

ILLINOIS POWER COMPANY

RECOVERY PLAN

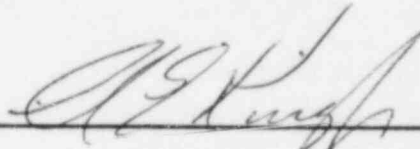
TRAINING

REVISION 1

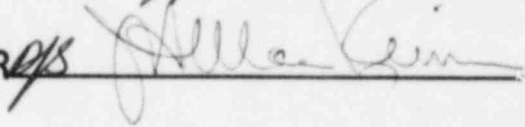
FEBRUARY 2, 1983

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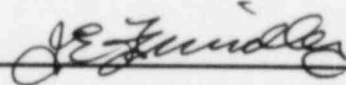
BA PROJECT MANAGER



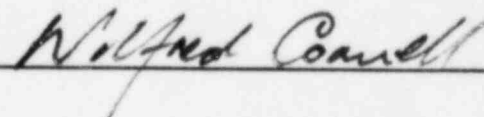
ILL. POWER PROJECT MANAGER



BA MANAGER OF QUALITY AND
TECHNICAL SERVICES



ILL. POWER MANAGER OF
QUALITY ASSURANCE



APPROVED BY:



D. P. Hall
Vice President

I. BACKGROUND

As a result of a recommendation in the ad hoc Task Force Report dated 2/17/82 for evaluation of training programs, the following commitment was made to the NRC in Enclosure "B" item 4 of letter U-0420, dated 2/23/82, from W.C. Gerstner to J. G. Keppler:

"A consultant will be hired to perform an evaluation of project training and to assist with implementing any necessary changes to enhance our training programs."

A purchase order was issued 3/16/82 to F&M Technical Services (FMTS) to perform the functions described above. FMTS submitted Report No. TS-104, Evaluation of Clinton Station Training Programs on 4/23/82. This report identified 15 major areas of concern and made 6 other recommendations.

Additionally, MCAR 03, Project Training, was issued 6/23/82 due to deficiencies identified in training related to the electrical station work, SW 007.

Training recommendations were contained in the assessment team report dated 6/4/82, Items 34/IV.E and 44/V.C.10. These are included in the Verification Team Recovery Report as items 70 & 122 respectively.

II. OBJECTIVES

To evaluate project training programs with respect to identified weaknesses and take action where required to assure that training programs adequately support project requirements.

TRAINING RECOVERY PLAN STATUS

This Training Recovery Plan revision summarizes the progress associated with each element of the plan. The summarization is formatted the same as the Plan.

Additionally, it must be emphasized that success in meeting training objectives on a long term basis, after the Training Recovery Plan ends, is dependent on maintaining a strong administration of project training. Illinois Power recognizes the benefits from this and is addressing this issue separately from the recovery plan.

III. PLAN

- A. BA & IPC training plans or procedures were evaluated with respect to identified weaknesses, and actions are being taken to enhance these training programs.
- B. Corrective action training was evaluated and actions are primarily being taken as described in the Corrective Action Program.
- C. The causative factors of MCAR 03 were evaluated to assure that the BA training plan adequately addresses them.
- D. The BA training program was evaluated to assure that assessment team items 34/IV.E and 44/V.C.10 were adequately addressed.
- E. Organizations have developed schedules for completing the enhancement of training programs.
- F. Schedules for completing enhancement of training programs are being monitored.
- G. The effectiveness of enhanced training programs requires evaluation.
- H. The utilization of BA Training Department facilities and systems by IPC organizations was evaluated.

TRAINING RECOVERY PLAN STATUS

III.-A. BA and IPC training plans or procedures were evaluated with respect to identified weaknesses, and actions are being taken to enhance these training programs.

Major Concern: BA and IPC training programs are fragmented and suffer from the lack of centralized training management.

Action: BA has employed a Manager of Training who is professionally qualified and experienced in nuclear construction training to direct a Training Department consisting of seven trainers and five support persons.

- * IPC has improved its training administration through issuance of Management Guide 2-1, Administration of Nuclear Training Activities. This guide incorporates requirements for annual training plans, quarterly schedules, lesson plans, training for personnel who conduct training programs, and independent evaluations of training activities.
- * IPC QA, NSED and Startup departments have persons appointed to training coordinator, supervisor, and specialist positions respectively. IPC Project Management has not established a similar position; however, a person is performing as training supervisor for implementation of the program.
- * IP personnel have participated in various BA training sessions, which cover project procedures/practices, thereby emphasizing the concept of project training. Additionally, Management Guide 2-1, Administration of Nuclear Training Activities, provides guidance for the use of available relevant training.
- * IP is evaluating the organization of construction training activities under a centralized IP training coordinator.

Major Concern: Training requirements for non-manual positions in BA and IPC organizations are not well defined; it is difficult to monitor the training status of non-manual personnel.

Action: BA has instituted a computer-assisted training status reporting system for craft supervision and non-manual construction personnel. Training requirements have been compiled for non-manual personnel whose duties and responsibilities include activities important to safety. This program has been successful in helping to administer the training required by various "Stop Work Orders".

- * IP Management Guide 2-1 contains training requirements for departmental personnel.

Major Concern: Non-manual and manual training programs throughout the BA organization appear to be casually organized with few formal lesson plans.

Action: Mandatory lesson planning and use of a management approved lesson plan are in effect for the BA site organization.

- * IP Management Guide 2-1 addresses lesson plan requirements.

Major Concern: Evaluation of training effectiveness was not evident.

Action: Both IP and BA have requirements for evaluating effectiveness of training programs in the IP Management Guide 2-1 and the BA Training Plan. Evaluation of training effectiveness will occur in 1983.

Major Concern: All training at the site appears to be very casually planned and lacks a procedurally based review and/or approval of lesson content by the trainers' organization or QA/QC.

Action: Review and approval of lesson plans has been incorporated into the BA Training Plan. Additionally, review and approval of lesson plans is addressed in IP Management Guide 2-1.

Major Concern: Some inconsistencies are noted between the BA site training program content and BA procedures.

Action: A system was established to require the review of procedures or procedure changes/revisions by the Training Department for training requirements and to conduct the required training prior to issuance of the procedure to the field for use.

Major Concern: The BA and IPC non-manual training program lacks scope. The formal training program should encompass more topics.

Action: BA Training interviewed departmental management and established training requirements by position. Management identified a greater breadth of training for employees, thus enlarging the scope of the program.

- * IP Management Guide 2-1 addresses the requirements for personnel departmental training and its documentation. Generally, the implementation has resulted in an enlarged scope.

Major Concern: All areas examined in the BA and IPC organizations evidence a lack of a formalized, procedurally based OJT training scheme and the required documentation.

Action: BA has incorporated formal requirements for the administration of OJT in the BA Training Plan.

- * IPC Management Guide 2-1 provides requirements for the use and documentation of OJT Training.

Major Concern: Facilities devoted to BA and IPC Training are inadequate.

Action: BA Training has occupied new, enlarged training offices and classrooms.

- * During the original evaluation of this concern, IP site facilities were evaluated as being adequate; however, because of increased staffing and increased utilization of existing facilities this item is being further evaluated by IPQA. Project Management has evaluated their facilities requirements.

Major Concern: Instructional equipment available for use in BA and IPC programs is minimal.

Action: BA has created an adequate instructional support system.

- * During the original evaluation of this concern, IP Project Management was judged to have sufficient instructional equipment based on the use of BA instructional equipment. Since then, because of increased utilization of the BA instructional equipment, recommendations have been made to purchase instructional equipment for Project Management. IPQA has also evaluated their instructional equipment needs and have purchased additional training aids and devices.

Major Concern: There is a lack of managerial development activities available to BA supervisory/management employees.

Action: BA has not developed a program for development of supervisory and managerial personnel.

- * This concern is valid; however, the professional development of individuals will be considered after higher priority concerns are adequately addressed.

Major Concern: BA and IPC departmental trainers need regular contact to facilitate and coordinate training efforts on site.

Action: BA and IPC departmental trainers do coordinate efforts when using instructional resources of another department.

- * The administration of project training and resources under a centralized IP coordinator is being evaluated.

Major Concern: IPC Quality Control Department is in a period of major growth, but no formal training plans were apparent.

Action: IPC has implemented a QC Training Qualification, and Certification Program. The QC Training Qualification and Certification Manual lists personnel/functional training requirements and includes Training outlines which address and assist in fulfilling training requirements. Training lessons have been prepared and presented for numerous courses.

Major Concern: The site orientation program for non-manual new-hires is not as effective as it should be.

Action: BA Training has developed a new orientation program based on a recently compiled "Employee Orientation Manual".

- * IPC presently has a task force charged with responsibility of developing a Project Orientation Program. This program will contain the necessary "first day" training for site non-manual and manual personnel.

Major Concern: In general, personnel identified as trainers had insufficient training to perform instructional activities.

Action: Over 100 BA managers and supervisors participated in a series of "Training For Trainers" classes conducted by FMTS at Clinton. This short, review-type program was provided to acquaint BA personnel involved as managers or trainers with the BA Training Plan and basic instructional techniques.

- * Personnel in IPC Startup, QA and NSED attended a formal one (1) week course presented by the University of Illinois in the fundamentals of training and training instruction. Personnel in IPC Project Management attended a "Training For Trainers" course presented by FMTS.

III.-B. Corrective Action Training was evaluated and actions are primarily being taken as described in the Corrective Action Program.

Action: Management Guide 16-4, Corrective Action was issued January 10, 1983. As a part of the guide requirements, the Corrective Action Coordinator is responsible for ensuring training of personnel assigned the responsibility for corrective action activities in the basics of corrective action.

- * Additionally, the Corrective Action Program through the imposition of the accountability requirements should provide the necessary involvement of management in the corrective action process.
- * A Project Orientation Program which provides first day training for new employees is under development and will include emphasis on preventive corrective action. The presentation will discuss quality and the importance of doing the job right the first time.

III.-C. The causative factors of MCAR 03 were evaluated to assure that the BA Training Plan adequately addresses them.

Action: A system was instituted July 30, 1982 which required the submission of approved procedures, to BA Training for determining the training needs prior to issuance of the procedure for use.

- * The system has been formalized in the BA Training Plan and BAP 2.15, Procedures.
- * The training of General Foremen, Foremen, and craftsmen has increased substantially. Since June 1982 a total of 22 different Training Modules have been attended by craft Foremen/General Foremen. Additionally, the Foremen have trained craftsmen in Stop Work, Cable Protection, Structural Steel, Housekeeping, and Socket Weld Marking. Additional subjects will be covered in early 1983 to supplement those already given.
- * As part of the Project Orientation Program the BA Training Department will provide an orientation program for all craft new hires which focuses on quality at Clinton Power Station and site specific requirements, e.g. weld rod control, traveler system, housekeeping, holdpoints, safety tagging, temporary attachments, etc., that craft must comply with when doing their work. Additionally, crafts will be required to attend an orientation to nuclear construction that discusses 10CFR50 Appendix "B", ASME, & ANSI Standards.

III.-D. The BA Training Program was evaluated to assure that assessment team items 34/IV.E and 44/VC.10 were adequately addressed.

Action: Assessment team item 34/IV.E states in part that: "Training programs for crafts, technical and quality personnel must be formalized, consolidated and regularly scheduled. Training courses must be structured to provide a thorough and uniform understanding of current procedural requirements."

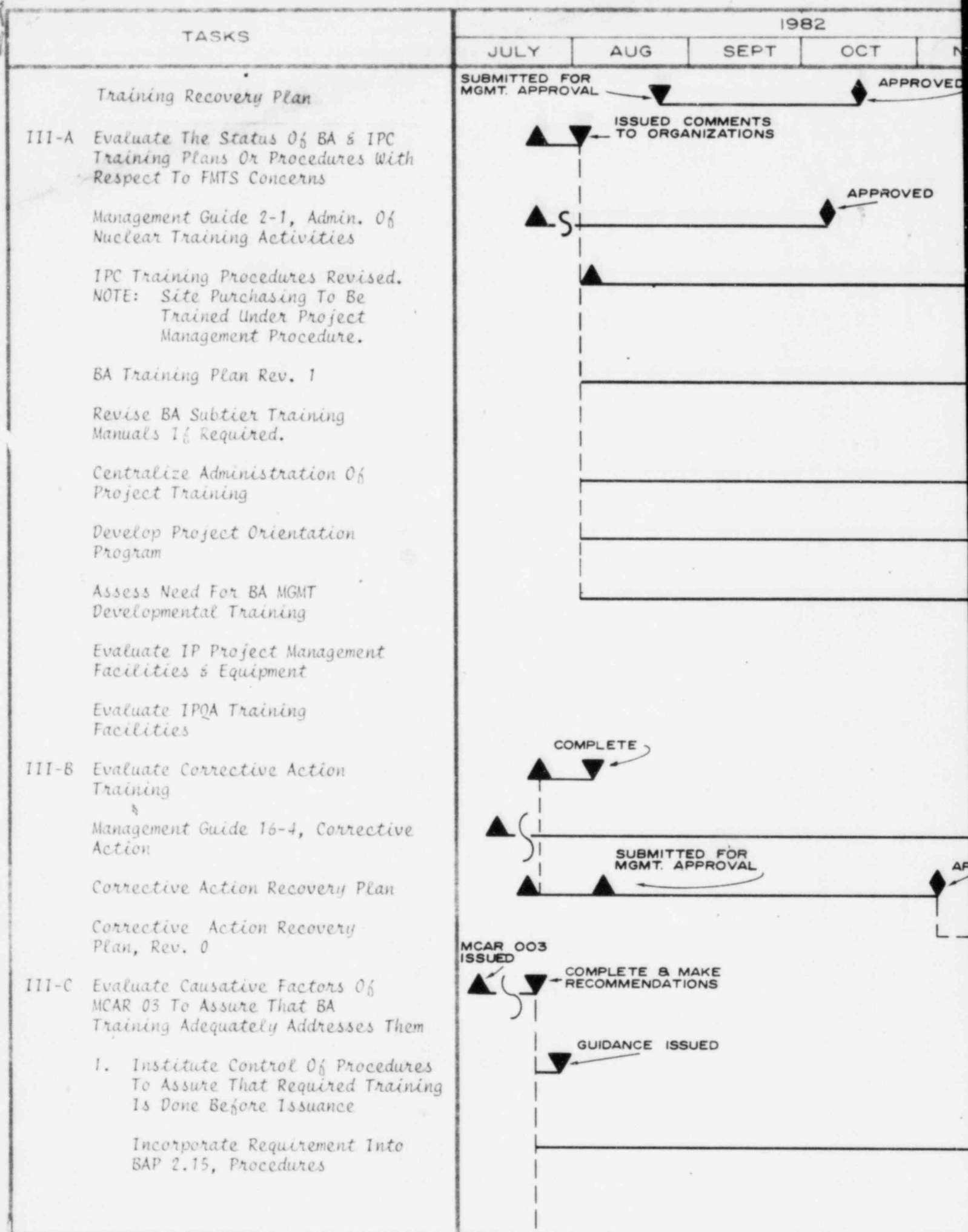
BA Training Plan Rev. 0 issued June 24, 1982 provided for formalized, structured, and scheduled training courses. These requirements are imposed on BA Project Management, BAQA, BAQC and BA Technical Services. Revisions to procedures are reviewed to ensure that lesson plans are current and that the necessary training is conducted. The above actions, along with the development of the craft training program discussed in Section C above, adequately addresses this assessment team item.

* Assessment team item 44/VC.10 states: "Expand the site training program to provide mandatory regularly scheduled, formal instruction to craft, technical and QA/QC personnel. This training should address quality and procedural requirements and changes to site procedures and policies. Mixed class of crafts, technical and quality personnel can promote unity of requirement understanding and provide feedback for procedure improvement."

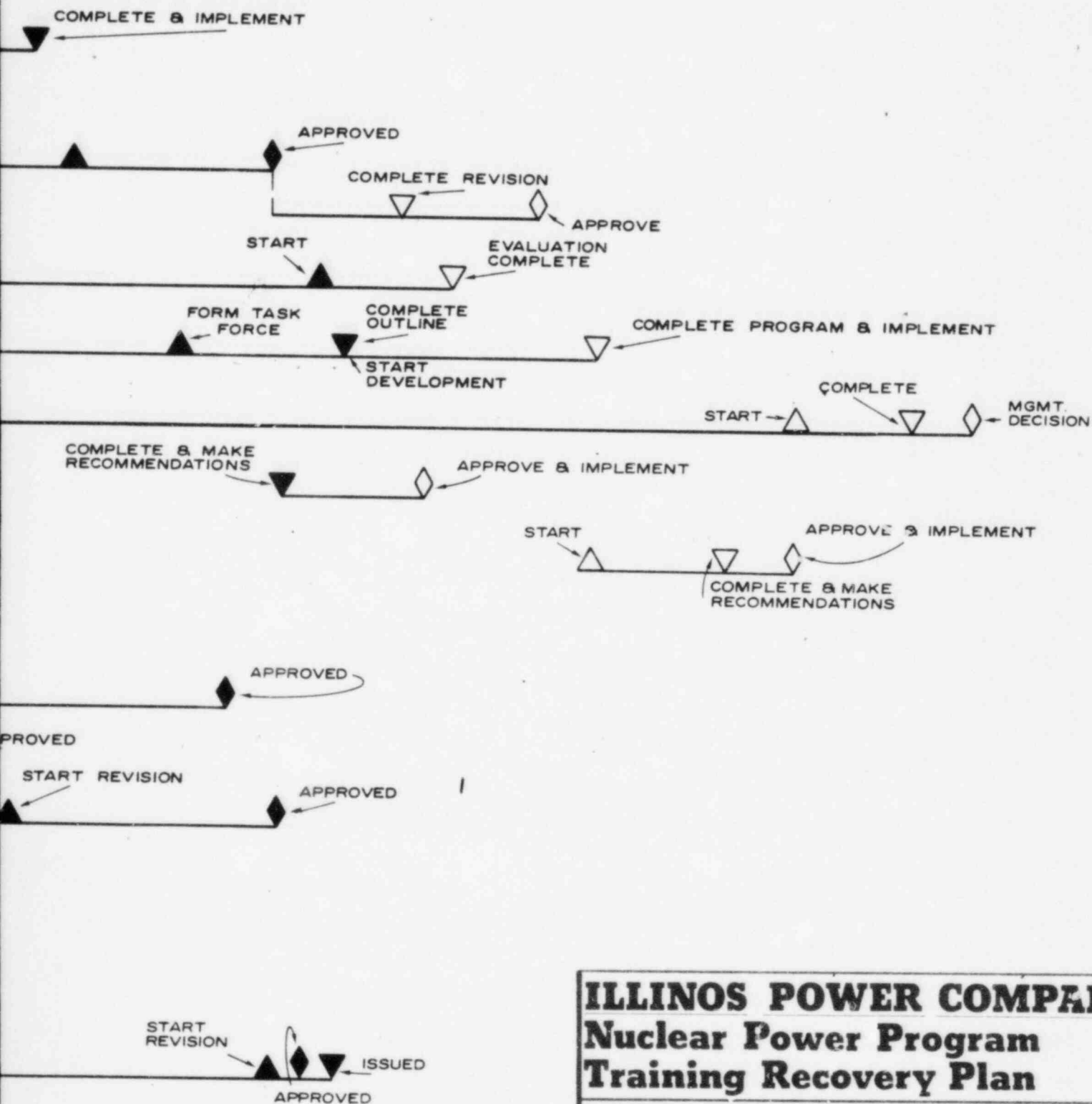
The discussion for item 34/IV.E is also applicable to and basically addresses this concern. Although mixed classes of craft supervision, technical, and quality personnel did occur, an established policy did not exist. Therefore BA Training Plan, Rev.1 was issued January 14, 1983 and included a requirement that mandatory training be given to mixed classes of craft supervision, technical and quality personnel whenever possible.

III.-E. Organizations have developed schedules for completing the enhancement of training programs.

Action: This section includes a basic schedule which shows activities that need to be completed to satisfy plan requirements. Many enhancements have been accomplished as described in other sections and are of an ongoing nature. These activities will not be treated as outstanding items. However, they will be assessed along with other activities as described in section G.



		1983						
NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY



ILLINOIS POWER COMPANY

Nuclear Power Program

Training Recovery Plan

LEGEND:
 △ START EVENT
 ◇ DECISION EVENT
 ▽ COMPLETE EVENT

REV. 1 DATE 2/2/83 SHEET 1 OF 2

TASKS

1982

JULY

AUG

SEPT

OCT

NOV

2. Develop Additional Craft Training Subjects

III-D Evaluate BA Training Program To Assure That Assessment Team Items 34/IV.E And 44/V.C.10 Are Adequately Addressed

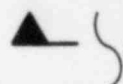
1. Item 34/IV.E, SEE III-C, 2, Develop Additional Craft Training Subjects

2. Item 44/V.C.10, Establish Policy On Mixed Classes

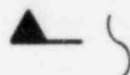
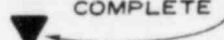
III-E & F Develop & Monitor Schedules For Completing Enhancement Of Training Programs

III-G Monitor Effectiveness Of Training Programs After Enhancement

III-H Evaluate Utilization Of BA Training Facilities & Systems By IPC Organizations



COMPLETE & COMMENT



BA

IPC ORGANIZATIONS

START CPM SCHEDULING ACTIVITIES

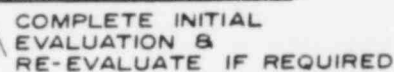
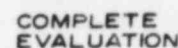
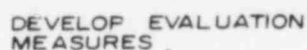
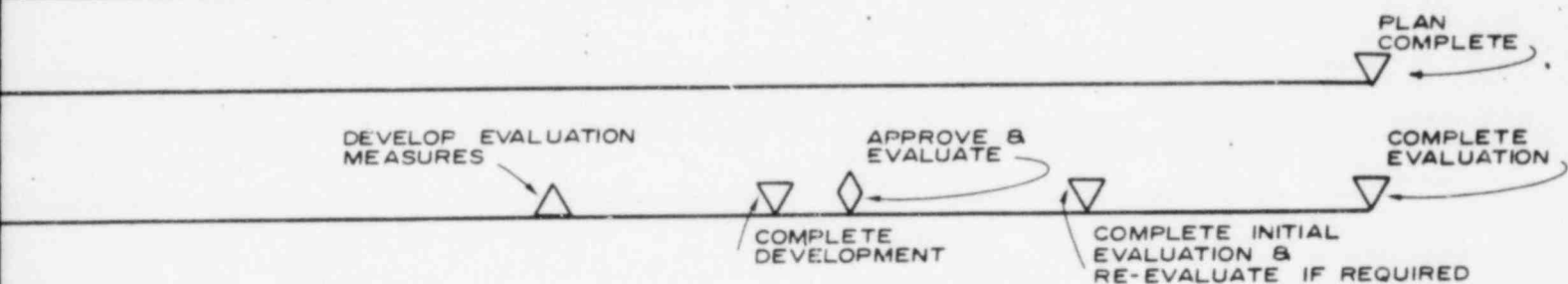
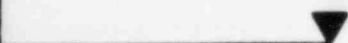
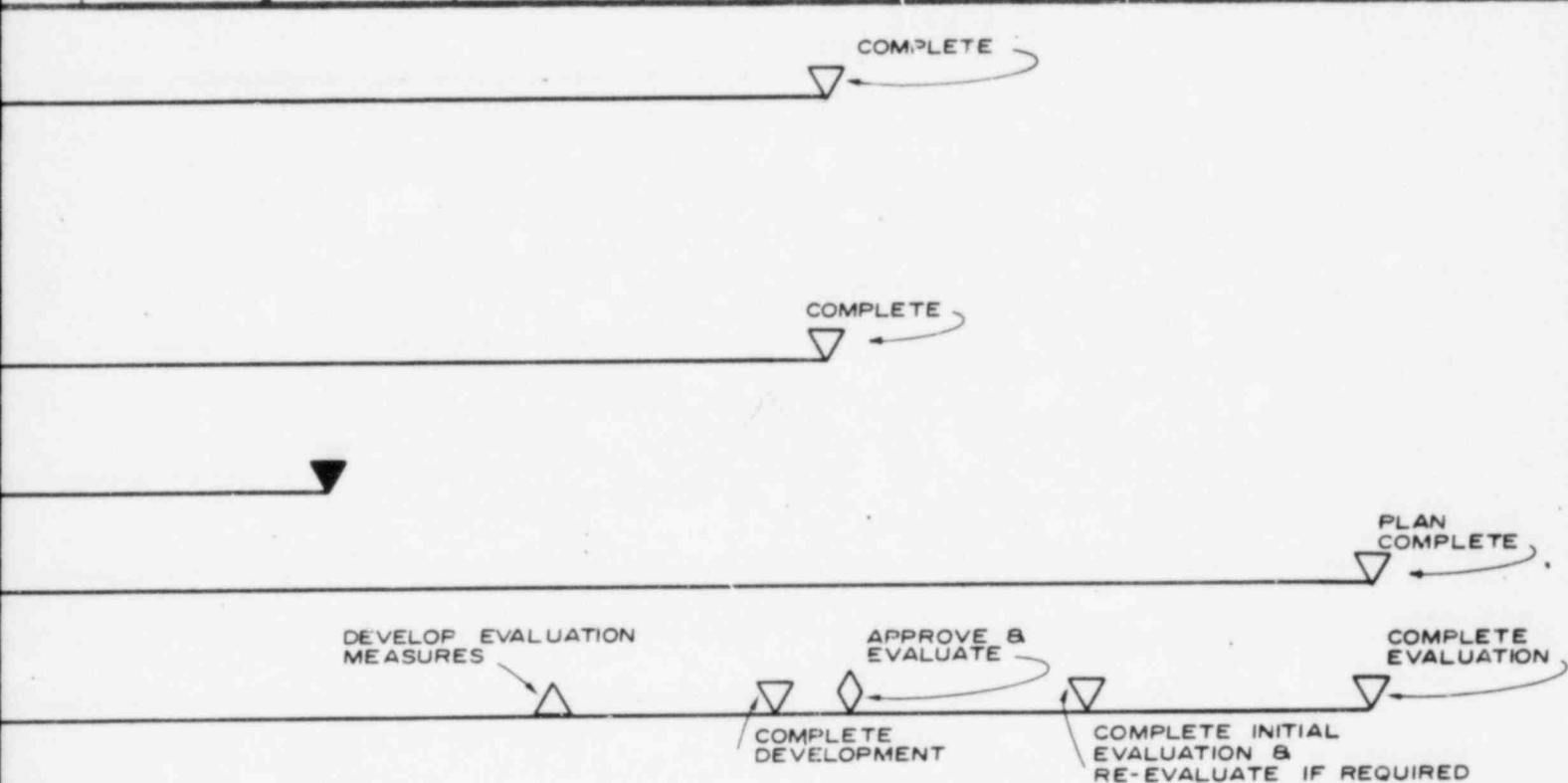
IPQA SURVEILLANCES



COMPLETE



		1983						
V	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY



ILLINOS POWER COMPANY

Nuclear Power Program Training Recovery Plan

Nuclear Power Program Training Recovery Plan

Training Recovery Plan

LEGEND:

 Δ START EVENT

▽ COMPLETE
EVENT

DECISION EVENT

REV

DATE: 2/2/83

SHEET 2 OF 2

III.-F. Schedules for completing enhancement of training programs are being monitored.

Action: Weekly recovery program status meetings are normally held and biweekly reports submitted which describe the progress in completing scheduled activities.

III.-G. The effectiveness of enhanced training programs requires evaluation.

Action: Numerous IPQA surveillances have been conducted since June 1982 which indicate that training has been adequate.

- * Additionally, an IPC QA special surveillance of the Training Recovery Plan is scheduled for April 1983. Surveillances and audits provide an independent assessment of the effectiveness in meeting program requirements. However, they do not provide an overall measure of the effectiveness of the training programs.
- * Measures to assess the overall effectiveness of training will be developed and this assessment is expected to be completed by July 1983.

III.-H. The utilization of BA Training Department facilities and systems by IPC organizations was evaluated.

Action: Project Management Department has elected to utilize BA Training facilities on a case by case basis. Other IP organizations have primarily used other project facilities for training.

- * Consolidation of the administration of site training is being evaluated. The effective utilization of site training facilities, systems and instructional equipment is part of this evaluation.