

2007 NRC End-of-Cycle Plant Performance Assessment Meeting Kewaunee Power Station

April 1, 2008

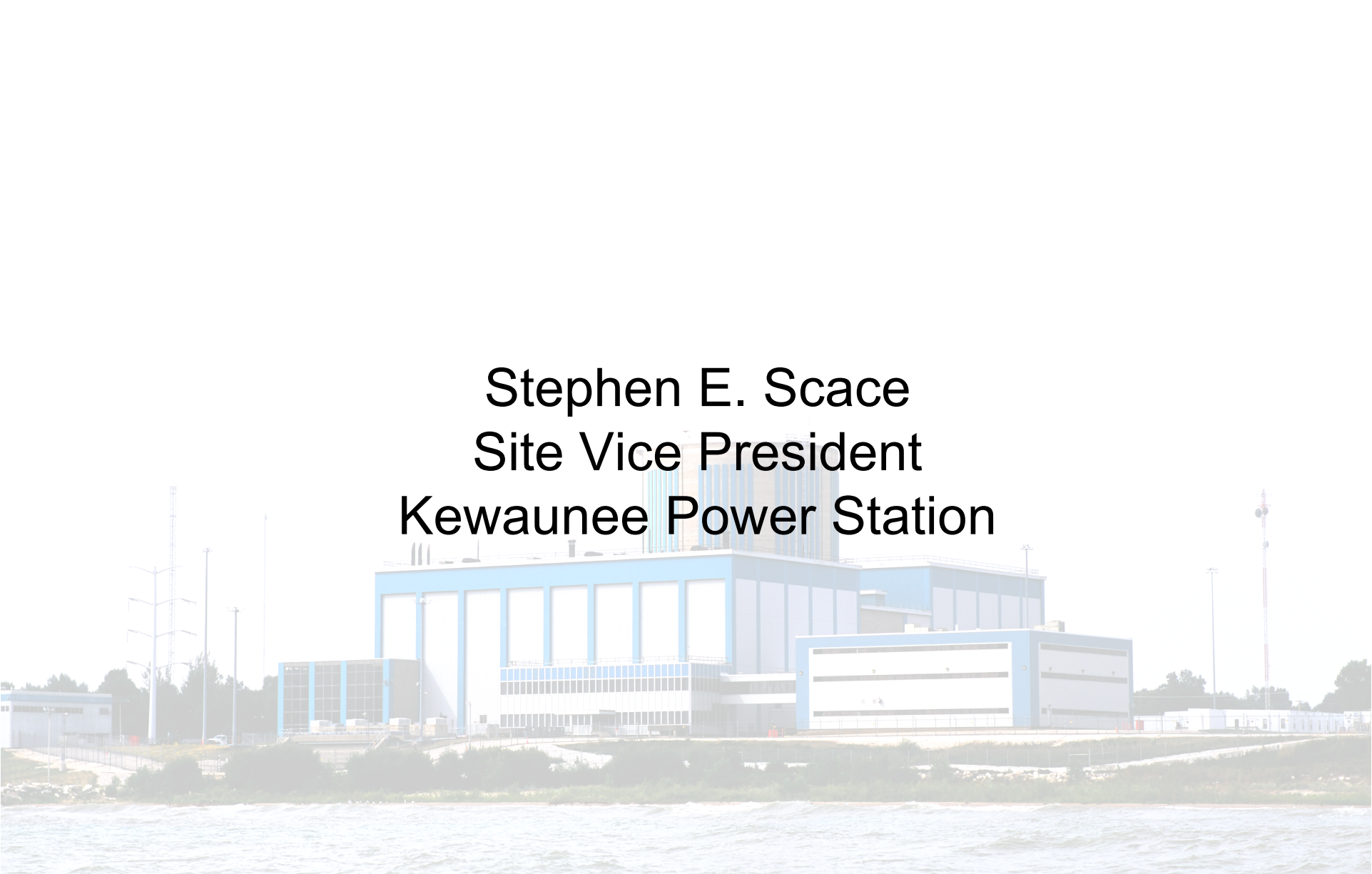
Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆

Agenda

- Opening Remarks – Steve Scace
- Problem Identification & Resolution – Paul Blasioli
- Human Performance - Mike Crist
- Summary – Steve Scace



Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
 ☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆



Stephen E. Scace Site Vice President Kewaunee Power Station

Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆

Improving Performance

- Overall station performance shows
 - Safe, reliable performance
 - Good operator performance in controlling the plant
 - Focus on corrective maintenance is improving equipment reliability
 - Cause evaluations and corrective actions sound
 - Improvement focus
 - Using recent issues with communication and worker performance gaps to reinforce expected behaviors
 - Multiple actions to improve extent of condition, trending, and document quality

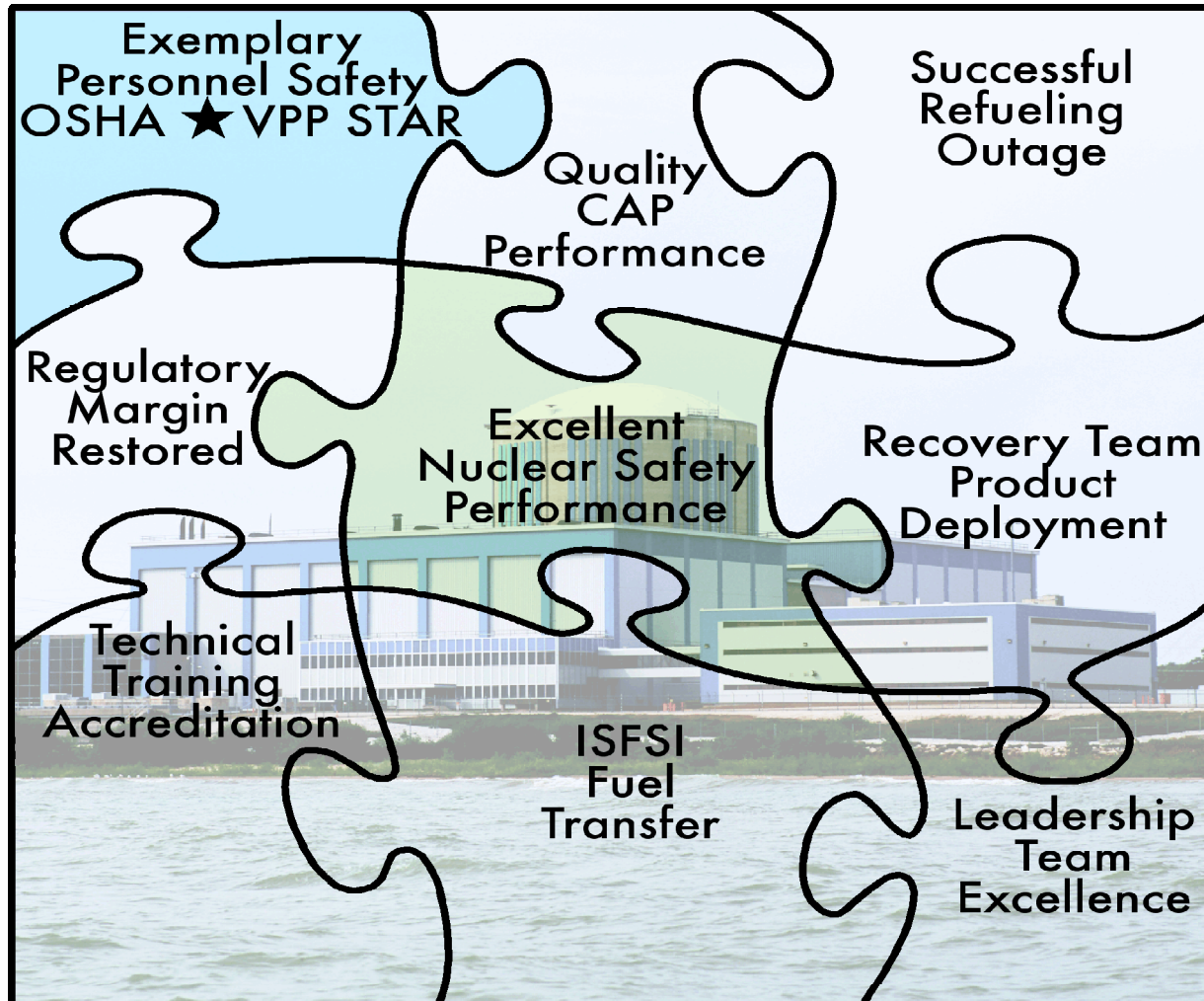
Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆

Improving Performance

- Current station focus aligns with the 2007 Safety Culture assessments
 - Improvements were noted in decision making, CAP initiation, use of PIs, safety policies, and use of training to improve performance
 - Gaps remained in:
 - CAP backlog, priorities, and timeliness
 - Establishing, communicating and achieving alignment on station priorities
 - Ownership and accountability

Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
 ☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆

2008 Picture of Success

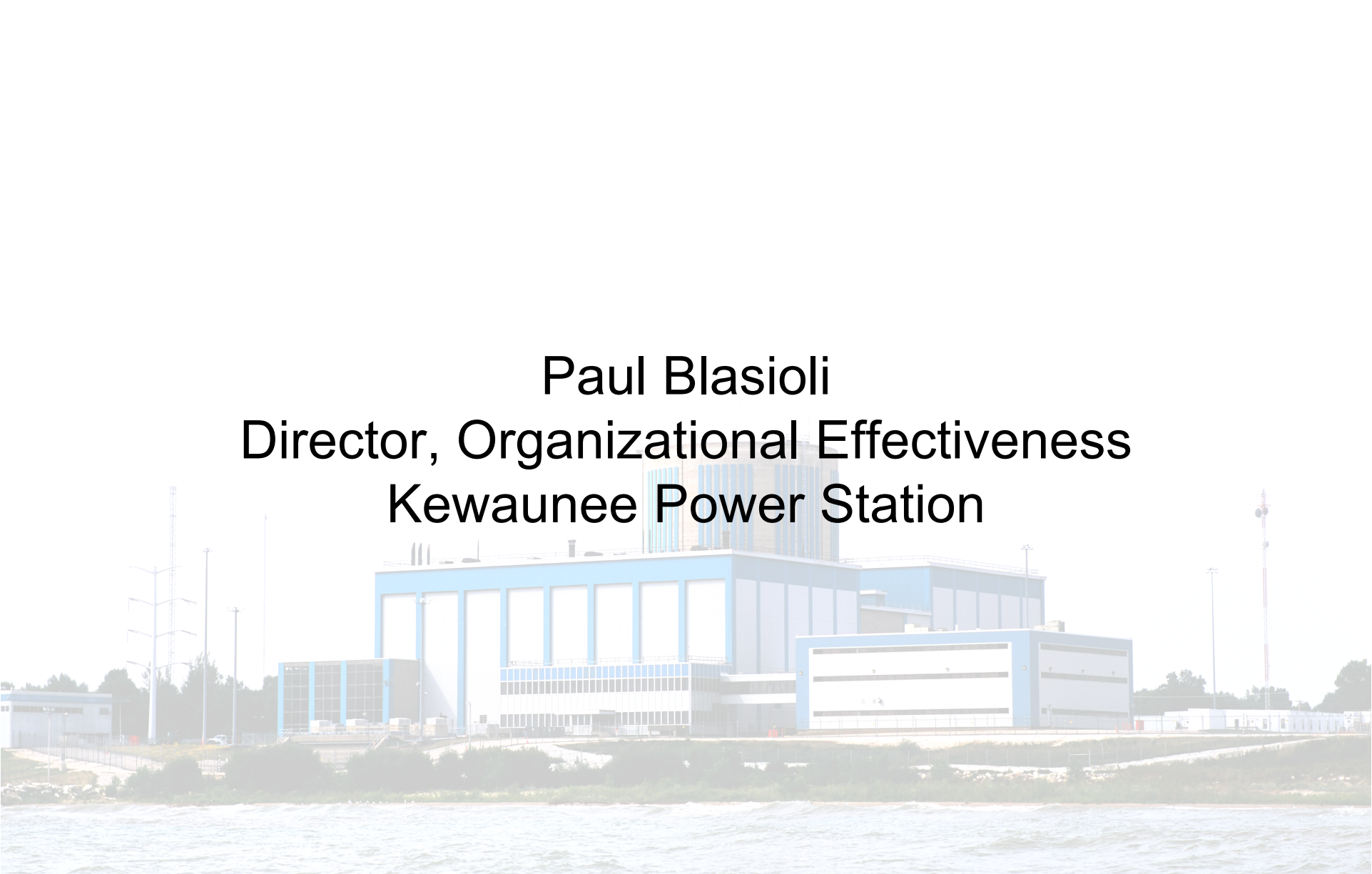


Core Values: ★ Safety ★ Alignment ★ Ownership and Accountability ★
★ Continuous Improvement ★ Respecting Others ★ Integrity ★

Improving Performance

- Addressing cross-cutting issues
 - Recognize the need to both demonstrate and effectively communicate progress to you
 - Continue to perform prompt cause evaluations of apparent violations
 - Initiated review of cause evaluations, violations and NOD findings for safety culture aspects
 - Address these issues frequently with staff
 - Topic of discussion at every employee meeting
 - Regular focus at leadership meetings
 - Will carry your message back to the station staff

Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
 ☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆



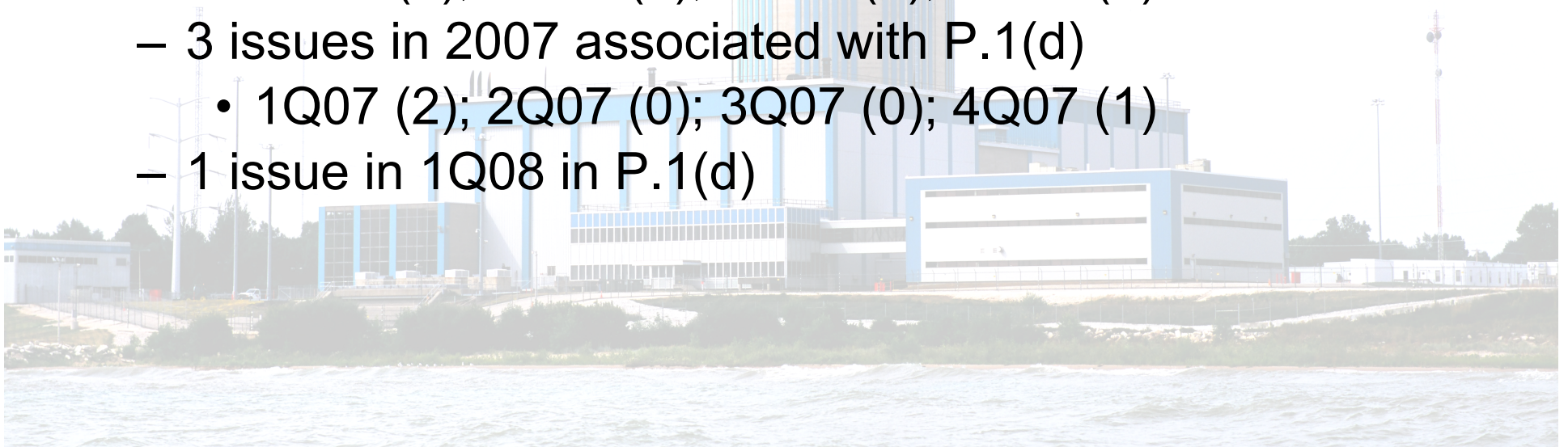
Paul Blasioli
Director, Organizational Effectiveness
Kewaunee Power Station

Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
 ☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆

PI&R Cross-Cutting Issue

Continued Focus on PI&R

- More Progress Warranted
- PI&R Cross-Cutting Issue Status
 - 7 issues in 2007 associated with P.1(c)
 - 1Q07 (3); 2Q07 (3); 3Q07 (1); 4Q07 (0)
 - 3 issues in 2007 associated with P.1(d)
 - 1Q07 (2); 2Q07 (0); 3Q07 (0); 4Q07 (1)
 - 1 issue in 1Q08 in P.1(d)



Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
 ☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆

PI&R Cross-Cutting Issue

Achieving Sustainable Culture Change

- Causes understood
- Set standards
 - SAT-based JFG's
 - Standards for quality causal evaluations
- Conducted training to improve performance
 - CARB
 - RCE / ACE

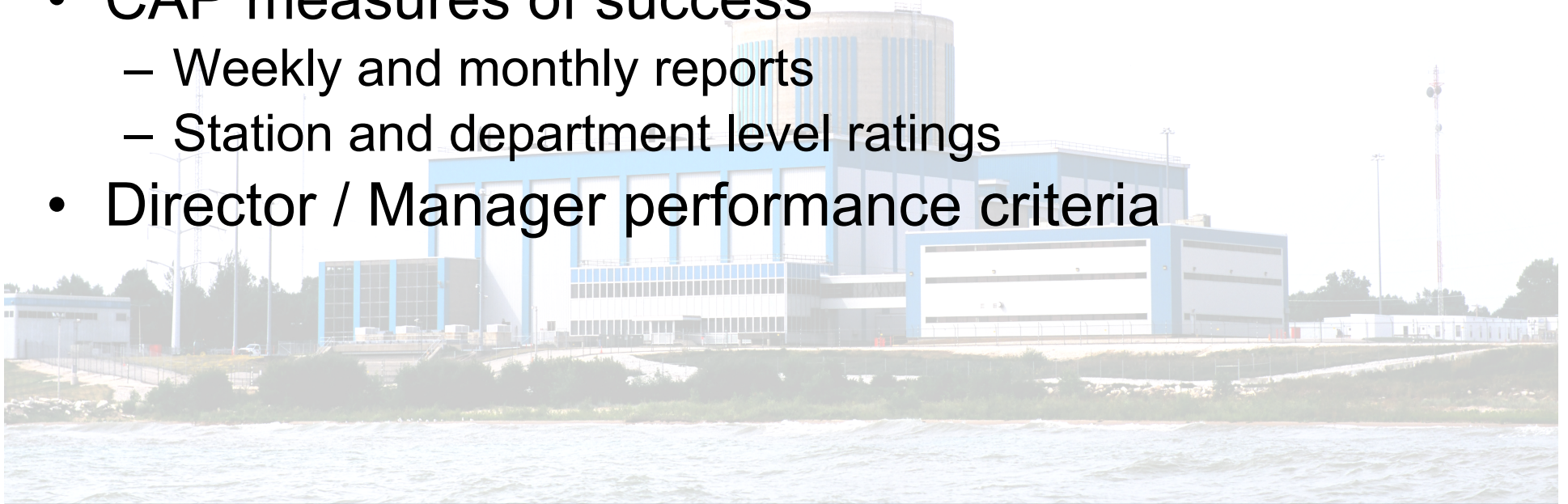


Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
 ☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆

PI&R Cross-Cutting Issue

Monitoring and Accountability for Performance

- Implemented metrics to measure progress
- CARB metrics
- CAP measures of success
 - Weekly and monthly reports
 - Station and department level ratings
- Director / Manager performance criteria

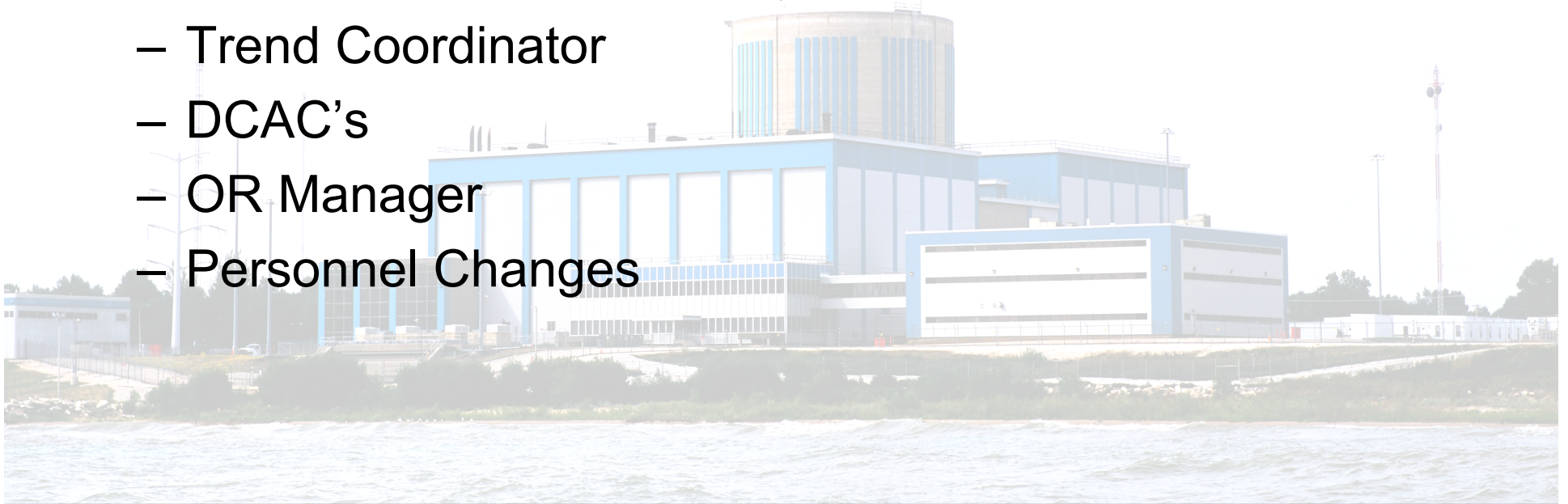


Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆

PI&R Cross-Cutting Issue

Staffing to Support Continuous Improvement

- Station Resources
 - CAP Supervisor
 - Station Causal Evaluation Coordinator
 - Trend Coordinator
 - DCAC's
 - OR Manager
 - Personnel Changes



Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
 ☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆

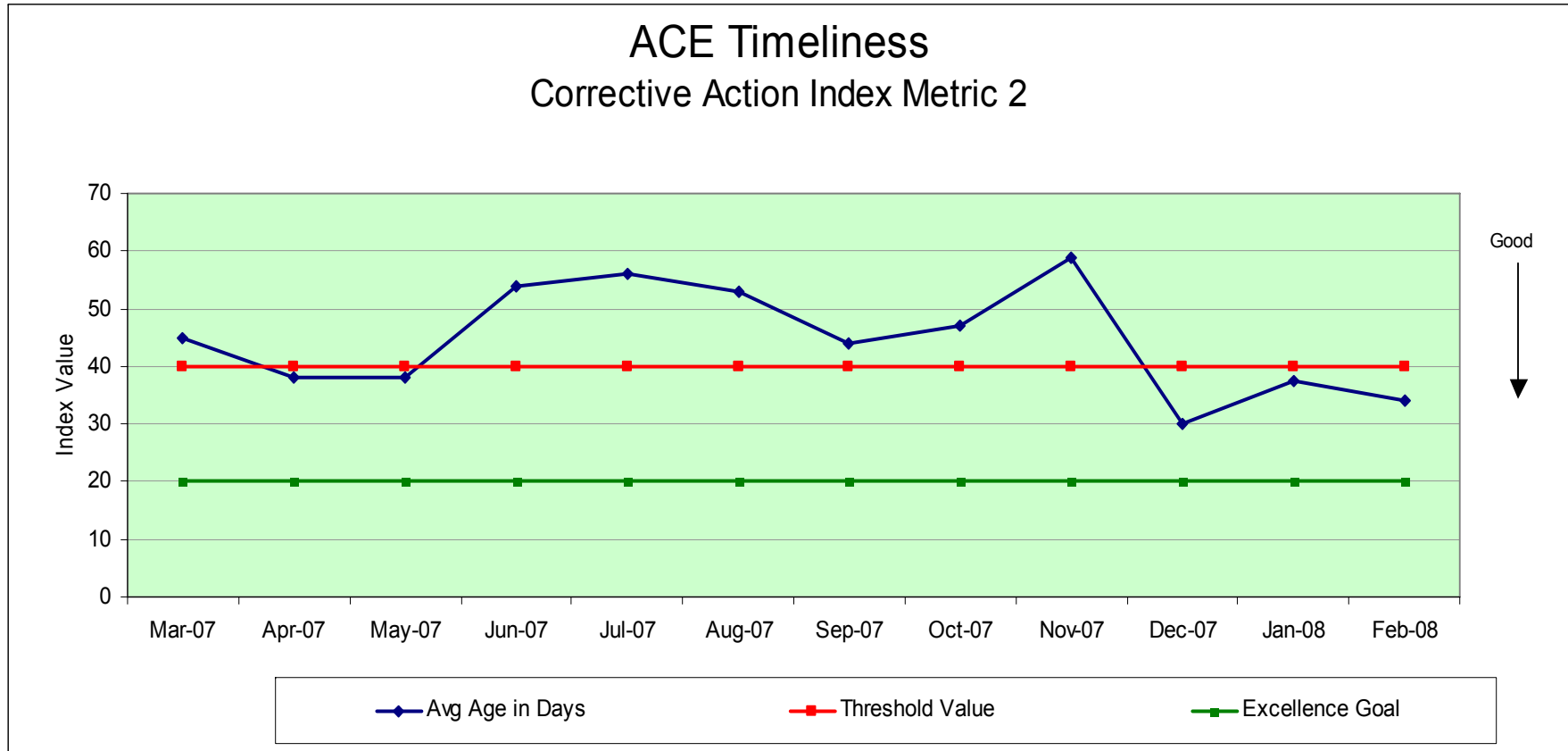
PI&R Cross-Cutting Issue

Focus on Continuous Improvement

- Reprioritize open CA assignments
- Enhance extent of condition / cause reviews
- Continue focus on CA timeliness
- Improve trending
 - Safety culture / cross-cutting aspects
- Measure effectiveness
 - Ongoing CAP self – assessment

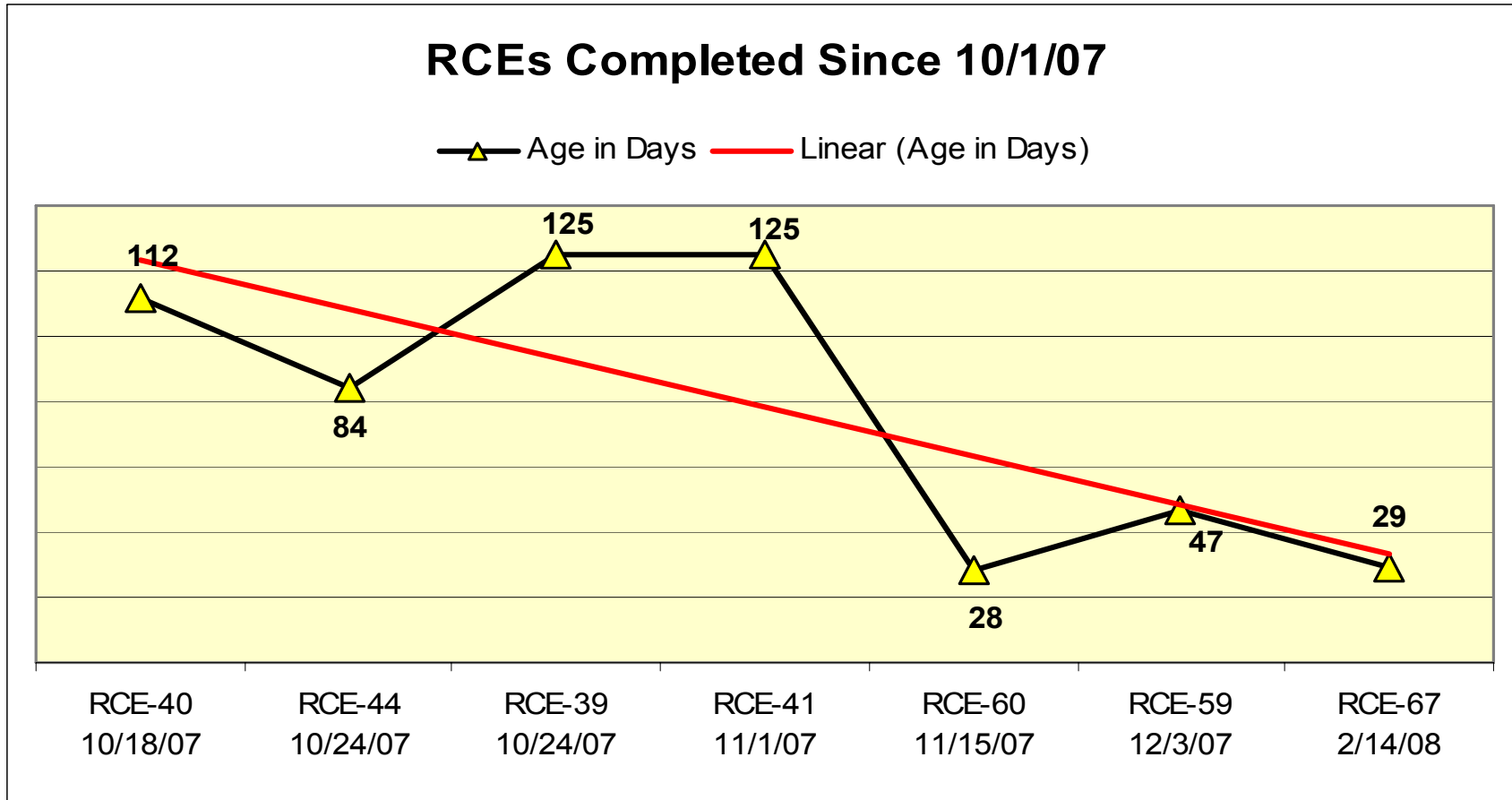
Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
 ☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆

Improved ACE Timeliness



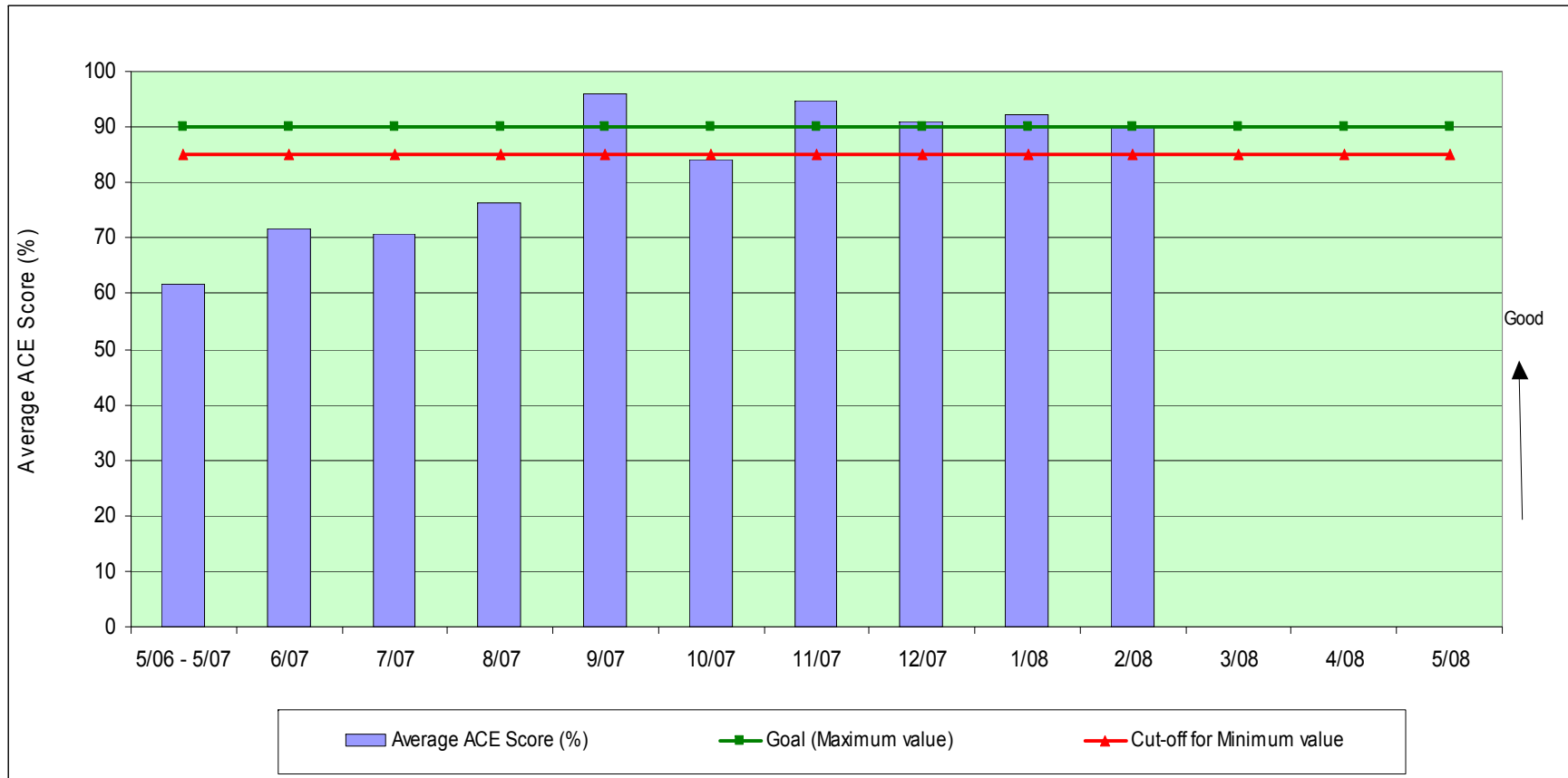
Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆

Improved RCE Timeliness



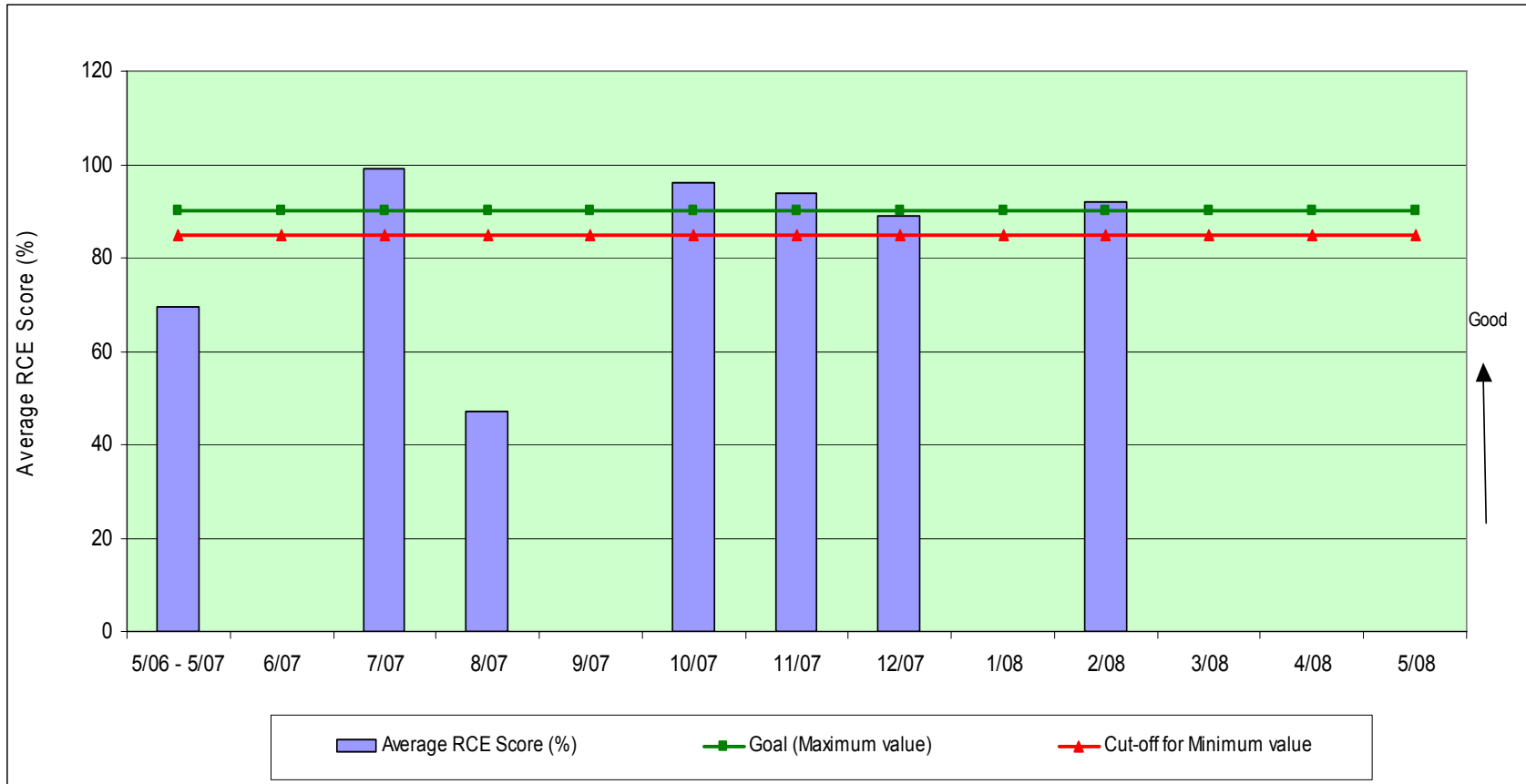
Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
 ☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆

Improved ACE Quality



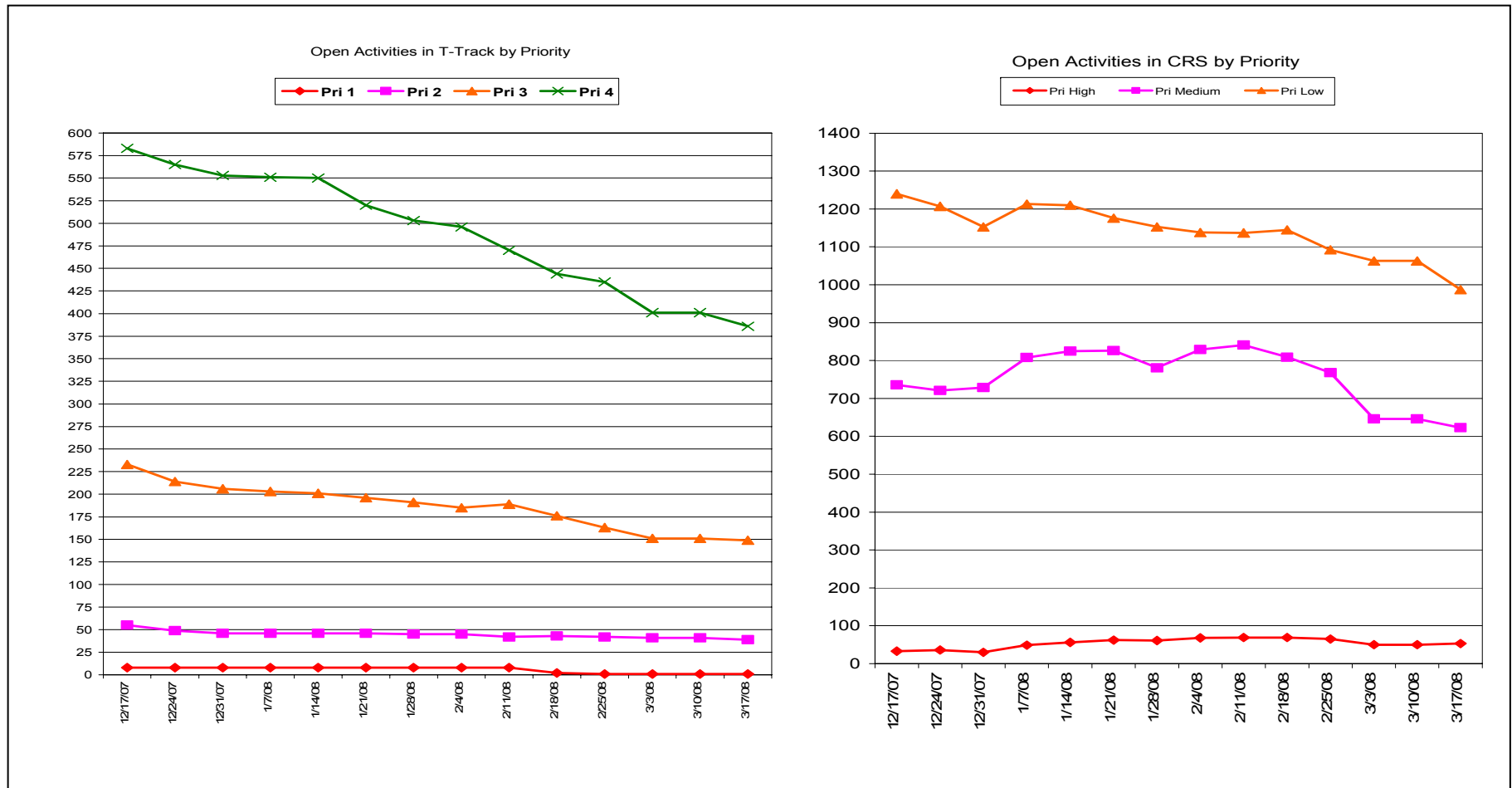
Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
 ☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆

Improved RCE Quality



Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆

Reduced CA Assignments



Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
 ☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆



Mike Crist Plant Manager Kewaunee Power Station

Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
 ☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆

HU Crossing Cutting Issue

- KPS continued focus on HU and safety
 - While overall performance reflects some improvement, we are not satisfied with our progress, continued focus on
 - Reducing low level issues
 - Improving Operations being more demanding of other departments
 - Driving ownership lower in the organization
- Substantive cross cutting issue in human performance
 - Procedure quality
 - Procedure use and adherence

Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
 ☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆

HU Crossing Cutting Issue

- Procedure quality
 - Causes understood
 - Original procedure upgrade scope on track
 - Upgraded 529 and implemented 4023 procedure revisions in 2007
 - Continuing compensatory measures: procedure quality addressed during pre-job, planning, and preparation
 - 2008 upgrade scope expanded to include PM basis procedures
 - Fleet procedures

Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
 ☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆

HU Crossing Cutting Issue

- Procedure use and adherence
 - Causes understood
 - 4 cited cross cutting issues associated with procedure use and adherence
 - 3 in 1st quarter of 2007
 - 1 in 4th quarter from 95002 inspection related to our tolerance of leaks
 - » Early 2007 we implemented a leak identification reduction campaign
 - » Failed to continue to lower the threshold to drive an intolerance for leaks

Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆

HU Crossing Cutting Issue

- Industrial safety performance
 - 535 days without a Dominion recordable injury
- Station performance
 - While station performance has improved, department performance continues to be a focus
- October 2007 planned outage
 - Reflects improvement in HU
 - No operational events or station/dept clock resets
 - Planned work on schedule
 - No OSHA recordable events

Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
 ☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆

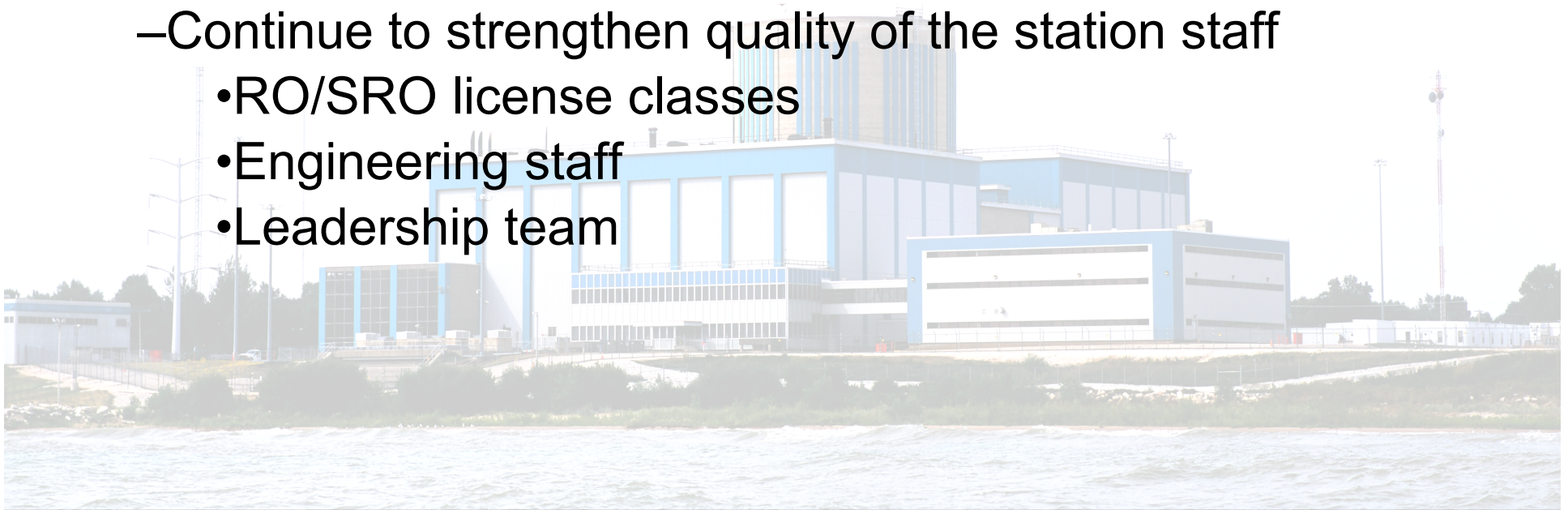
HU Crossing Cutting Issue

- Focus on continuous improvement
 - RFO preparation
 - Ops outage HIT training
 - Maintenance HIT training
 - Real time shutdown/cooldown simulator training
 - OCC training
 - Procedure preparation
 - Fleet providing oversight
 - Department management focus
 - HU training (Dominion and supplemental)
 - Human performance teams

Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆

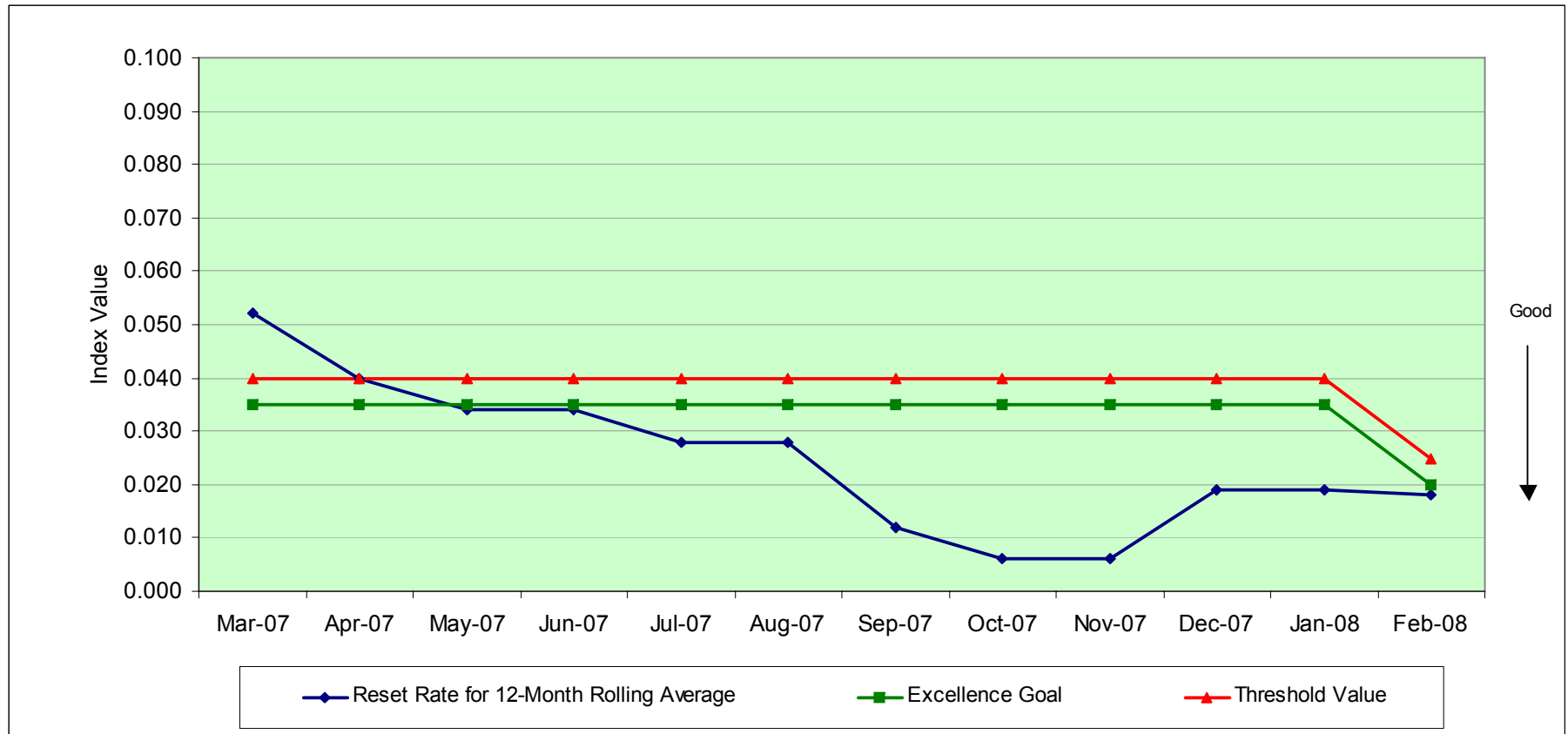
HU Crossing Cutting Issue

- Focus on continuous improvement
 - Continue procedure upgrade
 - Ensure compensatory measures remain effective
 - Focus on in field oversight
 - Continue to strengthen quality of the station staff
 - RO/SRO license classes
 - Engineering staff
 - Leadership team



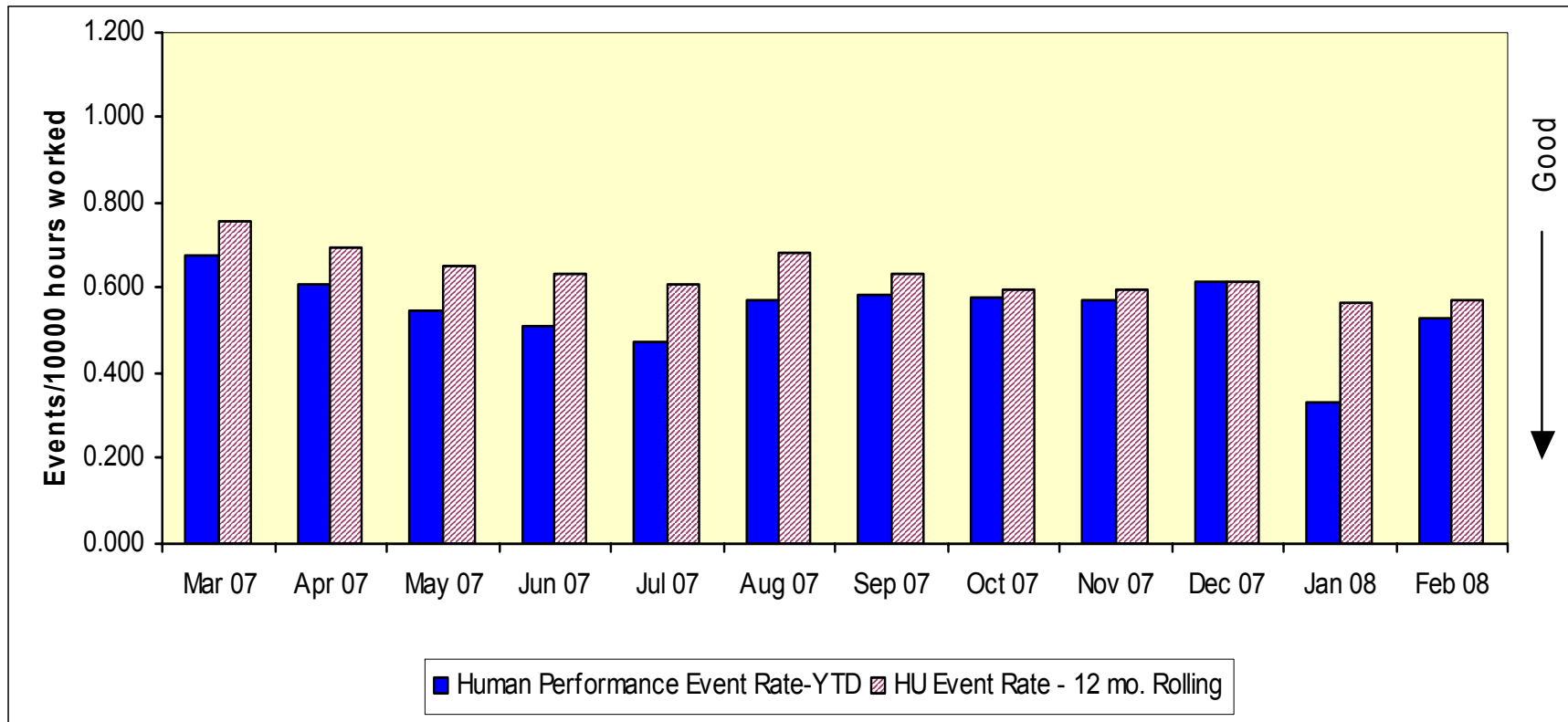
Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
 ☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆

Positive Trend in Human Performance Station Clock Resets



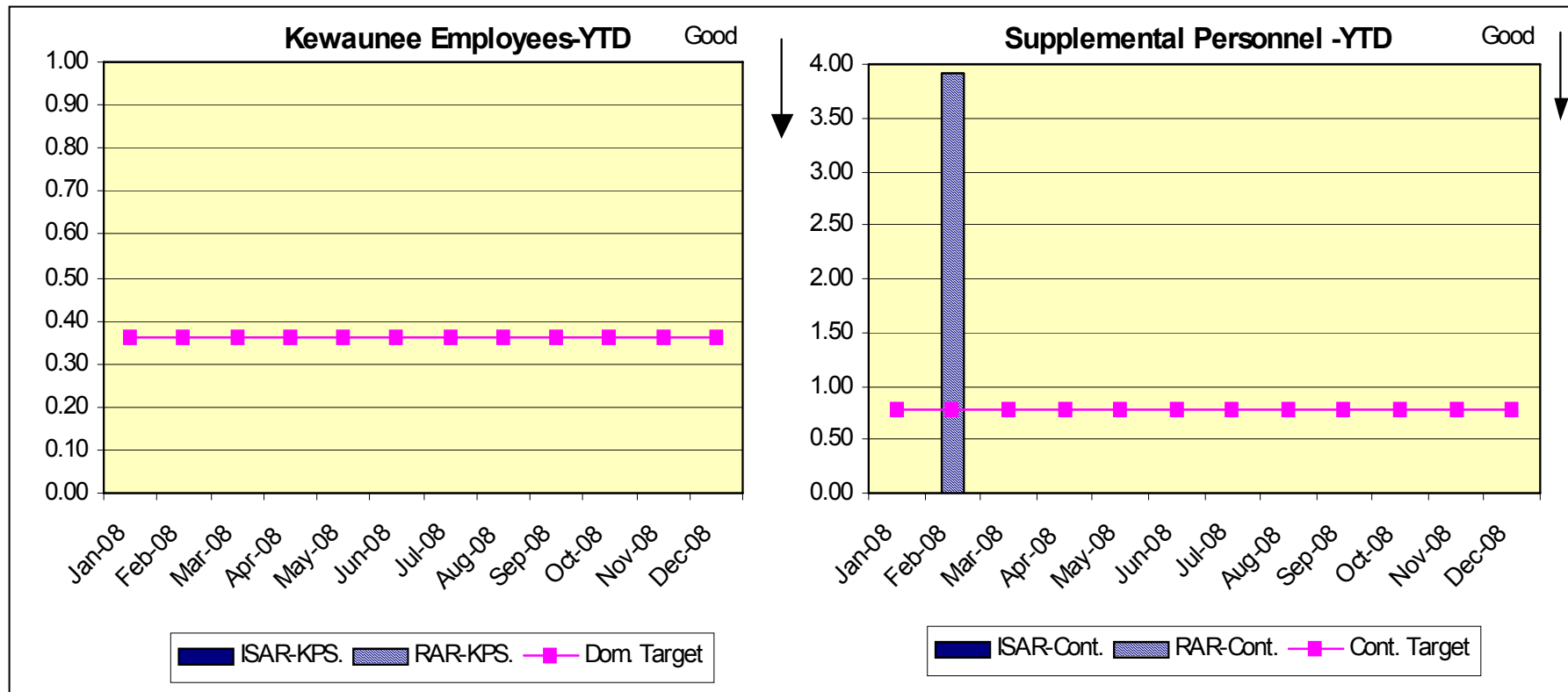
Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
 ☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆

Human Performance – Department Performance



Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆

Human Performance Leading Indicator - Industrial Safety



Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
 ☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆



Stephen E. Scace
Site Vice President
Kewaunee Power Station

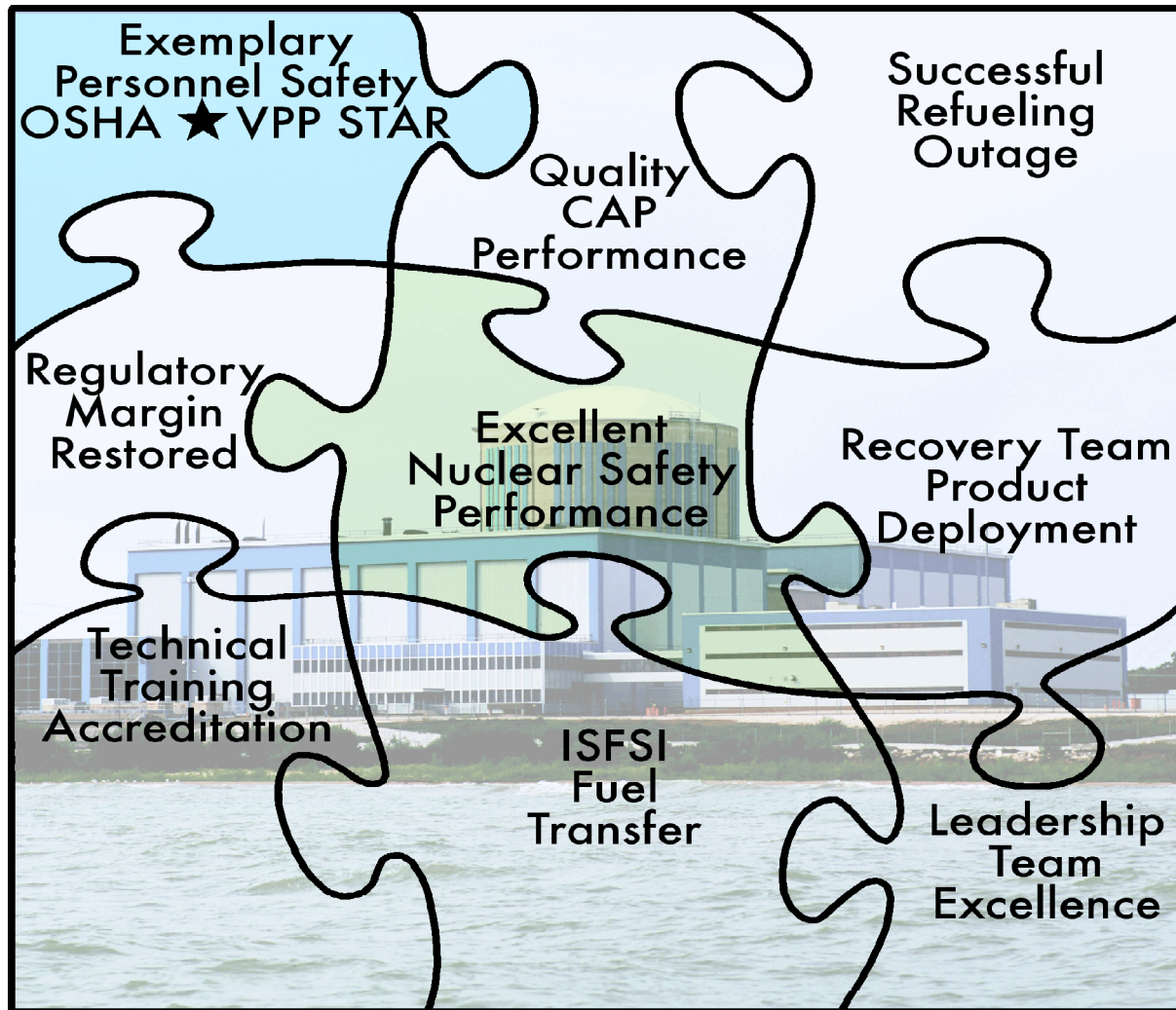
Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
 ☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆

Summary

- Believe confidence is warranted in addressing cross-cutting issues
 - Plans, actions and metrics are in place
 - Developing additional metrics to better assess & communicate performance trends
 - Implementing fleet procedures
 - Recovery team building infrastructure & tools to support improved performance quality & timeliness
 - Completed single point vulnerability (P1), critical equipment list, electronic drawings, and several design bases documents
 - Working SPV2, PM bases, calculations, and vendor technical manuals
 - Recently commenced work on improved technical specifications
 - Committed to continued focus on behavior improvements

Core Values: ☆ Safety ☆ Alignment ☆ Ownership and Accountability ☆
 ☆ Continuous Improvement ☆ Respecting Others ☆ Integrity ☆

2008 Picture of Success



Core Values: ★ Safety ★ Alignment ★ Ownership and Accountability ★
★ Continuous Improvement ★ Respecting Others ★ Integrity ★