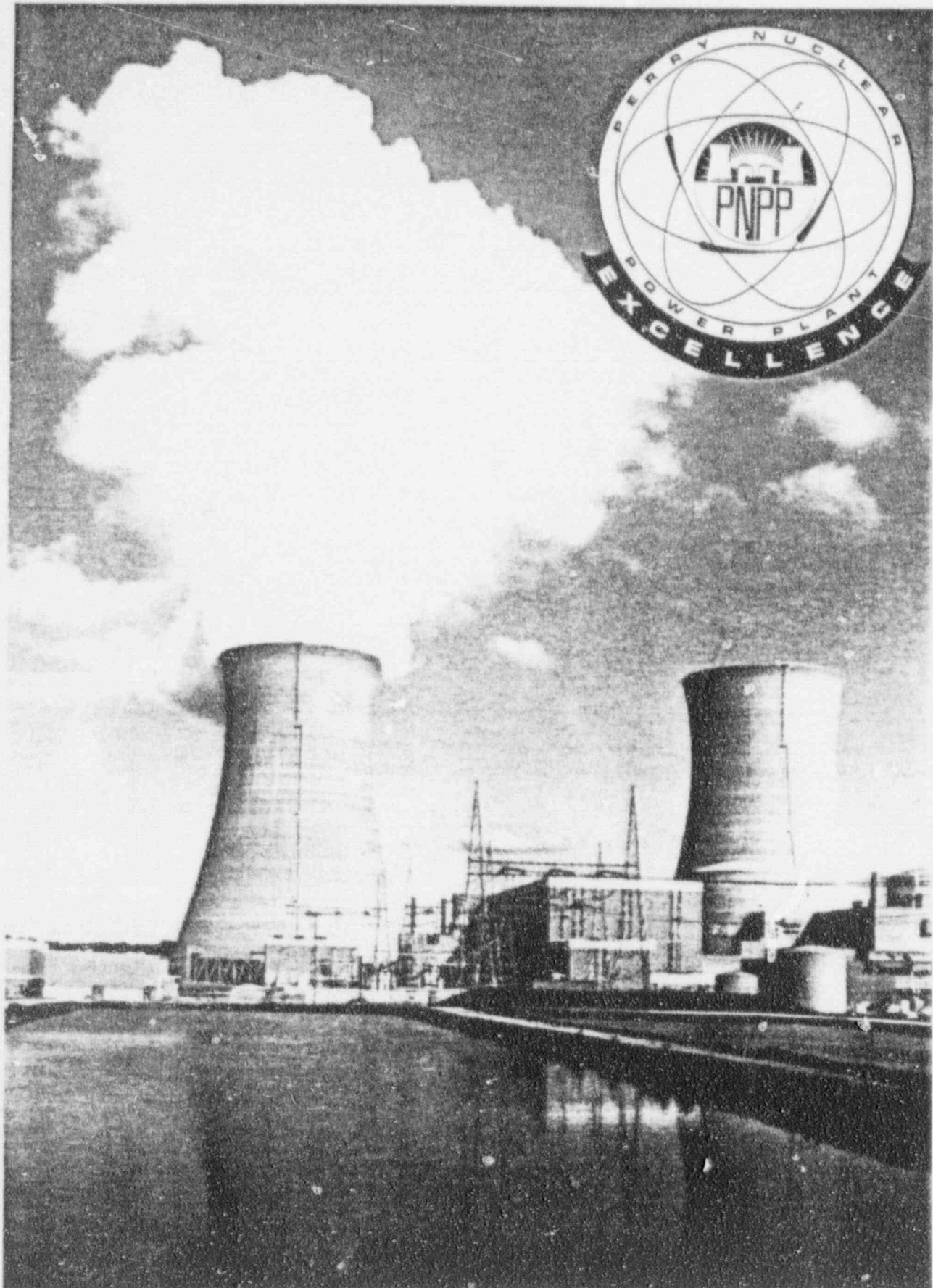


50-440  
50-441

FIVE YEAR PLAN



1992  
—  
1996

Published by Employees  
of the  
Perry Nuclear Power Plant

## To All Perry Plant Employees,

*"Centerior of the 1990's will be an extremely professional, more cost efficient, cost conscious organization with improving growth prospects. It will be a much more flexible organization capable of recognizing and responding to changes in its environment." (R.A. Miller - CEC CEO)*

Five year planning was initiated at Perry in 1990 in response to the recognition that future successes will start with an effective planning process. The initial planning efforts received solid organizational support and helped the plant focus on improvements that will allow us to achieve better overall performance. This current Five Year Plan is the cornerstone of our efforts to support Perry Plant continuous improvement.

We are convinced that the Five Year Plan and its supporting process, including the MPR and the Five Year Plan Strategy Database, are here to stay. The process is a living process which will help us integrate many improvements into our routine work. In addition, the process incorporates essential elements of our management philosophy. The planning efforts integrate the concepts of strategic planning, professionalism, and total quality. These three areas address concepts that are essential to our continued success.

As an initial step in this year's update to the plan, we reviewed the critical success areas and reshaped specific areas to better address those issues that are most important to our future success. The resulting critical success areas that are included in the 1992 - 1996 Plan address those areas that will help the Perry Plant become an industry leader in the 1990's:

- Nuclear Safety
- Radiological Safety
- Environmental Protection
- Industrial Safety
- Performance Leadership
- Generation Reliability
- People/Professionalism
- Cost Efficiency

Our ability to be successful will be dependent on our ability to involve all our employees in the development and implementation of our Five Year Plan. When our employees are involved and are part of the decision making process, I believe they will be more motivated and will be more productive.

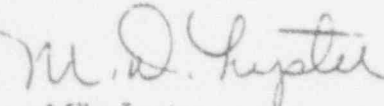
**A  
MESSAGE  
FROM  
MIKE  
LYSTER**

To this end, this Plan has been developed as a team effort by the Department Heads, and Managers with significant input by a number of others throughout the organization.

This update of the Five Year Plan is significantly different from the process used to develop the initial plan. Each Department Head is sponsoring one or more critical success areas. In addition, Managers are sponsoring the objectives. The approach will ensure that each critical success area, objective and goal is developed from a cross functional perspective and will receive continual management involvement and visibility. The Plan embraces the concepts of continued improvement, team work, mutual accountability for success, professionalism, and the need for more organizational involvement.

Let me take this opportunity to renew the pledge of the Department Heads and my commitment to providing an environment that promotes total quality and professionalism. We will do this by setting goals that encourage continual improvement in performance, by being actively involved in the day to day activities of the plant, by recognizing that total quality is achieved through teamwork, and by ensuring that safety is treated as a personal and moral responsibility.

In closing, I urge each of you to become familiar with the contents of this Plan and the supporting strategies discussed in detail in the Five Year Plan Strategy Database. I challenge you to take personal pride in your duties and to strive, in all you do for excellence. Your commitment and active participation toward execution of the Nuclear Group Five Year Plan will be the single most important factor in accomplishing this vision. Let's make Perry one of the truly outstanding nuclear plants in the country!

  
Mike Lyster

Vice President-Nuclear



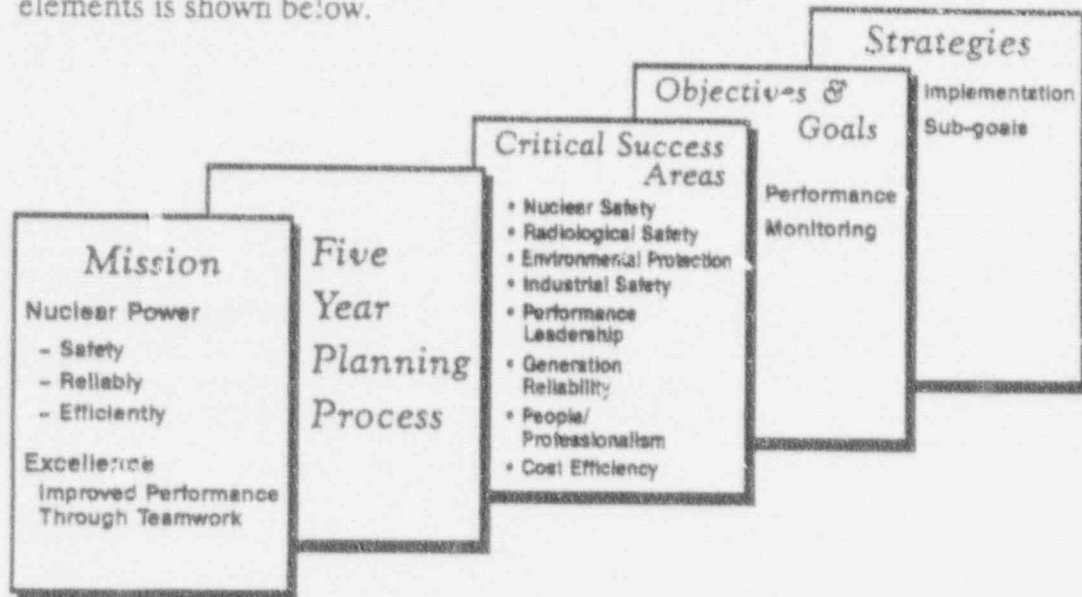
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## OVERVIEW

Recognizing that a clear understanding of where the Perry Plant is going is essential for success in the 1990's, the Five Year Planning process was implemented to provide that direction. The initial issue of the Plan in 1990, received good response and supported the need to better focus the organization in its mission to provide electricity generated by nuclear power safely, reliably, and efficiently. The 1992 Plan will continue to support the need to improve performance through teamwork.

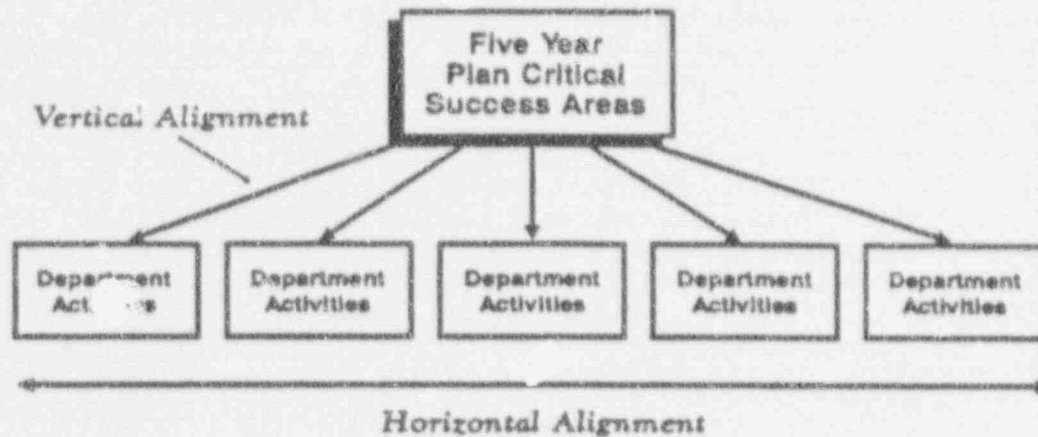
The Five Year Plan integrates planning and budgeting at the Corporate Level with planning and budgeting at the Nuclear Group and Department level. The plan provides the long range link between the Corporate Strategy and the Nuclear Group. The planning process translates the Corporate Mission into the priorities, responsibilities, time frames, and management expectations necessary to ensure Perry remains a safe, efficient, and reliable source of power generation. The Five Year planning process details Perry Critical Success Areas, Objectives, Goals, and Strategies. Specific responsibilities, and accountabilities for the Critical Success Areas, Objectives, Goals, and the Strategies are contained in the Plan and in the Five Year Plan Strategy Data Base. The relationship between the Plan elements is shown below.



### Five Year Planning Process

The 1992 Five Year Plan update process consisted of three stages: first, a refocus of the Critical Success Areas and the adjustment of those areas to better address the issues of the 1990's; the development of cross functional Objectives and Goals to address the refocused Critical Success Areas; and the identification of cross functional Strategies to achieve the results needed to satisfy the Objectives and Goals.

The Five Year Plan Critical Success Areas reflect the vision and values of the organization. Successful implementation of the Plan will require support and participation from the entire Perry organization. The vertical and horizontal organizational alignment, depicted below, highlights the need to bring together functional strengths, traditionally found in the departments, into cross functional teams. The teamwork that results from this alignment provides the expertise needed to address the Critical Success Areas.



### *Cross-functional Teamwork*

For the 1992-1996 Plan, each Department Head will be sponsoring one or more of the Critical Success Areas. Under each critical Success Area, various managers will be sponsoring the Objectives. The Objective Sponsor will serve as a caretaker/custodian, coordinator, and mentor. In addition, the Sponsor will be looked at as a team leader responsible for working with other individuals and teams throughout the organization as well as Five Year Plan Sponsors, as part of the management team, charged with the implementation of the Plan. The Five Year Plan Sponsor list is included in Appendix A.

The elements of the 1992-1996 Five Year Plan include:

- The Five Year Plan Annual Summary;
- The Monthly Performance Report;
- The Five Year Plan Strategy Data Base;
- Five Year Plan Schedule Spreadsheets; and
- The Five Year Plan Scope/Schedule/Cost Change Control Mechanism.

This publication is an annual summary of the Five Year Plan which identifies each of the Critical Success Areas. Each Critical Success Area is focused with one or more Objectives. The Objectives detail and encompass the philosophy and values that have been adopted by Perry Management. Each Objective is linked to one or more measurable Goals. The Goals detail the criteria and serve as a measure that will be used to determine when an

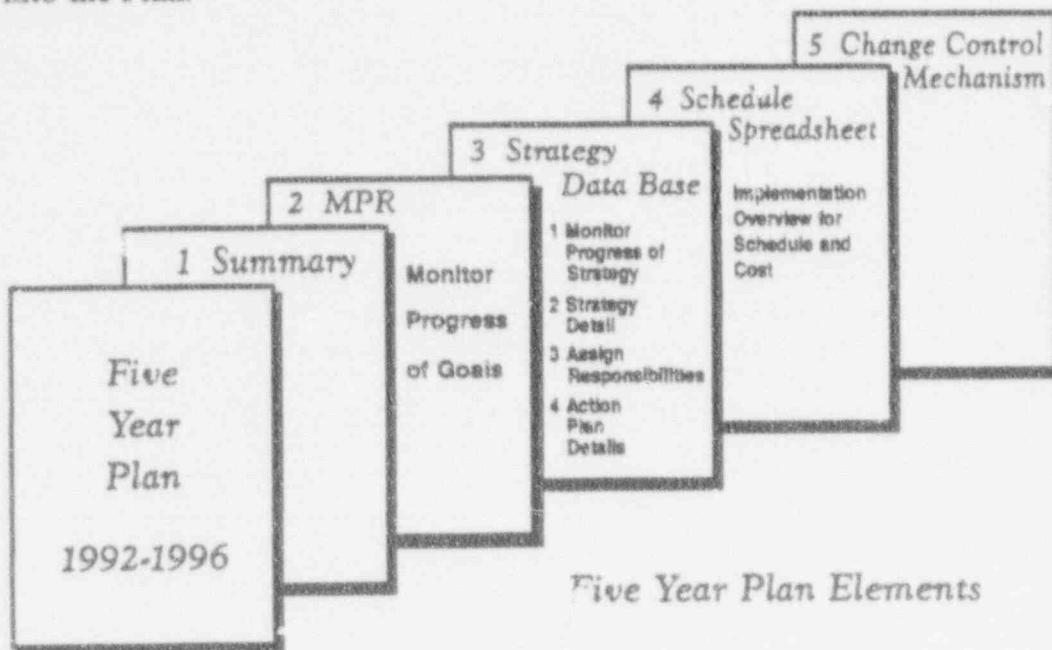
Objective has been achieved. For each of the Goals, a series of work activities called Strategies detail the specific tasks that will be performed to accomplish that Goal.

In the development of the Five Year Plan, each Strategy supports the Plan. The strategies highlight both level of effort activities and specific performance improvement initiatives. The specific activities required to achieve the strategy are detailed. The activities and the strategies have been evaluated to determine the implementation time frame. The resources needed to successfully complete the strategy are defined.

The on-going measurement of Five Year Plan completion will be developed and tracked as a part of the Monthly Performance Report (MPR). The MPR has been used for plant performance analysis and reporting since Perry went into operation. As a part of the current Five Year Plan the MPR will be reordered to provide progress reports on the Objectives, and Goals included in the Plan. MPR reporting provides a mechanism for periodic review of the Plan and will help us keep focus on our vision and our achievements.

The Five Year Plan Strategy Data Base lists each strategy that has been developed in support of the Objectives and Goals. The Data Base, maintained on the OATS Tracking System, lists the individual and home center responsible for the strategy. In addition the Data Base captures cost and schedule information and can be used to identify subtasks and action plans for individual strategies. Five Year Plan schedule spreadsheets provide a graphic representation of the cost and schedule information. The Five Year Plan summary schedule for objectives and goals is detailed in Appendix B.

Changes to the Five Year Plan are expected and encouraged. The Scope/Schedule/Cost Change Control Mechanism provides a formal process for identifying individual changes and systematically incorporating changes into the Plan.





## NUCLEAR MISSION STATEMENT

*To provide a safe, reliable, and efficient source of nuclear power generation while achieving excellence through teamwork.*

## NUCLEAR SAFETY

*To maintain a conservative operating philosophy which anticipates potential problems and provides comprehensive and timely response.*

### OBJECTIVE

### GOAL

**NUCS-100  
REDUCE EVENTS  
DUE TO  
PERSONNEL  
ERRORS**

**NUCS-110**  
*Reduce the number of events caused by personnel error and/or procedural deficiencies by 10% each calendar year when compared with 1991 levels as a baseline. For LERs, achieve and maintain performance in the upper quartile when compared to other large BWR's in the U.S. by 1995.*

**NUCS-200  
REDUCE EVENTS  
DUE TO  
EQUIPMENT  
FAILURE AND  
DESIGN  
DEFICIENCIES**

**NUCS-210**  
*Establish a declining trend for LERs attributable to equipment failure by 12/31/93.*

**NUCS-220**  
*No more than two LERs per year attributable to repeat failures of equipment after 12/31/93. Limit of one such LER after 12/31/95. Repeat failure is defined as a failure of the same MPL or manufacturer/model component due to a previously established root cause.*

**NUCS-230**  
*By 7/1/94, establish a declining trend in the total number of repeat failures of equipment documented on CR's (compared to the base year, 1991). By 12/31/95, reduce repeat failures documented on CR's by two-thirds, expressed as a percentage of all CR's initiated as compared to 1991.*

## NUCLEAR SAFETY (CONTD.)

### **NUCS-300 IMPROVE SAFETY SYSTEM PERFORMANCE.**

*NUCS-310  
Achieve HPCS/RCIC Safety System Performance of 0.030 for 1992, progressing towards a 1995 goal of .022.*

*NUCS-320  
Achieve RHR Safety System Performance (SSP) of .025 for 1992, progressing towards a 1995 goal of .020.*

*NUCS-330  
Achieve AC power system SSP of .025 for 1992, which is the same as the goal for 1995.*

*NUCS-340  
Develop performance measures for additional safety and supporting systems (e.g. ESW).*

### **NUCS-400 IMPROVE TIMELY RESPONSE TO RESOLUTION OF SAFETY SYSTEM VARIANCES**

*NUCS-410  
For equipment identified in PAP-0205, the population of open corrective action work items will reflect a decreasing trend allowing for variations in refueling outage months. By 1996, no corrective action work items will remain open more than one operating cycle.*

## STRATEGY DESCRIPTION

A fundamental part of the plant operations is the need to ensure the operation of the plant is conducted in a conservative manner. Conservative operation is essential to ensuring the health and safety of the public and the Perry Plant employees. A conservative operating philosophy embodies minimizing the number of personnel or equipment events that can impact the safe operation of the plant.

Reduction of events attributable to personnel will be addressed through a series of strategies that will develop standardized guidelines for the evaluation of events that are caused by human error. The standardized guidelines will support the performance of root cause analysis for each event caused by human error. In depth evaluation of human errors will be used as a basis to develop improved methods and procedures.

In addition to events caused by human error, a significant number of events are the result of equipment failure. The need to identify and then address the root causes of the equipment failures is fundamental to the Nuclear Safety critical success area.

Coupled with the need to reduce equipment events from a total plant perspective, is the need to concentrate on those activities that directly impact on the performance of the safety systems. This will include identification and

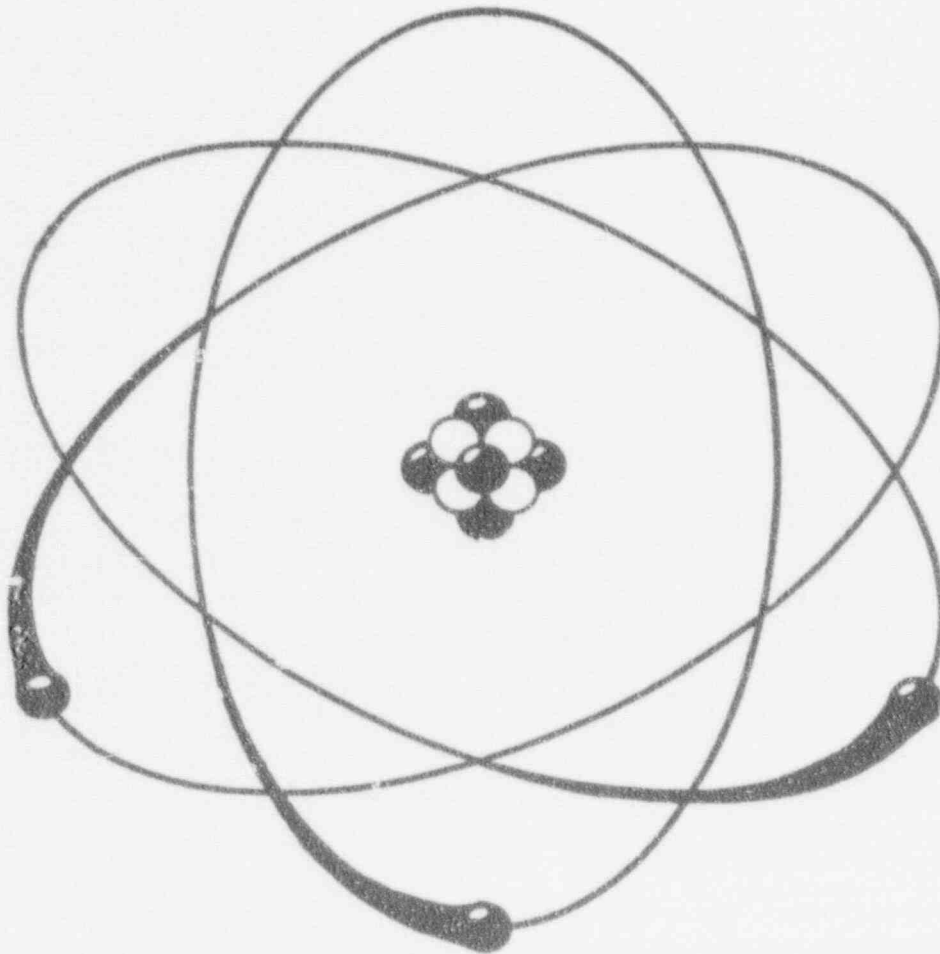
trending of the specific activities that affect the availability of the safety systems. The results of the trend analysis will form the basis for developing improved operating methods and procedures that will provide the basis for improved plant operations.

Revised Technical Specifications that can be used to reduce surveillance testing requirements will be evaluated and developed when it is determined that impacts to the safety systems can be reduced. As a part of the strategy the BWR-6 Tech Specs will be implemented to reduce testing requirements.

To address the need to coordinate the work being performed in the plant, a Safety System Outage Coordinator will be identified. The interfaces and transitions between the work groups will be coordinated to reduce the time needed for work transitions and the completion of post maintenance testing.

The key to increased performance is timely completion of work activities that can impact the operation of the equipment. Improved strategy planning and tracking programs will be developed to better control the work flow.

A number of strategies will be developed to improve the response time for resolving safety system variances. These strategies will include strengthened planning for CR and NR corrective actions and the evaluation of procedures to identify procedure changes that can facilitate the completion of the work activities.



## RADIOLOGICAL SAFETY

*To keep personnel exposure, contaminated areas, and plant releases as low as reasonably achievable through an aggressive radiological control program.*

### OBJECTIVE

RADS-100  
MAINTAIN  
PERSONNEL  
RADIOLOGICAL  
EXPOSURE AS  
LOW AS  
REASONABLY  
ACHIEVABLE  
(ALARA)

### GOAL

RADS-110  
*Maintain personnel exposures for a three year rolling average of:*  
    < 460 ManRem per year for 1992  
    < 430 ManRem per year for 1993  
    < 410 ManRem per year for 1994  
    < 380 ManRem per year for 1995  
    < 400 ManRem per year for 1996

RADS-200  
IMPROVE  
PERSONNEL/  
RADIOLOGICAL  
AWARENESS,  
WORK  
PRACTICES,  
RESPONSIBILITY,  
AND  
ACCOUNTABILITY

RADS-210  
*Reduce Level II & III Radiological Occurrence Reports, (ROR) to <.60 ROR per 1000 Radiation Work Permit (RWP) hours by 12/31/92 and to <.40 per 1000 RWP hours by 12/31/94.*

RADS-220  
*Reduce unplanned personnel contaminations to <1.2 contaminations per 1000 RWP hours by 12/31/92 and to <1.0 per 1000 RWP hours by 12/31/94.*

RADS-230  
*Reduce unplanned internal uptakes of Radioactive Material greater than INPO Level 1 criteria to:*  
    <.05 per 1000 RWP hours by 12/31/92  
    <.04 per 1000 RWP hours by 12/31/94

RADS-240  
*Reduce % of unplanned personnel contaminations in clean areas of the RRA to:*  
    <30% by 12/31/94  
    <15% by 12/31/96



**RADS-300  
MINIMIZE  
CONTAMINATED  
PLANT AREAS**

**RADS-310**  
*Reduce contaminated plant areas to <5.5% of Radiological Restricted Area (RRA) (Excluding Containment, HRA(s) and Condenser greas) by 12/31/92;*

*<5.0% of RRA Contaminated by 12/31/93  
<4.5% of RRA Contaminated by 12/31/94  
<4.0% of RRA Contaminated by 12/31/95*

**RADS-320**  
*Completely decontaminate Containment excluding HRA(s) by 9/30/93. Recapture Containment within 45 days after the outage.*

**RADS-400  
MAINTAIN PLANT  
EFFLUENT  
RELEASES AS  
LOW AS  
REASONABLY  
ACHIEVABLE  
(ALARA) AND  
MINIMIZE RISK  
OF EXPOSURE TO  
PUBLIC**

**RADS-410**  
*Maintain liquid effluent offsite doses to <3.5% of Annual Technical Specification limit by 12/31/92 and to <2.5% by 12/31/94.*

**RADS-420**  
*Maintain gaseous effluent offsite doses to <20% of Annual Technical Specification limit by 12/31/92 and to <15% by 12/31/94.*

**RADS-500  
REDUCE AND  
MINIMIZE THE  
GENERATION OF  
LIQUID AND  
SOLID  
RADIOACTIVE  
WASTE.**

**RADS-510**  
*Reduce the volume of dry low level solid radioactive waste packaged for burial for a three year rolling average to:*

*<170 m<sup>3</sup> for 1992  
<160 m<sup>3</sup> for 1993  
<145 m<sup>3</sup> for 1994  
<140 m<sup>3</sup> for 1995  
<135 m<sup>3</sup> for 1996*

## RADIOLOGICAL SAFETY (CONTD.)

RADS-500 Cont.)  
REDUCE AND  
MINIMIZE THE  
GENERATION OF  
LIQUID AND  
SOLID  
RADIOACTIVE  
WASTE.

RADS-520

*Reduce the volume of wet solid radwaste packaged for burial for a three year rolling average to:*

$< 305 \text{ m}^3$  for 1992  
 $< 280 \text{ m}^3$  for 1993  
 $< 215 \text{ m}^3$  for 1994  
 $< 185 \text{ m}^3$  for 1995  
 $< 175 \text{ m}^3$  for 1996

RADS-530

*Reduce radwaste total in-leakage to less than:*

$< 1.7 \text{ Mgal/month}$  for 1992  
 $< 1.6 \text{ Mgal/month}$  for 1993  
 $< 1.4 \text{ Mgal/month}$  for 1994  
 $< 1.3 \text{ Mgal/month}$  for 1995  
 $< 1.3 \text{ Mgal/month}$  for 1996

### STRATEGY DESCRIPTION

Radiological Safety is fundamental to the safety of the Perry Plant employees and to the public. Though plant personnel have demonstrated significant proficiency in the area, this critical success area will concentrate on areas where performance can be improved. Specific Radiological Safety strategies will address the need to enhance the current plant ALARA program by increased control of personnel exposures, increased awareness of work activities that can lead to potential exposure problems, improved work practices, plant cleanliness and reducing the volumes of radiological waste.

Programs to reduce personnel exposure will include advanced radiation worker training that will increase worker awareness of potential exposure risks. Reviews of work activities to identify those areas that may be redesigned and developing enhanced methods for the performance of normal work activities will play a significant role in the overall program to reduce personnel exposure.

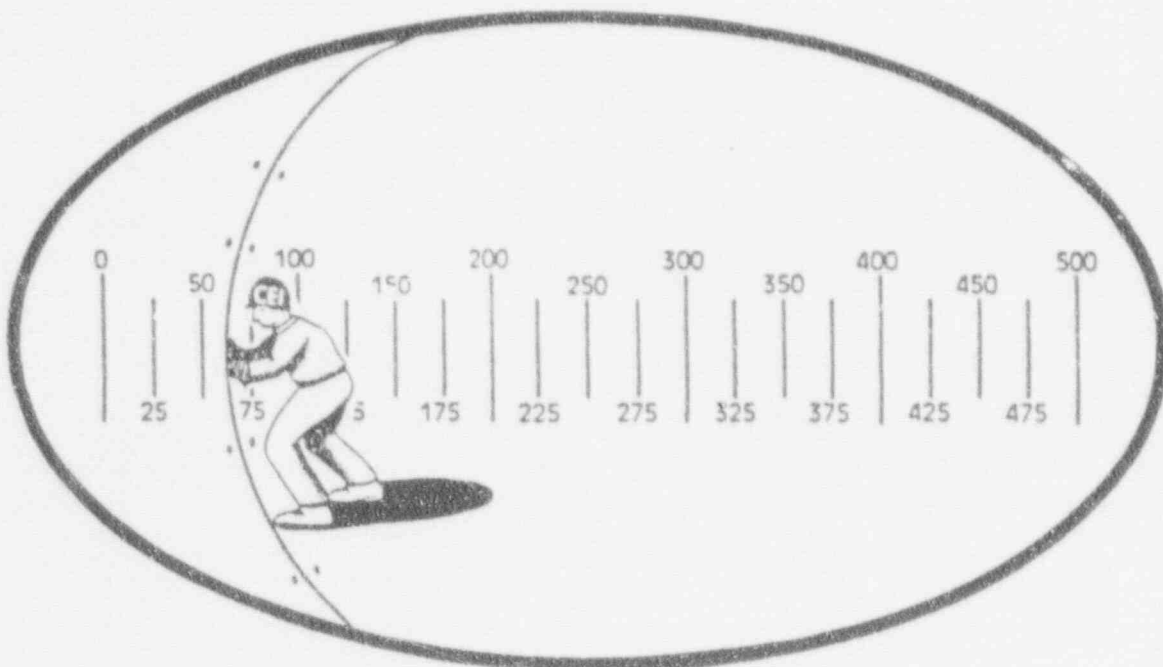
The need to plan for tasks impacting radiological control will continue to be highlighted through pre and post outage reviews. The reviews will identify the radiological areas that impact the completion of the outage and that can impact radiological safety.

Protection of the workers by the use of special equipment, including robotics or special cameras, in addition to evaluation of repetitive work activities will be implemented as part of the total effort to address issues that can result in significant exposure savings. The plant surveillance program will be evaluated to identify areas that can be modified to reduce radiation exposure.

Personnel contamination control is recognized as an important element of an effective radiological control program. The number of plant areas that are contaminated, coupled with the work practices that are employed, can directly affect the number of personnel contaminations. Strategies will look at the plant condition and housekeeping as part of an integrated approach to reduce the size and number of areas that are contaminated. Monitoring programs that measure the success of the decontamination activities will provide data for future planning efforts.

Radwaste reduction is an integral part of the Perry Plant radiological protection program. The Radwaste Reduction Task Force will play an important role in the total radwaste program. Using the data generated by the task force, emphasis will be placed on implementing activities that reduce the generation of radioactive waste.

The reduction of radioactive waste will directly influence the quantities of waste released from the site. Activities to reduce the volumes of contaminated water used during the outage will be a significant element of the strategy.



**Think ALARA!**

## ENVIRONMENTAL PROTECTION

*To maintain and develop superior on-site programs dedicated to the protection of the environment.*

### OBJECTIVE

### GOAL

ENVP-100  
ESTABLISH AND  
MAINTAIN AN  
AWARENESS OF,  
AND DEVELOP  
APPROACHES TO  
ADDRESS  
ENVIRONMENTAL  
ISSUES

ENVP-110  
*Clarify the method for interfacing with the EPA by 4th quarter, 1992.*

ENVP-120  
*Establish a method for interfacing and coordinating with Centerior Environmental by 4th quarter, 1993.*

ENVP-130  
*Develop and maintain programs that are at such a level of excellence that they exceed established regulatory requirements.*

ENVP-140  
*Be an Industry Leader in Environmental Responsibility.*

ENVP-200  
MINIMIZE THE  
VOLUME OF  
CHEMICAL,  
HAZARDOUS, AND  
SOLID  
MATERIALS ON  
SITE

ENVP-210  
*Reduce the volume of hazardous waste produced to a level below the present three year average by 1993.*

ENVP-220  
*Reduce the number and volume of chemicals on site by 1996.*

ENVP-230  
*Reduce the volume of solid waste by 1995.*

### STRATEGY DESCRIPTION

The protection of the environment is an essential element of the Perry Plant operational strategy. Environmental protection strategies will ensure the Plant is viewed as a good environmental neighbor through the implementation of a proactive, responsive and cost effective environmental program.

The Environmental Protection strategies focus on the identification and communication of the emerging environmental issues as a precursor to the development of methods to address the issues. Following the identification of the issues, the methods for doing business will be defined and the results of the process will be measured.

Establishing and then maintaining an understanding of the environmental issues requires the clarification of the Perry Plant interface with the Environmental Protection Agency as a first step to developing a better understanding of the issues. As a parallel activity the interface with the Centerior Environmental group will be developed.

Regulatory requirements will be evaluated and compared to the current Perry Plant programs. The evaluation will provide the information needed to develop the programs that will be implemented to take the plant from its current practices, which focus on compliance to programs, to those that will establish the plant as an industry leader and a responsible civic neighbor.

Waste stream reduction is an integral part of the total environmental strategy. Hazardous, chemical, and solid waste reduction efforts provide the backdrop for the strategy. This will require that the Perry Plant waste stream sources be identified. Following the identification of the waste stream sources, steps will be taken to reduce those flows. Lessons Learned by the Centerior Task Force on Waste Minimization will be incorporated in the Perry Program.

Recycling of materials that are used on the project will reduce the quantities of material that need to be released. The Centerior and Lake County waste minimization efforts will be evaluated and implemented where applicable.

Long Term Environmental Program success will require increased awareness of emerging environmental issues by the Perry staff. Strategies that incorporate heightened personnel awareness of the hazardous waste issues will be emphasized.





## INDUSTRIAL SAFETY

*To achieve a site safety culture that all occupational injuries and work related illnesses are preventable.*

### OBJECTIVE

**INDS-100  
MINIMIZE  
ON-THE-JOB  
INJURIES BY  
IMPROVING  
INDIVIDUAL  
AWARENESS,  
RESPONSIBILITY,  
AND  
ACCOUNTABILITY  
FOR INDUSTRIAL  
AND PERSONAL  
SAFETY AND  
MAINTAINING A  
SAFE WORK  
PLACE**

**INDS-200  
REDUCE  
OFF-THE-JOB  
LOST WORK  
INJURIES**

### GOAL

#### *INDS-110*

*Using a 12 month running average achieve a reduction in total recordable injuries as follows:*

- 1) Achieve a combined lost work and restricted work rate of .55 for 1992, progressing towards a goal of .40 in 1995.*
- 2) Achieve a Medical Treatment rate of 1.6 for 1992 progressing towards a goal of 0.8 in 1995.*

#### *INDS-120*

*Educate and communicate to supervisors the requirements and expectations of the Safety Program including Safety Observation walkdowns.*

#### *INDS-210*

*Reduce off-the-job lost time injuries to less than prior year.*

### STRATEGY DESCRIPTION

The Industrial Safety critical success area highlights the importance of ensuring Perry employees are healthy and safe, both on and off the job. Two objectives provide measures for evaluating on and off the job safety. The strategies for both objectives stress the need to provide training to increase safety awareness. In addition the strategies will give the employees the tools needed to better evaluate activities that impact safety and will provide specific programs that can result in improved employee health.

On the job safety strategies concentrate on reducing industrial injuries by increasing individual employee safety awareness. The Du Pont safety program will be used to focus the Perry Safety Program. Individual safety awareness will be maintained through the posting of safety information on the site bulletin boards and through safety awareness articles in Perry Lines. Strategies will be implemented that stress the use of safety meetings to provide employees with a forum for discussing and resolving safety issues.

In addition to employee training the industrial safety strategies will stress safety performance accountability at all organizational levels and increased investigation of areas that impact safety. Supervisors and work groups will be involved in work observations which will be used to increase worker safety. Contractors will be more actively involved in the safety program.

Off the job safety strategies will continue to stress the need for education and increased management and employee awareness. The strategies also include programs for employee *wellness*. The wellness strategies include direct blood pressure and cholesterol screening, and home safety awareness education. The need for the employee and his/her family to be involved in off site safety and health will be highlighted through an annual health fair.



**EMBRACE  
SAFETY**

## PERFORMANCE LEADERSHIP

*Pursue excellent performance and industry leadership by continuous improvement through self-assessments and initiatives.*

### OBJECTIVE

PERF-100  
CONTINUALLY  
IMPROVE  
PERFORMANCE IN  
THE DAY TO DAY  
IMPLEMENTATION  
OF  
ADMINISTRATIVE  
AND WORK  
PROCESSES  
THROUGH  
EMPLOYEE  
PARTICIPATION

PERF-200  
IMPROVE  
PERFORMANCE IN  
THE AREA OF  
PROBLEM  
SOLVING,  
IDENTIFICATION  
OF ROOT CAUSE  
AND  
IMPLEMENTATION  
OF CORRECTIVE  
AND  
PREVENTATIVE  
ACTION

PERF-300  
ASSESS AND  
MEASURE  
PERFORMANCE  
AGAINST  
HIGHEST  
INDUSTRY  
STANDARDS TO  
DEMONSTRATE  
IMPROVEMENT

### GOAL

PERF-110  
*Establish performance improvement teams.*

PERF-120  
*Establish a total quality management process.*

PERF-210  
*Decreasing trends exist for all categories of repeat CR's.*

PERF-220  
*The average time to expect completion of all open CR corrective actions is less than 9 months.*

PERF-230  
*The number of CR corrective actions initiated over 18 months ago is less than 10.*

PERF-310  
*By benchmarking against top performing nuclear utilities, one work process a year will be reviewed by a team of Perry employees for ways to streamline the process, improve interfaces and define accountabilities by 1996.*

PERF-320  
*By 1993, develop guidelines to manage and encourage Perry employee involvement in industry organizations.*

**PERF-400  
ACHIEVE  
INDUSTRY AND  
REGULATORY  
RECOGNITION OF  
SUPERIOR  
PERFORMANCE**

*By 1996, Perry employees will attain leadership roles in NUMARC and BWR Owner's Group Committees and Sub-committees.*

**PERF-410**

*By 1994, implement an effective formal root cause analysis process as demonstrated by improved performance during INPO and NRC evaluations as well as quarterly Quality Assessments.*

**PERF-420**

*Maintain a SALP 1 rating in Security and Emergency Preparedness.*

**PERF-430**

*By the end of 1994, performance, as measured by the quarterly Quality Assessment, will reflect improvement in all functional areas as compared to 1991. Additionally, in 1995 performance will be rated excellent in at least 5 of 7 functional areas on a quarterly basis, with no areas noted less than good.*

**PERF-440**

*Achieve SALP 1 ratings in Engineering/Technical support and Maintenance/Surveillance by 1994 with improving trends in Plant Operations, Health Physics/Chemistry and Safety Assessment/Quality Verifications.*

**PERF-450**

*By 1995, achieve excellence in operation as measured by the INPO Plant Evaluation.*

**PERF-460**

*By 1995 improve industry exposure by submitting 4 articles annually for publishing in professional journals focusing on areas where our performance exceeds industry and regulatory expectations.*

**STRATEGY DESCRIPTION**

Continual performance improvement is critical to the long term success of the Perry Plant. Excellent performance on a daily basis is a fundamental measure of Perry success. The Performance Leadership strategies will focus on the development of a multifaceted program to improve plant performance.

## PERFORMANCE LEADERSHIP (CONTD.)

The need to involve all Perry employees in the continual performance improvement strategies is critical to the success of the strategies. To achieve the level of involvement that will be required, a series of cross functional Performance Improvement teams will be established.

Performance Improvement teams will address areas that need improvement with emphasis on ensuring that problems are resolved and improvements are achieved across the organization. Performance Improvement teams will be used to develop and then implement the strategies to achieve the objectives and goals defined in the Five Year Plan.

Perry is embracing the concepts and practices of Total Quality. Performance Improvement teams will be used to institutionalize Total Quality.

Strategies that focus on the reduction and prevention of events that can result in Corrective Action requests will be emphasized. Problem Solving teams will identify, review, and resolve issues that result in recurring problems. Self-assessments will be used to identify areas that can impact performance.

Emphasis will be placed on the performance of root cause analysis. The need for additional supervisory training in root cause analysis will be evaluated. Root cause analysis will be a major element in the reduction of corrective actions. Publishing sections of the best root cause analysis reports will be evaluated as a method for increasing personnel awareness in the process.

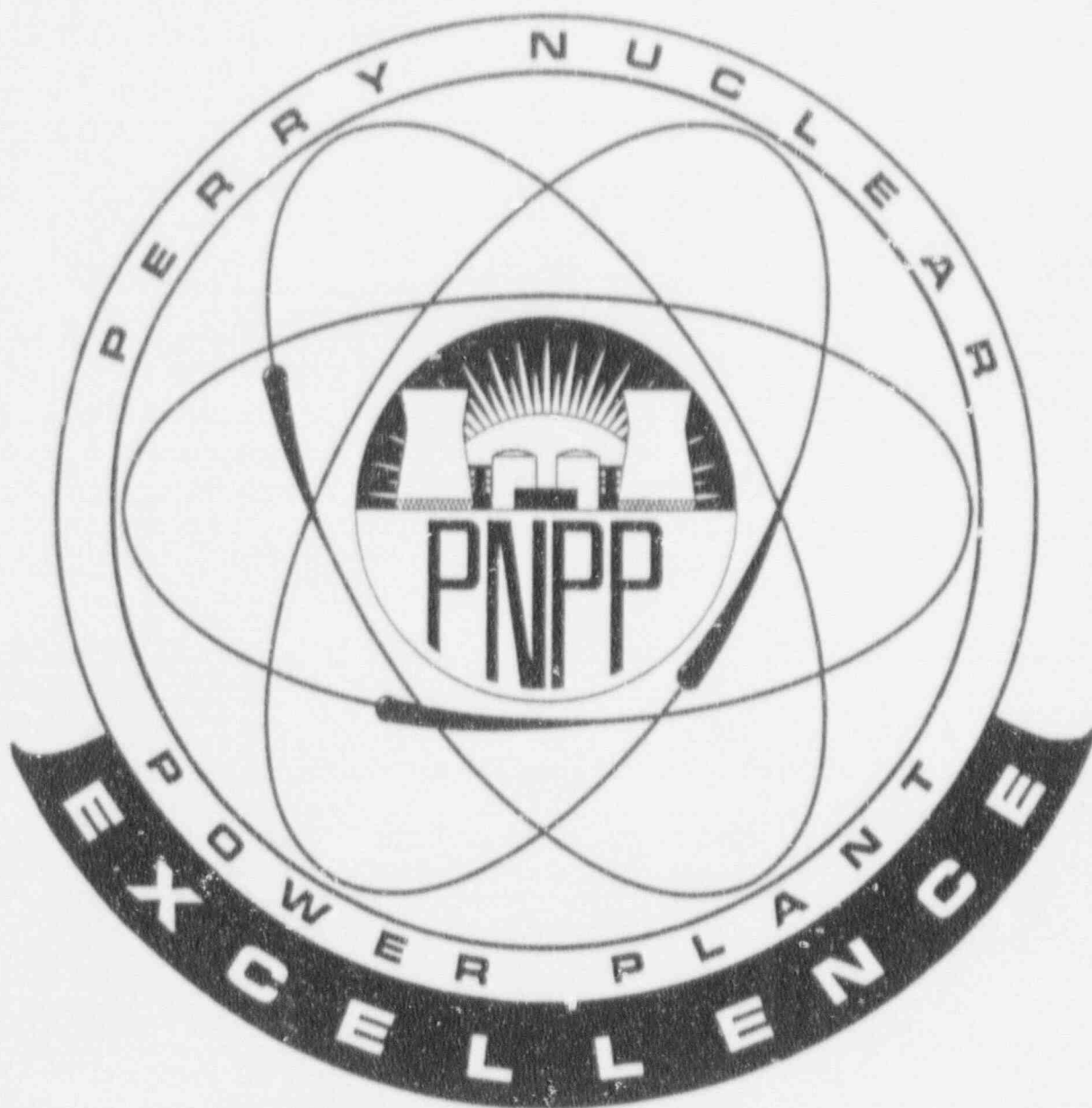
In addition to reducing the number of corrective actions a number of strategies will be initiated to close open Condition Reports (CR). The need to close CRs prior to the next refueling outage will be stressed.

Performance Leadership strategies will stress the need to implement continuous improvement programs. Benchmarking industry leaders will identify areas and processes for Perry personnel to consider as a part of the complete performance improvement program.

Perry employees will be encouraged to participate in industry organizations. The participation will stress the need to identify areas that can enhance the Perry program and will provide Perry personnel with the opportunity to acquaint industry with Perry leading edge programs.

Self-assessments and external assessments by the NRC and INPO provide an ongoing measure of Perry performance. A series of strategies will enhance the self-assessment process to better prepare the plant for external assessments. Proactive response to assessment findings and incorporation of lessons learned in the Perry programs will provide a basis for improved industry evaluations.





PERFORMANCE LEADERSHIP

## GENERATION RELIABILITY

*To operate and maintain the unit efficiently and complete outages as scheduled achieving an availability above the domestic BWR industry average.*

### OBJECTIVE

### GOAL

**GENR-100  
CONTINUE TO  
MAXIMIZE  
GENERATION  
AVAILABILITY**

**GENR-110**

*Achieve an availability factor of 77.5% in 1992, corresponding to long term goals of greater than 90% availability in non-outage years and greater than 75% availability in outage years. This translates to 77.5% in 1992; 78.8% in 1993; 98% in 1994; 78.8% in 1995; 75.1% in 1996.*

**GENR-120**

*Achieve an INPO unit capability factor of 75.2% in 1992, 76.5% in 1993; 95.7% in 1994; 76.5% in 1995; 72.7% in 1996.*

**GENR-130**

*Minimize unplanned automatic scans by achieving a rate of less than 1 unplanned automatic scan per 7000 hours critical for 1992, the same as the long term goal for 1995.*

**GENR-200  
OPERATE TO  
MAINTAIN  
OPTIMUM PLANT  
THERMAL  
EFFICIENCY**

**GENR-210**

*Achieve an INPO Thermal Performance Indicator (TPI) of 99.6% by the end of the 4th operating cycle, progressing toward a TPI of 99.8% at the end of the 6th cycle and beyond.*

**GENR-300  
ACCOMPLISH  
SCHEDULED  
WORK**

**GENR-310**

*Evaluate the Monthly Quarterly Schedule Performance Index (MQSPI) and the two Weekly Quarterly Schedule Performance Indices WQSPI-1 and WQSPI-2 for 1992 to determine the magnitude of improvement achievable in the years 1993-1996. The MQSPI target for 1992 should be greater than 75, the WQSPI-1 target for 1992 should be greater than 85, and the WQSPI-2 target for 1992 should be greater than 75.*

**GENR-400  
OPTIMIZE WORK  
ORDER BACKLOG**

**GENR-410**  
*Maintain the Corrective Maintenance backlog, greater than 90 days old, equal to or below 52%.*

**GENR-420**  
*In 1993 maintain the number of open, less than status 59, Corrective Maintenance Work Orders (CMWO) less than 425. By the end of 1993, reduce the number to 375. By the end of 1994, reduce the number to 325. By the end of 1995, reduce and maintain the goal of 300 open CMWO's.*

**GENR-430**  
*In 1993 maintain the number of open, less than status 59, routine work orders (WO) less than 900. By the end of 1994, reduce the number to 850. By the end of 1995, reduce the number to 800. By the end of 1996, reduce and maintain the goal to 750 open routine WO's.*

**GENR-440**  
*Minimize unavailable instrumentation to Control Room operators to less than five instruments and less than ten annunciators in the Control Room.*

**GENR-500  
MAINTAIN THE  
PLANT  
EFFECTIVELY  
THRU A  
COMPREHENSIVE  
PREVENTIVE  
MAINTENANCE  
PROGRAM**

**GENR-510**  
*Complete Systematic Maintenance Optimization (SMO) program for 25 systems by 12/93.*

**GENR-520**  
*Implement SMO for balance of identified systems by 12/96.*

**GENR-530**  
*Achieve and maintain Chemistry Performance Index value of less than 0.33 by 12/96.*

**GENR-540**  
*No fuel defects as indicated by a Fuel Reliability Index of < 300 micro ci/sec.*

**GENR-550**  
*Control environmental discharges to meet National Pollutant Discharge Elimination System (NPDES) requirements with no violations.*

**GENR-560**  
*No interruption of Raw Water System availability by protecting plant systems from micro and macro-fouling intrusion.*

## GENERATION RELIABILITY (CONTD.)

### STRATEGY DESCRIPTION

Efficient operation is essential to the overall performance of the Perry Plant. The Generation Reliability strategies will focus on a number of efforts to enhance the reliability and availability of the Perry Plant.

Strategies to achieve the availability targets will concentrate on evaluating current operating practices to identify areas where operations can be improved.

Equipment failures that impact availability will be addressed. Attention will be given to LCP's that can improve the operation of plant equipment critical to enhanced availability. The activities required to resolve the Main Recirculation Pump shaft cracking issues and to optimize snubbers will be coordinated as a part of the activities needed to maximize generation availability.

Outage control is essential to achieving plant availability. Strategies that will contribute to reduced outage schedule duration will be implemented. A formalized review program for *outage lessons learned* will be used to improve future outages. Equipment modifications will be evaluated and implemented to reduce outage durations.

Reduction of unplanned automatic scrams is critical to safe operation and achieving increased reliability. An active monitoring program to evaluate plant activities and identify those activities that can cause plant trips will be developed. The monitoring program will be supported by active participation in the BWROG scram reduction program.

Thermal performance directly affects plant operating costs. A number of strategies will address cycle efficiency improvements. The strategies will include enhanced thermal performance monitoring and trending.

Timely completion of work orders can also impact plant operations. To speed the start of work, maintenance parts availability will be reviewed to reduce the number of work orders restrained by parts. In addition the engineering support of work orders will be reviewed, and processes to enhance the support will be identified.

The surveillance schedule can also impact plant availability. The surveillance schedule will be integrated into the quarterly schedule. The increased schedule visibility that will result from the use of the quarterly schedule will support Perry personnel in their efforts to minimize equipment down time.

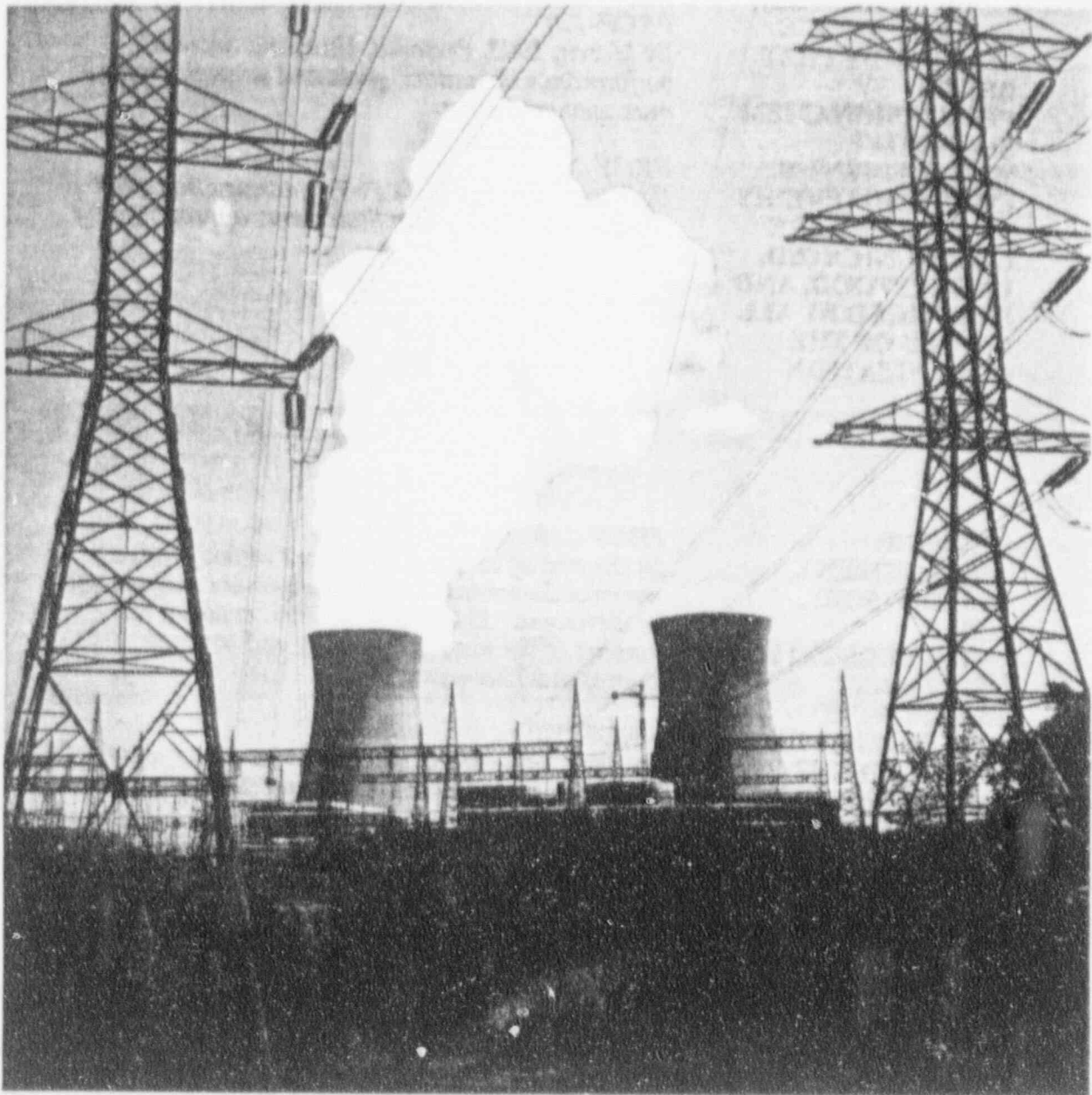
The outstanding work orders will be evaluated as a part of the overall effort to reduce and or closeout work orders.

The ability to effectively maintain the plant is directly related to optimizing the maintenance program. The strategies will evaluate the current maintenance program and identify activities needed to optimize maintenance activities. The generation reliability strategies will identify those systems that will benefit most from maintenance optimization.

The reliability of the fuel directly affects the availability of the plant. Fuel reliability starts with the fuel manufacturer. Strategies will address the need to ensure the fuel manufacturing process results in high quality fuel.

Plant water chemistry control directly affects plant reliability. The chemistry program will look at the measures used to ensure water quality for the water used in the plant components and enhance the program as required.

The current programs to monitor the cooling water systems for macro and micro-fouling species and the development of corrective actions to deal with the species will be continued. The strategies will seek to optimize the monitoring and treatment programs currently in place.



## PEOPLE/PROFESSIONALISM

*Establish a site and employee culture that is conducive to professionalism and supports teamwork at all levels of the organization.*

### OBJECTIVE

PROF-100  
MANAGEMENT  
POLICIES AND  
EMPLOYEE  
PRACTICES;  
CONVEY, REWARD,  
AND REINFORCE  
STANDARDS THAT  
BREED  
PROFESSIONALISM  
SUCH THAT  
MANAGEMENT'S  
CORE PHILOSOPHY  
AND VALUES ARE  
COMMUNICATED,  
UNDERSTOOD, AND  
PRACTICED BY ALL  
LEVELS OF THE  
ORGANIZATION

PROF-200  
MANAGEMENT,  
SUPERVISORY,  
AND  
INTERPERSONAL  
SKILLS ARE  
REINFORCED  
AND TAUGHT BY  
MANAGEMENT  
EXAMPLE AND IN  
FORMAL  
TRAINING  
PROGRAMS

### GOAL

#### PROF-110

*By March 1992, management will develop and issue value statements which embody the philosophy within which they manage and from which they desire the organization to operate.*

#### PROF-120

*By March, 1993, Personal, Unit, and Section performance indicators, goals and strategies reflect management values.*

#### PROF-130

*By December, 1993, the Perry Nuclear Group will develop a set of Mission Statements appropriate for its activities.*

#### PROF-210

*By the end of 1992, a framework which defines essential Supervisory and Management training will be developed. By the end of 1993, evaluate the content of the essential training and institute appropriate changes.*

#### PROF-220

*By 1996, 50% of first line supervisors and 100% of managers will receive the essential Supervisory and Management training.*



**PROF-300  
ORGANIZATION  
OPERATES UNDER  
THE INFLUENCE OF  
FULL AND OPEN  
COMMUNICATION  
BETWEEN ALL  
LEVELS OF THE  
ORGANIZATION**

*PROF-310  
Develop a Perry standard for communication, highlighting information transfer from senior levels in the corporation down to the working level.*

*PROF-320  
Develop/tailor a section of the MPR or reformat the MPR so as to communicate progress meaningfully on the five-year plan.*

*PROF-330  
Develop a mechanism to gather and communicate employee policies and practices.*

*PROF-340  
Establish a mechanism for employees to voice concerns relative to the implementation of policies and practices.*

**PROF-400  
EMPLOYEES  
UNDERSTAND  
ROLES,  
RESPONSIBILITIES,  
INTERFACES AND  
ACCOUNTABILITIES  
FOR THEIR SPECIFIC  
ASSIGNED DUTIES**

*PROF-410  
Specific job descriptions are developed and used when performing individual performance evaluations by March 1, 1994.*

*PROF-420  
By January 1, 1993, approve the job description for technical position above Grade 6 to provide a technical line of progression for non-degreed specialists demonstrating the necessary skills and expertise.*

*PROF-430  
By January 1, 1995, approve the job description for technical positions above Grade 10 created to provide a technical line of progression for those individuals demonstrating in-depth technical skills and expertise.*

## PEOPLE/PROFESSIONALISM (CONTD.)

PROF-500  
BY PROVIDING AN  
ENVIRONMENT  
AND THE  
OPPORTUNITY  
FOR PEOPLE TO  
MAINTAIN AND  
IMPROVE THEIR  
ABILITIES,  
QUALIFICATIONS,  
AND  
PERFORMANCE,  
PEOPLE ARE  
TREATED FAIRLY  
AND EQUITABLY  
AND ARE  
REGARDED AS  
THE  
ORGANIZATION'S  
MOST VALUED  
RESOURCE

### PROF-510

*By June, 1993, the Nuclear Group performance appraisal process will be evaluated to ensure it is consistent, it is related to career growth, and it is related to job definition. By June 1994, recommendations which result from this evaluation will be reviewed, approved, and implemented.*

### PROF-520

*By June 1994, a program which deals exclusively with individual and career growth will be evaluated. By January, 1995, the program will be developed and implemented.*

### PROF-530

*By August, 1992, a study will be completed to evaluate the feasibility of implementing a program aimed at improving the communication of site job openings. By June, 1993, recommendations which result from this study will be reviewed, approved, and implemented.*

### PROF-540

*By June, 1996, establish a Rotation of Assignment program which addresses the benefits and disadvantages both to the employee and the Company, and which is related to the career growth needs of the employee.*

### PROF-550

*By December, 1994, the Nuclear Group rewards program will be evaluated to ensure: 1) job grades are fair and consistent within the Company; 2) compensation levels are consistent both within the Company and with the Company goals in relation to our standing with the rest of the nuclear industry; 3) the salary administration process is fair; and 4) non-financial methods of reward are applied in a consistent manner. By June, 1995, the recommendations resulting from this evaluation will be reviewed, approved, and implemented.*

PROF-600  
DEVELOP  
AND/OR  
IMPROVE THE  
USE OF OFFICE  
FACILITIES AND  
INFORMATION  
MANAGEMENT  
SYSTEMS THAT  
MAXIMIZE  
EFFICIENCY OF  
THE PERRY  
ORGANIZATION  
WHILE  
PROMOTING  
HIGH STANDARDS  
AND PERSONAL  
PRIDE

PROF-610  
*Establish consistent and integrated site approach to information management efficiencies and improvements.*

PROF-620  
*Implement a long-term, coordinated office and facilities plan for the most efficient use of available funds.*

PROF-630  
*Maintain and/or improve existing office facilities to create a professional work environment.*

PROF-700  
THE WORK  
ENVIRONMENT  
ATTRACTS AND  
RETAINS  
CAPABLE  
PEOPLE, FOSTERS  
DEVELOPMENT,  
PROMOTES  
INVOLVEMENT,  
AND ENABLES  
EVERY  
EMPLOYEE TO  
TAKE PRIDE AND  
FEEL  
SATISFACTION IN  
THEIR WORK

PROF-710  
*Achieve an improving trend in employee satisfaction/morale factor.*

PROF-720  
*Achieve an improving trend in employee attendance at work.*

### STRATEGY DESCRIPTION

People and their professional capabilities are the nuclear organization's most valuable resource. The People/Professionalism strategies will be used to communicate management philosophy and to develop the level of employee understanding and expertise needed to support the plant in the 1990's and beyond.

As a part of the Five Year Plan, strategies will be developed to strengthen the organization's approach to professionalism. The Five Year Plan will be a vital part of this program. The Plan incorporates fully, value statements that

## PEOPLE/PROFESSIONALISM (CONTD.)

convey management's philosophy and values. The Plan sets the stage for implementing the programs that will strengthen professionalism. The establishment of an environment that supports professionalism is a fundamental objective of the People/Professionalism strategies.

A Performance Improvement Team will be established to identify training required for supervisors and managers. From this evaluation, the framework for essential supervisory and management training will be defined. The training strategies will incorporate the schedules for developing and then implementing the training activities.

Open communication channels are essential to organizational performance. Strategies will be developed to identify programs of effective communication that are used by other organizations. Those communication approaches that support the Perry Plant management objective of free and open communications will be implemented.

The Monthly Performance Report (MPR) will provide Perry personnel with an ongoing analysis of progress against the Five Year Plan. The MPR will be restructured as required to more directly report on the Plan. Five Year Plan update reports will be distributed to ensure the entire Perry organization is aware of progress.

The need to clarify organizational roles and responsibilities will be addressed through the updates/enhancements to the job descriptions. With clearly defined descriptions of current jobs, employees will be able to understand current responsibilities and will have the basis for developing career growth plans.

Strategies to document the roles and responsibilities for the Perry organization will include the requirement to identify a Performance Improvement Team to work with the Human Resources Department. The team will assist Human Resources with the completion of the various job descriptions. Schedules for completing the various job descriptions will be developed and communicated.

Fair and equitable treatment is basic to the development of the employees that are needed to achieve the Perry Plant mission. Strategies to communicate job opportunities and to reward employees fairly for performance will be a part of the program for enhancing fair and equitable employee treatment.

Consistent implementation of the employee appraisal process is fundamental to an effective personnel program. A Performance Improvement Team will be identified and assigned responsibility for assessing the appraisal process. The Team will develop recommendations for enhancing the appraisal process including supervisory training.

Career growth strategies will ensure that Perry has the appropriate employees needed to support future needs. These strategies will include the evaluation of rotation of assignment as a part of the career growth program.

Policies affecting employees in the rotation of assignment program will be evaluated to ensure the affected employees are treated fairly. Issues such as appraisals and compensation will be clarified through the development of policy and goals statements.

An integral part of professionalism is the need to provide employees with facilities that are conducive to efficiency and personnel pride. Strategies that address the office facilities and the equipment needed to achieve efficient operation will be an integral part of the Five Year Plan.

In addition to developing personnel it will be necessary to attract and retain experienced personnel. Strategies that address employee well being will be an integral part of the people/professional critical success area.

An ongoing program to solicit employee opinions and reactions will be implemented. The program will be used to better understand the issues that affect employee morale and to identify areas that require additional attention.



## COST EFFICIENCY

*To attain an optimum and competitive cost of production through cost containment, monitoring, and cost reduction efforts.*

### OBJECTIVE

COST-100  
MEET OR EXCEED  
GENERATION  
RELIABILITY  
GOALS WITH NO  
NET INCREASE IN  
O&M  
EXPENDITURES  
FOR THE NEXT  
FIVE YEARS

### GOAL

#### *COST-110*

*Site steady state O&M cumulative costs, do not exceed annual targets of:*

*\$82.0M 1992  
\$82.0M 1993  
\$82.0M 1994  
\$82.0M 1995  
\$82.0M 1996*

#### *COST-120*

*Cost of production per KWH will not exceed the annual targets of:*

*1.48 cents/kwh 1992\*  
1.47 cents/kwh 1993\*  
0.87 cents/kwh 1994  
1.50 cents/kwh 1995\*  
1.63 cents/kwh 1996\**

*\*Denotes inclusion of outage.*

#### *COST-130*

*Make recommendations to eliminate unnecessary activities during steady state operations.*

COST-200  
FULLY  
INTEGRATE  
PLANNING  
PROCESS WITH  
THE BUDGET  
PROCESS

#### *COST-210*

*Establish planning process milestones by March, 1992 to support the 1993 budget process.*

#### *COST-220*

*Fully align and integrate the planning process, including the Five Year Plan, to complement each other and support the 1994 budget.*

#### *COST-230*

*Identify and coordinate information/data bases to relate planning to budgets and provide periodic variance reports from actual to support the 1996 budget process.*



**COST 300  
CONTINUE TO  
IMPROVE COST  
PERFORMANCE  
THROUGH MORE  
EFFECTIVE AND  
EFFICIENT WORK  
PRACTICES**

**COST-310**  
*Clarify, evaluate and prioritize 5-year planning strategies to achieve greatest benefits versus cost to implement.*

**COST-320**  
*Reduce the fuel portion of Perry cost to less than 1 cent/kwh using economical uranium concentrations, conversion services, enrichment services, fabrication services and fuel cycle designs.*

**COST-330:**  
*Decrease the value of warehouse inventory to:  
\$50 million by the end of 1992.  
\$45 million by the end of 1996.*

**COST-340**  
*Evaluate labor resource costs periodically to determine optimum mix of labor resources to minimize labor costs.*

**COST-400  
DECREASE  
OUTAGE O&M  
COSTS**

**COST-410**  
*The trend for outage O&M costs is decreasing with a target of \$32 million for RF03.*

**COST-420**  
*Reduce total outage consultant costs using RF02 as a baseline by 10% during RF03 and an additional 10% during RF04.*

**STRATEGY DESCRIPTION**

The cost challenge in the 1990's will be to produce electric power safely and cost efficiently. The cost strategies address areas of potential cost reduction and areas where efficiencies can be achieved.

The key to cost control starts with the planning and budgeting process. The planning strategies will first identify the planning processes and then align those processes with the budget process. Plans to update the Perry planning processes will be developed and implemented.

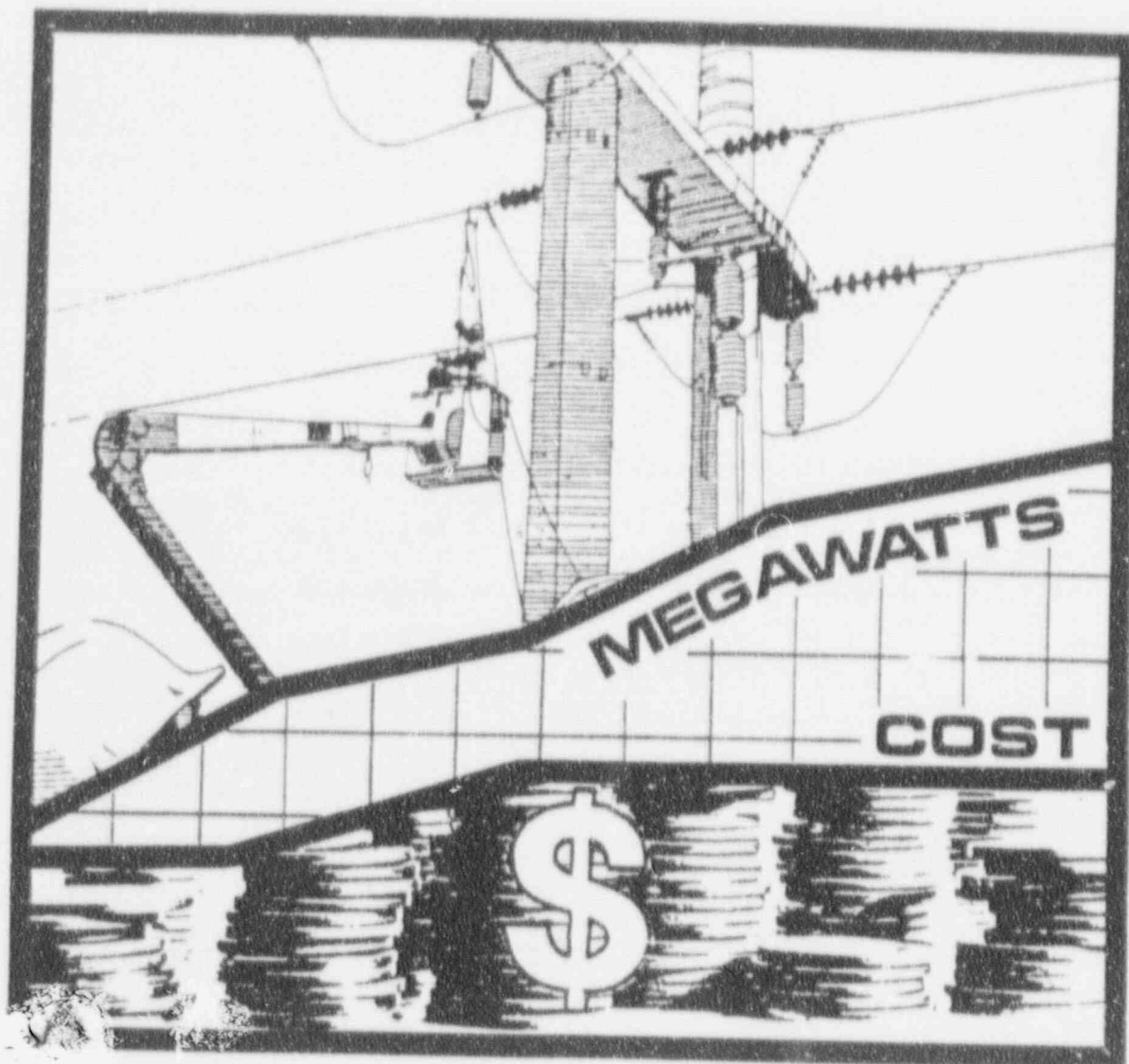
Controlling costs while maintaining Generation Reliability will be critical to financial success. The consumers and the regulators will continue to look at the economic costs of power and will demand that costs are minimized. The O&M cost control strategies will provide the tools for the activities needed to control cost. In addition, with better tools for cost control the accountability for costs will be at lower levels in the organization. The strategies will be used to increase cost awareness through the development of interdisciplinary groups that are charged with developing ideas for better cost reporting and control.

## COST EFFICIENCY (CONTD.)

With increased awareness of costs, strategies will be implemented to improve work practices. Peer audits will be used to evaluate current processes. Benchmarking will be implemented to determine goals and best practices where a system or process is identified for improvement.

A Performance Improvement Team will be used to review current commitments and to identify areas where those commitments can be changed to effect cost reduction. Strategies to reduce the cost of fuel and the warehouse inventory will be implemented.

O&M Costs constitute the largest controllable cost for Perry. The cost control strategies will include a number of cost saving measures. The savings will be realized by minimizing the schedules for long duration activities and, where possible, eliminating the activity. The costs associated with outages will be evaluated. The number of snubbers will be optimized to reduce long term maintenance costs. The plant will work with other owners to identify and initiate steps to reduce outage maintenance.



## FIVE YEAR PLAN MAINTENANCE

The Five Year Plan provides the mechanism to enhance organizational and plant performance. The plan is a living process.

The overall responsibility for communicating and implementing the elements of the Plan is assigned to the Vice President, Nuclear and the Department Heads. The communication of the Critical Success Areas, Objectives, Goals, and Strategies will ensure the Plan becomes the concern of the entire Perry staff.

The Five Year Plan Objective Sponsors are responsible for facilitating the activities associated with the Plan. The sponsors are responsible for working with others in the organization to develop detailed implementation plans and reporting progress on the Plan elements.

On a monthly basis, performance against the Five Year Plan goals will be reported and discussed in the Monthly Performance Report (MPR). Periodically, performance will be communicated to the entire Perry staff.

Changes to the Five Year Plan are required to maintain the Plan current with evolving requirements. A scope/schedule/cost change control mechanism has been developed to facilitate the process for adding, changing, deleting, or closing objectives, goals, and strategies. Proposed changes will be submitted on change control forms. Each change will be developed and approved at the level of the organization charged with the development of that section of the original plan. Approved changes will be distributed with the MPR, included in the Strategy Data Base, and the Schedule Spreadsheets.

Strategy descriptions and strategy implementation steps will be maintained in the Strategy Data Base. Sponsors are responsible to provide the individual strategy inputs and updates. On a bi-monthly basis, the Strategy Data Base will be updated to incorporate new and revised strategies. The revised data base will be distributed.

The Five Year Plan Schedule Spreadsheets graphically depict the schedule and cost and manhours for the Plan. On a bi-monthly basis, the sponsors will report progress against the schedule and update cost information. The schedule spreadsheets and cost information will be developed from the Strategy Data Base.

On an annual basis, The Five Year Plan Summary will be revised and published at the beginning of each year.

# APPENDICES

APPENDIX A  
CSA AND OBJECTIVE SPONSORS

NUCLEAR SAFETY

CSA Sponsor  
Objective Sponsors  
NUCS-100  
NUCS-200  
NUCS-300  
NUCS-400

S. Kensicki  
K. R. Pech  
J. P. Eppich  
A. F. Silakoski  
W. E. Coleman

RADIOLOGICAL SAFETY

CSA Sponsor  
Objective Sponsors  
RADS-100  
RADS-200  
RADS-300  
RADS-400  
RADS-500

R. Stratman  
R. Bowers  
P. Volza  
M. Cohen  
M. W. Gmyvek  
P. Volza

ENVIRONMENTAL PROTECTION

CSA Sponsor  
Objective Sponsors  
ENVP-100  
ENVP-200

F. Stead  
D. P. Igyarto  
T. G. Swansiger

INDUSTRIAL PROTECTION

CSA Sponsor  
Objective Sponsors  
INDS-100  
INDS-200

F. Stead  
T. E. Mahon  
T. E. Mahon



## PERFORMANCE LEADERSHIP

CSA Sponsor  
Objective Sponsors  
PERF-100  
PERF-200  
PERF-300  
PERF-400

R. Stratman  
B. D. Walrath  
K. P. Donovan  
W. E. Coleman  
D. P. Igyarto

## GENERATION RELIABILITY

CSA Sponsor  
Objective Sponsors  
GENR-100  
GENR-200  
GENR-300  
GENR-400  
GENR-500

S. Kensicki  
K. R. Pech  
E. M. Root  
M. W. Gmyrek  
W. J. Wright  
V. J. Concel

## PEOPLE/PROFESSIONALISM

CSA Sponsor  
Objective Sponsors  
PROF-100  
PROF-200  
PROF-300  
PROF-400  
PROF-500  
PROF-600  
PROF-700

E. Riley  
R. J. Tadych  
K. P. Donovan  
W. R. Kanda  
J. P. Eppich  
R. J. Tadych  
L. R. Haworth  
W. R. Kanda

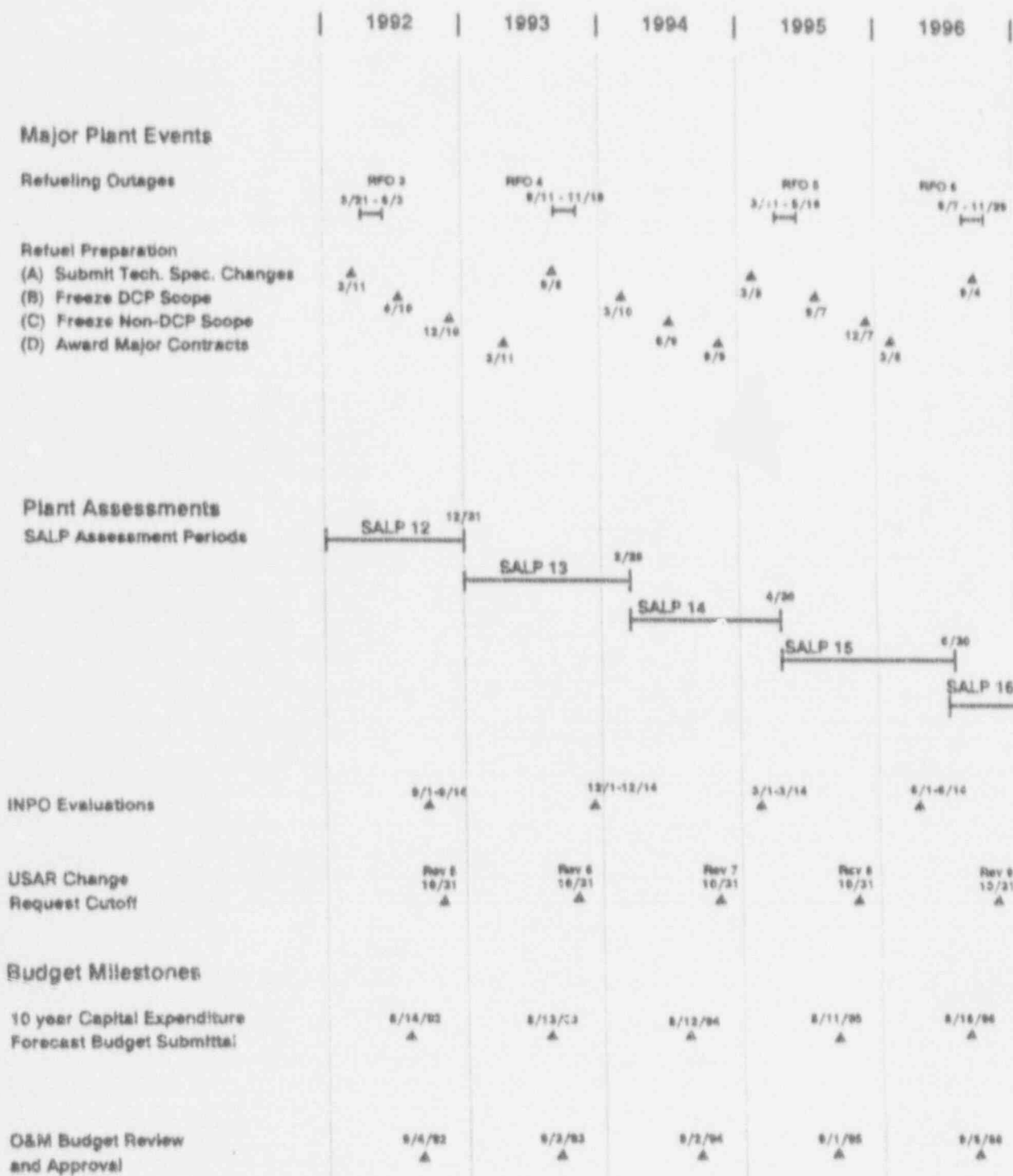
## COST

CSA Sponsor  
Objective Sponsors  
COST-100  
COST-200  
COST-300  
COST-400

B. Beyer  
M. Cohen  
B. D. Walrath  
R. L. Vondrasek  
E. M. Root

## APPENDIX B

### FIVE YEAR PLAN SUMMARY SCHEDULE



# FIVE YEAR PLAN SUMMARY SCHEDULE (Cont'd)

	1992	1993	1994	1995	1996
<b>NUCLEAR SAFETY</b>					
NUCS-100 Personnel Errors					
NUCS-110					
NUCS-200 Equipment Failures					
NUCS-210					
NUCS-220					
NUCS-230					
NUCS-300 SSP					
NUCS-310					
NUCS-320					
NUCS-330					
NUCS-340					
NUCS-400 Safety Sys. Variances					
NUCS-410					
<b>RADIOLOGICAL SAFETY</b>					
RADS-100 Personnel Exp.					
RADS-110					
RADS-200 Personnel Aware					
RADS-210					
RADS-220					
RADS-230					
RADS-240					
RADS-300 Plant C/L					
RADS-310					
RADS-320					
RADS-400 Releases					
RADS-410					
RADS-420					
RADS-500 Waste Gen					
RADS-510					
RADS-520					
RADS-530					
<b>ENVIRONMENTAL PROTECTION</b>					
ENVP-100 Awareness					
ENVP-110					
ENVP-120					
ENVP-130					
ENVP-140					
ENVP-200 Min. Waste Gen.					
ENVP-210					
ENVP-220					
ENVP-230					

# FIVE YEAR PLAN SUMMARY SCHEDULE (Cont'd)

	1992	1993	1994	1995	1996
INDUSTRIAL SAFETY					
INDS-100 Min On-Job Inj.					
INDS-110					
INDS-120					
INDS-200 Min Off-Job Inj.					
INDS-210					
PERFORMANCE LEADERSHIP					
PERF-100 Employee Part.					
PERF-110					
PERF-120					
PERF-200 Problem Solve					
PERF-210					
PERF-220					
PERF-230					
PERF-300 Perf. Measures					
PERF-310					
PERF-320					
PERF-400 Industry Recog.					
PERF-410					
PERF-420					
PERF-430					
PERF-440					
PERF-450					
PERF-460					
GENERATION RELIABILITY					
GENR-100 Availability					
GENR-110					
GENR-120					
GENR-130					
GENR-200 Thermal Eff.					
GENR-210					
GENR-300 Scheduled Maint.					
GENR-310					
GENR-400 WO Backlog					
GENR-410					
GENR-420					
GENR-430					
GENR-440					

# FIVE YEAR PLAN SUMMARY SCHEDULE (Cont'd)

	1992	1993	1994	1995	1996
GENR-500 Preventative Maint.					
GENR-510					
GENR-520					
GENR-530					
GENR-540					
GENR-550					
GENR-560					
PEOPLE/PROFESSIONALISM					
PROF-100 Policies					
PROF-110					
PROF-120					
PROF-130					
PROF-200 Interpersonal Skills					
PROF-210					
PROF-220					
PROF-300 Communication					
PROF-310					
PROF-320					
PROF-330					
PROF-340					
PROF-400 Roles/Responsibilities					
PROF-410					
PROF-420					
PROF-430					
PROF-500 Qualifications					
PROF-510					
PROF-520					
PROF-530					
PROF-540					
PROF-550					
PROF-600 Facilities					
PROF-610					
PROF-620					
PROF-630					
PROF-700 Emp. Satisfaction					
PROF-710					
PROF-720					

# FIVE YEAR PLAN SUMMARY SCHEDULE (Cont'd)

	1992	1993	1994	1995	1996
COST EFFICIENCY					
COST-100 O&M Expenditures					
COST-110					
COST-120					
COST-130					
COST-200 Integrated Planning					
COST-210					
COST-220					
COST-230					
COST-300 Work Practices					
COST-310					
COST-320					
COST-330					
COST-340					
COST-400 Outage Costs					
COST-410					
COST-420					