


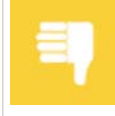






















6/20/2019





Thursday, June 20, 2019

### Eng Excellence Focus Areas - Tech Conscience, Leadership, and Training Conscience

| Focus Areas   | 5/30/19   | 6/6/19  | 6/13/19   | 6/20/19   | Notes:  |  |
|---|---|---|---|---|---|--|
| TC Principle 1 & 2:<br><br>Senior Leaders promote and reinforce importance of Technical Considerations;<br><br>High Standards set and expectations reinforced |    |    |    |    | (-) The ACE for resolution of PASS CSLT issues planned a mod to be issued for implementation in 2RE20 well past the outage mod milestone date for 2RE20, CR 18-8024-1 Rev. 3. This did not align with a healthy Technical Conscience. The scope of work was never added to 2RE20 and we are working with MPIC to reschedule the U2 scope to 2RE21. U1 scope is on track for 1RE22.<br>(+) Site group, then SED group discussed scoping process for Mid-Cycle Self-Assessment, preparation needed, and deliverables.<br>(-) Outage Milestone not met to issue all Engineering Changes 9 months prior to outage start date.   |  |
| TC Principles 2 & 4: High quality work products developed   |    |    |    |    | (+) Good discipline technical inputs and impact review comments evident in the EC package for RCB wireless LAN upgrades, EC 19-1268-1.<br>(+) Positive feedback received from SMT for the Change Management Plan associated with the implementation of the CMISDP software program.   |  |
| TC Principle 4: Factual information used and assumptions clearly documented   |   |   |   |   | (+) A briefing was held with the NRC residents related to some recent risk profiles, circuit card reliability and Operations risk training. Factual information was documented to share with the residents and a peers check was performed before sending out documents. Assumptions were clearly identified during the discussions.<br>(+) Engineer held a meeting with the NRC resident to explain the seal failure on the Auxiliary Oil Pump of Essential Chiller 22B. Engineer was prepared with the pertinent information to support the cause of the failure and also brought the mechanical seal assembly to aid the discussion.<br>(+) Good work by engineering over the weekend evaluating a pipe condition that was initial attributed to wall thinning but upon further evaluation of the facts was determined to be an issue with the weld. |  |
| LE7: Providing Effective Coaching and Feedback in an Environment of Healthy Accountability  |  |  |  |  | (+) Coached group on the importance of maintaining a respectful and harassment free work environment per STP-0405.  |  |
| LE8, TE4: Making Effective Decisions and Appropriately Managing Risk, Team Decision Making  |  |  |  |  | (+) Good discussion observed at Plant Investment Committee meeting regarding the plan to pull the ECW strainer to gain access to the underground piping for robotic inspections in support of license renewal - effective decisions, managing risk.<br>(+) Turbine SE, Generator SE, and Supervisor corresponded to find a path to move PM's around to allow skipping Siemens vendor mobilization (\$2M per outage) for 4 outages through 2027. Will discuss with Maintenance next week about MM or DZ taking scope.  |  |

|   |   |   |   |   |  |
|---|---|---|---|---|--|
| Healthy Training<br>Conscience:<br>Foundation (ADD)<br>Implementation (I)<br>Evaluation (E) |  |  |  |  | (+) PRA Supervisor completed a performance analysis for LOR CRC a potential gap in Operations knowledge level for risk tools and programs. NRC resident recently noted a similar gap.<br>(+) Good Knowledge transfer sought by engineer in area outside his core responsibility to correct a longstanding issue with documentation of Rx Vessel specimen plugs (in DOF and points given)<br>(+) CMISDP training classes begun, class was well done and feedback provided |
|---|---|---|---|---|--|

#### **LEGEND**

|   |  |
|---|--|
|  | Met or exceeded expected behaviors or improvement identified and no consequences |
|  | Did not meet all expected behaviors with minimal consequence                     |
|  | Did not meet all expected behaviors with moderate consequence                    |
|  | Did not meet all expected behaviors with significant consequence                 |

#### **Observation Guidance**

The recent WANO AFI on EN.1 noted Engineering leader shortfalls to establish and reinforce behavioral standard of excellence. Using the subject scorecard (which is based on the INPO Principles for Maintaining an Effective Technical Conscience (10-005), and Leadership and Team Effectiveness Attributes (15-005)) and performing critical observations in the workplace will allow us to reinforce behaviors that are aligned with standards of excellence while coaching those behaviors that don't meet expectations.

To ensure consistency in our observation approach and standards reinforcement, the following guidance is offered for each attribute and provides insights into 'what does excellence look like?':

**Principle 1&2: Senior Leaders promote and reinforce importance of Technical Considerations; High standards set and expectations reinforced**

- Senior Leaders and corporate executives recognize that sound decision-making is based on rigorous inclusion of technical considerations. They expect consideration of evaluation of alternatives and knowledge of pertinent operating experience and potential worst-case outcomes in a consequence-biased approach to decision-making.
- Senior Leaders and corporate executives encourage the sharing of diverse technical perspectives; obtain perspectives of cognizant, functional organizations; and invite challenge and feedback to ensure technical positions are fully understood and to ensure safe and conservative decisions involving nuclear safety are achieved.
- Senior Leaders and corporate executives promote a culture in which nuclear professionals exhibit a deep personal commitment to nuclear safety, reliability and long-term operation demonstrated through issue identification, questioning attitude, and advocacy to address degraded conditions.
- Engineering leaders reinforce expectations for engineers to exercise their unique role as guardians of plant design and licensing basis.
- Leaders set high standards and reinforce expectations for personnel to understand and fulfill their obligation to perform thorough and high-quality technical work, including using significant industry and job-related operating experience.

**Principles 2 and 4: High quality work products are developed**

- Leaders set high standards and reinforce expectations for personnel to understand and fulfill their obligation to perform thorough and high-quality technical work, including using significant industry and job-related operating experience.
- Engineers and technical staff carefully develop and implement high-quality technical products, recommendations and decisions based upon approved procedures, codes, standards, analytical tools and operating experience.
- Engineers and technical staff develop, maintain and exercise their expert knowledge of plant operating limits, design requirements, industry codes, standards and technical programs.
- Engineers and technical staff recognize the limits of their technical expertise and clearly communicate to decision makers when offering advice or recommendations outside their area of expertise; they recognize their signature represents a professional endorsement of a quality product.

**Principle 4: Factual information is used and assumptions are clearly documented**

- Engineers and technical staff use factual information from diverse sources to understand technical issues and provide high-quality technical products, recommendations and decisions. This information is verified as part of the review process.
- Engineers and technical staff use assumptions and judgement that are fully documented, conservative, and consistent with approved codes and standards. Key assumptions and use of judgement are clearly communicated to decision makers to ensure that risks and the limits of technical analyses are fully understood. When possible, assumptions are validated through testing, physical examination or analysis.

**LE7: Providing Effective Coaching and Feedback in an Environment of Healthy Accountability**

- Leaders provide candid and timely feedback, reinforce positive behaviors, correct shortfalls, and nurture ownership - creating a culture of healthy accountability to improve performance. Coaching is used for motivation as well as for accountability.

**LE8, TE4 : Making Effective Decisions and Appropriately Managing Risk, Team Decision Making**

- Leaders ensure decisions are made at the appropriate organizational level and involve diverse perspectives to make certain that potential unintended consequences are recognized and that risk is appropriately managed.
- Teams effectively leverage the collective talent of diverse team members to make sound decisions.

**Healthy Training Conscience: Foundation (ADD), Implementation (I), Evaluation (E)**

- Foundation, Implementation, and Evaluation = The three objectives for training program accreditation in ACAD 02-001.
- Station Leaders are champions for training.
- Line Leaders own their training programs.
- Training Leaders are the conscience for training.
- Ensure the Right Training, at the Right Time, for the Right People, in the Right Setting, with the Right Training Behaviors.