RIVER BEND

NUCLEAR STATION

NEAR-TERM PERFORMANCE

IMPROVEMENT PLAN

J. R. McGaha
V. P. River Bend Station
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RIVER BEND NUCLEAR STATION

NEAR-TERM PERFORMANCE IMPROVEMENT PLAN

BACKGROUND

River Bend Station management has undertaken the development of a Near-Term Performance Improvement Plan (the Plan) to address the underlying causes of certain significant performance issues at the station and to put in place immediate actions to achieve performance improvements. The planned performance improvements are characterized as near-term in that they are intended to be implemented over the next six months while the station Long Term Performance Improvement Plan is being developed. The Long Term Performance Improvement Plan will address a broader range of issues over the longer term, which will help ensure that the root causes of River Bend's performance problems are corrected and the unit achieves a sustained level of excellent performance.

River Bend management has identified certain performance attributes that it wants to achieve for the River Bend Station. These performance attributes, which are listed below, embody management's expectations for improving the performance of the River Bend Station in the near term. Identification of these attributes was based on an analysis of the root causes of previous performance issues and the experience of the River Bend management team.

1. Establishment and reinforcement of high performance standards and expectations.
2. Establishing, reinforcing, and clarifying responsibility and accountability for personal performance at all levels of the organization.
3. Self assessment, corrective action processes, and root-cause techniques that contribute directly to effective identification, correction, and prevention of plant problems.
4. Increased management involvement and improved processes in support of leadership, oversight, resources, and direction to achieve sustained, good performance.
5. Excellence in human performance as measured by a reduction in personnel error.
6. Efficient work processes.
7. Emphasis on a high state of material readiness.
8. Improved processes, procedures, and procedural compliance.

Based on internal and external assessments of River Bend's recent performance, management identified five recurring performance issues. These are planning and management effectiveness, human resource effectiveness, work effectiveness and efficiency, design information and engineering support, and organizational norms (problem solving). These performance issues were validated by an independent

assessment of River Bend's recent performance and capabilities which was undertaken in September 1993. The independent assessment helped River Bend management verify the significant performance issues needed to be addressed in the Plan.

The independent assessment and validation also assisted River Bend management in the characterization of performance issues into four root causes. These are (1) management skills have not kept pace with the level of change required, (2) planning, goal setting, performance monitoring, and management feedback have not been effective, (3) problem identification and problem solving methods have not been consistently applied to improve performance, and (4) critical station work processes are inefficient and have allowed backlogs of work to occur. The Near-Term Performance Improvement Plan addresses these root causes.

PURPOSE OF THE PLAN

The purpose of the River Bend Near-Term Performance Improvement Plan is to direct the actions necessary to improve station performance and begin a transition to more comprehensive, performance-based initiatives to be included in the Long Term Performace Improvement Plan and future Business Plans. The Plan contains program initiatives and objectives intended to measurably improve the station's performance in the near term (next six months) as determined by associated performance measures.

To achieve these results, the River Bend organization must develop the performance attributes identified by management. The short-term strategies for developing these performance attributes are contained in the program initiatives. The Long Term Performance Improvement Plan will focus on the development of these attributes over the long term.

The plan serves three purposes:

1. Addresses near-term challenges to achievement of station objectives.
2. Captures current improvement initiatives that are critical to near-term improvement and assures they are prioritized and integrated properly, appropriate resources are allocated, and accountability for performance results is assigned.
3. Serves as an input to the Long Term Performance Improvement Plan.

STRATEGIC GOALS

This Plan is consistent with the long-term station strategic goals that will be more fully defined in the Long Term Performance Improvement Plan. The achievement of near-term performance results contained in this Plan will measurably assist in achieving the long term goals of:

1. **SAFETY** - High regulatory performance as measured by SALP scores.
2. **PLANT PERFORMANCE** - High operating performance as measured by capacity factor.
3. **COST CONTROL** - Low production cost performance as measured by mills/kWhr.

METHODOLOGY

River Bend management developed this Plan by evaluating past assessments performed at River Bend including independent and line-management assessments, INPO evaluations, and NRC inspections. The findings, observations, and issues correlate to seven broad performance areas:

1. Material Condition
2. Management Processes
   - 2.1 Establishment of management expectations, ownership, and teamwork
   - 2.2 Work Control
   - 2.3 Plant modifications
3. Strategic Planning
4. Work Practices
5. Corrective Action
6. Human Performance Effectiveness
7. Engineering Support

Additionally, and separate from the inputs to this Plan, River Bend management initiated an independent validation of these performance areas.

For each performance area, objectives were established, and initiatives and action plans were developed. In addition each of the program initiatives of this Plan has been assigned to an executive sponsor who is responsible and accountable for Plan results. Each of the action plans has an associated schedule with responsibilities assigned to specific station managers. The action plans have been prioritized and resource-loaded and appropriate resources have been committed.

MONITORING PLAN IMPLEMENTATION

River Bend management will monitor the Plan implementation through routine management reporting. In addition, the River Bend Vice President will receive monthly or more frequent reports from responsible managers during plant performance review meetings. Any deviations from Plan commitments will be approved by the Vice President.

The following sections delineate the breakdown of each performance area into program initiatives, objectives, performance measures, and action plans for the River Bend Near-Term Performance Improvement Plan. The performance measures that will be used by management to monitor the overall effectiveness of the implementation of the Near-Term Performance Improvement Plan and separately provided. These measures are tied to the root causes of performance problems at the station and will be used by management to assure correction of underlying problems.

1.0 MATERIAL CONDITION

Issue Description

River Bend management is dedicated to providing plant personnel with a quality plant to operate by ensuring that plant systems and components are in conformance with design, are maintained in good working condition, and are readily and safely accessible by plant personnel. To this end, identification, prioritization, scheduling, and implementation of corrective maintenance and modifications for long-standing problems and operator workarounds will be improved. The Maintenance Work Order backlog will be reduced. In addition, the current plans to improve housekeeping and plant and equipment painting will be assessed with enhancements made, as necessary, including the establishment of expectations and assignment of responsibility for completion of the actions.

Description of Program:

Implement near-term initiatives to measurably improve the material condition of River Bend. These initiatives will address high-priority actions for preservation, housekeeping, equipment identification, and correction of equipment problems.

Program Objectives:

This program contains three objectives to improve material condition at River Bend. These are:

1. Prioritize, schedule, and assign resources, as necessary, to complete the high-priority MWO backlog in the near term.
2. Identify, prioritize, schedule, and resolve recurrent or long-standing material condition problems that can affect safety and plant reliability, and hold people accountable to schedules.
3. Establish and implement near-term initiatives to ensure that plant preservation, housekeeping, and equipment identification meet the standards established by plant management.

Action Plan:

Actions/Major Activities/Deliverables		Responsibility	Projected Date Complete
1.1	**Reduce the High-Priority MWO Backlog**	**E. Ewing**	
1.	Prepare a list of high-priority Maintenance Work Orders (MWOs) required by Operations for performance improvement.	J. Venable	10/5/93A
2.	Establish an achievable schedule with Operations, Maintenance, System Engineering, Design Engineering and Procurement.	E. Ewing	11/5/93A
3.	Complete the scheduled work on the near-term list of MWOs and develop a program to ensure that all high priority 1 and 2 MWOs greater than 14 days old are worked and maintain a backlog of zero.	E. Ewing	1/31/94
1.2	**Long-standing and Recurrent Equipment Problems**	**E. Ewing**	
1.	Utilize Operations input and system performance data to assure the list of long-standing and recurrent equipment problems is complete.	J. Scalippert	10/15/93A
2.	Prioritize long-standing and recurrent equipment problems by impact on plant operations and safety, and prepare a list of problems to be resolved in the near term and during RF5.	J. Venable	10/22/93A
3.	Establish an achievable schedule with input from Operations, Maintenance,Design Engineering, System Engineering, Outage	E. Ewing	11/5/93A

	Management, and Procurement etc.		
4.	Complete the work on the near-term list of equipment problems	E. Ewing	End of RF-5
1.3	**Housekeeping, Preservation, Labeling**	**J. Venable**	
1.	Verify adequacy of schedule and resources for painting, preservation and insulation improvements to satisfy management expectations.	J. Venable	10/15/93A
2.	Upgrade and proceduralize the plant labeling standard.	J. Venable	10/30/93A
3.	Implement the schedule for painting, cleaning, insulation, and or preservation in the improvement areas.	L. Ballard	12/31/93
4.	Complete all labeling in the following improvement areas when painting is complete: HPCS Diesel Generator Room, EHC skid, and Auxiliary Building Crescent area.	P. Barker	12/31/93

2.0 Management Processes

2.1 Title of Program:	Improving Management Expectations, Ownership, and Teamwork
Executive Sponsor:	K. Suhrke
River Bend Goal Supported:	All

2.1 Improving Management Expectations, Ownership, and Teamwork

Issue Description

To be successful in improving plant performance, River Bend management must establish effective processes for communicating expectations to the station staff. In addition, management must continually foster ownership of plant problems and their solutions within the staff and promote teamwork to assure the station performs effectively.

Description of Program:

This program establishes the routine processes that allow management to:

- establish, communicate, and monitor performance expectations through a communications plan and monthly plant review meetings,
- foster ownership results by improving the plant walkdown program,
- instill teamwork among station organizations and
- support interactions with the NRC through an effective regulatory communications plan.

Program Objectives:

1. Conduct monthly plant review meetings with senior management and functional-area managers to clarify expectations, review performance and hold managers accountable.
2. Expand and improve the program for plant walkdowns by station management to improve plant material condition as defined by operations, and strengthen the self-assessment process by observing selected plant activities, e.g., maintenance, operations evolutions, surveillance testing, and training.
3. Conduct management coaching and teambuilding activities to improve supervisory capabilities and the ability of departments to work together.
4. Develop and implement a communications plan to reinforce management expectations, employee ownership, and teamwork.
5. Establish an effective regulatory communications plan to enhance interactions with the NRC by assuring that communications are accurate, complete, and responsive and occur within the required time frame.

Action Plan:

Actions/Major Activities/Deliverables	Responsibility	Projected Date Complete
2.1.1 Establish Plant Review Meetings	**K. E. Suhrke**	
1. Establish an objective statement and guidelines for meeting topics, format, presenters.	K.E. Suhrke	10/20/93A
2. Conduct first monthly meeting, establish calendar/plan for future meetings.	K.E. Suhrke	11/1/93A
3. Incorporate lessons learned from first meeting into objective statement.	K.E. Suhrke	11/15/93A
2.1.2 Expand and Improve Station Walkdown Program	**J. Venable**	
1. Divide plant into inspection zones and develop inspection guidelines for monitoring material condition and selected activities.	J. Venable	10/30/93A
2. Issue a procedure that assigns material condition responsibilities, identifies general inspection criteria, and specifies inspection frequency.	J. Venable	11/30/93A
3. Assemble inspection teams consisting of multi-discipline, supervisory personnel and conduct two zone inspections.	J. Venable	11/30/93A
4. Review inspection team comments/results and modify inspection criteria as necessary.	J. Venable	12/15/93A

5.	Modify plant observation program to continue management oversight of selected plant activities and material condition.	J. Venable	12/15/93A
2.1.3	**Conduct Management Coaching and Teambuilding**	**W. Beck**	
1.	Conduct management development training focusing on coaching and Leadership.		
	a. Develop a coaching program	S. Brawner	8/31/93A
	b. Implement program with first line supervisors in Operations, Maintenance, System Engineering and Radiation Protection.	S. Brawner	11/15/93A
	c. Implement program with remainder of Operations, Maintenance, System Engineering and Radiation Protection personnel (see 6.2.2 for remainder of plant staff supervisors).	S. Brawner	12/31/93
	d. Implement program to remainder of site personnel	S. Brawner	3/30/94
2.	Conduct management development training focusing on team building		
	a. Develop a program that enables senior management to facilitate team building seminars	K. Suhrke	11/15/93A

b.	Conduct team building seminars with managers and direct reports		
	(1) V.P. Staff	J.McGaha	12/17/93A
	(2) Plant Staff	M.Sellman	1/14/94A
	(3) SA & QV	J.Fisicaro	2/11/94
	(4) Site Support	K.Suhrke	2/11/94
	(5) Engineering	T.Leonard	2/11/94
c.	Evaluate senior management team building seminars	N. Spitzfaden	2/15/94
d.	Develop a program for supervisor/foreman team building seminars	N. Spitzfaden	1/21/94
e.	Complete team building program for supervisors/ foreman	N. Spitzfaden	3/31/94
2.1.4	**Implement the following communications plan**	**T. Dickson**	
1.	Communicate initial management changes.	T. Dickson	9/24/93A
	a. External News Releases		
	b. Internal announcements via newsle `ers and electronic bulletins		
	c. Face-to-Face employee meetings at the site		
2.	Communicate status of ongoing merger process.	T. Dickson	12/31/93A
	a. Publish information on employee/human resources issues		
	b. Assist site management direct communications efforts (letters to employees Compliments/ Concerns meetings)		

3.	Establish regular internal communications activities.	T. Dickson	11/1/93A
	a. Publish "Performance Notes" newsletter at least weekly		
	b. Establish executive luncheon meetings with departments featuring briefings on plant systems by the engineering staff and major activities such as MOV Test Program and Outage Preparations		
	c. Establish site VP/Plant Manager luncheon meetings with first-line supervisors		
	d. Conduct Supervisor Communications Training for site Supervisors as a model of the supervisor training course.		2/28/94
	e. Conduct employee meetings with Entergy Operations CEO		10/22/93A
4.	Establish regular external communications.	T. Dickson	11/1/93A
	a. Coordinate media relations with plant management/GSU media spokesmen		
	b. Establish news bulletin process		
	c. Continue community relations, tours and public affairs activities		
2.1.5	**Regulatory Communications Plan**	**J. Fisicaro**	
1.	Develop policy guidance for the staff on expectations for communications with the NRC.	J. Fisicaro	11/15/93A
2.	Develop guidance for routine communications with the NRC including expected subjects, periodicity, and expected level of interaction. •Resident •NRR •Region IV	D. Lorfing	11/30/93A

3.	Review and improve communications vehicles to assure that external and internal commitment due dates are high-lighted to management to assure commitment dates are met.	D. Lorfing	12/30/93
4.	Establish an effective technical and management review process for licensing submittals to assure that each document is reviewed for technical quality, is complete, accurate and appropriately addresses and resolves the issue, and accurately reflects management's position.	J. Fisicaro	12/31/93
5.	Evaluate the LER process to provide more timely and quality submittals. (This item will be accomplished in conjunction with Section 5.3 on root cause and item 4 of Section 2.1.5).	O. Bulich	2/1/94
6.	Review licensing procedures to ensure that the items identified in Section 2.1.5 are implemented.	O. Bulich	3/1/94

2.2 Title of Program: Improving the Work-Control Process
Executive Sponsor: M. Sellman
River Bend Goal Supported: High Operating Performance

2.2 Improving The Work-Control Process

Issue Description

One of the principal measures of the station's performance is the material condition of the facility, as measured by maintenance backlogs, high priority Maintenance Work Orders, and operator work-arounds. These indicators are affected by the ability to complete maintenance work, which will be improved through improving the work control process. The station work-control process should be improved and streamlined to improve the productivity of maintenance work and allow more timely completion of work.

Description of Program:

Improve the work-control process at River Bend by centralizing responsibility for controlling plant work under a Work Management Center, completing near-term improvements to streamline the Maintenance Work Order (MWO) process, and improving the usability of and adherence to the maintenance priority system and plant schedules.

Program Objectives:

1. Assign responsibility and accountability for controlling plant work to Operations to ensure that required work is properly prioritized, planned, scheduled, and completed to support improvement in plant material condition.
2. Improve the MWO process to allow more efficient use of resources.
3. Develop and use plant integrated schedules to drive plant maintenance, testing, and support activities to assure that the required work gets done.

Action Plan:

Actions/Major Activities/Deliverables	Responsibility	Projected Date Complete
2.2.1 Work Management Center	**J. Venable**	
1. Establish a Work Management Center (WMC) outside the main control room.	J. Venable	9/15/93A

2.	Designate personnel from plant staff organizations (Operations, Maintenance, Engineering, etc.) to staff the WMC.	J. Venable	9/30/93A
3.	Gain consensus among affected departments and publish written guidelines that document the scope and intent of the Work Management Center and Assign responsibilities regarding management of work activities within the center.	J. Venable	11/15/93A
4.	Conduct performance analysis to assess effectiveness of the work management center during initial operation.	J. Venable	12/15/93A
5.	Incorporate lessons learned from performance analysis and other work control evaluations into written guidelines.	J. Venable	1/15/94
2.2.2	**Streamline MWO Process**	**E. Ewing**	
1.	Modify existing procedures to allow selective, corrective maintenance during PM activities.	J. Simpson	11/15/93A
2.	Implement selected short-term recommendations from INPO Work Management Assist visit.	E. Ewing	12/15/93A
3.	Implement selected short-term recommendations from UESC maintenance evaluation.	E. Ewing	12/15/93A
4.	Complete the Quality Action Team for Work Control and implement near-term changes.	J. Simpson	1/31/94

2.2.3 Simplify Priority System and Integrate Scheduling		**E. Ewing**	
1.	Establish Maintenance Work Order Review (MWOR) Group to prioritize those MWOs not already designated Priority 1 by Operations Department.	J. Venable	9/27/93A
2.	Fully implement the Integrated Management Schedule based on a 12-week rolling system schedule (RSS) concept using the surveillance test and preventive maintenance schedules as the basis. Incorporate corrective (non-routine) maintenance, post-maintenance tests, and modifications into pre-defined maintenance windows.	S. Radebaugh	9/30/93A
3.	Simplify the MWO tracking and prioritization systems by establishing written guidelines and conditions for classifying each priority level of MWO.	T. Fredieu	11/30/93A
4.	Initiate weekly reports to management detailing schedule deviations from previous week and explain why: a. Items that were scheduled but not started b. Items that were scheduled and started but not completed	T. Fredieu	11/30/93A
5.	Implement a rolling 3-day schedule (POD) and a 7-day schedule, controlled by the rolling system schedule.	T. Fredieu	12/1/93A

2.2.4 Improve Parts Support To Maintenance	**R. Frayer**	
1. Help Desk/Problem Trending	R. Frayer	
a. Establish a Material Help Desk near Maintenance Department	R. Frayer	9/20/93A
b. Establish a method to trend parts problems and root causes and delivery due dates to support MWOs	R. Frayer	9/20/93A
c. Temporarily reorganize the department to focus on parts problems and root causes	R. Frayer	9/23/93A
d. Establish a steering council to review workloads and prioritize problem solutions	R. Frayer	9/23/93A
2. Reduce Part Issuance Delays by developing a method to prove parts as part of the staging/ pledging process (Ref 7.4.2).	R. Hebert	3/1/94
3. Material Quality Action Team		
a. Complete the QAT for Material Configuration Control and submit changes for manager review/approval	J. Hill	12/5/93A
b. Implement near-term changes from the QAT	J. Hill	2/14/94
c. Develop a plan for implementation of long-term recommendations from the "should map" process of the QAT	J. Hill	2/28/94

2.3 Title of Program: Improving the Plant Modification Process
Executive Sponsor: T. Leonard
River Bend Goal Supported: High Operating Performance

2.3 Improving The Plant Modification Process

Issue Description

One of the principal measures of the station's performance is the material condition of the facility. To support a high state of material condition and plant reliability, engineering processes must be in place to resolve design and engineering issues effectively and efficiently. The plant modification process should be improved and streamlined to allow more timely completion of engineering and design work to reduce operations and maintenance work-arounds and to enhance equipment reliability.

The plant modification process is one of three specific processes that need near-term improvement: the maintenance work-control process to increase maintenance productivity and effectiveness; the modification process to assure that plant operations and maintenance are supported through elimination of work-arounds and impediments; and routine management processes that address expectations, ownership, and teamwork.

Description of Program:

Improve the plant modification program to support improvement in plant material condition, eliminate operations and maintenance work-arounds, and eliminate unnecessary administrative burdens to operations, maintenance, and engineering.

Program Objectives

1. Implement the short-term recommendations of the Design Change Quality Action Team.
2. Implement an effective minor modification process.
3. Work off near-term minor modifications, as prioritized, to support plant operations.

Action Plan:

Actions/Major Activities/Deliverables	Responsibility	Projected Date Complete
2.3.1 Modification Control QAT, Short-Term Recommendations:	**M. Stein**	
1. Improve the use of full size drawings and adjust the process as appropriate.	M. Stein	10/26/93A
2. Streamline the minor modification process. Issue new procedure or revisions as appropriate to implement changes.	M. Stein	3/18/94
2.3.2 Complete the Highest Priority Minor Modifications	**C. Miller**	
1. Develop a list of modification needs through ongoing solicitation of plant staff organizations.	C. Miller	9/5/93A
2. Have the Assistant Plant Manager of Maintenance evaluate and prioritize list.	S. Radebaugh	9/10/93A
3. Obtain System Engineering and Operations approval of requested modifications.	J. Schippert/ J. Venable	10/15/93A
4. Assign five Engineering personnel to Minor Modification Requests (MR) Project for Design Applications	M. Stein	10/27/93A
5. Publish prioritized minor MR list to responsible personnel	C. Miller	11/10/93A
6. Monitor progress of assigned Engineering tasks.	C. Miller	Ongoing
7. Incorporate planned minor modifications into the 12 week maintenance schedule	C. Miller	12/10/93A

3.0 Title of Program:	Strategic Planning
Executive Sponsor:	K. Suhrke
River Bend Goal Supported:	All

3.0 Strategic Planning

Issue Description

For the past several years, various lists and methods have been used to identify and focus efforts on long-range issues critical to achieve overall success. The station is currently developing a Master Issues List Program to approve, schedule and fund important station projects. However, the use of these strategic planning tools throughout the organization, as well as the discipline required to follow through and implement the defined actions, was not always effectively achieved. The need to develop the Long Term Performance Improvement Plan and have that plan become the planning and monitoring tool for the future is a near-term, critical performance issue.

Description of Program:

Develop a Near-Term Performance Improvement Plan; conduct an independent assessment and validation of plan actions and root causes of performance issues; expand and improve the Master Issues List (MIL) Program; and integrate these activities to develop the River Bend Long Term Performance Improvement Plan.

Program Objectives:

1. Develop a Near-Term Performance Improvement Plan to improve station performance and provide a transition to the station Long Term Performance Improvement Plan.
2. Validate plan actions and root causes of performance issues through parallel, independent assessment.
3. Improve the process for developing and complying with an integrated, strategic approach to station business planning.
4. Prepare Long Term Performance Improvement Plan. Provide a comprehensive framework for management and staff to achieve station performance objectives and ensure proper tools are used to establish station performance objectives and plans. Assure that the station staff is sufficiently involved in the development of the Long Term Plan to promote a high level of ownership and accountability.

Action Plan:

	Actions/Major Activities/Deliverables	Responsibility	Projected Date Complete
3.1	**Near-Term Performance Improvement Plan**	**D. Derbonne**	
1.	Identify near-term performance areas	J. Curless	9/1/93 A
2.	Draft Plan Objectives, Strategies and Performance Measures	J. Curless	9/8/93 A
3.	Issue Draft Performance Improvement	J. Curless	9/15/93 A
4.	Prepare, Revise and Issue Action Plans	Sponsors	10/1/93A
5.	Establish Performance Measure Report for Near-Term Performance Improvement Plan	D. Derbonne	10/31/93A
6.	Revise Improvement Plan per Validation Process, if necessary	D. Derbonne	10/31/93A
7.	Brief Senior Management on Near-Term Performance Improvement Plan	J. McGaha	11/30/93A
8.	Manage Completion of Action Plans	D. Derbonne	As Stated in Action Plans
3.2	**Issue Validation**	**D. Derbonne**	
1.	Project Initiation	J. Curless	8/30/93A
2.	Complete Document Reviews	J. Curless	9/20/93A
3.	Complete Station Interviews	J. Curless	9/24/93A
4.	Complete Systematic Assessment	J. Curless	10/1/93A
5.	Integrate results with Near-Term Performance Improvement Plan	J. Curless	10/8/93A

6.	Input to Long Term Plan	T. Murphy	12/15/93A
3.3	**Improve Master Issues List (MIL)**	**D. Derbonne**	
1.	Hold High Performance Team meeting to identify processes & process owners	T. Murphy	6/1/93A
2.	Initial consolidated list of projects	P. Freehill	7/93A
3.	Issue Strategic Planning Procedure including Prioritization Process	D. Andrews	8/20/93A
4.	Issue 1993-Cycle 5/RF-5 MIL Approved Project List	P. Freehill	10/1/93A
5.	Incorporate Resource Loaded NTPIP into MIL	P. Freehill	11/10/93A
6.	Budget Submittal uses MIL as basis	P. Holt	10/15/93A
7.	Begin monthly progress reporting of MIL	D. Derbonne	10/31/93A
8.	Integrate MIL work items into applicable Level II Schedules (eg. Quarterly Maintenance Schedule)	P. Freehill	11/30/93A
9.	Develop an Issue Management process for emerging issues	D. Derbonne	2/15/94
10.	Initial Quarterly review of MIL by Strategic Planning Committee	S. Radebaugh	2/15/94
3.4	**Long Term Performance Improvement Plan Integration**	**T. Murphy**	
1.	Review the Entergy Business Plan Methodology	T. Murphy	9/30/93A

2.	Develop Planning and Budget Assumptions (Environmental Assessment)	T. Murphy	11/3/93A
3.	Conduct Management Workshops to: - Develop Strategy and Objectives - Agree on Critical Success Factors - Develop Plan Objectives, Strategies, Performance Indicators	T. Murphy	11/8/93A
4.	Develop Long Term Action Plans	J. Fisicaro	2/15/94
5.	Submit Long Term Plan for final review and approval	J. Fisicaro	2/15/94
6.	Communicate Long Term Plan to site Personnel	J. Fisicaro	2/28/94

4.0 Work Practices

Issue Description

Work practices refer to employee effectiveness in controlling plant configuration and evolutions, as well as maintenance and other support activities, troubleshooting, and testing under the general cognizance of the Operations, Maintenance and Modification and Construction Departments. This issue involves enhancing the station work practices and control of work to assure that work is performed in accordance with established plans, schedules and procedures that are technically correct, easily understood, and are consistently used. Teamwork in the completion of operations and maintenance activities has not always been effective. Further improvement is needed from workers in providing feedback on improving procedures, work packages, and techniques.

Description of Program:

This program enhances the station work practices and control of work to assure that work is performed in accordance with established plans, schedules, and procedures that are technically correct, easily understood, and consistently used. Initiatives include setting management expectations for supervisors, improving work package and procedure compliance, enhancing management of high-risk activities, improving plant chemistry and radiological controls, and clarifying the roles of design and system engineers with respect to maintenance and operations.

Program Objectives:

This program initiative reinforces management expectations that work is properly planned, training is adequate to the task, support from interfacing groups is provided, supervisors are involved in monitoring and coaching workers to pre-defined levels of performance requirements; jobs, tasks, and evolutions are completed correctly the first time. Objectives include:

1. Establish supervisory expectations for plant workers.
2. Reinforce expectations for work package and procedure compliance and promote continuous improvement in the work documentation.
3. Improve the management of high-risk activities to minimize the potential for plant transients during maintenance and testing activities.
4. Improve communications of management expectations for plant chemistry control.

5. Clarify the roles of design and system engineers with respect to maintenance and operations.
6. Reinforce radiological expectations to minimize radiological control problems.

Action Plan:

Actions/Major Activities/Deliverables	Responsibility	Projected Date Complete
4.1 Expectations and Management Leadership, Coaching	**J. McGaha**	
1. Hold communications meetings with RBS personnel to reinforce management expectations.	J. McGaha	9/24/93A
2. Establish methods for supervision to increase their time in direct observation of work activities.	G. Kimmell	11/15/93A
3. Update, gain Plant Manager Approval, and issue a revised training program for all supervisory personnel to ensure that management expectations regarding leadership, coaching, accountability and setting the proper example to the worker are consistently applied and understood.	S. Brawner	2/15/94
4. Review the ACAD-90-010 Maintenance Supervisor Training Program with the Assistant Plant Manager of Maintenance, update and issue a revised program if required.	R. Findish	12/31/93
5. Develop a program, similar to Mechanical Maintenance, for Supervisor Training using ACAD 90-010, "Guidelines for Maintenance Supervisor Selection and Development for (Chemistry and Radiation Protection).	P. Le Fort	3/30/94

4.2 Reinforce Procedure and Work Package Adherence		**E. Ewing**	
1.	Conduct small group meetings with all maintenance workers and supervisors to stress procedure compliance, management expectations concerning job plans, procedures and work practices. Periodic meetings will be held to reemphasize these Standards and Expectations.	S. Radebaugh	Briefing Complete A
2.	Implement Near Term Performance Improvement Observation program which will provide oversight and in the field coaching on items such as procedure adherence.	D. Clymer	9/20/93A
3.	The worker feedback process to the Planner will be enhanced by including a feedback form in selected MWO's with a signoff step requiring completion and returning the form to Planning.		
	a. The feedback form will be revised to include disposition of comments back to the workers.	J. Simpson	12/15/93A
	b. Critiques will be performed of major jobs with Planners and craft in attendance.	J. Simpson	12/15/93A
4.	Increased feedback to Planning will be provided by assigning workers to the Planning Department on a rotating basis.	E. Ewing	12/1/93A

4.3 Improve Management of High Risk Work Activities		**E. Ewing**	
1.	Brief all maintenance workers on the need for a questioning attitude and attention to detail during high-risk activities. Periodic reinforcement with maintenance craft will be undertaken via toolbox meetings.	S. Radebaugh	BriefingsA Completed
2.	Revise "Red Sheet" program to ensure an effective review for high risk categories.	T. Fredieu	11/15/93A
3.	Clarify the roles and responsibilities of Maintenance, Operations, Modification and Construction,and System Engineering personnel, with respect to high risk activities.	E. Ewing	11/15/93A
4.	Implement a program to critique high risk activities for lessons learned.	E. Ewing	11/15/93A
4.4 Improve Plant Chemistry Control		**B. Burke**	
1.	Chemistry will implement the chemistry monitoring program and keep plant operations informed of system chemistry transients and abnormal chemistry trends.	B. Burke	10/15/93A
2.	Develop with chemistry input, procedure which provides operations personnel appropriate guidance to comply with the EPRI Normal Water Chemistry guidelines.	J. Venable	12/31/93
3.	Develop and conduct additional training for licensed operations personnel which will sensitize them to the impact of abnormal	L. Woods	4/15/94

chemistry on plant systems.

4.5 Clarify Design and System Engineering Responsibilities and Expectations

4.5.1	**Clarify System Engineering Responsibilities and Expectations**	J. Schippert	
1.	Establish a high performance team to define the role of the System Engineer.	J. Schippert	11/15/93A
2.	Revise TSP-0033.	J. Schippert	12/31/93
3.	Conduct briefings on roles and responsibilities when working with System Engineers (revised TSP-0033) and vendors.		
	a. Maintenance workers and foreman	E. Ewing	1/31/94
	b. Operations workers and Supervisors	J. Venable	1/31/94
	c. Chemistry workers and Supervisors	B. Burke	1/31/94
	d. Design Engineering workers and Supervisors	J. Hamilton	1/31/94
	e. Modification and Construction workers and Supervisors	S. Radebaugh	1/31/94
	4. Conduct briefings with System Engineering on their roles and responsibilities per TSP-0033.	J. Schippert	1/31/94

4.5.2 Clarify Design Engineering Responsibilities and Expectations		**J. Hamilton**	
1.	Establish a high performance team composed of System and Design Engineering, Maintenance and Operations to review the role and interfaces of Design Engineering.	J. Hamilton	11/15/93A
2.	Revise Design Engineering standards and expectations.	J. Hamilton	2/15/94 |
3.	Revise RBNP-02.	J. Hamilton	2/28/94 |
4.	Conduct briefings with Design Engineers and customers on roles and responsibilities of Design Engineering.	M. Stein/ J. Miller	2/28/94 |
4.6 Reinforce Radiological Expectations of Plant Personnel		**W. Odell**	
1.	Perform an Alara Program assessment using Entergy corporate Health Physics.	W. Odell	11/20/93A
2.	Review and simplify rad worker handbook.	W. Odell	2/28/94
3.	Develop rad worker supervisor handbook.	W. Odell	2/28/94
4.	Review Policy Statement/Management Directive pertaining to Radiation Protection Violations in a tool box type session (PS/MD-044).	W. Odell	3/31/94
5.	Review Standard and Expectations pertaining to radiation worker work practices, number 2. (*To be completed by first line supervisors	W. Odell	3/31/94

	in a tool box type session).		
6.	Review Standard and Expectation pertaining to ALARA Program. (*To be completed by first line supervisors in a tool box type session).	W. Odell	3/31/94

5.0 Title of Program:	Effective Corrective Action
Executive Sponsor:	J. Fisicaro
River Bend Goal Supported:	High Regulatory Performance

5.0 Effective Corrective Action

Issue Description

An effective corrective action process is needed to identify problems, determine problem significance, determine root cause, determine corrective action to prevent recurrence, and assure proper action is taken to track and effect closure of corrective actions.

Description of Program:

This program contains the River Bend corrective action processes for identifying and prioritizing currently open corrective actions for completion, improving the identification process for plant problems, upgrading the quality and effectiveness of the root-cause analysis process, streamlining the Condition Report (CR) process, clarification of independent assessment functions, and enhancing the audit and surveillance program.

Program Objectives:

The program objectives associated with improving the timeliness and effectiveness of the corrective action process including the following:

1. Identify, prioritize, and complete the most significant open corrective actions to reduce the current backlog.
2. Clarify and improve the methods for identification of plant problems to assure that significant problems are determined and resolved in a timely manner.
3. Enhance the root-cause analysis process to focus resources on the most significant problems and prevent problem recurrence.
4. Streamline the CR process to reduce administrative burden.
5. Clarify the roles and responsibilities of the station organizations responsible for independent assessment to assure that problems are correctly identified, management is appropriately notified, and timely and appropriate actions are taken to improve station performance.
6. Enhance the effectiveness of the station audit/surveillance program to provide more performance based audits/surveillance and problem identification.
7. Evaluate the station "50.59 Process" for effective implementation.

Action Plan:

Actions/Major Activities/Deliverables	Responsibility	Projected Date Complete
5.1 Focus Resources on Significant Corrective Actions	**J. Leavines**	
1. Develop a consolidated list of outstanding corrective action documents.	J. Leavines Post 1991 Pre 1991	 10/30/93A 3/31/94
2. Set criteria for selection of significant conditions adverse to quality and apply to consolidated list. Prioritize those documents meeting the criteria.	J. Leavines Post 1991 Pre 1991	 10/31/93A 4/30/94
a. For significant issues adverse to quality, verify operability requirements are adequate.	J. Leavines Post 1991 Pre 1991	 11/15/93A 3/31/94
3. Establish a schedule and assign responsibility for working on root cause and corrective action for the priority list and gain consensus among affected departments. Also establish a goal for reduction of the priority list, and monitor progress.	J. Leavines Post 1991 Pre 1991	 10/31/93A 4/30/93
4. Review the balance of the original list for further work or cancellation.	J. Leavines Post 1991 Pre 1991	 11/30/93A 5/30/94
5.2 Improve Problem Identification	**J. Leavines**	
1. Issue change notice to RBNP-030 to assure nonconformances and significant adverse conditions are identified	J. Leavines	10/22/93A
2. VP letter from J. R. McGaha regarding policy for identification of problems/concerns.	J. Fisicaro	1/31/94

3.	Develop a procedure for the operating experience group to evaluate the corrective action database both for identifying trends and confirming corrective action effectiveness.	D. Wells	12/31/93
4.	Conduct a review of the Corrective Action Process previously employed to assure the NTPIP addresses all weaknesses.	J. Fisicaro	12/31/93A
5.	Conduct a review of River Bend Station databases containing corrective action information (CR, HPES, etc.) Evaluate date for incorporation into the corrective action trending program.	D. Wells	3/31/94
6.	Conduct a review of nuclear safety concerns program.	J. Fisicaro	2/28/94
5.3	**Improve Accuracy of Root-Cause Determinations**	**J. Leavines**	
1.	Establish an interim process for screening CR's for significant conditions adverse to quality that will require a root cause.	J. Leavines	10/6/93A
2.	Establish a core group of personnel familiar with current industry standards/philosophy who perform or lead a team performing root-cause analysis for significant problems.	J. Leavines	10/6/93A
3.	Establish an interim process for management review and approval of root causes and associated corrective action and the schedule for completion of the corrective action.	J. Leavines	10/6/93A

4.	Revise appropriate procedures include the above actions and address expectations to assure proper problem identification and incorporate into a final corrective action process.	J. Fisicaro	12/31/93
5.	Evaluate current root cause training to determine if techniques cover human performance & component failure analysis techniques.	J. Leavines	12/31/93A
5.4.	**Streamline the Condition Report Process**	**J. Leavines**	
1.	Implement the initial recommendations of the Key Process Management Team (KPMT) for Corrective Action/Root Cause Analysis for an ideal process.	J. Leavines	10/6/93A
	a. Establish interim screening process as approved by the KPMT.	J. Leavines	10/6/93A
	b. Establish core group to lead personnel in root cause determination for significant problems.	J. Leavines	10/6/93A
	c. Establish management review process to approve proposed corrective action and schedule.	J. Leavines	10/6/93A
2.	Revise RBNP-030 to reflect the changes and submit to affected organizations for review.	J. Leavines	12/31/93
3.	Participate in the check and adjust process by submitting process measures to the KPMT as required and adjusting the process in conjunction with the KPMT.	J. Leavines	12/31/93A
5.5	**Clarify Independent Assessment Roles and Responsibilities**	**C. Maxson**	

1.	Prepare a matrix description and define expectations of independent assessment functions, roles, and responsibilities.	C. Maxson	11/15/93A
2.	Conduct an analysis to determine the improvements needed to assure that assessment results are effectively translated into corrective actions.	C. Maxson	11/30/93A
3.	Prepare the necessary administrative changes to clarify the expectations for the independent assessment functions.	C. Maxson	2/28/94
5.6	**Enhance the Audit and Surveillance Program**	**K. Giadrosich**	
1.	Coordinate the Quality Assurance Audit/Surveillance Schedule to provide more performance based audits/surveillances and problem identification.	K. Giadrosich	11/31/93A
2.	Review the Audit/Surveillance Program for potential improvement areas. Assure a focus on performance based objectives and production of effective reports which are "Customer" oriented.	K. Giadrosich	12/10/93A
3.	Schedule and conduct Performance Base Training for Audit and Surveillance Engineers.	B. Biggs	3/30/94
4.	Two Auditors to conduct Combined Utility, Audit Group/ Joint Utility Audit Group (CUAG/JUAG) Audits.	B. Biggs	3/1/94A
5.7	**Evaluate the River Bend Station 50.59 Process**		
1.	Evaluate the 50.59 process to	L. Dietrich	1/31/94

ensure program ownership and
proper implementation.

6.0 Title of Program: Human Performance Effectiveness
Executive Sponsor: M. Sellman
River Bend Goal Supported: All

6.0 Human Performance Effectiveness

Issue Description

River Bend has recently experienced a number of significant personnel errors attributable to human performance effectiveness. Human performance effectiveness is a function of personal accountability, proper supervision, training, and procedures in the working environment. People must have all necessary information to perform their tasks correctly.

Information can be provided through a balance of direct supervision, training, and procedures. People need to be trained, not only in the processes and technology they are to apply in their work, but also in the fundamentals of safety, performance expectations, attention to detail, day to day excellence, and effective use of resources in their work and in problem solving.

The organization needs to be equipped to accept change as a way of improving performance and as a way of becoming customer-and results-oriented. Line managers must be actively involved in the identification, analyses, and correction of the root causes of human performance errors. Management must establish standards and expectations, become active listeners, encourage feedback from all employees, and coach first-line supervisors to adopt a monitoring and coaching role with their people.

Description of Program:

These initiatives have been established to improve the effectiveness of the performance of station personnel. The initiatives systematically address personnel errors; enhance supervision, training, and procedure effectiveness; and establish expectations and monitor human performance.

Program Objectives:

The human performance effectiveness initiatives will reduce the incidence of personnel-error related events through the following program objectives:

1. Address short-term human performance needs and implement an observation program.
2. Improve coaching and the use of the STAR program.
3. Reduce the backlog of plant procedure changes and improve the change notice process.

4. Provide clear management expectations for human performance.

Action Plan:

Actions/Major Activities/Deliverables	Responsibility	Projected Date Complete
6.1 Management Support and Involvement	**J. Schippert**	
1. Implement stand-down to emphasize management's standard and expectation for human performance	P. Graham	8/14/93A
2. Develop and implement interim work control plan to reduce human errors	J. Schippert	8/17/93A
3. Develop and implement 30 day observation program	J. Schippert	8/16/93A
4. Verify that current observed human performance is at a level commensurate with safe and reliable power operation	J. Schippert	8/24/93A
5. Develop and implement near term performance improvement observation plan to transition to final observation plan in the CBP (See program 4.0)	J. Schippert	9/20/93A
6. Implement improvements in root cause analysis (see 5.3)	J. Fisicaro	12/31/93
6.2 Supervision and Training to Achieve Performance Results	**W. Beck**	
1. Review STAR program with Plant Staff	J. Schippert	8/20/93A
2. Implement coaching training and complete instruction for all plant staff first line supervisors who report directly to the plant manager (see 2.1.3.1C).	S. Brawner	12/31/93

3.	Conduct formal evaluation of the STAR training program	C. Maxson	12/31/93
6.3 Procedure Change Action Plan		**T. Murphy**	
1.	Establish departmental QATs for procedure improvement.	K. Suhrke	10/21/93A
2.	Establish and communicate standards for level of detail in procedure content.	T. Murphy	4/15/94
3.	Improve the effectiveness of new procedure and procedure change reviews by user department.	T. Murphy	3/1/94
4.	Reduce the Change Notice backlog and report and track status of identified procedure weaknesses.	Department Managers T. Murphy	4/30/94
5.	Implement procedure improvements in Records Management Process.	T. Murphy	3/30/94
6.	Revise or change procedures with correct responsibility titles (as organization appears 12/1/93).	T. Murphy	1/31/94
6.4 Establish Clear Goals and Expectations on Human Performance		**J. Schippert**	
1.	Conduct meetings to communicate the standard for error free performance with plant staff.	J. Schippert	8/16/93A
2.	Identify key human performance standards and expectations.	J. Schippert	10/29/93A
3.	Provide briefings on the application of key human performance standards and expectations.	J. Schippert	12/31/93

7.0 Title of Program:	Engineering Support
Executive Sponsor:	T. Leonard
River Bend Goal Supported:	All

7.0 Engineering Support

Issue Description

River Bend is committed to providing engineering support to the station in a timely and cost-effective manner. This includes responses to station requests as well as maintaining the station engineering documentation and databases current. Improvements are required in the near term to address the backlog of engineering documentation updates, engineering support requests, and engineering deficiency and condition reports.

The Engineering Support initiative focuses on near-term strategies to achieve progress in reducing the backlogs and to determine the longer-term process improvements required to continue to manage the workload successfully.

Description of Program:

This program includes the following initiatives:

1. Consolidate, prioritize, and complete high-priority engineering backlog items to improve plant performance by minimizing operator and maintenance work-arounds.

2. Improve the availability and quality of documentation to perform work and to improve plant operations support.

3. Enhance the management systems for the control of engineering workload to assure backlogs remain at acceptable levels.

Program Objectives:

The objectives of this effort include the following:

1. Drawing upgrade project: incorporate near-term, high priority drawing changes.
2. Vendor technical manuals: incorporate near-term, high priority changes to vendor manuals.
3. Plant support open items: reduce the open items in the following areas to improve plant support-
   a. Maintenance Work Order information

b. Condition Reports
c. Close-out of Field-Work MR's
d. Unprocessed NSSS drawings
e. Procurement requisitions

4. Design document usability and accuracy: improve the following design documentation-
   a. Vendor Skid Equipment
   b. Engineering bill of materials
   c. Engineering Operability memorandum
   d. Loop Calibration Reports
5. Fire Protection open items: resolve open items associated with fire hazards analysis, structural steel fireproofing, and the penetration seals.
6. Engineering work management.

Action Plan:

Actions/Major Activities/Deliverables	Responsibility	Projected Date Complete
7.1 Drawing Upgrade Project	T. Crouse	
1. Establish organization and appoint Project Manager and Lead Review Engineer.	T. Crouse	10/1/93A
2. Resources fully mobilized to support drawing changes.	C. Jones	11/15/93A
3. Issue schedules of near-term, high priority drawing changes based on input from engineering, operations, and maintenance.	C. Jones	11/15/93A
4. Complete the near-term, high priority drawings as determined by Operations and Maintenance.	C. Jones	3/31/94
7.2 Vendor Technical Manuals	T. Crouse	
1. Establish Organization.	T. Crouse	6/93A
2. Resources fully mobilized to support Vendor Manual changes.	T. Crouse	8/93A
3. Issue project procedures.	A. Soni	10/1/93A

4.	Issue a schedule of near-term, high priority upgraded vendor manuals based on input from plant staff.	A. Soni/ J. Simpson	11/30/93A
5.	Review prototype vendor manual product to ensure that it meets the need of the end user.	J. Simpson	12/15/93A
6.	Complete the near-term, high priority vendor manuals as determined by Plant Staff.	B. Schoemer	4/30/94
7.	Establish Vendor Manual Maintenance Program.	C. Mermigas	3/31/94

7.3 Reduce Engineering Backlog

7.3.1 Maintenance Work Orders — A. Soni

1.	Reduce the number of open MWOs by expediting the processing of Parts Verification Requests (PVRs) generated to complete a MWO and update the 5 X K screen in PMS to reflect the PVR response. This activity will eliminate current backlog (eight items as of 10/6/93) of PVR's.	C. Beaudet	11/20/93A
2.	Reduce the number of open MWOs by expediting the processing of Vendor Information Requests (VIRs) generated to complete a MWO. This activity will eliminate current backlog of VIRs (35 items as of 10/21/93).	B. Schoemer	3/30/94
3.	Establish a method for prioritization, tracking and timely disposition of emergent PVR's that affect material condition. This will ensure backlogs of PVR's are minimized.	C. Beaudet	11/30/93A

4.	Establish a method for prioritization, tracking and timely disposition of emergent VIR's that affect material condition. This will ensure backlogs of VIR's are minimized.	B. Schoemer	12/30/93
7.3.2	**Condition Reports**	**R. Stakenborghs**	
1.	Resources mobilized for identification and prioritization of open CRs.	R. Stakenborghs	11/30/93A
2.	Issue a schedule of near-term high-priority CR's based on input from plant staff	R. Stakenborghs	12/15/93A
3.	Establish a periodic review process including an aging criteria that outstanding CR's do not adversely offset plant operability issues.	R. Stakenborghs	1/31/94
4.	Complete the Near Term high priority CRs based on input from plant staff	R. Stakenborghs	4/30/94
7.3.3	**Close out of Field-Work MRs**	**G. Javaherian**	
1.	Issue Production schedule for closeout of selected outstanding Modification Requests (MRs) based on plant staff prioritization.	G. Javaherian	11/15/93A
2.	Mobilize Resources.	G. Javaherian	11/25/93A
3.	Close out the highest priority field work MR's based on plant staff prioritization	G. Javaherian	3/31/94
7.3.4	**Unprocessed NSSS Drawings**	**C. Mermigas**	
1.	Provide plan for resolution for NSSS drawing problems.	C. Mermigas	10/20/93A

7.3.5 Procurement Engineering Requisitions		**A. Soni**	
1.	Identify near-term, high priority procurement requisitions.	R. Hebert	11/20/93A
2.	Mobilize resources.	A. Soni	12/1/93A
3.	Complete procurement requisitions given highest priority by Procurement Services and Materials.	A. Soni	4/30/94
4.	Perform Root Cause for backlog and establish action plan to prevent recurrence.	R. Ludwig R. Hebert T. Bagbey	3/30/94
7.4 Improve the Useability and Accuracy of Design Documents			
7.4.1 Upgrade P&IDs for Vendor Skids		**A. Soni**	
1.	Establish with Engineering, Maintenance, and Operations, the near-term, high priority P&IDs requiring additional mark numbers.	A. Soni	10/15/93A
2.	Resources Mobilized to upgrade vendor skid P&ID's.	B. Schoemer	10/29/93A
3.	Complete near-term, highest priority vendor skid P&IDs.	A. Soni	3/31/94
7.4.2 Engineering Bill of Materials		**A. Soni**	
1.	Determine near-term maintenance needs and issue schedule.	A. Soni	9/30/93A
2.	Mobilize resources	A. Soni	11/30/93A

3.	Software upgrade to improve efficiency of Engineering Bill of Materials.	B. Beck	3/20/94
4.	Deliver per schedule near-term maintenance needs.	R. Ludwig	3/31/94
7.4.3. Revalidate Engineering Operability Memos		**C. Mermigas**	
1.	Conducted a review of engineering correspondence to determine if any correspondence identified operability evaluations for plant systems or components.	C. Mermigas	6/93A
2.	Of those reviewed, 12 memoranda were converted to Engineering's Operability Tracking System (SDRD appendices).	C. Mermigas	8/93A
7.4.4 Loop Calibration Reports (LCRs)		**L. Brescher**	
1.	Establish LCR priorities with Maintenance.	L. Brescher	10/31/93A
2.	Resources mobilized.	L. Brescher	11/30/93A
3.	Provide schedule of completion	L. Brescher	12/15/93A
4.	Complete the near-term, high priority LCRs as determined by maintenance prioritization.	L. Brescher	4/30/94
5.	Establish a method for prior-tization, tracking and timely incorporation of outstanding changes to the LCRs.	L. Brescher	2/15/94

7.5 Upgrade Fire Protection Design Document

7.5.1	**Update Fire Hazard Analysis**	**R. Kerar**	
1.	Identify corrective action for Fire Hazards Analysis (FHA) deficiencies.	R. Kerar	7/1/93A
2.	Provide reformatted Safe Shutdown Analysis (SSA) with related databases.	R. Kerar	10/8/93A
3.	Issue SSA and associated documents.	R. Kerar	11/30/93A
4.	Issue USAR Licensing Change Notice.	R. Kerar	11/30/93A
5.	Identify and schedule modification required to implement recommendations of the SSA.	M. Stein	11/30/93A
6.	Develop criteria for aiming emergency lighting	J. Schippert	1/31/94
7.5.2	**Structural Steel Fireproofing**	**B. Lenox**	
1.	Provide Engineering direction and support for Structural steel fireproofing drawing revisions.	B. Lenox	10/28/93A
2.	Provide evaluation of Structural steel fireproofing.	B. Lenox	10/29/93A
3.	Provide safety evaluation (50.59) for structural steel survivability for structural steel fireproofing	B. Lenox	12/30/93
4.	Verify and validate combustion loading calculations.	B. Lenox	12/23/93

based on the ILSP.

Action Plan:

Actions/Major Activities/Deliverables	Responsibility	Projected Date Complete
7.8 Evaluate Configuration Control Issues With Operations Critical Drawings		
1. Review CRs against operations critical drawing for the past two years to identify and catalog types of drawing deficiencies identified.	T.Crouse	2/15/94
2. Review DCNs for the past two years for non-design related changes to identify and catalog drawing deficiencies that indicate configuration control problems.	T.Crouse	2/15/94
3. Review and catalog any drawing deficiencies identified during the performance of SSFIs.	T. Crouse	3/1/94
4. Perform a root-cause analysis of the types of deficiencies identified and establish a systematic corrective action program to address any configuration control issues.	T. Crouse	4/1/94
5. Verify that the current drawing upgrade initiatives would identify and correct the types of deficiencies identified.	T. Crouse	4/1/94

Action Plan:

Actions/Major Activities/Deliverables	Responsibility	Projected Date Complete
7.9 Improve the Quality and Depth of Engineering Evaluations		
1. Establish an Engineering Review Committee to provide oversight for 10 CFR 50.59 evaluations, FCNs, selected design work activities, CRs for operability evaluations and the modification backlog to set and reinforce high technical standards.	M. Stein	12/1/93A
2. Establish an appropriate feedback form the ERC to responsible groups on the quality of engineering products.	M. Stein	12/1/93A
3. Evaluate and modify the 50.59 process to be consistent with the Entergy plants' process and/ or the EPRI SARA Program.	M. Stein	4/15/94
4. Trend 50.59 evaluation results to determine program effectiveness.	M. Stein	4/15/94