

**CAROLINA POWER & LIGHT COMPANY**

**NOVEMBER 30, 1992**

**CP&L NUCLEAR IMPROVEMENT PLAN**

**CORPORATE IMPROVEMENT INITIATIVES**

# **CAROLINA POWER & LIGHT COMPANY**

## **CORPORATE IMPROVEMENT INITIATIVES**

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# I - INTRODUCTION

## OVERVIEW

This document sets forth the Corporate Improvement Initiatives (CII) for CP&L's nuclear power operations. These initiatives are directed at the corporate organization and its programs and will establish improvement efforts that will be implemented to benefit and support all three nuclear plants.

In the July 23, 1992 submittal to the Nuclear Regulatory Commission (NRC), CP&L outlined the general structure of the Corporate Improvement Program. In the Program, twenty-two specific implementing projects were listed. Since July 23, work has been completed on several of these projects and the others have been incorporated into the Corporate Improvement Initiatives, the Brunswick Three-Year Plan, or other management initiatives. Consequently, the Corporate Improvement Program, discussed in the July 23, 1992 submittal, is superseded in its entirety by the Corporate Improvement Initiatives and the Brunswick Three-Year Plan.

The primary purposes of these Corporate Improvement Initiatives are: 1) to establish the appropriate corporate structure and management systems necessary to direct and support the site organizations and oversee the three nuclear plants; 2) to improve work practices and procedures; and 3) to achieve new standards for work backlog management and material condition at each of the three nuclear plants. The Corporate Improvement Initiatives are designed to address seven key areas:

- 1) definition of organizational structure, responsibility, and accountability;
- 2) nuclear safety oversight;
- 3) managerial effectiveness in the areas of teamwork, communication, leadership, and employee motivation;
- 4) programs and procedures;
- 5) personnel development, emphasizing training and professionalism;
- 6) basic work planning and control systems;
- 7) material condition.

The Senior Vice-President of the Nuclear Generation Group has the overall responsibility for the Corporate Improvement Initiatives and is accountable for their complete implementation. He may delegate responsibility for specific initiatives to other CP&L managers, but the Senior Vice-President will maintain direct oversight and control over these initiatives and ensure that they are achieving stated objectives and are being performed in a timely, cost-effective manner.

The Nuclear Assessment Department (NAD) will conduct independent reviews of the Corporate Improvement Initiatives. These reviews will reflect the performance-based auditing philosophy of the assessment program. The results will be provided to Plant Nuclear Safety Review Committees, the Corporate Nuclear Safety Review Committee, the Senior Vice-President - Nuclear Generation, the President and Chief Operating Officer, and the Chairman and Chief Executive Officer.

## DOCUMENT DESCRIPTION

This document consists of five Chapters, each of which is described below.

- I. Introduction (this Section) - which provides an overview of the Corporate Improvement Initiatives, including purpose, implementation and oversight accountability, and document structure.
- II. Initiatives Summary - which lists the twelve initiatives and shows primary executive responsibilities and timeframes for completion.
- III. Expected Results and Benefits - which sets forth the expected results and benefits to be derived from the Corporate Improvement Initiatives.
- IV. Detailed Action Plan - which provides action plans setting forth steps, responsibilities, and the expected completion date for each step.
- V. Key Issue Reference - which identifies key issues raised by the NRC and CP&L's Nuclear Assessment Department that will be addressed by the Corporate Improvement Initiatives.

## II - INITIATIVES SUMMARY

Listed in the following table are the twelve projects that comprise the Corporate Improvement Initiatives.

AREA	INITIATIVE DESCRIPTION	RESPONSIBILITY	COMPLETION DATE
Organization	CII-1: Perform a comprehensive review of the overall organizational design and structure of the Nuclear Generation Group and implement appropriate changes.	Sr. Vice President Nuclear Generation	03/31/93
Nuclear Safety Oversight	CII-2: Establish a Nuclear Safety Oversight Committee reporting to Management and the Board of Directors and a Nuclear Safety Review Committee for each of the nuclear sites.	Manager, Nuclear Assessment	04/30/93
Managerial Effectiveness	CII-3: Develop and implement an initiative to establish a corporate culture where nuclear safety is of the highest priority and where continuous improvement at the CP&L nuclear plants is expected.	Sr. Vice President, Nuclear Generation; Vice President, Employee Relations	12/31/93
Programs and Procedures	CII-4: Redefine and implement the Functional Peer Group program for assuring exchange and adoption of industry best practices and methods.	Vice President, Nuclear Services	06/30/93

AREA	INITIATIVE DESCRIPTION	RESPONSIBILITY	COMPLETION DATE
Personnel Development, Training and Professionalism	CII-5: Implement the Supervisory Assessment Center.	Sr. Vice President, Nuclear Generation; Vice President, Employee Relations	06/30/93
	CII-6: Complete training for eligible supervisors in the Supervisory Development Program.	Sr. Vice President, Nuclear Generation; Vice President, Employee Relations	02/15/93
	CII-7: Establish a formal Development and Succession Planning Program for management personnel.	Sr. Vice President, Nuclear Generation; Vice President, Employee Relations	10/31/93
	CII-8: Upgrade the existing technical training program.	Sr. Vice President, Nuclear Generation; Vice President, Nuclear Services	06/30/93

AREA	INITIATIVE DESCRIPTION	RESPONSIBILITY	COMPLETION DATE
Work Planning and Control Systems	CII-9: Develop and implement the Integrated Schedule Program for Robinson Nuclear Plant, Harris Nuclear Plant and the corporate support organizations.	Manager, Nuclear Business Operations	10/01/93
	CII-10: Establish an effective approach to work planning and control.	Sr. Vice President, Nuclear Generation	10/31/93
Material Condition	CII-11: Develop a work plan to reduce backlogs of work at each of the three plants to levels consistent with the recently developed standards.	Site Vice Presidents; Vice President, Nuclear Services ; Vice President, Nuclear Engineering	08/31/93
	CII-12: Develop and implement plans to improve housekeeping and visible material condition.	Site Vice Presidents	06/30/93

### III - EXPECTED RESULTS AND BENEFITS

CP&L is confident that the twelve initiatives, when successfully completed, will result in changes that will achieve and sustain a level of excellence in nuclear performance. In particular, the Corporate Improvement Initiatives will provide the following results and benefits.

- Clearly defined managerial responsibility and authority to support nuclear operations more effectively and efficiently.
- Enhanced corporate and independent oversight of matters relating to nuclear safety in order to assist Senior Management, the Board of Directors and site management in carrying out their responsibilities relating to nuclear safety.
- Improved material condition at each of the three plants.
- Increased management attention to the backlogs of maintenance work items and to other work areas at all three nuclear plants.
- Improved work management and control at each of the nuclear sites.
- A strengthened management development program and technical training program which will improve personnel capability and performance.
- Focused management initiatives (including ongoing measurement of employee opinion) in order to improve the overall organizational culture and work environment.
- Strengthened emphasis on identifying and implementing corporate as well as industry best practices among CP&L's three plants.

As a corporation, CP&L has established a goal of excellence in nuclear performance for each of its nuclear plants. CP&L management is dedicated to enhancing and maintaining its credibility with the NRC. Each of CP&L's three plants is focused on undertaking improvements necessary to achieve and sustain high levels of performance. The Corporate Improvement Initiatives will support the efforts by the plants and will, in turn, provide for effective corporate oversight and direction of nuclear operations.

## IV - ACTION PLANS

Action Plans for each of the twelve initiatives have been developed, and they are presented in this Chapter. Each Action Plan shows a brief description of the initiative, its expected results, and the CP&L executive responsible for its successful execution. The Action Plan then lists key steps along with responsibilities and timeframe for completion. Where reference is made to plans or programs that will be developed to accomplish certain objectives, these plans or programs will either be submitted to or discussed with the NRC as they are developed.

CORPORATE IMPROVEMENT INITIATIVE  
CII-1

Project Title	Responsible Executive
Perform Organizational Study	Sr. Vice President, Nuclear Generation
<b>Project Description</b>	
<p>Perform a comprehensive review of the overall organizational design and structure of the Nuclear Generation Group and implement appropriate organizational changes.</p>	
<b>Expected Results</b>	
<p>The organizational structure for the Nuclear Generation Group (NGG) will be systematically defined and implemented from department level through unit level to support nuclear operations more effectively and efficiently.</p> <p>Primary functional responsibilities will be defined and the relationships and interfaces among line, support, and staff organizations will be established.</p> <p>This will result in the definition of clearer lines of authority and responsibility, improvements in communications and teamwork, and the placement of accountability in the appropriate organizations for all aspects of nuclear operations.</p> <p>Staffing plans for key positions will be developed and implemented.</p>	
<b>Responsibilities</b>	
<p>Senior Vice President - Nuclear Generation will direct the study and implement the results.</p>	

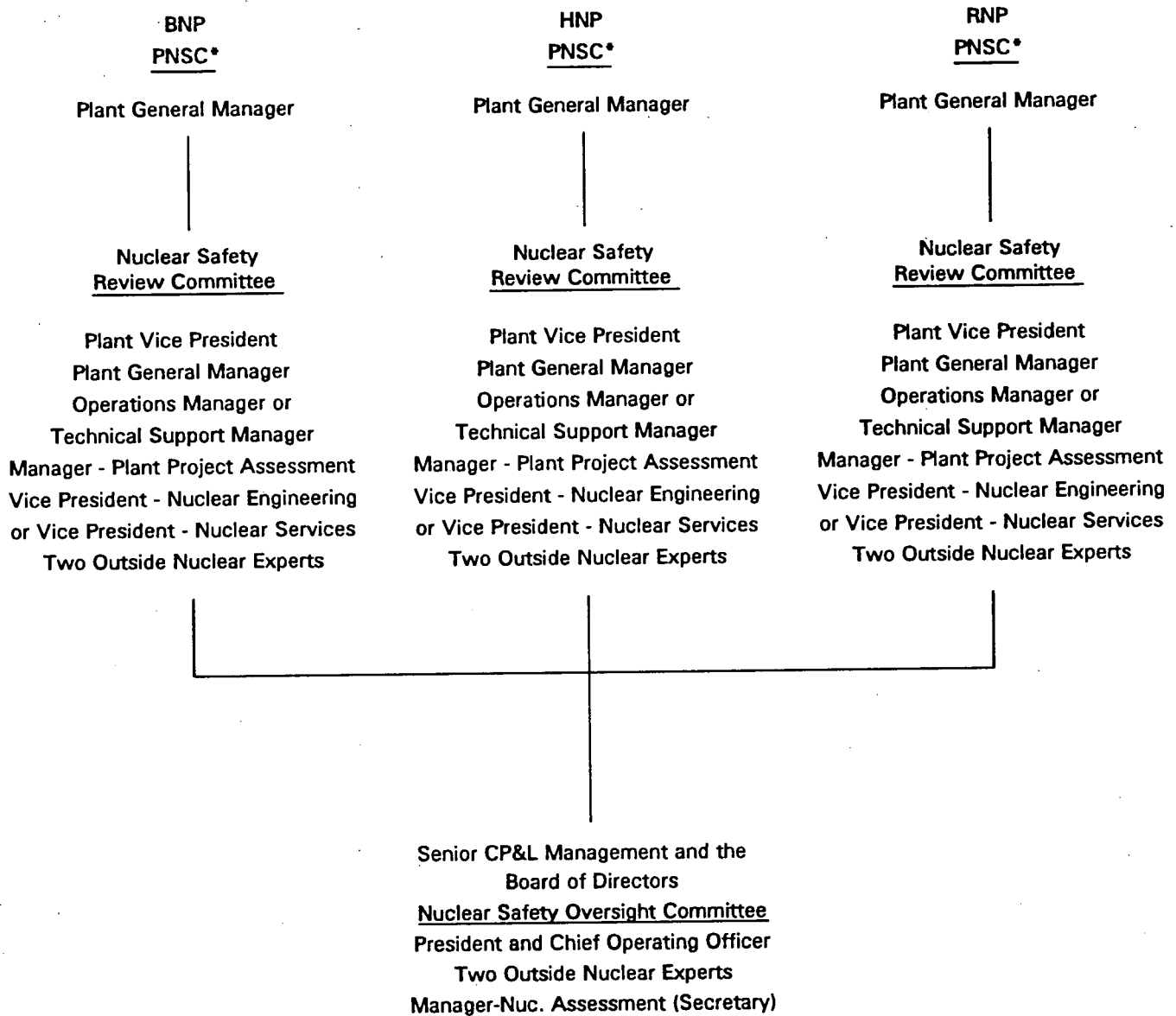
CII-1		Action Plan Summary		Page 2 of 2	
Step No.	Step Description	Responsibility	Complete By Date		
1	Establish the overall study scope and study responsibilities.	Sr. Vice President, NGG; Vice President, Employee Relations	Complete		
2	Prepare organization design criteria.	Sr. Vice President, NGG; Vice President, Employee Relations	12/15/92		
3	Complete the definition of the target plant organization design.	Sr. Vice President, NGG; Vice President, Employee Relations	12/15/92		
4	Establish the overall organizational structure for NGG.	Sr. Vice President, NGG; Vice President, Employee Relations	01/15/93		
5	Establish primary functional responsibilities for corporate support organizations.	Sr. Vice President, NGG; Vice President, Employee Relations	01/31/93		
6	Prepare mission and function statements for each plant's organization and for corporate departments.	Sr. Vice President, NGG; Vice President, Employee Relations	02/28/93		
7	Prepare implementation plan and process.	Sr. Vice President, NGG; Vice President, Employee Relations	03/15/93		
8	Communicate direction to NGG employees and begin implementation.	Sr. Vice President, NGG; Vice President, Employee Relations	03/31/93		

CORPORATE IMPROVEMENT INITIATIVE  
CII-2

Project Title	Responsible Executive
Enhance Nuclear Safety Review Program	Senior Vice President, Nuclear Generation Group
<b>Project Description</b>	
<p>The objectives of this project are (i) to establish a Nuclear Safety Oversight Committee of the Board of Directors to advise and assist the Board of Directors in the proper and complete discharge of its responsibilities relating to CP&amp;L's nuclear operations, and, (ii) to establish at each of the nuclear plant sites a Nuclear Safety Review Committee to advise the Vice President for the nuclear plant on the adequacy and implementation of the plant's nuclear safety policies and actions and provide an independent source of nuclear safety information for management. The Nuclear Safety Oversight Committee and each of the Nuclear Safety Review Committees will have independent, outside members who are nuclear experts.</p> <p>Charters for the Nuclear Safety Oversight Committee and for the site Nuclear Safety Review Committees will be developed and will prescribe that meetings will be held at least quarterly. The outside nuclear experts on the Nuclear Safety Oversight Committee will also be members of one or more of the Nuclear Safety Review Committees for the nuclear plants. This common committee representation will provide a means for effectively communicating information relating to the nuclear sites to CP&amp;L management and the Board of Directors.</p>	
<b>Expected Results</b>	
<p>Increased safety at the nuclear sites will result from an additional safety review of plant actions.</p> <p>This expanded nuclear safety review function will provide a strong outside nuclear industry perspective to CP&amp;L's nuclear safety performance and will establish a means to communicate the results of these reviews throughout the organization, up to and including the Board of Directors.</p> <p>A higher level of understanding and awareness of nuclear safety issues will result for the Board of Directors and nuclear site senior management.</p> <p>Further, the structure will provide an independent source of nuclear safety information for management.</p>	
<b>Responsibilities</b>	
<p>The Sr. Vice President, Nuclear Generation Group, will be responsible for establishing the charters and functioning activities required to fulfill this project with staff support from the Manager, Nuclear Assessment Department.</p> <p>The President will select the outside nuclear experts to serve on the committees.</p>	

CII-2		Action Plan Summary		Page 2 of 2
Step No.	Step Description	Responsibility	Complete By Date	
1	Define safety oversight function; independent committee role; and structure and reporting activities	Sr. Vice President, NGG	Complete	
2	Gain approval of governing charters	Sr. Vice President, NGG	01/15/93	
3	Identify and secure commitments to serve on committees from outside experts	Sr. Vice President, NGG	01/31/93	
4	Establish schedules and logistics support for 1993 activities	Manager, Nuc. Assessment	01/31/93	
5	Establish Board Committee representation to serve in advisory capacity	Chairman; President	02/15/93	
6	Begin review functions.	Committees	4/30/93	

## COMMITTEE REPRESENTATION FOR NUCLEAR SAFETY REVIEWS



\*Plant Nuclear Safety Committee

CORPORATE IMPROVEMENT INITIATIVE  
CII-3

Project Title	Responsible Executive
Strengthen Culture with Regard to Nuclear Safety Orientation and Commitment to Continuous Improvement	Sr. Vice President, Nuclear Generation; Vice President, Employee Relations
<b>Project Description</b>	
Undertake a comprehensive initiative to improve the culture such that nuclear safety is of the highest priority, continuous improvement is expected and CP&L employees take ownership and responsibility for the nuclear program.	
<b>Expected Results</b>	
<p>This initiative will result in these benefits:</p> <ul style="list-style-type: none"><li>• CP&amp;L personnel will have greater control, responsibility, and accountability for performance.</li><li>• Plant performance will improve because of a change in employee attitudes and focus relating to nuclear safety, operating excellence, and other CP&amp;L goals.</li><li>• Management utilization of contractors will be improved at each of the nuclear sites and in the support organizations.</li></ul>	
<b>Responsibilities</b>	
Sr. Vice President, Nuclear Generation Vice President, Employee Relations	

CII-3		Action Plan Summary		Page 2 of 2
Step No.	Step Description	Responsibility	Complete By Date	
1	Communicate the major areas of focus for 1993 for the Nuclear Generation Group.	Sr. Vice President, NGG	01/31/93	
2	Develop and begin implementation of a Contractor Management Plan.	Sr. Vice President, NGG	01/31/93	
3	Develop an enhanced Effective Performance Management (EPM) process with the addition of Methods (core behaviors).	Sr. Vice President, NGG; Vice President, Emp. Relations	03/31/93	
4	Implement training and other supports necessary to implement the enhanced EPM process.	Sr. Vice President, NGG; Vice President, Emp. Relations	05/01/93	
5	Implement process for continuing assessment and measurement of employee attitudes and opinions.	Sr. Vice President, NGG; Vice President, Emp. Relations	09/01/93	
6	Implement a Human Resource Planning process similar to the Business Planning process for human resource management and organization development.	NGG Department Managers; Vice President, Emp. Relations; Manager, Emp. Services	12/31/93	
7	Following the assessment process, develop detailed plans for additional initiatives required to continue the focus on work environment improvements.	Sr. Vice President, NGG; Vice President, Emp. Relations	12/31/93	

CORPORATE IMPROVEMENT INITIATIVE  
CII-4

Project Title	Responsible Executive						
Redefine and Implement A Formal Peer Group Program	Vice President, Nuclear Services						
Project Description							
<p>The NGG Peer Group program will provide for exchange and adoption of best practices and methods from top performing utilities. Each Peer Group will have an executive sponsor who will be accountable for the effectiveness of the Peer Group.</p>							
Expected Results							
<p>Improved performance will result through the adoption of nuclear industry best practices.</p> <p>In addition, communication and teamwork among managers at the three nuclear plants will improve.</p>							
Responsibilities							
<table style="width: 100%; border: none;"> <tr> <td style="width: 30%;">Vice President - Nuclear Services Department:</td> <td>Action Plan Development, Program Definitions, Facilitate Implementation</td> </tr> <tr> <td>Sr. Vice President:</td> <td>Approve Program</td> </tr> <tr> <td>NGG Line Management:</td> <td>Implement Program</td> </tr> </table>		Vice President - Nuclear Services Department:	Action Plan Development, Program Definitions, Facilitate Implementation	Sr. Vice President:	Approve Program	NGG Line Management:	Implement Program
Vice President - Nuclear Services Department:	Action Plan Development, Program Definitions, Facilitate Implementation						
Sr. Vice President:	Approve Program						
NGG Line Management:	Implement Program						

CII-4		Action Plan Summary		Page 2 of 2
Step No.	Step Description	Responsibility	Complete By Date	
1	Define the charter for the peer group program.	Vice President, Nuc. Services	12/31/92	
2	Interact with Department Heads as a peer group to finalize program recommendations.	Vice President, Nuc. Services	02/28/93	
3	Provide recommendations to Senior VP-NGG regarding: <ul style="list-style-type: none"><li>• functional peer groups</li><li>• peer group charters</li><li>• executive sponsors</li><li>• responsibilities and accountabilities of peer group members and executive sponsors</li></ul>	Vice President, Nuc. Services/ Department Head Peer Group	04/30/93	
4	Finalize overall program and begin Peer Groups meetings	Executive Sponsors	6/30/93	

CORPORATE IMPROVEMENT INITIATIVE  
CII-5

Project Title	Responsible Executive
Implement the Supervisory Assessment Center	Senior Vice President, Nuclear Generation; Vice President, Employee Relations
<b>Project Description</b>	
<p>This project will expand, improve, and standardize the use of the Assessment and Development Program (ADP) as a development and selection tool for NGG supervisors.</p> <p>It includes establishing a pre-assessment screening process, development of training, identification of supervisory positions to be screened, and formalization of procedures for selecting and promoting ADP participants.</p>	
<b>Expected Results</b>	
<p>This project is intended to result in a higher success rate in selecting capable NGG supervisors.</p> <p>It will also encourage stronger performance (via feedback and development) of pre-supervisory personnel.</p> <p>This systematic approach will provide additional benefits through a more accurate assessment of training needs.</p>	
<b>Responsibilities</b>	
<p>Program Design:                      Manager, Human Resource Development</p> <p>Implementation:                      Senior Vice President, NGG    Director, Management Training</p>	

CII-5		Action Plan Summary		Page 2 of 2
Step No.	Step Description	Responsibility	Complete By Date	
1	Design overall process, obtain management support, and communicate to the NGG organization.	Sr. Vice President, NGG	02/01/93	
2	Purchase new technology for pre-assessment screening.	Director, Management Training	02/15/93	
3	Conduct validation studies for additional key supervisory positions. (Senior NGG management will determine and approve positions.)	Director, Management Training	04/30/93	
4	Develop/purchase appropriate post-assessment training.	Director, Management Training	05/31/93	
5	Publish schedule for implementation; identify candidates for training.	Sr. Vice President, NGG; Director, Management Training; Site HR Manager	05/31/93	
6	Identify and train necessary assessment and instructional staff.	Sr. Vice President, NGG; Director, Management Training	06/30/93	
7	Implement the Pre-supervisory Development Program process.	Sr. Vice President, NGG; Director Management Training; Site HR Manager	06/30/93	

CORPORATE IMPROVEMENT INITIATIVE  
CII-6

Project Title	Responsible Executive								
Complete Training in the Supervisory Development Program	Senior Vice President, Nuclear Generation; Vice President, Employee Relations								
<b>Project Description</b>									
<p>Develop and implement a plan for all Nuclear Generation Group (NGG) managers below unit level to complete the Supervisory Development Program (SDP).</p> <p>Ensure that post-course follow-up and feedback activities support in-class training.</p>									
<b>Expected Results</b>									
<p>This initiative is expected to result in:</p> <ul style="list-style-type: none"> <li>• Behavior change supporting a culture in the NGG which emphasizes safety, reliability, high performance, and respect for all employees and associates.</li> <li>• Compliance with INPO guidelines for supervisory training (maintenance and operations supervisors).</li> <li>• Improved organizational performance through more effective supervision (both interpersonal and administrative).</li> </ul>									
<b>Responsibilities</b>									
<table style="width: 100%; border: none;"> <tr> <td style="width: 30%;">Course Design:</td> <td>Manager, Human Resource Development</td> </tr> <tr> <td>Implementation:</td> <td>Director, Management Training</td> </tr> <tr> <td>Post-Course Support:</td> <td>Site Human Resources Manager/Site Vice-President</td> </tr> <tr> <td>On-Going Evaluation:</td> <td>Line Management</td> </tr> </table>		Course Design:	Manager, Human Resource Development	Implementation:	Director, Management Training	Post-Course Support:	Site Human Resources Manager/Site Vice-President	On-Going Evaluation:	Line Management
Course Design:	Manager, Human Resource Development								
Implementation:	Director, Management Training								
Post-Course Support:	Site Human Resources Manager/Site Vice-President								
On-Going Evaluation:	Line Management								

CII-6		Action Plan Summary		Page 2 of 2	
Step No.	Step Description	Responsibility	Complete By Date		
1	Revise course curriculum to four-week length.	Director, Management Training	Complete		
2	Publish 1993 class schedule and recommended distribution of attendance (openings by department).	Director, Management Training	Complete		
3	Identify training participants.	Sr. Vice President, NGG	8 weeks prior to class convening date		
4	Conduct program deliveries.	Director, Management Training	01/93 - 12/93		
5	Design post-course reinforcement activities.	Director, Management Training	01/15/93		
6	Implement post-course program.	Director, Management Training; HR Site Managers; Site Vice-Presidents;	02/15/93		

CORPORATE IMPROVEMENT INITIATIVE  
CII-7

Project Title	Responsible Executive						
Implement a Management Development/ Succession Planning Program	Senior Vice President, Nuclear Generation; Vice President, Employee Relations						
<b>Project Description</b>							
<p>This project has four primary elements:</p> <ol style="list-style-type: none"> <li>(1) Design, develop, and implement a formal training program for NGG managers at all levels to ensure the development/reinforcement of leadership and management skills which support organizational goals.</li> <li>(2) Implement a succession planning system which ensures that a viable pool of talent exists to meet the organization's management needs.</li> <li>(3) Provide a means for the objective assessment of managers' capabilities and potential at selected career points.</li> </ol>							
<b>Expected Results</b>							
<p>This project is expected to result in the following benefits:</p> <ol style="list-style-type: none"> <li>(1) Accelerated progress toward improved performance due to well-trained leaders and managers focused on organizational goals.</li> <li>(2) Enhanced support of lower levels of management through proper reinforcement of training.</li> <li>(3) Improved ability to fill planned and unplanned vacancies in management.</li> <li>(4) Retention of high performing managers.</li> <li>(5) Improved management depth and the infusion of new talent.</li> </ol>							
<b>Responsibilities</b>							
<table style="width: 100%; border: none;"> <tr> <td style="width: 35%;">Program Design &amp; Delivery:</td> <td>Manager, Human Resource Development</td> </tr> <tr> <td>Succession Planning:</td> <td>Sr. Vice President, Nuclear Generation/ Vice President, Employee Relations Department</td> </tr> <tr> <td>Assessment:</td> <td>Manager, Human Resource Development</td> </tr> </table>		Program Design & Delivery:	Manager, Human Resource Development	Succession Planning:	Sr. Vice President, Nuclear Generation/ Vice President, Employee Relations Department	Assessment:	Manager, Human Resource Development
Program Design & Delivery:	Manager, Human Resource Development						
Succession Planning:	Sr. Vice President, Nuclear Generation/ Vice President, Employee Relations Department						
Assessment:	Manager, Human Resource Development						

CII-7		Action Plan Summary		Page 2 of 2
Step No.	Step Description	Responsibility	Complete By Date	
1	Design middle management (VP - Unit level) training program.	Sr. Vice President, NGG	12/31/92	
2	Construct overall system for external assessment of managers.	Manager, HR Development; NGG HR Manager(s); Sr. NGG Management	01/31/93	
3	Resume succession planning activities based on 1991/1992 efforts.	NGG HR Manager(s); Sr. NGG Management	01/31/93	
	a. Identify positions normally filled via Succession Planning system.	NGG HR Manager(s); Sr. NGG Management	01/31/93	
	b. Identify high potential managers and non-managers.	NGG HR Manager(s); Sr. NGG Management	02/28/93	
	c. Conduct development planning for/with selected managers.	NGG HR Manager(s); Sr. NGG Management	03/31/93	
	d. Implement development plans.	NGG HR Manager(s); Sr. NGG Management	03/31/93	
4	Implement Middle Management Training.	Sr. NGG Management Director, Management Training	04/01/93	
5	Conduct Management Development Conference to review effectiveness of programs.	Sr. Vice President, NGG; Vice President, Emp. Relations	10/31/93	

CORPORATE IMPROVEMENT INITIATIVE  
CII-8

Project Title	Responsible Executive						
Upgrade the Technical Training Program	Senior Vice President, Nuclear Generation; Vice President, Nuclear Services						
Project Description							
Make improvements in the Technical Training Programs at each of the three plants.							
Expected Results							
<p>Craft and licensed operator training will be more effective and the reliance on contractors for support will be reduced.</p> <p>Accreditation will be maintained and INPO evaluation results will be improved.</p>							
Responsibilities							
<table border="0"> <tr> <td>Oversee all activities associated with this initiative.</td><td>Vice President - Nuclear Services</td></tr> <tr> <td>Perform key development activities.</td><td>Manager - Nuclear Training</td></tr> <tr> <td>Incorporate training responsibilities into accountabilities.</td><td>Site Line Management</td></tr> </table>		Oversee all activities associated with this initiative.	Vice President - Nuclear Services	Perform key development activities.	Manager - Nuclear Training	Incorporate training responsibilities into accountabilities.	Site Line Management
Oversee all activities associated with this initiative.	Vice President - Nuclear Services						
Perform key development activities.	Manager - Nuclear Training						
Incorporate training responsibilities into accountabilities.	Site Line Management						

CII-8		Action Plan Summary		Page 2 of 2
Step No.	Step Description	Responsibility	Complete By Date	
1	Develop and implement a plan to address training issues from the INPO 1992 Corporate Evaluation.	Site Vice Presidents; Manager, Nuc. Training	01/31/93	
2	Improve training program productivity: a) Simplify training analysis process. b) Improve instructor skill in SAT methodology.	Manager, Nuc. Training	03/31/93 06/30/93	
3	Develop and begin implementation of simulator upgrade program.	Manager, Nuc. Training	03/31/93	
4	Make clear line management accountabilities for training through modifications in EPM.	Senior Vice President, NGG	04/30/93	
5	Modify training organization consistent with results of NGG organization study (CII-1) a) Provide increased supervision where appropriate. b) Prepare staffing plan and schedule.	Vice President, Nuclear Services Department	05/31/93	
6	Finalize the training plans for technical, hands-on training.	Manager, Nuc. Training	06/30/93	

CORPORATE IMPROVEMENT INITIATIVE  
CII-9

Project Title	Responsible Executive
Implement Integrated Schedule Program (ISP)	Manager, Nuclear Business Operations
Project Description	
<p>Create and submit to the NRC on a rolling six-month basis the Integrated Schedule Program plans for the Robinson and Harris nuclear plants and for the corporate support organizations. The Integrated Schedule Program will present a prioritized 5-year integrated schedule for NRC commitments and other major plant projects. After the implementation of the Three-Year Plan, the Brunswick Nuclear Plant will migrate to the Integrated Schedule Program.</p> <p>The scope includes:</p> <ul style="list-style-type: none"> <li>- projects needed to address License requirements (Level I);</li> <li>- significant people, process, hardware improvement projects for NRC commitments (Level II) and CP&amp;L initiatives (Level III).</li> </ul>	
Expected Results	
<p>Make visible CP&amp;L's commitment to accomplishing work necessary to achieve high levels of safety and reliability.</p> <ul style="list-style-type: none"> <li>• Provide a basis for communicating with the NRC and within CP&amp;L as to the nature and priority of planned initiatives.</li> <li>• Identify funding requirements for initiatives necessary to achieve and to operate at a level consistent with CP&amp;L's standards.</li> <li>• Create a baseline from which to assess improvements and to measure the progress of implementing planned accomplishments.</li> </ul>	
Responsibilities	
Coordinate implementation.	Director - Integrated Schedule Program
Develop overall plan.	Line Management

CII-9		Action Plan Summary		Page 2 of 2	
Step No.	Step Description	Responsibility	Complete By Date		
1	Identify organization structure	Manager, Nuc. Bus. Operations	Complete		
2	Identify team members	Manager, Nuc. Bus. Operations	Complete		
3	Develop communication packages	Director, Integrated Sch. Program	Complete		
4	Create process	Director, Integrated Sch. Program	Complete		
5	Complete Robinson ISP	Manager, Plan. & Scheduling	3/01/93		
6	Submit Robinson ISP to NRC	Director, Integrated Sch. Program	4/01/93		
7	Complete Harris ISP	Sr. Specialist, Long-Range Plan.	9/01/93		
8	Complete Corporate ISP	Director, Int. Schedule Program	9/01/93		
9	Submit Harris ISP to NRC	Director, Int. Schedule Program	10/01/93		
10	Submit Corporate ISP to NRC	Director, Int. Schedule Program	10/01/93		
11	Submit first Robinson ISP update to NRC	Director, Int. Schedule Program	10/01/93		

CORPORATE IMPROVEMENT INITIATIVE  
CII-10

Project Title	Responsible Executive
Improve Work Planning and Control Processes	Sr. Vice President Nuclear Generation
<b>Project Description</b>	
<p>Develop and establish an effective work planning and control function to provide administrative/technical service for work scheduling, work package planning, and management/development of refueling and forced outage schedules.</p>	
<b>Expected Results</b>	
<p>Resource utilization will be enhanced through efficient integrated daily and outage scheduling.</p> <p>Outage length reductions and enhanced equipment availability will reduce plant operating costs.</p> <p>Clear management accountability for quality, cost, and schedules will be established.</p>	
<b>Responsibilities</b>	
<p>Site VP's:</p> <p>Vice President, Nuclear Services</p>	<p>Approve/implement plan for their respective sites.</p> <p>Facilitation, development, and implementation support.</p>

CII-10		Action Plan Summary		Page 2 of 2
Step No.	Step Description	Responsibility	Complete By Date	
1	Develop work control and planning concept and reconcile with organization design in CII-1.	Site Vice Presidents; Vice President, Nuc. Services	02/28/93	
2	Establish organization and submit changes for approval. (Reference: CII-1)	Site Vice Presidents; Vice President, Nuc. Services	04/01/93	
3	Identify/begin development of required procedures, training, transition steps.	Site Vice Presidents; Vice President, Nuc. Services	05/01/93	
4	Approve procedures and implement training.	Site Vice Presidents; Vice President, Nuc. Services	06/01/93	
5	Complete implementation.	Site Vice Presidents; Vice President, Nuc. Services	10/31/93	

CORPORATE IMPROVEMENT INITIATIVE  
CII-11

Project Title	Responsible Executive
Develop Plan for Backlog Reduction	Site Vice Presidents; Vice President, Nuclear Engineering (NED-VP) Vice President, Nuclear Services (NSD-VP)
Project Description	
<p>Each site management team will develop detailed plans for each of CP&amp;L's three nuclear plants to achieve the backlog standards that have been established as targets. The backlogs themselves will be categorized by priority. Reduction goals will be established, and the work plan will be incorporated into the business plans of each plant. The particular categories to be addressed are these ten:</p> <ul style="list-style-type: none"><li>• Maintenance backlog - outage related</li><li>• Maintenance backlog - non-outage related</li><li>• Design analyses and calculations, design basis documents</li><li>• Engineering drawings</li><li>• Procedure revisions</li><li>• Vendor manual updates</li><li>• PRA model updates</li><li>• Equipment Data Base System updates</li><li>• Temporary conditions</li><li>• Corrective actions</li></ul>	
Expected Results	
<p>After the successful completion of these work plans, the backlogs of work items will be reduced to and maintained at manageable levels.</p>	
Responsibilities	
<p>The Site Vice Presidents, the Vice President of Nuclear Engineering, and the Vice President of Nuclear Services will be responsible for developing the work plans at each site and incorporating them into their organizations' business plans. The plan will be reviewed and approved by the Senior Vice President - Nuclear Generation.</p>	

CII-11		Action Plan Summary		Page 2 of 2
Step No.	Step Description	Responsibility	Complete By Date	
1	Identify the current backlog in each of the ten categories	Site Vice Presidents; Vice President, NED; Vice President, Nuc. Services	01/31/93	
2	Establish backlog targets consistent with the developed standards	Site Vice Presidents; Vice President, NED; Vice President, Nuc. Services	02/28/93	
3	Define priorities for each backlog category	Site Vice Presidents; Vice President, NED; Vice President, Nuc. Services	05/30/93	
4	Develop a work plan and schedule for reducing the backlog	Site Vice Presidents; Vice President, NED; Vice President, Nuc. Services	06/15/93	
5	Review the work plan with the Senior Vice President	Sr. Vice President, NGG	06/30/93	
6	Prepare a final work plan	Site Vice Presidents; Vice President, NED; Vice President, Nuc. Services	07/30/93	
7	Authorize work plan implementation	Site Vice Presidents; Vice President, NED; Vice President, Nuc. Services	08/31/93	

CORPORATE IMPROVEMENT INITIATIVE  
CII-12

Project Title	Responsible Executive
Improve Housekeeping and Visible Material Condition	Site Vice Presidents
<b>Project Description</b>	
<p>In this initiative, the three site management teams will develop work plans to improve the visible material condition of the respective plants. The scope of these plans will include:</p> <ul style="list-style-type: none"><li>• The implementation of the standards relating to housekeeping which involves 1) the establishment of a specific area on site that represents the standard for housekeeping, and 2) regular tours and inspections by site management.</li><li>• The development of a painting work plan and schedule.</li></ul>	
<b>Expected Results</b>	
<p>After the successful completion of these work plans, the overall housekeeping and visible material condition of each plant will be at a level consistent with new and higher standards established by management. The emphasis on housekeeping and painting is expected, over the long term, to help maintain maintenance backlogs at the target levels, underscore the emphasis on heightened attention to nuclear safety, and improve morale by maintaining a clean, safe place of work.</p>	
<b>Responsibilities</b>	
<p>The Site Vice Presidents will develop the work plans and incorporate them into their respective business plans.</p> <p>The Nuclear Services Department will support the sites in the implementation and adoption of the applicable standards.</p>	

CII-12		Action Plan Summary		Page 2 of 2
Step No.	Step Description	Responsibility	Complete By Date	
1	Identify the specific area in the plant that will represent the housekeeping standard and develop an action plan to bring the area up to standard.	Site Vice Presidents	01/31/93	
2	Develop a painting plan and schedule and prepare a supporting budget.	Site Vice Presidents	02/28/93	
3	Undertake actions necessary to begin effective line management walk-throughs and inspections for housekeeping.	Site Vice Presidents	02/28/93	
4	Integrate the work plans into the overall site work plan and begin implementation.	Site Vice Presidents	06/30/93	

## V - KEY ISSUE CROSS REFERENCE

This chapter provides a cross-reference between key issues identified by the NRC<sup>1,2</sup> and by CP&L's Nuclear Assessment Department (NAD)<sup>3</sup> and the Corporate Improvement Initiatives (CII).

	NRC ISSUES <sup>1</sup>	CORPORATE IMPROVEMENT INITIATIVES (CII)
1	Management's failure to set high standards for the material condition of the plant	<ul style="list-style-type: none"> <li>- Managerial Effectiveness: CII-3</li> <li>- Work Planning and Control: CII-9, CII-10</li> <li>- Material Condition: CII-11, CII-12</li> </ul>
2	A failure of management to provide the leadership and support for improvement.	<ul style="list-style-type: none"> <li>- Organization: CII-1</li> <li>- Nuclear Safety Oversight: CII-2</li> <li>- Managerial Effectiveness: CII-3,</li> <li>- Programs &amp; Procedures: CII-4</li> <li>- Personnel Development, Training and Professionalism: CII-5, CII-6, CII-7, CII-8</li> </ul>
3	A lack of critical self-assessment, which has resulted in the failure to recognize problems and implement effective corrective action.	<ul style="list-style-type: none"> <li>- Nuclear Safety Overview: CII-2</li> <li>- Managerial Effectiveness: CII-3</li> </ul>

<sup>1</sup> NRC Special Inspection Report 50-325/92-12, 50-324/92-12, Lead Inspector, A. F. Gibson

<sup>2</sup> NRC letter dated 6/23/92

<sup>3</sup> NAD Corporate Assessment Report dated 6/19/92

	NRC ISSUES <sup>2</sup>	CORPORATE IMPROVEMENT INITIATIVES (CII)
1	Establish management expectations and standards for the station and staff.	<ul style="list-style-type: none"> <li>- Organization: CII-1</li> <li>- Managerial Effectiveness: CII-3,</li> <li>- Programs &amp; Procedures: CII-4</li> <li>- Material Condition: CII-11, CII-12</li> </ul>
2	Improve senior management involvement with the plant including oversight and communication	<ul style="list-style-type: none"> <li>- Organization: CII-1</li> <li>- Nuclear Safety Oversight: CII-2</li> </ul>
3	Improve overall management control and communication	<ul style="list-style-type: none"> <li>- Organization: CII-1</li> <li>- Nuclear Safety Oversight: CII-2</li> <li>- Managerial Effectiveness: CII-3,</li> <li>- Program &amp; Procedures: CII-4</li> <li>- Personnel Development, Training and Professionalism: CII-5, CII-6, CII-7, CII-8</li> <li>- Work Planning and Control: CII-9, CII-10</li> </ul>
4	Correct process deficiencies in the work control processes	<ul style="list-style-type: none"> <li>- Programs &amp; Procedures: CII-4</li> <li>- Work Planning and Control: CII-10</li> </ul>
5	Rectify the ineffective self-assessment and corrective action programs	<ul style="list-style-type: none"> <li>- Nuclear Safety Overview: CII-2</li> <li>- Managerial Effectiveness: CII-3</li> </ul>
6	Correct physical plant deficiencies that are less significant than those identified as required to be corrected before start-up.	<ul style="list-style-type: none"> <li>- Material Condition: CII-11, CII-12</li> </ul>

<sup>2</sup> NRC letter dated 6/23/92

	NAD ISSUES <sup>3</sup>	CORPORATE IMPROVEMENT (CII)
1	Weaknesses associated with corporate management's direction and communication of expectations have resulted in a limited ability of corporate management to sponsor or to sustain positive change.	<ul style="list-style-type: none"> <li>- Organization: CII-1</li> <li>- Nuclear Safety Oversight: CII-2</li> <li>- Managerial effectiveness: CII-3</li> <li>- Programs &amp; Procedures: CII-4</li> <li>- Personnel Development, Training and Professionalism: CII-5, CII-6, CII-7, CII-8</li> <li>- Work Planning &amp; Control: CII-9, CII-10</li> <li>- Material Condition: CII-11, CII-12</li> </ul>
2	The role of Corporate Management and Staff is not clearly defined or implemented in the oversight and support of plant performance.	<ul style="list-style-type: none"> <li>- Organization: CII-1</li> <li>- Nuclear Safety Overview: CII-2</li> <li>- Programs &amp; Procedures: CII-4</li> </ul>
3	Corporate management has not effectively assessed the total workload at the Brunswick Plant in order to provide the resources necessary to sustain performance improvements.	
4	Self-assessment and corrective actions have been insufficiently effective in identifying, correcting, and preventing problems.	
5	Human performance weaknesses are a significant contributor to less-than-acceptable Brunswick Plant performance.	

<sup>3</sup> NAD Corporate Assessment Report dated 6/19/92