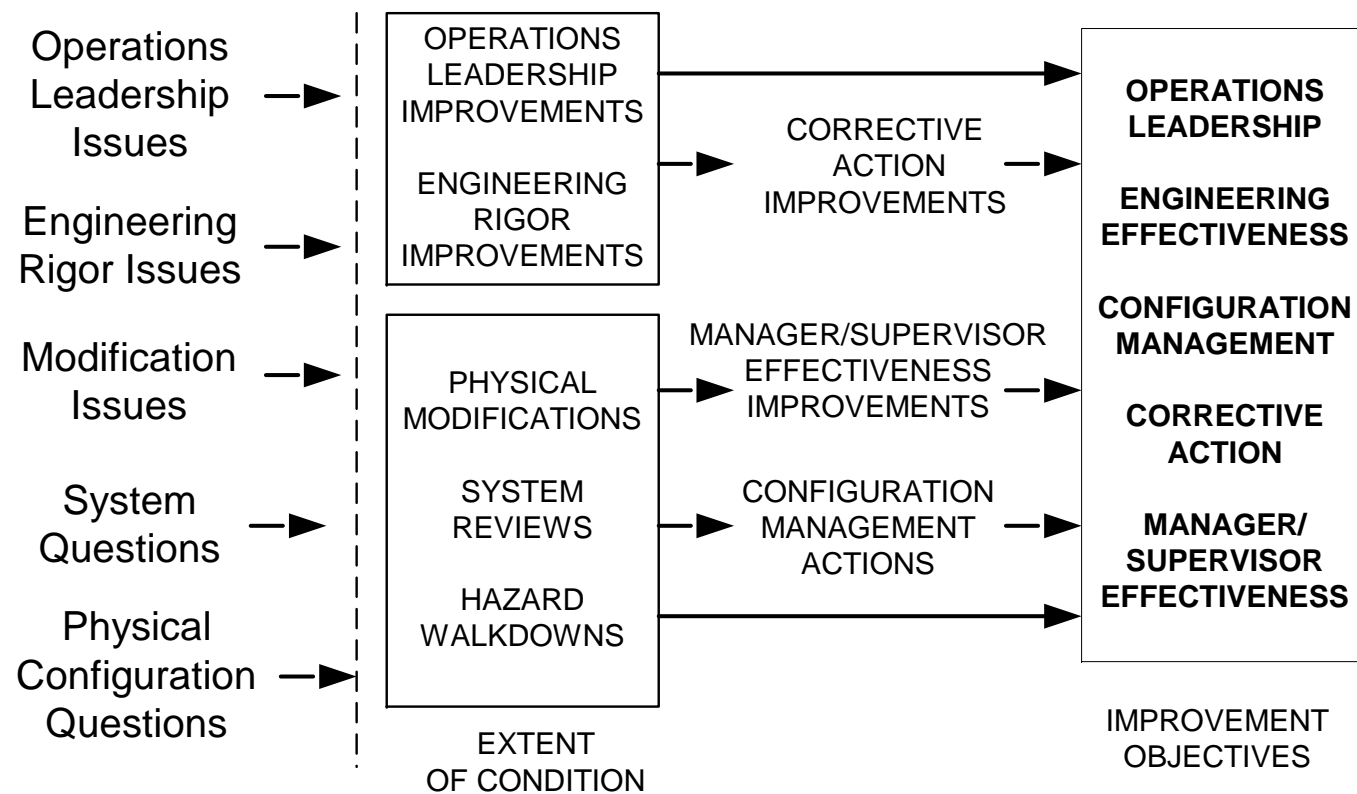


## *Mission*

We will realize our vision by working  
together to:

- Achieve superior safety standards
- Foster a rewarding work environment
- Achieve superior plant operations
- Grow shareholder wealth
- Be a valued corporate neighbor

# Overview



# Improvement Objectives

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## **Operations Leadership**

- Operations sets and reinforces high standards to establish excellence in the operation of Kewaunee

## **Engineering Effectiveness**

- Engineering performance exceeds industry standards relative to rigor applied during conduct of work

## **Configuration Management**

- The availability and quality of design basis information exceeds industry standards

## **Corrective Action**

- The Corrective Action Program will exceed industry standards for identifying and resolving station problems

## **Manager/Supervisor Effectiveness**

- Managers and Supervisors establish and maintain a culture of accountability and continuous improvement



## **Improvement Initiatives**

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### **New Dominion Commitment Letter**

- **Based on INPO Style SA, PI&R SA, and Integration Activities**
- **Retains Previous Commitments**
- **Dominion Self Evaluation Process**



# **Operations Leadership**

**Joe Ruttar**  
**Operations Manager**

## **IMPROVEMENT OBJECTIVE**

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**Operations sets and reinforces high standards to establish excellence in the operation of Kewaunee**

## **ACTIONS TAKEN / IN PROGRESS**

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- **Written expectation migration to the Dominion Nuclear Operations Standards**
- **Re-enforcement of the standards:**
  - **Ops Management roll-out each training week**
  - **Weekly SM Crew Notebook reviews**
  - **Operations and Senior Station Management observations**
- **Department Self Evaluation process to evaluate effectiveness**

## Operations Performance

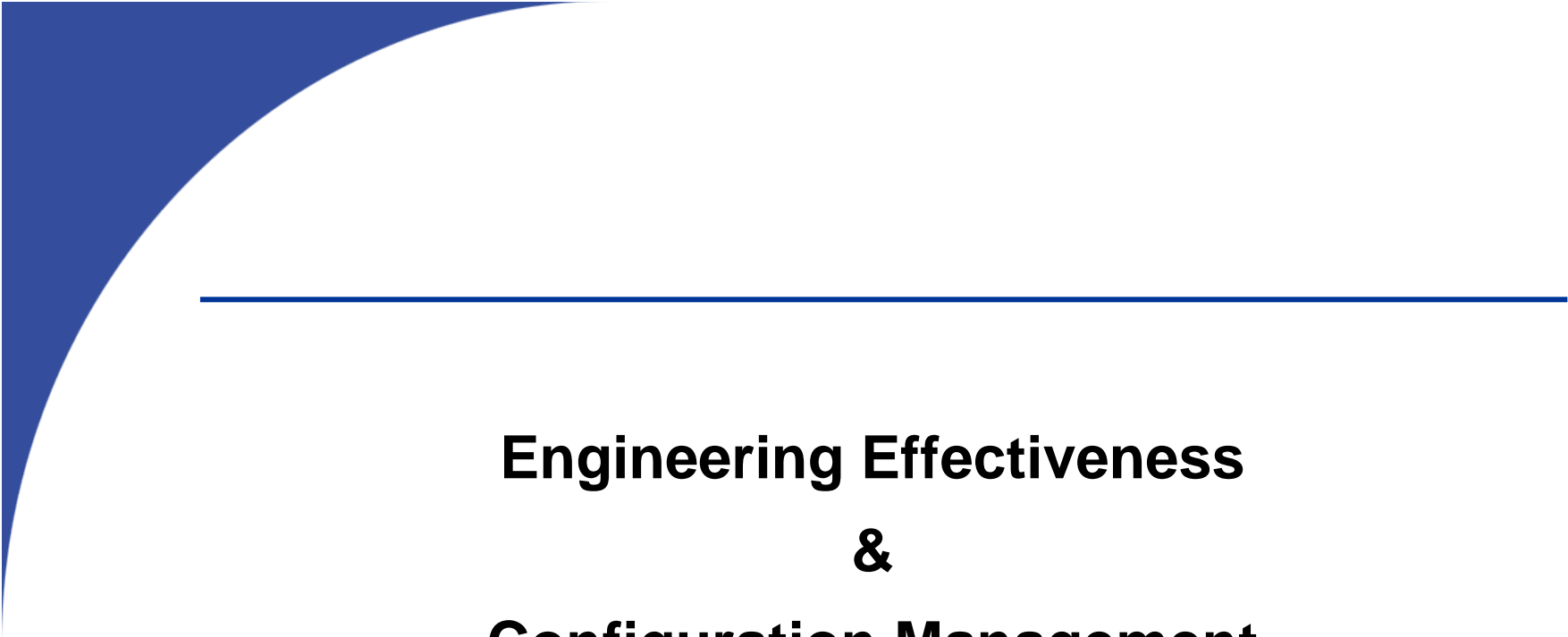
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	NOV04- APR05	MAY05	JUN05	JUL05	AUG05	SEP05	OCT05
Mispositionings	1	0	2	1	1	0	0
Tagging Issues	8	1	0	0	1	0	0
Rx Mgmt Issue	3	0	0	0	1	0	2
<b>TOTAL</b>	<b>12</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>2</b>
Rate	2.0/mo			1.3/mo			
Dept Clock Resets	10	0	1	1	1	2	0

## **Operations Station Leadership Role**

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- **Shift Manager led Operational Focus Meeting each morning**
- **Improved Operational Decision Making Process**
- **Improved Prompt Operability Quality**
- **Station On-Line Protected Train Philosophy**



# **Engineering Effectiveness & Configuration Management**

**Lori Armstrong  
Engineering Director**

# Engineering Effectiveness

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## Improvement Objective

- **Engineering performance exceeds industry standards relative to rigor applied during conduct of work**

## Recent Actions

- **Leadership assessments are complete and organizational adjustments made**
- **Design Manager and Director lead training of engineering rigor expectations is complete**
- **Completed Current Licensing Basis Training**
- **Dominion reporting relationship strengthens independence**



# Engineering Effectiveness

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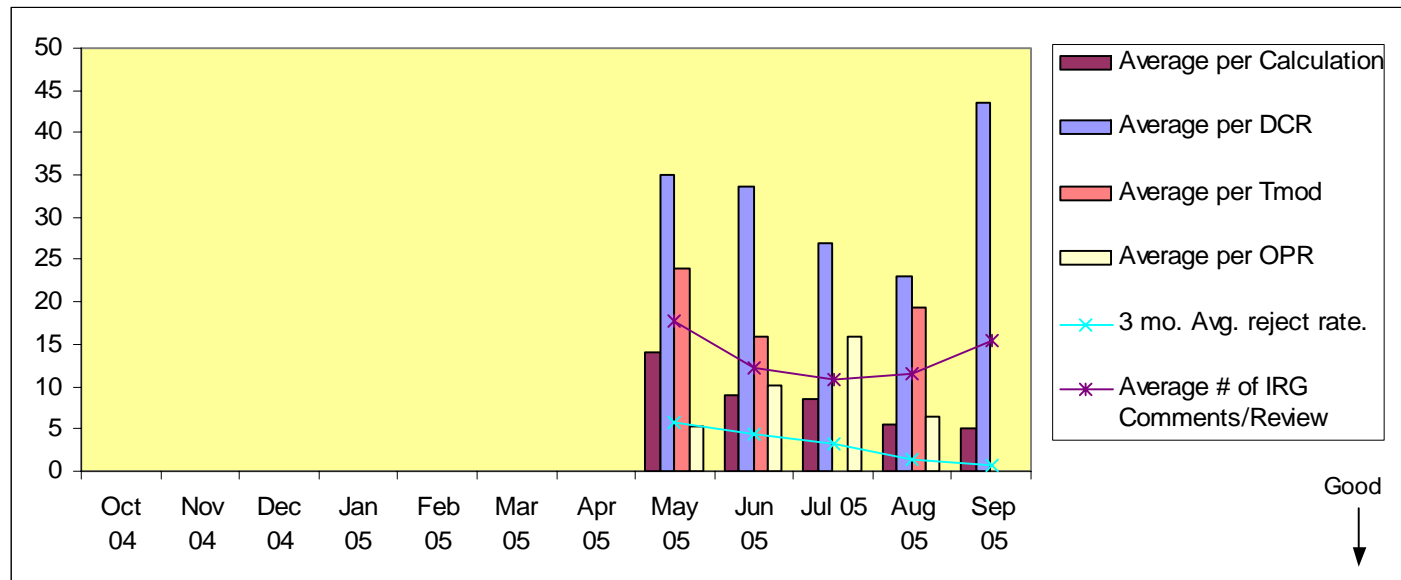
## Results

- Product quality improving as measured by QRT, IRG and the INPO style review

## Next steps

- Additional observations and coaching for supervisors
- Focus on Engineering pre-job briefs

# Engineering Quality Product – IRG Comments



# Configuration Management

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## Improvement Objective

- The availability and quality of design basis information exceeds industry standards

## Recent Actions

- DBD project staffed and in progress
- Electrical calculation project in progress
- Safety related calculation scanning and linking in progress
- IT Dominion portal is in place for electronic storage and retrieval of engineering information

# **Configuration Management**

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## **Additional modifications in progress**

- **AFW local manual operator actions**
- **Safeguards alley level indication**
- **SW pressure alarm for bearing cooling**
- **RHR flooding**

## **PRA Updates**



# **Corrective Action Program**

**Tom Webb**

**Director**

**Nuclear Safety and Licensing**

# **Corrective Action Effectiveness**

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## **Improvement Objective**

- **The corrective action program will exceed industry standards for identifying and resolving station problems**

## **Recent Actions**

- **Improved trending of equipment issues**
- **Established qualifications for screen team and CARB team members**
- **Provided additional root cause and apparent cause training**

# **Corrective Action Program**

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## **Additional Areas Needing Improvement:**

- **Management oversight**
- **Corrective action procedures clarity and consistency**
- **Individual accountability**
  - **Initiation threshold**

# **Corrective Action Program**

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## **Corrective Actions**

- **Management oversight**
  - ▀ **Increase CARB's oversight**
- **Corrective action procedures lack clarity and consistency**
  - ▀ **Expedite switch to Dominion procedures**
  - ▀ **Revise site procedures**
- **Individual accountability**
  - ▀ **Standard enforced for evaluations and corrective actions**
  - ▀ **Track CAPs generated as a result of external or management prompting**



# **Corrective Action Program**

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## **Measures**

- **Dominion standard measures for corrective action program implementation**
- **Dominion measures for corrective action program effectiveness**
- **CARB measures for backlog, quality, rejection rate**
- **Track CAPs initiated as a result of external or management prompting**



# **Manager/Supervisor Effectiveness**

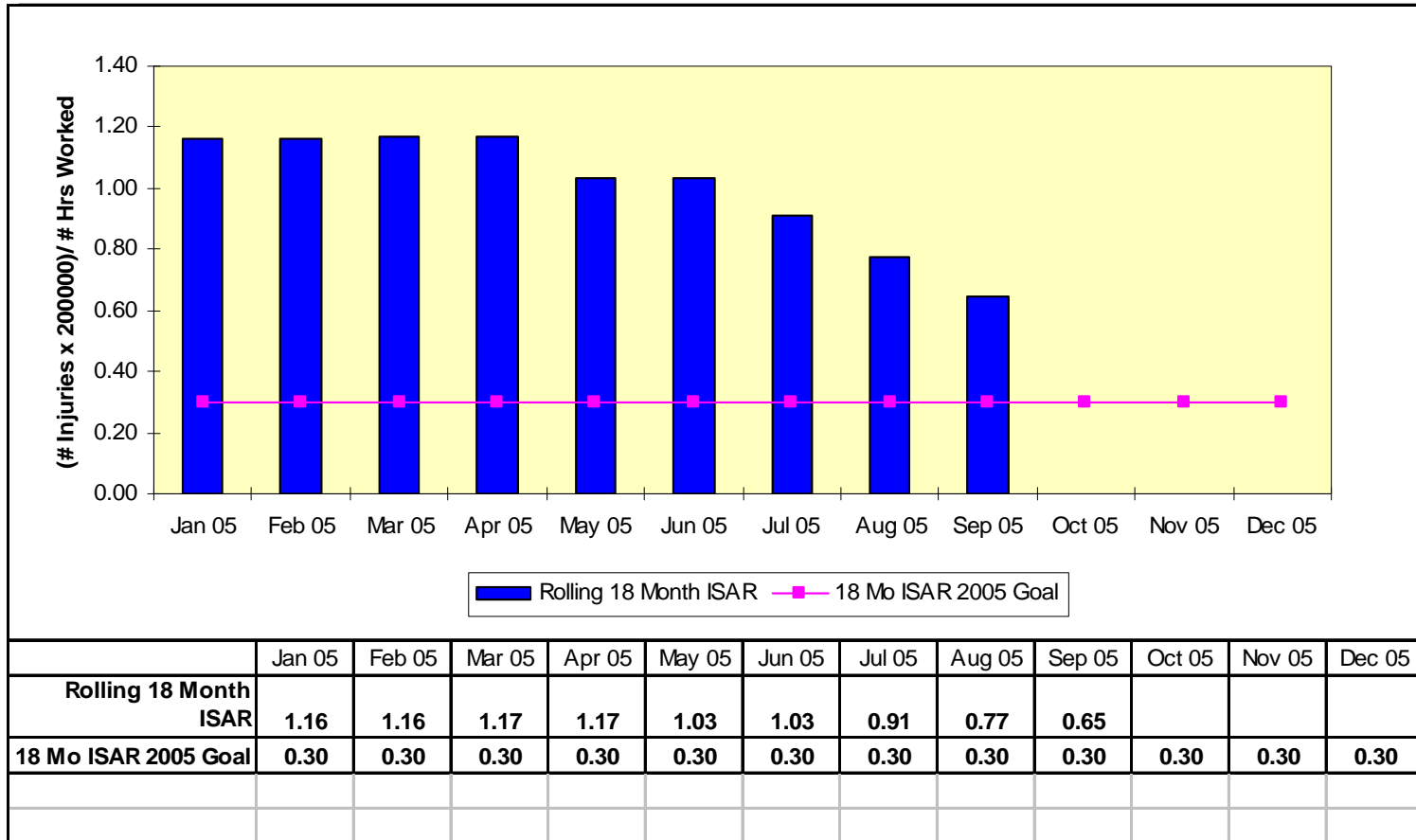
**Kyle Hoops  
Site Director**

# Manager/Supervisor Effectiveness

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- **Improvement Objective**
  - Managers and Supervisors establish and maintain a culture of accountability and continuous improvement
- **Actions Taken and Continuing**
  - Leadership Assessments
  - D-15s
  - INPO-Style Self-Assessment
  - Excellence Plan
  - Training

## Industrial Safety Accident Rate - 18 Month Average Kewaunee Power Station



## **Manager/Supervisor Effectiveness**

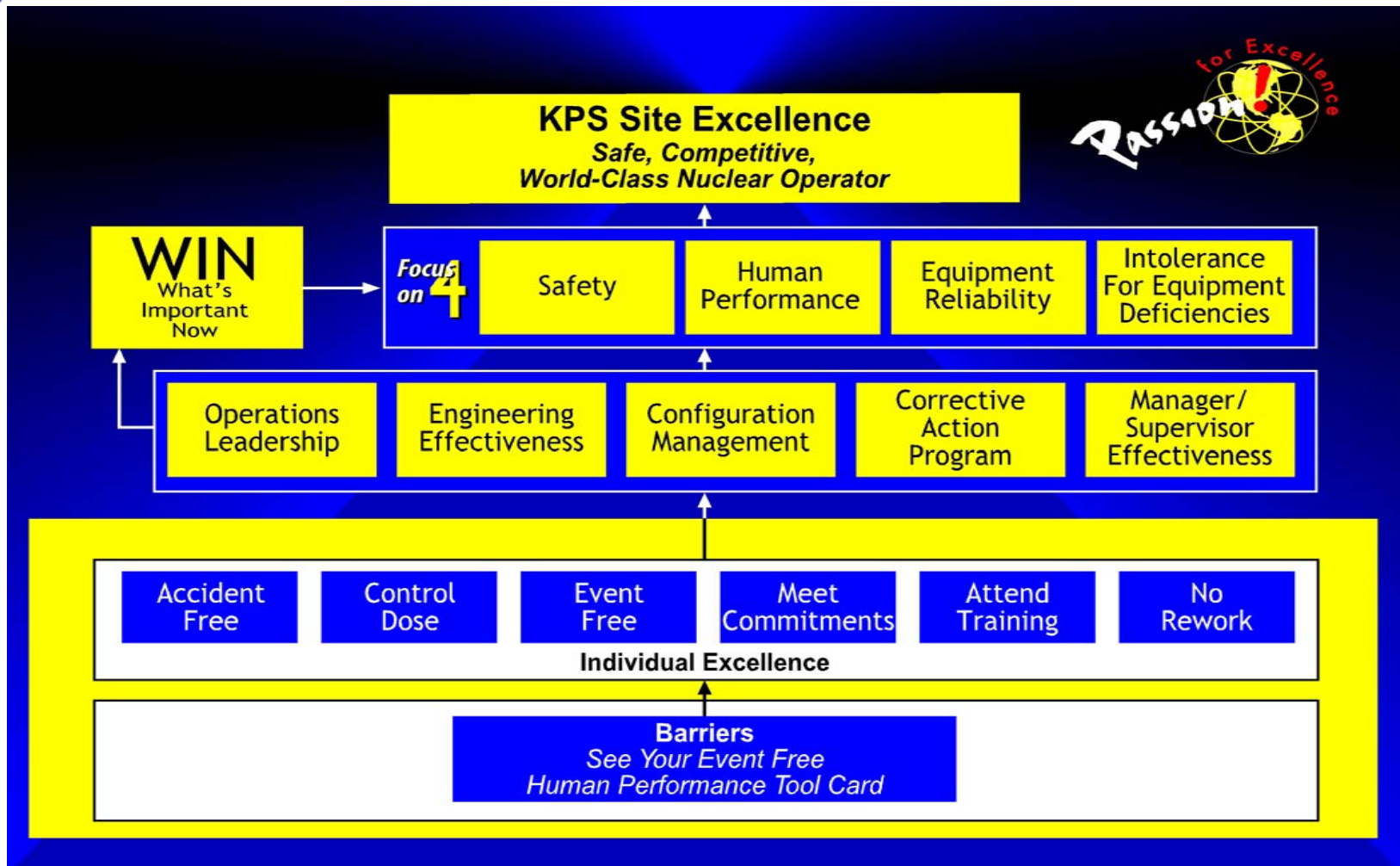
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- **Passion for Excellence**
  - **Focus on Four**
    - **Safety**
    - **Human Performance**
    - **Equipment Reliability**
    - **Intolerance for Equipment Deficiencies**
  - **What's Important Now (WIN)**

# Manager/Supervisor Effectiveness

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- **Measures**
  - Focus on Four Indicators
  - WIN Indicators
  - Observation Contact Time
  - Excellence 101 Surveys
  - Self- Assessments
    - WANO Peer Review





## **Summary**

**Mike Gaffney**  
**Site Vice President**





## **Closing Remarks**

**David Christian**  
**Senior Vice President and CNO**