

Procedure Contains NMM REFLIB Forms: YES NO

Effective Date	Procedure Owner: Title: Site:	Dennis J. Legere Director Outages and Work Control HQN	Executive Sponsor: Title: Site:	Joe DeRoy VP OPS Support HQN
2-1-2008				

Exception Date*	Site	Site Procedure Champion	Title
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Site and NMM Procedures Canceled or Superseded By This Revision EN-WM-101 rev 2

Process Applicability Exclusion: All Sites:

Specific Sites: ANO BRP GGNS IPEC JAF PLP PNPS RBS VY W3

Change Statement


This revision is an administrative change to identify applicability of this procedure to Palisades and to correct administrative errors on the cover page.

JAF and RBS exception dates are dictated by site specific business strategies and change management plans, included but not limited to transition from Outages and major maintenance activities.

*Requires justification for the exception

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On-line Work Management Process				

1.0 **PURPOSE**


- [1] To describe the on-line work management process used to schedule, plan, prepare and complete work activities.
- [2] The guiding principles of the On-Line Work Management process are as follows:
 - To ensure nuclear safety by providing timely identification, selection, planning, coordination, and execution of work necessary to maximize the availability and reliability of station equipment and systems
 - To manage the risk associated with conducting work
 - To identify the impact of work to the station and work groups and to protect the station from unanticipated transients due to the conduct of work.
 - To maximize the efficiency and effectiveness of station staff and material resources.

2.0 **REFERENCES**


- [1] 10 CFR 50.65(a)(3) and (a)(4)
- [2] EN- WM-100, “ Work Order Identification, Classification, and Screening”
- [3] NMM, Operating Experience OE-100, “Operating Experience Program”
- [4] NEDC 32501, “Risk Management of On-line Maintenance”
- [5] INPO 97-013, “Guidelines for the Conduct of Maintenance at Nuclear Power Stations”
- [6] INPO Guideline AP-928, “Work Management Process Description

3.0 **DEFINITIONS**


- [1] Carryover Work – Work not completed during the scheduled implementation week. Carryover work is continued into the subsequent week subject to Work Week Manager approval.
- [2] Divisional/Safety Train Work Period - Time period when work is scheduled on a designated Engineered Safeguard Features (ESF) safety train or division. Work is excluded on the other train(s), which are protected. The divisional/safety train work periods should support any staggered surveillance testing requirements.
- [3] Emergent Work – is any work that is added to the work schedule during execution week. This classification will not include FIN.

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- [4] Indus Asset Suite (IAS) – A computer-based software system that manages the identification, planning, performance, and archiving of the summary of maintenance work activities. IAS includes links to the material management, drawing and document program, and other interfaced computerized systems.
- [5] Key System Health – Work requests or work orders whose implementation is essential to resolve a deficiency that complicates system performance, causes or increases single failure vulnerability, or increases the vulnerability to failure to the system or other key components. These are typically work requests or work orders called out individually in system health reports or SPI, and whose completion will directly cause system health color to improve.
- [6] Minor Maintenance – As defined in EN-WM-105, Planning.
- [7] Package Acceptance – Acknowledgement of satisfactory work order content and support requirements (performed by the group responsible for implementing work).
- [8] Protected Train/Division - Designated set of systems and components that share the same operable power supply and are required to support key safety functions during a Divisional/Safety train work period. Work is excluded on the Protected Train/Division(s) during the work period, unless specifically approved by Operations. A Protected Train/Division includes all necessary attendant instrumentation, controls, normal and emergency electrical power sources, cooling and seal water, lubrication and auxiliary equipment required for the train or division to perform its specified functions.
- [9] Risk Mitigation Plan – A documented set of actions to be taken to reduce the risk of performing maintenance which meets the criteria of step 5.2 [4]. The Risk Mitigation Plan is developed by personnel knowledgeable on the specific maintenance and the risk it imposes. Documentation may be stand alone, included in the work order, or both. The depth of detail required is maintenance specific, and determined by the personnel developing the plan.
- [10] Schedule Adherence – Schedule adherence measures the work management team's ability to execute scheduled work. Schedule Adherence is derived from the total activities scheduled from Monday 0000 through Sunday 2400 of week T0. Schedule Adherence percentage = (total completed schedule activities/total scheduled activities) * 100. All activities identified as graded schedule Level 3 and higher are included in the schedule adherence calculation. Adherence of a workweek includes tasks job type coded as corrective maintenance, elective maintenance, other maintenance, PM's, and surveillances; at the task level.

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- [11] Scope Stability – Scope stability measures the work control management team’s ability to identify, plan, and schedule work. Scope of a workweek includes tasks job typed as corrective maintenance, elective maintenance, other maintenance, PM’s, and surveillances in that week. Stability is measured from T-6 through T-1 at the work order task level to ensure consistency.
- $(\text{Scope [T-6]} - (\text{Losses [T-6} - \text{T-1]} + \text{Additions [T-6} - \text{T-1]}) / \text{Scope [T-6]})$
 - Where:
 - T-6 = Scope after T-6 meeting changes are incorporated into the schedule.
 - T-1 = The end of the week prior to execution week.
 - For the purposes of additional scope change analysis, stability may be measured from T-15 to T-6.
 - $(\text{Scope [T-15]} - (\text{Losses [T-15} - \text{T-6]} + \text{Additions [T-15} - \text{T-6]}) / \text{Scope [T-15]})$
- Where:
T-15 = Scope after T-15 meeting changes are incorporated into the schedule.
- [12] System/Component Maintenance Window - Time period scheduled for performing work on a specific system or component. The time period is selected to correspond with the due dates for preventive maintenance work activities on specific components in the system; or is selected so that the specific system has a repeating window based on a pre-determined multiple of the Cycle Schedule.
- [13] System Outage Coordinators - Coordinators assigned by the PS&O Manager that are a single point of contact for preparation and implementation of major, complex system outages.
- [14] Walk Down – Review of future work i.a.w the requirements of EN-MA-101, by the discipline that will perform the work. The implementing department determines which work order tasks need to be walked down.
- [15] Critical Evolution - An evolution that has the potential to challenge the ability to continue safe operation of the unit, or significant ALARA or personnel safety challenges.

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[16] Work Management Team – A group composed of representatives from site departments with key roles for on-line maintenance/modification activities including: coordination of work activities, implementation and support of work, and resolution of coordination issues etc. At a minimum, the following site departments are members of the Work Management Team:

- Work Week Manager
- Operations Work Management Center
- Mechanical Maintenance
- Electrical Maintenance
- Instrumentation and Control Maintenance
- Facilities Support/Modifications (as required)
- Engineering
- Radiation Protection
- Chemistry (as required)
- Materials (as required)
- Scheduling
- Planning


[17] Work Week – The work week for which a schedule is developed runs from 0000 on Monday through 7 days to 2400 on Sunday. Work Week Manager turnover normally occurs on the applicable Monday morning.

4.0 RESPONSIBILITIES

- [1] Meeting alternates are required to perform the same pre-meeting preparation as the normal meeting attendees. Normal meeting attendees provide their alternates with the information/data need to perform that preparation.
- [2] The Director PS&O is responsible for maintenance of this procedure.
- [3] The General Manager, Plant Operations is responsible for direction and oversight to ensure programs are developed, implemented, and administered for the control of work.

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- [4] Planning Scheduling & Outage (PS&O) Manager, or designee provides oversight and direction for consistency in the following:
- Performing risk evaluation during schedule development and for performing risk evaluation in response to schedule changes during implementation week (T0).
 - Coordinating and aligning station organizations to achieve full engagement in the work management process.
 - Selecting initial work / resource levelization for scheduled work weeks.
 - Consistently prioritizing identified work.
 - Planning work packages in accordance with on line process milestones to support scheduled work.
 - Developing the schedule.
 - Coordinating system outages in the designated work window.
 - Ensuring the Work Management Process is effective at risk evaluation and management of scheduled activities.
 - Coordinating allowed outage time (AOT) to minimize out of service time.
- [5] Planning Scheduling & Outage (PS&O) Manager, or designee is responsible for the following:
- Providing approval authority for retention of work on the schedule past T-2 when IAS holds have not been cleared.
 - Providing approval authority for addition of work to the schedule after T-2 schedule freeze.
 - Assigning system outage coordinators.
- [6] Operations Manager, or designee, provides oversight and direction for consistency in the following:
- Removing plant equipment from service for scheduled and emergent work activities.
 - Concurring that the Work Management Process is effective at risk evaluation and management of scheduled activities.
 - Evaluating and managing risk due to external events and emergent issues.

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- Developing tag outs to place equipment in a safe condition to perform work.
- Performing IAS Operations Impact Assessment of work order tasks.
- Interacting with personnel in the scope development process.
- Ensuring Operations work activities are executed per the schedule.

[7] Maintenance Manager, or designee, provides oversight and direction for consistency in the following:

- Facilitating review and acceptance of corrective and elective, compliance work packages, and document in IAS.
- Providing resources to implement the scheduled and emergent maintenance activities.
- Providing adequately trained personnel in the initial scope development process and the various work management process meetings.
- Providing sufficient support for the FIN team.
- Providing constructive feedback to PS&O on the execution of all work activities.
- Providing effective feedback for repetitive tasks.
- Ensuring work order tasks are statused or progressed each shift as appropriate.
- Ensuring productivity is maximized to support the execution of work.
- Ensuring Maintenance work activities are executed per the schedule.

[8] Maintenance Coordinator or designee is responsible for the following:

- Representing the maintenance organization by owning and resolving issues related to their craft discipline.
- Assuring all identified parts are available and ready for installation.
- Contacting the Work Week Manager when obstacles to performing work cannot be resolved promptly and providing status on work not performed per the schedule.
- Anticipating manpower, support and resource requirements.

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- Assuring adequate manpower, procedures, job qualifications, support and specialty items are input during the schedule development process.
- Working closely with scheduling to insure development of an accurate schedule.
- Providing work preparation and execution input to the work week critique report.
- Ensuring that work orders requiring walkdown are identified.

[9] First line Supervisor is responsible for the following:


- Contacting the Work Week Manager when obstacles to performing work cannot be resolved promptly and providing status on work not performed per the schedule.
- Completing all preparations to perform the work and completing the work as scheduled.
- Ensuring work order tasks are statused or progressed each shift as appropriate.
- Assuring all hand-offs are successfully executed.

[10] Planning Supervisor is responsible for oversight and direction for:

- Ensuring the quality of work packages as defined in WM-105.
- Planning of jobs as priorities that are identified at the work scope meeting and providing planned packages to shops in accordance with T-meeting milestones.
- Identifying required parts, engineering and support.
- Documenting component impact statements on work order tasks in IAS that detail equipment effects.
- Identifying tagging requirements on work order tasks.
- Revising work packages in a timely manner to support the schedule as conditions change.
- Identifying needed reviews on initial packages and revisions.
- Recommending Post Maintenance and Functional testing.

[11] Online Maintenance Scheduling Superintendent is responsible for oversight and direction for:

- Preparing, updating, revising and issuing P3e work schedules, IAW EN-WM-109.

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- Progressing the schedule daily (Data date is moved to current day).
- Maintaining down power scope.
- Managing the scheduling of surveillances and PM's as close to the due dates as possible not to exceed the late date.
- Identifying maintenance/system outages that require detailed schedules.
- Working with the discipline coordinators to ensure effective utilization of maintenance resources.
- Grouping work activities to optimize equipment availability and resource usage.

[12] Shift Manager interfaces with the Work Management process and is responsible for the following:

- Chairing the Daily Work Control Meeting.
- Assist Work Week Manager in determining priorities in conjunction with FIN Team Supervisor.

[13] Operations Work Control representative or designee interfaces with the Work Management process and is responsible for the following:

- Identifying work orders with the appropriate plant effect codes to assist the work management team with proper work prioritization. Providing consistent input to the weekly schedules regarding Operations' priorities.
- Working with control room personnel to reconfigure systems/components as needed for scheduled items.
- Assuring required tag outs are prepared and hung as necessary to support scheduled activities.
- Preparing Operations shift personnel for scheduled work.
- Interfacing with the Work Week Manager and the Shift Manager during the scheduling, planning, and execution of work activities.
- Reviewing post maintenance test(s) for return to service, operability, and coordinating the performance of the post maintenance tests.
- Reducing distractions to the control room staff by communicating with groups concerning daily work.

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- Performing IAS Operations Impact Assessment of appropriate work order tasks in IAS.
- Providing work preparation and execution input to the work week critique report.

[14] Engineering Managers or designee provides oversight and direction for consistency in the following:

- Optimizing preventive maintenance by systematic review of repetitive tasks.
- Identifying and coding Key System Health work orders to assist with proper work prioritization. Providing support for resolution of system problems during maintenance. The System Engineer has primary responsibility for system reliability.
- Identifying reduced margin to equipment out of service time goals.
- Managing equipment unavailability time, including identification of work orders where the work to be performed renders the equipment unavailable and determination of plant conditions that change equipment availability requirements, in order to assist with prudent equipment maintenance scheduling.
- Assuring Engineering resources are available to support scheduled work.
- Assisting in development of detailed schedules for maintenance/system outages, and/or plant power maneuvers.
- Providing input for scheduled maintenance to improve system and equipment reliability.
- Preparing and approving engineering documents needed to support work activities.
- Supporting the planning organization through the resolution of engineering issues.
- Ensuring Engineering work activities are executed per the schedule.

[15] Radiation Protection Manager or designee provides oversight and direction for consistency in the following:

- Completing Radiation Work Permits to support scheduled work.
- Providing Radiation Protection and Radwaste support for scheduled work.
- Performing timely ALARA reviews and providing input to the work preparation process to support scheduled work.

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- Executing the schedule as written and notifying the Work Week Manager of any delays.
- Maintaining radiological instrumentation and dosimetry to support scheduled work.

[16] Chemistry manager or designee provides oversight and direction for consistency in the following:


- Executing the schedule as written and notify the Work Week Manager of any delays.
- Providing Chemistry support for scheduled work.
- Ensuring appropriate Chemistry activities are contained in the schedule.

[17] Material, Purchasing and Contracts Manager or designee provides oversight and direction for consistency in the following:

- Obtaining parts, materials, and contract services to support scheduled work.
- Maintaining inventory in a ready to use status.
- Providing accurate status of material holds at countdown (T-) meetings.
- Actively participating in the schedule development and planning process.

[18] Work Week Manager – Functions as the project manager for the respective work period. During execution weeks, the Work Week Manager is the ultimate authority for executing work according to the schedule and is the focal point for communication of delays and changes to scheduled activities. Work Week Manager has a comprehensive knowledge of the scheduled work scope and is responsible for the following:


- Ensuring that the risk associated with performing work has been properly assessed and actions taken to minimize risk are completed.
- Primary contact for On Shift Operations crew for off hours support.
- Ensuring Operations integration and acceptance of the work schedule prior to the work week.
- Understanding the interactions between work groups; coordination and handoffs that must occur to effectively implement work.
- Understanding activity sequencing as it relates to managing risk and minimizing equipment unavailable time.

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- Interfacing with all disciplines and appropriate organizations to facilitate and drive the completion of scheduled work.
- Ensuring the execution schedule is updated and posted to the web each working day.
- Understanding work priority / importance; deciding work that will be emerged and placed on the schedule; analyzing the impact of emergent work and communicating to the responsible organization which work will be dropped, and deciding if work will be carried over into the next day or work week.
- Emergent problem resolution.
- Providing work preparation and execution input to the work week critique report and ensuring that it is drafted and issued.
- Providing status of scheduled activities to Forced Outage Response Team during outage response.

[19] Unit Coordinator is responsible for:

- Establishing and maintaining the cycle schedule.
- Developing baseline scope for equipment outages.
- Bundling work in support of T-15 work review / selection meeting.
- Developing and maintaining a rolling period based cycle plan based on PM due dates, surveillance due dates, work bundling, training and site commitments.
- Minimizing equipment unavailability through work bundling.
- Ensuring work schedules are developed with consideration given to priority work as identified by System Engineering, Operations, and Maintenance.
- Identifying maintenance/system outages/plant power maneuvers (i.e., down powers, etc.) that require detailed schedules.
- Preliminary development and management of the schedule during the scoping portion of the work management process.
- Providing detailed schedule development between T-15 and T-10.
- Presiding over the work screening and classification meeting, as well as the acting as the primary chairman for the T-10 meeting.


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- Providing need date and basis for new WR where the proposed schedule date is inside T-15.

[20] The System Outage Coordinator is responsible for:

- Determining the need for and scheduling system outage meetings as appropriate Assigning and tracking action items from system outage coordination meetings in order to ensure timely issue resolution.
- Acting as a focal point for all outage activities.
- Providing management oversight of system outage performance, including work coordination, implementation, support needs, post maintenance testing, and problem resolution.
- Capturing success information and lessons learned in post system outage critiques.
- Communicating outage status and any delays to Work Week Manager during system outage implementation.
- Ensuring that adequate contingency planning is in place to minimize the adverse impact of expanded scope due to scheduled equipment inspection results.
- Providing work preparation and execution input to the work week critique report.

[21] The FIN Team is responsible for performing tasks to protect the Frozen Work Schedule from emergent work activities, thus allowing the normal Electrical, Mechanical, and I&C shops to execute the work week schedule as planned. FIN work is selected on a daily basis with priorities being determined by the Shift Manager, Work Week Manager and FIN Team Supervisor.

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5.0 DETAILS

5.1 PRECAUTIONS AND LIMITATIONS

None

5.2 ON-LINE SCHEDULE RISK GUIDELINES

- [1] The on-line work management process is designed to minimize plant risk through a blended approach of quantitative and qualitative risk assessment, minimizing on-line Work Order backlog, and maximizing equipment performance and material condition. Entergy places a high priority on completing maintenance activities as scheduled, to ensure that changes to the scheduled risk profile are minimized.
- [2] The implementation week schedule should be followed unless a condition arises that requires deviating from or suspending scheduled work. Examples of conditions which may require a schedule change include:
- Emergent Limiting Condition for Operation (LCO/AOT) action statements that conflict with scheduled work.
 - Equipment failures causing a loss of capacity or affecting the operability of the Protected Train/Division.
 - Off site transmission system failures or System conditions endangering electrical grid stability.
 - Emergent maintenance issues that raise on line scheduled risk to unacceptable levels.
 - External events such as adverse weather.
- [3] Quantitative and qualitative methods are used to evaluate scheduled on-line risk. Qualitative risk assessment begins when scheduling first puts the initial schedule together, and continues throughout the process. As risk is evaluated during schedule development, the schedule is revised, if necessary, to achieve an acceptable risk profile. Formal risk assessment begins at T-6 with the review per 5.2 [4] below, and is completed by T-2. Emergent work is evaluated for the risk impact of performance of the work. The goal of the online work management process is to minimize overall risk and promote equipment reliability.
- [4] The Work Management Team performs qualitative on-line risk assessment during the on-line work management process. If any statements below are applicable, the appropriate Work Management Team members develop a Risk Mitigation Plan for the associated activity:

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- Activity would significantly increase the possibility of a plant transient such as: Engineered Safety Features Actuation, Reactor or Turbine Trip, Reactor Power decrease, etc.
- Maintenance activity will affect ability to manage reactivity.
- Activity involves work which could result in a loss of a major Bus or load center.
- Activity involves work that will require a reduction in power.
- Activity duration is scheduled to be $\geq 50\%$ of the allowable Tech Spec/TRM Action Statement requiring a Shutdown.
- Activity creates an increased likelihood of a trip condition by eliminating installed redundancy (e.g., Condensate Pumps, Condensate Booster Pumps, EHC pumps).
- Activity would degrade the ability of Operations to control the plant (e.g., place the plant in an off-normal configuration).
- Activity would increase grid instability in combination with external events.

5.3 ON-LINE SCHEDULE DEVELOPMENT

[1] The schedule is developed from the following activities considering the risk of performing the maintenance on-line: :

- Surveillance tests required by plant Technical Specifications
- System/Component outages
- Corrective Maintenance (CM), as defined in WM-100
- Preventive maintenance (PM) program requirements
- Elective Maintenance, as defined in WM-100
- Refuel Outage Preps
- Plant Modifications
- Other Maintenance, as defined in WM-100

5.4 THE ON-LINE SCHEDULE PROCESS

[1] The On-Line schedule process utilizes a consistent schedule of reviews and work preparation activities to ensure readiness to perform work as scheduled during T0 Implementation Week. Section 5.6 includes a detailed flow chart for the online work management process. The table below shows the timeframe for the schedule development and implementation critique process. Activities for each week are to be complete by the last working day of that week.

Week	Timeline
Week T-24	<ul style="list-style-type: none"> Preventive Maintenance optimization meeting
Week T-16	<ul style="list-style-type: none"> Repetitive Task Work orders auto generated
Week T-15	<ul style="list-style-type: none"> Preliminary Scope development meeting /resource assignment
Week T-14 – T-11	<ul style="list-style-type: none"> Schedule adjusted based on T-15 input Commence work package development Parts and material orders initiated Assignment of System Outage Coordinators
Week T-13	<ul style="list-style-type: none"> Engineering issue identification complete & to Engineering
Week T-10	<ul style="list-style-type: none"> Preliminary work schedule developed Work Management Team schedule review meeting Material orders completed Engineering holds related to planning details resolved Modification installation details complete & to Planning
Week T-9	<ul style="list-style-type: none"> Planning Complete. Generic tag-out requirements identified
Week T-8	<ul style="list-style-type: none"> Complete review and acceptance of corrective and elective, compliance work packages, and document in IAS. Perform tag out ESOMS assignments
Week T-7	<ul style="list-style-type: none"> Complete IAS Operations Impact Assessment, communications requirements, OPS hold for completion review.
Week T-6	<ul style="list-style-type: none"> Freeze work scope and resources Work Management Team schedule review meeting Preliminary on-line schedule risk assessment
Week T-5	<ul style="list-style-type: none"> Initiate tag out development
Week T-3	<ul style="list-style-type: none"> Complete and approve equipment tag outs All restraints resolved / all materials on hand / Pkg READY
Week T-2	<ul style="list-style-type: none"> Freeze the work schedule Work Management Team schedule review meeting Perform schedule risk assessment Print Work Pkg. docs
Week T-1	<ul style="list-style-type: none"> Validate / complete job preparations
Week T0	<ul style="list-style-type: none"> Execute work as scheduled
Week T+1	<ul style="list-style-type: none"> Critique the previous work period

The tables below show the recommended schedule for the T process meetings for single unit, dual unit sites with unitized maintenance departments, and dual unit sites without unitized maintenance departments. T minus meeting attendees bring the schedule they used for meeting preparation to each meeting. During certain circumstances, such as outages or holidays, it will be necessary to adjust the meeting schedule.

Single Unit & Non-Unitized Dual Unit T Process Meetings		
Tuesday	Wednesday	Thursday
T-10 and T-2	T-6	T+1; T-15, and T-24


Unitized Dual Unit T Process Meetings		
Tuesday	Wednesday	Thursday
T-6 for both Units	T-10 and T-2 for both Units	T+1; T-15, and T-24

[2] T-24 Repetitive Task Review Meeting.

The T-24 repetitive task review meeting is led by Engineering to systematically review repetitive tasks for the purpose of optimizing the repetitive task program. Task changes are tracked to completion by the PM Coordinator prior to T-18 to ensure only appropriate tasks enter the work control process.

The T-24 Review Committee is comprised of:

- Engineering (Chairperson)
- Operations Work Management Center representative
- Maintenance Coordinator (Mechanical, Electrical, I&C)
- Scheduling representative
- PM Coordinator

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- A standard fleet WEB based task (PMRQ) report will be made available to committee members by the PM Coordinator prior to the meeting. The report will exclude surveillance tasks and repetitive tasks performed quarterly or more frequently. The work order feedback process in conjunction with the Action Tracking process will make necessary adjustments to those tasks.
- Committee members will review the task report prior to the meeting and prepare task change recommendations (and basis) for meeting discussion.
- Engineering reviews PM template for appropriate performance interval, component classification (criticality) and impact to equipment reliability.
- Maintenance Coordinator reviews tasks for appropriate content and performance interval based on knowledge of equipment history.
- Operations reviews tasks for on–line/outage performance, component classification (criticality), duty cycle, plant impact, usage with respect to Tech Spec compliance, and operator logs
- Scheduling reviews for appropriate on–line/outage performance and provides input to performance interval changes that support bundling of related work.
- PM Coordinator provides insight to the team based on their experience with equipment history and previous feedback. They are responsible for administering task changes recommended by the committee

[3] T-23 to T-16 Weeks


Scheduling provides preliminary P3e schedule by T-16 to System Engineering and other T-15 meeting attendees.

Changes recommended by T-24 committee are to be processed by T-18.

[4] T-15 Preliminary Scope Development Meeting

The T-15 meeting is led by Engineering to ensure that work selection/scoping is a team decision focused on safe plant operation through equipment reliability. Scheduling provides the preliminary P3e schedule report based upon known resource availability, PM and surveillance tasks, equipment outages, equipment modifications, refuel outage preparations, and bundled work activities. The T-15 Preliminary Scope Review Team is comprised of:

- System Engineering (Chairperson)
- Operations Work Management Center representative
- Maintenance Coordinators

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- Unit Coordinator

WEB based backlog reports that display open work by system, OPS Aggregate Index items, Predictive watch list, Key System Health, are reviewed prior to the meeting by respective participants to identify potential scope additions key to safe operation and equipment reliability.

The preliminary work scope is reviewed to:

- Remove scope that does not accurately reflect station priorities and goals.
- Add scope that accurately reflects station priorities and goals.
- Establish a scope that is acceptable for on line performance.
- Ensure commitment exists to clear work order holds prior to T-3.
- Ensure work is scheduled in the appropriate train week.
- Ensure work is bundled appropriately.
- Evaluate risk considerations of proposed scope.
- Examine resource loading to ensure efficient use of station resources. The desired resource loading target is approximately 100%.


Engineering provides priority input to schedule scope considering key system health indicators, maintenance rule unavailability, predictive watch list, system performance indicators, etc.

Operations provides priority input to schedule scope considering OPS aggregate index, watch station priorities, risk consideration, etc.

Maintenance Coordinators – Provide resource availability by T-18 as input to the T-15 decision process. They make scope addition/ deletion recommendations based upon review of backlog, assigned priority, work bundling and resource requirements, including outside demands on resources for the week, such as continuing training, drills, resource sharing, vacations, all-hands meetings, etc.

The Unit Coordinator ensures scheduled work is appropriately bundled and communicates / resolves work bundling issues with the team. If not already performed, they initiate an IAS action request for the work week, and provide oversight for resolution of issues until the T-10 week.

After the T-15 meeting, Scheduling updates the schedule scope based on meeting decisions and posts the preliminary P3e schedule scope report to the web.

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An IAS Action Request assignment will be made to address items deferred from the schedule after T-15 that have an IAS Plant Effect assignment.

[5] T-14 to T-11 Weeks

Commence work package planning. Work packages requiring extensive engineering input to complete planning details should be identified and the request for information be made as soon as possible.

Long Lead parts and material ordered as identified during work package planning

Maintenance Coordinators continue to review resource loading and work with Scheduling to appropriately adjust scope.

The P&S/O Manager will designate System Outage Coordinators for major, complex system outages.

[6] T-13 Week

Planning identification of needed extensive Engineering input is complete, and is provided to Engineering.

[7] T-11 Week

Scheduling disseminates a standard P3e schedule to Work Management Team members for T-10 meeting preparation.


[8] T-10 Work Management Meeting

The T-10 Work Management meeting is chaired by the Unit Coordinator or Work Week Manager(alternate) who communicates risk, equipment outages and other information related to schedule construction. The T-10 meeting focuses on understanding and taking action on the needs and preparation details which must be addressed in order to retain and complete scheduled maintenance.

Meeting action items are assigned to responsible departments to resolve unique issues where an IAS hold (parts, tag outs, etc.) on the Work Order Task does not appropriately identify the issue. The Online Maintenance Scheduling Superintendent provides oversight for resolution of issues until the T-6 week.

Meeting attendees will review the schedule thoroughly prior to the meeting in order to meet their responsibilities during the meeting. The T-10 Work Management Meeting is attended by:

- Online Maintenance Scheduling Superintendent
- Operations Work Management Center representative

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- Maintenance Coordinators
- Planning Supervisor
- Facilities Support/Modifications Representative (if applicable)
- Engineering Representative
- Radiation Protection Representative
- Materials Representative
- Scheduler(s)
- Work Week Manager / Unit Coordinator
- System Outage Coordinator (if applicable)

Chemistry is not required to attend, however they may attend when there is an issue they wish to champion.

The preliminary work schedule is reviewed by the team at the T-10 meeting, which will include the following:

- Identification of potential industrial safety issues.
- Identification of Work Week and Division Week.
- Identification of system/component outages.
- Adjustments required based on maintenance and operations needs and projected resources.
- Identification of restraints to completion of scheduled work.
- Identification of activities that conflict with the protected train for the week.
- Adjustments required to levelize the schedule based on daily resource availability.
- Adjustments required to coordinate manpower, skills, and equipment down time.
- Identification of activities which do not have a separate work order task that need to be included in the schedule to ensure successful schedule implementation.

The P&S/O Manager will designate System Outage Coordinators for component outages.

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The Planning Supervisor will report the status of work order tasks still in planning, and resolution of any IAS holds.

MP&C reports status of materials for work orders showing Parts Hold, gives recommendations based on parts delivery dates, and will have obtained an estimate of any parts requirements for packages that are still in the planning stage. This will be accomplished early in the meeting and MP&C will be dismissed.

Engineering reports status of applicable ECR's for work orders that have an ECR hold, and will have obtained an evaluation of any engineering requirements that may be necessary for packages that are still in the planning stage. The Engineering representative will also report status of any Procurement Engineering holds on parts.


Maintenance Coordinators review the scheduled work for changes and communicate with the discipline scheduler to ensure proper resource loading of the schedule prior to the meeting.

Facilities Support/Modifications is responsible for providing input on any plant improvement activities, and any modifications scheduled for the week.

The Operations Work Management representative will have reviewed the schedule to identify tagging requirements, LCO activities, WO conflicts with plant operational modes, scheduled WO demands on Operations resources, and activities that affect Plant Risk Index.

The Radiation Protection representative will review the schedule for work in the RCA in order to provide preliminary dose estimates for the week, to identify the need for special RWP's, and to identify any RP/Radwaste support activities requiring additional resources or preparation. The deadline for completion of RWP's and subsequent clearing of related IAS holds is T-3.

The Unit Coordinator will have reviewed the schedule to ensure that PM's and Surveillances are scheduled within their due dates, identify any PM's that are approaching late dates or are deep in the grace period, and verified that protected train is maintained. The Scheduler(s) will also keep notes during the meeting on schedule items that are removed, rescheduled, etc. in order to update the schedule.

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[9] T-10 Week

Preliminary work schedule developed.

Material orders completed.

Engineering holds relative to planning details cleared.

Modification installation details provided to planning.

[10] T-9 Week

Planning completes work package planning and identification of generic tag out requirements.

[11] T-8 week

Maintenance completes review and acceptance of corrective and elective, compliance work packages in accordance with EN-WM-102 Work Implementation & Closeout and EN-WM-105 Planning.

Operations performs tag out ESOMS assignments.

[12] T-7 Week

Operations completes the IAS Operations Impact Assessment, including communication and OPS hold for completion review requirements and operability retest requirements.


[13] T-6 Work Management Meeting

The Work Week Manager chairs the T-6 meeting with the Work Management Team. The team members' responsibilities for preparation and input for the T-10 meeting apply to the T-6 meeting. It is expected that all attendees have reviewed the schedule prior to the meeting. The Work Management Team freezes the scope at the T-6 Meeting.

Meeting action items are assigned to responsible departments in the work week's IAS Action Request to resolve unique issues where an IAS hold (parts, tag outs, etc.) on the Work Order Task does not appropriately identify the issue. The Work Week Manager provides oversight for resolution of issues until closeout of the IAS Action Request.

The Work Management Team reviews the preliminary schedule including the following:

- Identification of potential industrial safety issues.
- Identification of activities which meet criteria of step 5.2 [4], on line risk assessment.
- Adjustments required based on maintenance and operations needs and projected resources.

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- Identification of restraints to completion of scheduled work.
- Identification of potential Critical Evolutions.

In addition to the T-10 meeting responsibilities, certain meeting attendees have expanded responsibilities.

Work Week Manager identifies Work Week and Division Week and reinforces expectation to identify work in the schedule that does not meet the protected train or work week. They identify system outages, level 1 schedule activities, and appropriate leads.

Maintenance Coordinators are responsible for schedule adjustments based on maintenance needs and projected resources. They are responsible for verification that all support needs have been identified and that the schedule is resource loaded to a nominal value of 100% of available man hours

Operations Work Management representative is responsible for schedule adjustments based on operations resources, plant operations, plant risk index, etc.

Discipline Schedulers will have reviewed the schedule to ensure that PM's and Surveillances are scheduled within their due dates, identify any PM's that are approaching late dates or are deep in the grace period, and verified that protected train is maintained. They will also keep notes during the meeting on schedule items that are removed, rescheduled, etc. in order to update the schedule.

Work is removed from the schedule if it is apparent that IAS holds cannot be cleared by T-3.

For work where it is apparent that IAS holds cannot be cleared by T-3, the PS&O Manager can choose to leave that work on the schedule when the work is critical to plant goals. In this situation actions must be assigned in the work week's IAS Action Request to ensure successful completion of the work.


[14] T-6 Week

Scheduling prepares a revised work schedule based on any changes to the schedule that result from the T-6 meeting. Work scope and resources are frozen.

Maintenance coordinator ensures the "Walkdown is complete?" IAS attribute is assigned to all tasks requiring walkdown.

[15] T-5 Week

Operations begins preparation of tag outs to support the scope of work.

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Work Week Manager ensures on-line schedule risk assessment has been initiated. This includes qualitative and quantitative risk assessment as per step 5.2. Primary input to this process lies with the Operations representative due to their knowledge, experience, and training, however all Work Management team members provide input as appropriate.

[16] T-3 Week

Operations completes preparation of and approves tag outs to support the scope of work.

All holds cleared, materials available, package ready.

[17] T-2 Work Management Meeting

The Work Week Manager utilizes an IAS hold report to determine status of holds prior to the T-2 meeting.

The Work Week Manager chairs the T-2 meeting. The Work Management Team reviews the schedule for needed changes. The schedule review should be by exception for each day and discipline. The Work Management Team freezes the work schedule at the T-2 meeting.

Planning and Materials representatives are not required to attend the T-2 meeting.

Meeting action items are assigned to responsible departments in the work week's IAS Action Request to resolve issues.

Work is removed from the schedule if all IAS holds are not cleared.


A condition report will be written for any work that is removed from the schedule due to IAS holds not being cleared by T-3. READY status work that is removed from the schedule at T-2 will also be assigned an owner for issue resolution using the work week's IAS Action Request or the condition reporting process as appropriate.

For work where IAS holds have not been cleared by T-3, the PS&O Manager can choose to leave that work on the schedule when the work is critical to plant goals. In this situation actions must be assigned in the work week's IAS Action Request to ensure successful completion of the work.

[18] T-2 Week

The work schedule is frozen.

The Work Week Manager directs Scheduling to issue the frozen schedule to the Work Management team, and each Implementing and Support department.

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The Work Week Manager ensures risk assessment is finalized.

PS&O prints work packages in accordance with EN-WM-102.

[19] T-1 Week

Maintenance completes, or validates completion of, job preparations.

[20] T0 Week

The implementing and support departments monitor the status of work and identify issues that need resolution outside of their control. Daily Work Control meetings are held to:

- Identify issues and assign responsibility for resolution.
- Review plant status and emergent work to verify the scheduled risk remains unchanged.
- Review significant schedule activities.
- Present significant or relevant OE and safety issues.


The Daily Work Control Meeting is chaired by the Ops Shift Manager, and attended by Work Management Team departmental representatives. Significant schedule activities and priorities are communicated to the team at this meeting. Schedule exceptions for the day are also communicated at this meeting. The agenda for this meeting is contained in Attachment 9.2 for single unit sites and 9.3 for dual unit sites.

Prior to the Daily Work Control Meeting, the Work Week Manager communicates with the Shift Manager to determine emergent work needs. As appropriate, these needs are communicated to the FIN Supervisor for resolution.

The Work Week Manager provides oversight for schedule performance and resolves conflicts. The Work Week Manager realigns resources, as necessary.

Emergent work, both new work orders and expansion of scheduled work scope, is monitored by the Work Week Manager, who adjusts schedule and scope as necessary, and ensures that scheduled risk is evaluated when emergent issues are identified. Operations evaluates and responds to risk changes due to emergent issues and external events as they occur.

System Outage Coordinators monitor the work progress during their assigned work activities and report status and any needed emphasis to the Work Management team at the Daily Work Control meeting. The Work Management team adjusts resources and resolves issues to allow completion of the scheduled and emergent work as planned.

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The implementing departments set work order tasks to WORKING in IAS when work is commenced, and update IAS as work is finished. Work that does not finish in a given shift is statused in IAS as to progress made during the shift.


[21] T+1 Week

The Work Week Manager, Maintenance Coordinators, System Outage Coordinators, Operations Work Control representative, and Unit Coordinator provide work preparation and execution input to the work week critique report. The critique report will be issued after any changes from the T+1 Work Week Critique meeting have been incorporated.

The work week critique should contain the following components:

- Challenges to Nuclear Safety (Plant Risk changes and Unplanned Tech Spec entries).
- Challenges to approved Risk Mitigation Plans (Step 5.2 [4]).
- Performance relative to duration of system or major component outages, including outages resulting in Tech Spec AOT entry.
- IAS holds not cleared by T-3 for work on the schedule after T-6.
- Work items deferred from the schedule after T-15 that have an IAS Plant Effect assignment.
- Review by the Work Week Manager of the work week's IAS Action Request assignments for lessons learned.
- Work week strengths and areas for improvement.

For work where a System Outage Coordinator was assigned, the System Outage Coordinator will be assigned an action to perform a written critique through the work week's IAS Action Request.

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[22] T+1 Work Week Critique Meeting

The Work Week Manager conducts a work week critique meeting with the major process owners. The written work week critique is used as the basis for the critique meeting. The attendees of the T+1 meeting should include Superintendent level or above representatives from the following groups:

- Operations
- Engineering
- Maintenance (all disciplines)
- Facilities Support/Modifications Representative (if applicable)
- Materials
- Planning (supervisor level)
- On-line Scheduling Superintendent


All participants are expected to be prepared to address work items from their department's perspective. The intent of the meeting is continuous improvement of the work management process. Lessons learned should be captured and assigned as action items to the appropriate department. Items covered in the critique should include:

Actions are assigned and tracked using the work week's IAS Action Request.

Those departments that are assigned areas for improvement take appropriate actions and provide a response to the Work Week Manager via IAS Action Tracking.

5.5 CRITICAL EVOLUTIONS MEETING (CEM)

- [1] The Critical Evolutions Meeting may be used to screen maintenance or testing, scheduled and unscheduled, that have the potential to challenge the ability to continue safe operation of the unit. Supplement 1 is provided as guidance for the selection of critical evolutions. Attachment 9.4a is the standard CEM agenda, attachment 9.4b is the standard meeting format, attachment 9.4c is the presentation format and checklist, and attachment 9.4d is the Operations readiness checklist.

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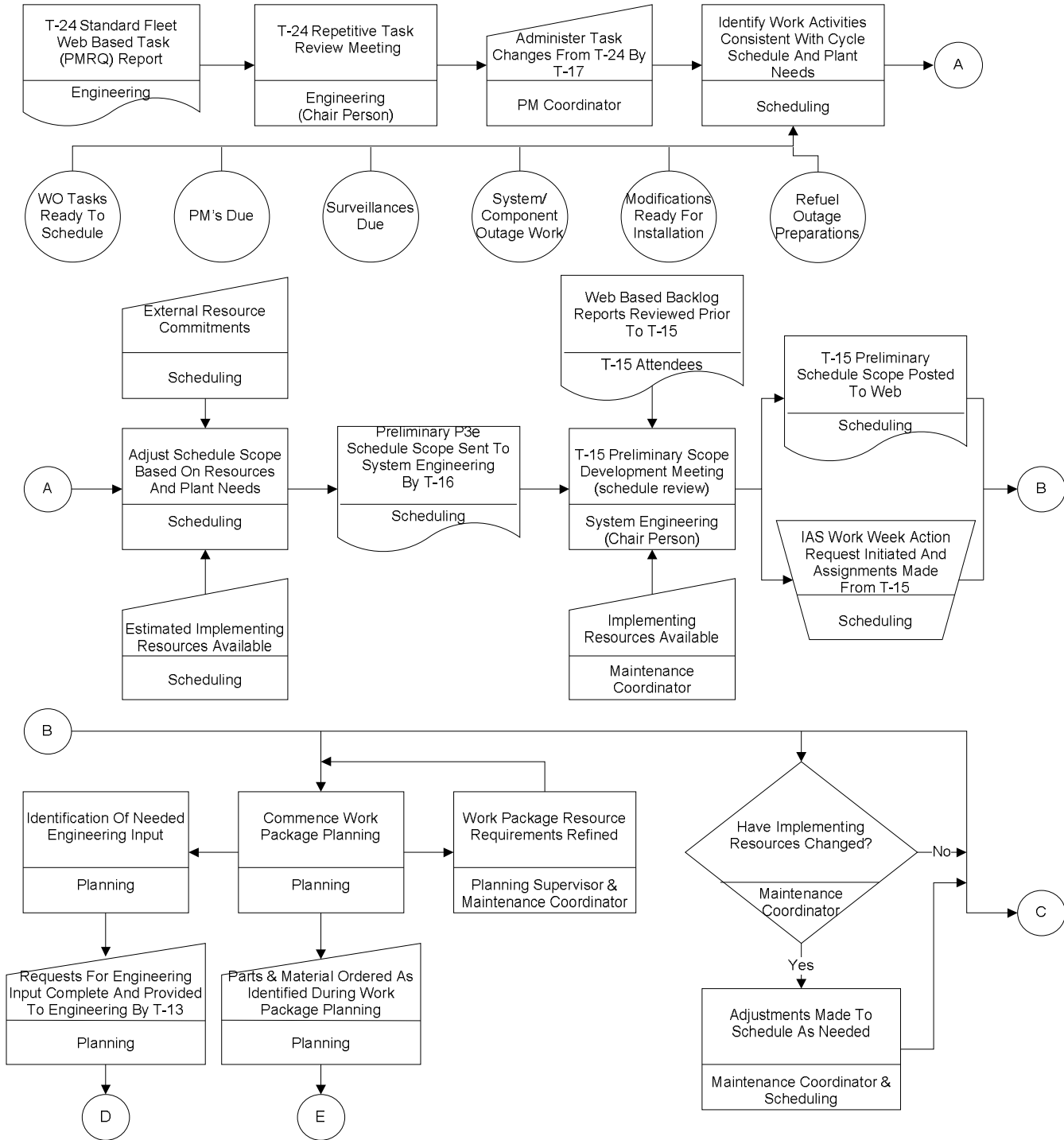
5.6 WORK ADDITION OR DELETION APPROVAL

- [1] After the T-6 Scope Freeze, Attachment 9.1 (or electronic likeness) is used to obtain approval to add or delete repetitive tasks and Priority 3 or lower priority work from the schedule. The department desiring to add or delete the work completes Section A, which includes the justification for the change. The requestor's Superintendent reviews the information and approves the request. For Priority 3 or lower priority additions after the T-2 schedule freeze, the PS&O Manager's approval must be obtained.
- [2] Approval by the requesting organization for the addition of Priority 2 work after the T-6 Scope Freeze is not required; however Attachment 9.1 is used to perform the work schedule impact and the operational impact assessment, and to obtain approval from the Work Week Manager.
- [3] If deletion of Priority 2 work after the T-6 Scope Freeze is necessary, Attachment 9.1 is used to obtain that approval. The department desiring to delete the work completes Section A, which includes the justification for the change. The requestor's Superintendent reviews the information and approves the request.
- [4] Attachment 9.1 is not required for Priority 1 work or emergent work assigned to the FIN Team. The operational impact assessment addressed by Section C of Attachment 9.1 is performed by the Operations representative assigned to the FIN Team, or in their absence, an Operations Work Control representative by checking all applicable block.
- [5] The group requesting the addition/deletion obtains the concurrence from each affected discipline required to support the change. Each group provides concurrence by documenting their resources in Section B.
- [6] The Operations Work Control representative (or Shift Manager) reviews section C for operational impact and support needs. The Work Control representative /Work Week Manager establish any special requirements for the activity such as Infrequently Performed Test or Evolution briefing or enhanced job coverage, based on the results of the impact assessment. Contingency requirements should be documented in section C.
- [7] When the form is used for work deletions section B and C may be left blank.
- [8] The form is approved in Section D by the Work Control representative (or Shift Manager) and Work Week Manager. The Work Week Manager directs changes to the schedule after approvals are completed. Approved forms are retained by the Work Week Manager until the T+1 Work Week Critique Meeting, after which they may be discarded.
- [9] After T-2 movement of scheduled work inside the work week could change the risk profile for a given day. After T-2, if it becomes necessary to move risk significant work inside a work week, Attachment 9.1 will be completed to ensure Risk and OPS impact are assessed.

5.7 ON-LINE WORK MANAGEMENT PROCESS FLOW CHART

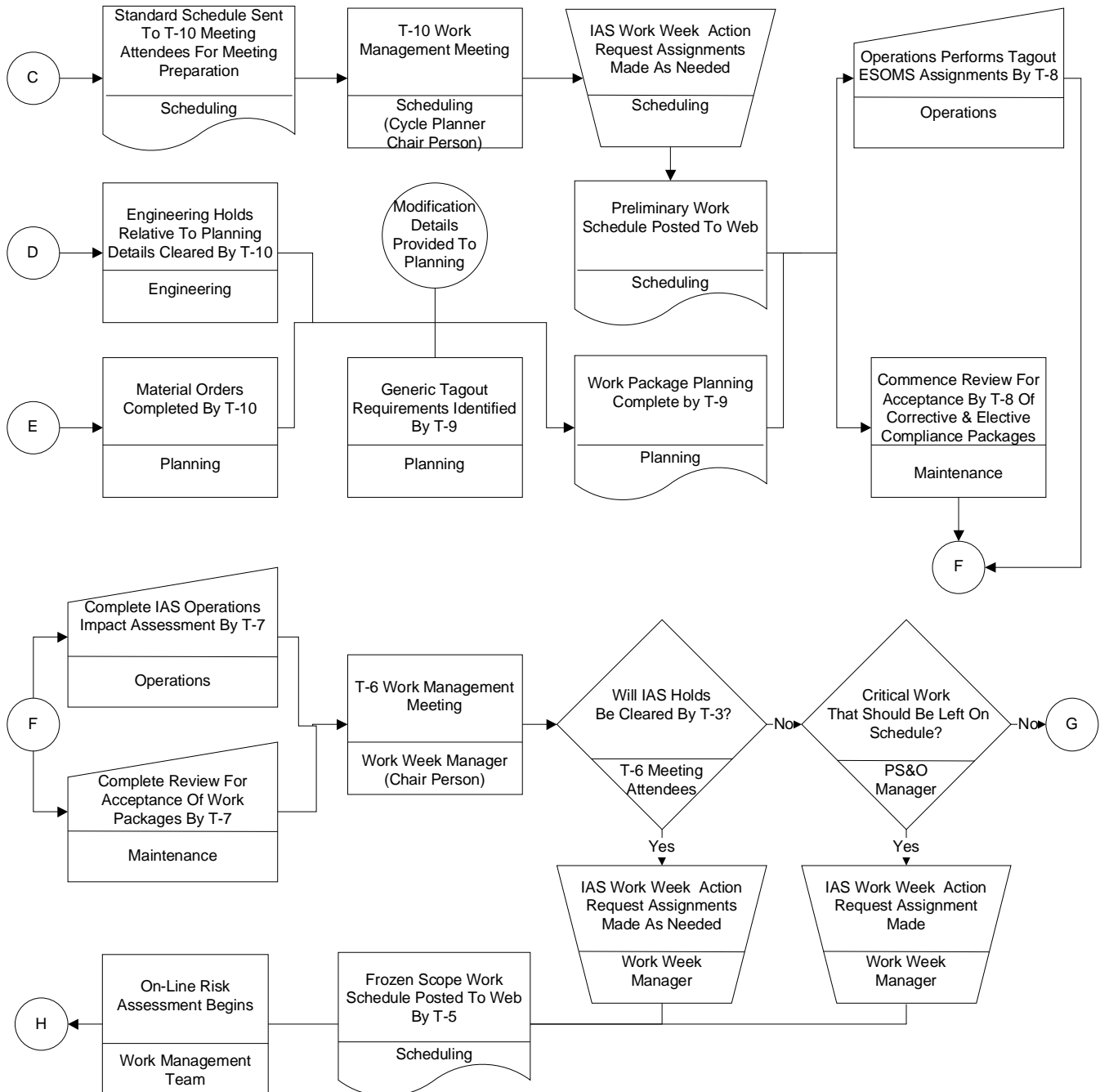
[1] The flow chart below shows the steps in the On-Line Work Management Process. The table following the flow chart contains an explanation of each step of the process.

On-Line Work Management Process:



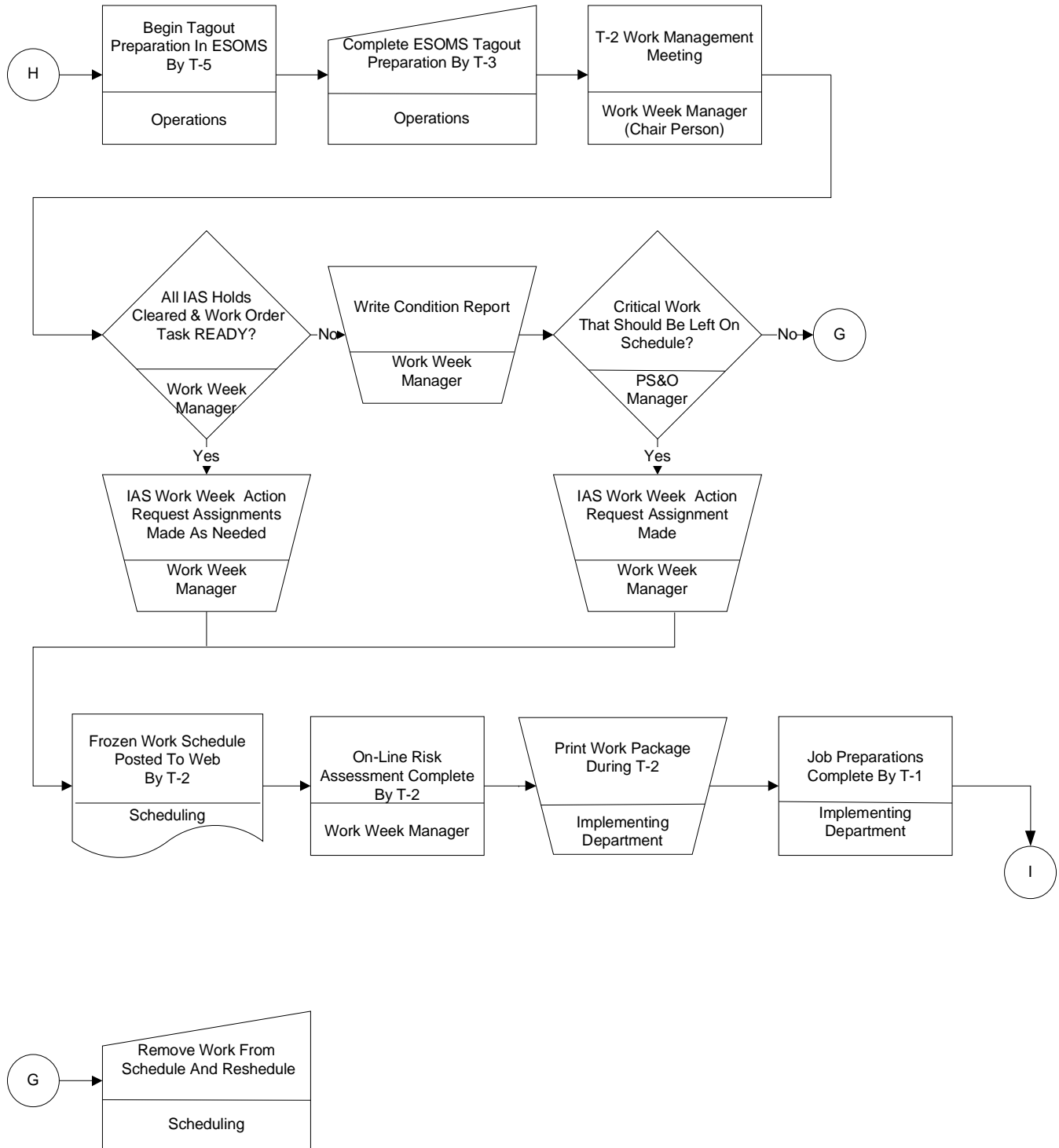


5.7 [1] cont.

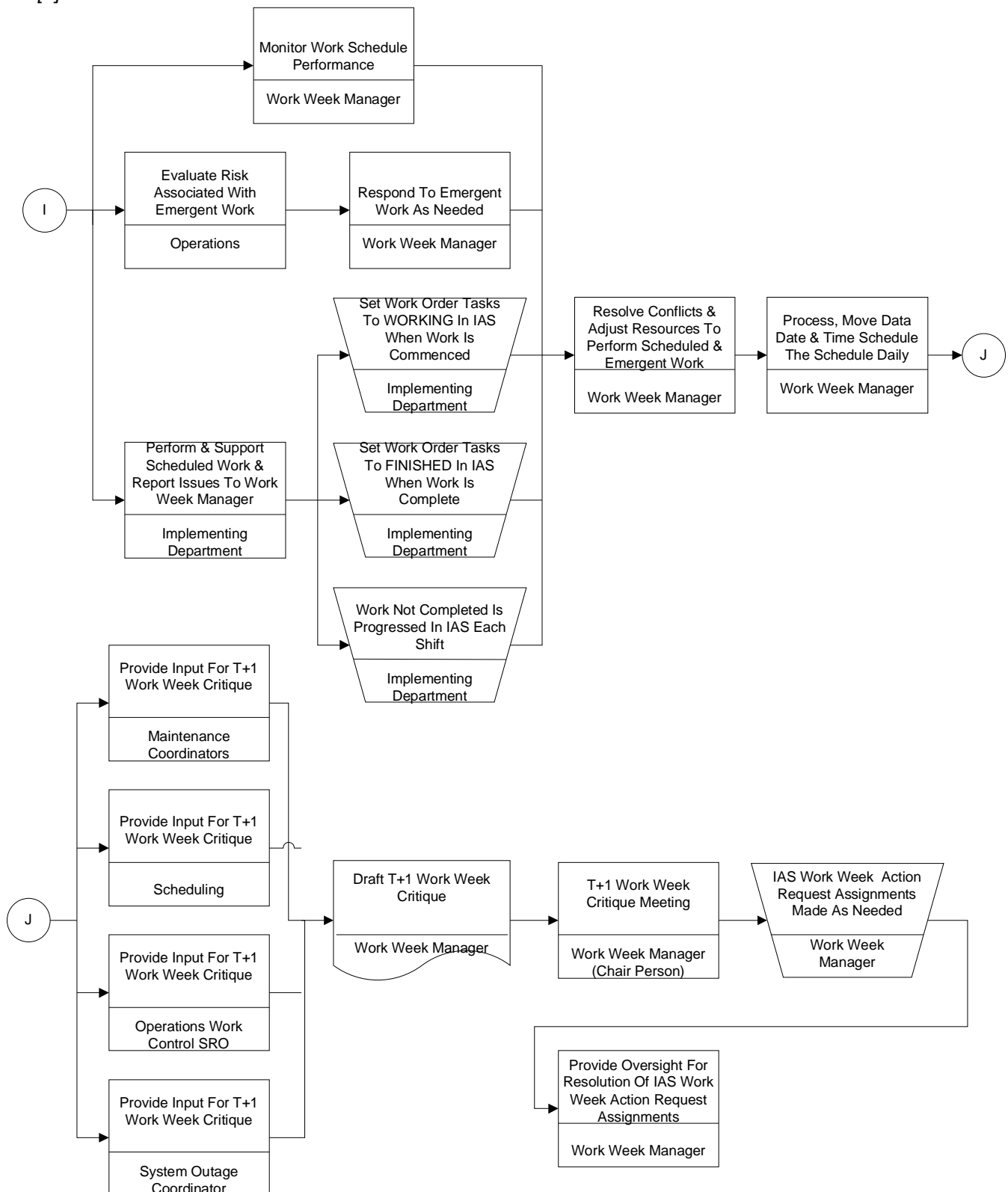




5.7 [1] cont.



5.7 [1] cont



6.0 INTERFACES

- [1] Indus Asset Suite
- [2] E-SOMS Equipment Clearance/Hold Card System
- [3] Materials Management system
- [4] Primavera Scheduling Tool

7.0 RECORDS

None

8.0 OBLIGATION AND REGULATORY COMMITMENT CROSS REFERENCE

Document	Document Section	NMM Procedure Section	Site Applicability
None			

9.0 ATTACHMENTS

- 9.1 On-Line Emergent Work Addition/Deletion Approval Form
- 9.2 Daily Work Control Meeting Agenda – Single Unit
- 9.3 Daily Work Control Meeting Agenda – Dual Unit
- 9.4a Critical Evolutions Meeting Agenda
- 9.4b Critical Evolutions Meeting Format
- 9.4c Critical Evolutions Meeting Presenters Checklist and Presentation Format
- 9.4d Critical Evolutions Operations Readiness

10.0 SUPPLEMENTS

- 1.0 Critical Evolution, Identification and Challenge Meeting

ATTACHMENT 9.1 **ON-LINE EMERGENT WORK ADDITION/DELETION APPROVAL FORM**

Sheet 1 of 1

SECTION A – DESCRIPTION & JUSTIFICATION

WO/Task: _____ TODAY'S DATE: _____ CR _____ - _____

Component ID. _____ PROPOSED ADD/DELETE DATE: _____

WORK DESCRIPTION: _____

ADDITION DELETION

Justification for Emerging and Performing/Deleting Work:

Requestor _____ Requestor's Superintendent _____

SECTION B - WORK SCHEDULE IMPACT

Lead:	Workers:	Duration:	Hrs	Shop Rep Name:
Support:	Workers:	Duration:	Hrs	Shop Rep Name:
Support:	Workers:	Duration:	Hrs	Shop Rep Name:
Support:	Workers:	Duration:	Hrs	Shop Rep Name:

SECTION C - OPERATIONAL IMPACT ASSESSMENT

- | | |
|---|---|
| <p>Yes <input type="checkbox"/> No <input type="checkbox"/> Reactor scram or turbine trip potential</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> ESF Actuation potential</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> Short-term LCO (<=7-day)</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> Maintenance Rule Unavailability results</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> Special Radiological controls needed</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> Impact Statement Reviewed/Revised</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> Work on Energized or Pressurized Equip</p> | <p>Yes <input type="checkbox"/> No <input type="checkbox"/> Plant transient potential</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> Radioactive release possible</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> Environmental release potential</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> Special Permits Needed (Welding, Confined Space)</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> Infrequently Performed Tests or Evolutions (IPTE)</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> Reactivity Management Reviews Complete</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> Risk Management Verified</p> |
|---|---|


Action(s) taken to minimize impact of YES answers above: _____

SECTION D - WORK ADDITION/DELETION REQUIRED APPROVALS

Work Control Representative (or Shift Manager) _____

Work Week Manager _____

PS&O Manager (As required per this procedure.) _____

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Daily Work Control Meeting Agenda
(Chaired By Shift Manager)

Date: _____

- 1) **Safety – Safety Representative**
- 2) **Human Performance (OE, MELT) – As Assigned**
- 3) **Radiological Safety – RP Representative**
- 4) **Plant Status Report – Shift Manager**
 - Protected Train
 - Risk Assessment Color
 - Power Level
 - Unidentified RCS Leak Rate
 - Station Concerns
 - Emergent Work
 - Operations Issues
 - LCO/AOT's <72 Hrs and Risk Activities
 - Control Room Alarms
 - Special Evolutions / Down Power (next 30 days)
- 5) **Significant Schedule Activities/Priorities – Work Week Manager**
- 6) **Schedule Exceptions – Craft Coordinators:**
 - Electrical
 - I&C
 - Mechanical
 - Maintenance Support
 - FIN
- 7) **Chemistry Performance Index – Chemistry Representative**
- 8) **Any Additional Input?**
- 9) **Close the Meeting – Shift Manager**



Daily Work Control Meeting Agenda

(Chaired By Shift Manager)

Date: _____

1) Safety – Safety Representative

2) Human Performance (OE, MELT) – As Assigned:
First Unit

3) Radiological Safety – RP Rep.

4) Plant Status Report – Shift Manager

- Protected Train
- Risk Assessment Color
- Power Level
- Unidentified RCS Leak Rate
- Station Concerns
- Emergent Work
- Operations Issues
- LCO/AOT's <72 Hrs and Risk Activities
- Control Room Alarms
- Special Evolutions / Down Power (next 30 days)

5) Significant Schedule Activities/Priorities – Work
Week Manager

6) Schedule Exceptions – Craft Coordinators:

- Electrical
- I&C
- Mechanical
- Maintenance Support
- FIN

7) Chem Performance Index – Chem Rep

13) Any Additional Input?

14) Close the Meeting – Shift Manager

Second Unit

8) Radiological Safety – RP Rep

9) Plant Status Report – Shift Manager

- Protected Train
- Risk Assessment Color
- Power Level
- Unidentified RCS Leak Rate
- Station Concerns
- Emergent Work
- Operations Issues
- LCO/AOT's <72 Hrs and Risk Activities
- Control Room Alarms
- Special Evolutions / Down Power (next 30 days)

10) Significant Schedule Activities/Priorities – Work
Week Manager

11) Schedule Exceptions – Craft Coordinators:

- Electrical
- I&C
- Mechanical
- Maintenance Support
- FIN

12) Chem Performance Index – Chem Rep

ATTACHMENT 9.4A

CRITICAL EVOLUTION MEETING AGENDA

T-1 Week (Week of MM/DD/YY)

WWM – WWM Name

Work Group(s)	Work Order Number(s)	Description of Activity	Responsible PRESENTER(s)	Action Required

T-2 Week (Week of MM/DD/YY)

WWM – WWM Name

Work Group(s)	Work Order Number(s)	Description of Activity	Responsible PRESENTER(s)	Action Required

T-3 Week (Week of MM/DD/YY)

WWM – WWM Name

Work Group(s)	Work Order Number(s)	Description of Activity	Responsible PRESENTER(s)	Action Required

T-4 Week (Week of MM/DD/YY)

WWM – WWM Name

Work Group(s)	Work Order Number(s)	Description of Activity	Responsible PRESENTER(s)	Action Required

This checklist is intended as an aid for conducting the CEM.


- Ensure copies of the CEM Agenda are available.
- If applicable, discuss activities emerged inside the T-4 week since the last CEM.
- Briefly discuss CEM proposed agenda items for the T-5 week.

Discussion should be limited to that required to approve the addition of the item and assign work group responsibility for assigning a PRESENTER.

- The CEM Members hear presentations and engage in discussion of agenda items.
- The CEM Members approve performance of the item, request additional information, or disapprove performance of the item.
- Consider an action to brief the site's General Manager on approved items that entail significant risk to station operation or personnel.

If the Activity is NOT ready to proceed:
<p>Ensure PRESENTER aware of actions needed for CEM approval</p> <p>As required, assign additional work group action to assist PRESENTER</p> <p>Update the CEM Agenda to reflect actions required.</p>
<p>If the activity is disapproved Ensure that the item is deferred from the schedule.</p>

Minimum generic preparation for considering activity Ready
<p>WO Package is Ready</p> <p>WO Package detail deemed adequate</p> <p>Job Walkdown has been conducted</p> <p>Parts needed are verified on site</p> <p>Support needs identified/arranged</p> <p>Coordination required arranged</p> <p>Clearance, if needed, is prepared</p>

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The following checklist is provided as an aid for the Presenters of activities brought before the CEM... For groups with more than one WO, separate WO may be grouped together. Example: I have two work orders to repair oil leaks on P-1A MFW Pump.

1. **PREPARATION:**
 - Is the WO package ready to work?
 - Has the job been walked down? If so, are you satisfied with the WO package detail?
 - Does this activity require coordination with other departments? If so, how will this coordination be accomplished?
 - Has the Clearance (if needed) been reviewed? If so, are you satisfied with the clearance?


2. **WORK DESCRIPTION:**
 - Describe what you are going to accomplish. Examples: Implement modification, Calibration, Type of PM, Repair Oil Leaks, etc.
 - On what component will the work be performed?
 - Is the work intrusive? Examples: External inspection, pump will be disassembled, etc.

3. **BASIC DESCRIPTION OF HOW WORK WILL BE PERFORMED:**
 - Will a system be breeched?
 - What type of work instruction guidance will be used (i.e. – Compliance package, Reference package, skill of the craft)?
 - Are there special considerations: ALARA, Safety, high energy?
 - Is scaffolding, or other special access considerations, needed?

4. **POTENTIAL IMPACT OF WORK:**
 - Will fuses be pulled or low voltage breakers opened? If so, does the WO package identify all components that will lose power?
 - Is there a short circuit potential? What other equipment would be lost?
 - Is there equipment in the area of maintenance that may be impacted?
 - Are there special time considerations? Examples: Work around the clock, work two shifts, other activities awaiting this work completion, etc.

5. **CONTINGENCIES:**
 - Explain any preparations needed to ensure equipment can be restored.
 - Verify that adequate technical knowledge exist to perform the defined scope of work, or that vendor services have been arranged.
 - For inspections/PMs on critical components, are backup parts available if needed? Are these backup parts calibrated and ready for use?
 - If problems delay equipment restoration, is the impact acceptable?

6. **CONCLUSION:**
 - If any other problems are known, say so and discuss needed actions.

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ATTACHMENT 9.4d – OPERATIONS DEPARTMENT READINESS CHECKLIST


The following checklist is provided as an aid for operations providing quick status for activities brought before the CEM.

1. **WORK ORDER REVIEW:** Is WO Package Detail Sufficient for determining:
 - Impact of maintenance activity on the component? Impact of maintenance activity on the plant?
 - Clearance boundaries required?
 - Is the PMT specific and appropriate? Is the PMT testing specified too broad for the maintenance performed?
 - Does the WO package sufficiently address performing predictable administrative concerns? (i.e., posting of firewatches, opening of doors and hatches, etc.)

2. **CLEARANCE PREPARATION:**
 - Has a clearance been prepared and previewed for this activity?
 - Are there special concerns with the clearance of which the PRESENTER should be made aware? (i.e., high energy with single isolation, special coordination required, etc.)

3. **SAFETY IMPACT OF WORK:**
 - Has the appropriate TS/TRM/ODCM requirement been identified?
 - Is other department assistance required in meeting regulatory requirements?
 - Is the affect of maintenance on plant safety (i.e., containment penetration, Category E, insulation removal, boric acid concerns, etc.) understood?

4. **CONTINGENCIES:**
 - Is other department assistance required in determining effect of activity on plant, or contingency actions needed?

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1.0 PURPOSE


This Supplement describes the general outline, purpose and conduct for the Critical Evolutions Meeting.

2.0 SCOPE

The Critical Evolutions Meeting may be used to screen maintenance or testing, scheduled and unscheduled, that have the potential to challenge the ability to continue safe operation of the unit. Specific evolutions are selected for review at the discretion of the Manager, Planning, Scheduling and Outages. The objective of this review is to insure that risks are minimized and appropriately managed through preparation and defense in depth.

3.0 DEFINITIONS

- 3.1 Critical Evolution (CE) An evolution that has the potential to challenge the continued and safe operation. Examples:
- Work (excluding routine maintenance and surveillance testing) requiring entry into an LCO of 72 hours or less.
 - Trip/Event Initiators activities (excluding routine maintenance and surveillance testing)
 - Reduced Margin Activities (see definition)
 - Modifications affecting significant plant operating equipment
 - Activities with significant ALARA implications
 - Activities with unusual personnel safety exposures
 - Activities with significant dual unit impact
 - Manager PS&O determines an activity requires CE challenge
- 3.2 CRITICAL EVOLUTION MEETING (CEM): Meeting in which the station staff demonstrate to station management that appropriate preparation has been conducted to perform activities that have the ability to challenge continued safe operation.
- 3.3 PRESENTER: Person or group performing the Critical Evolution that represents the state of preparedness for performing the activity to the CEM. The PRESENTER may be the person who will perform the Critical Evolution, his/her Supervisor, or another departmental representative. In the case of component or system outages – or other activities that involve multi-craft, multi-component maintenance, the respective Shop Coordinators, System/Component Outage Coordinator may function as the PRESENTER.

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3.4 Reduced Margin Activities: Significant activities involving components that do not meet the definition of a CRITICAL EVOLUTION, but for which the station has identified special work contingencies.

3.5 TRIP/EVENT INITIATOR: A component that fits either of the following criteria:

A component with single redundancy where the loss of both would result in an unpreventable reactor trip, turbine trip, turbine setback or runback (i.e., Condenser Vacuum Pumps, EH Oil Pumps)

OR

A component with no redundancy where its loss would result in an unpreventable reactor trip, turbine trip, turbine setback or runback.

4.0 RESPONSIBILITY AND AUTHORITY

4.1 Planning and Scheduling (P&S)

4.1.1 Planning, Scheduling and Outage (PS&O) Management (CEM Chairman)


- Assigns action items as appropriate to enhance the resolution of issues that challenge the successful completion of the Critical Evolution
- Facilitates selection of activities that will be returned for discussion in future CEM.
- Determines the resolution of any issue involving CRITICAL EVOLUTIONS that is not specifically addressed in this desk guide.

4.1.2 On-line Maintenance Scheduling Superintendent or designee

- Develops, distributes and maintains the CEM Agenda

4.1.3 Work Week Managers (WWM)

- Facilitates discussions of the Work Management Team to identify activities that should be identified as Critical Evolutions.
- Forwards information on activities determined to be Critical Evolutions to the On-line Maintenance Scheduling Superintendent for inclusion in the CEM Agenda.
- Attend CEM as required by activities scheduled in their respective work weeks.

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4.2 Operations Management


- Attends as a member of the CEM.
- Provides the On-line Maintenance Scheduling Superintendent with designated PRESENTER for Critical Evolutions assigned to their department.
- Assigns Operations resources as needed to assist PRESENTERS in determining impact of Critical Evolution activities.
- Prepared to discuss WO preparedness issues, specifically: Operability Impacts of maintenance and PMT issues.
- Prepared to discuss clearance preparation issues.
- Prepared to discuss control room workload issues.

4.3 Systems Engineering Management

- Attends as a member of the CEM.
- Provides the On-line Maintenance Scheduling Superintendent with designated PRESENTER for Critical Evolutions assigned to their department.
- Assigns Engineering resources as needed to assist PRESENTERS in determining impact of Critical Evolution activities.
- Prepared to discuss fidelity to design basis issues.
- Prepared to discuss correct material condition prioritization.
- Prepared to discuss contingencies and modification closure support activities.

4.4 Maintenance Management

- Attends CEM as required ready to discuss Critical Evolutions assigned to their group.
- Provides the On-line Maintenance Scheduling Superintendent with designated PRESENTER for Critical Evolutions assigned to their department.
- Assists PRESENTER in identification of any outstanding issues that may challenge the successful completion of the activity as scheduled.
- Assists PRESENTER in discussion of work scope, contingencies, and readiness issues of Critical Evolutions.
- Assist PRESENTER in resolving coordination, or other issues that prevent the activity from being performed.

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4.5 Presenter(s)

- Attends CEM and represents the state of preparedness for performing the Critical Evolution. Attachment 9.4c and 9.4d, CEM Presentation Checklist, is included as an aide in presentation.
- Communicates need for assistance or other department interface to their respective department CEM representative.

5.0 Designation of CRITICAL EVOLUTION

5.1 An activity will be screened for consideration as a CRITICAL EVOLUTION if it meets ANY of the following criteria:

- Work (excluding routine maintenance and surveillance testing) requiring entry into an LCO of 72 hours or less.
- Trip/Event Initiators activities (excluding routine maintenance and surveillance testing)
- Reduced Margin Activities (see definition)
- Modifications affecting significant plant operating equipment
- Activities with significant radiological implications
- Activities with unusual personnel safety exposures
- Activities with significant dual unit impact
- Manager PS&O determines an activity requires CE challenge


5.2 CRITICAL EVOLUTIONS should be identified at Work Management Team meetings prior to the T-5 week.

5.2.1 The WWM of the respective week will compile activities identified as CRITICAL EVOLUTIONS, and

- Forward activity information to the On-line Maintenance Scheduling Superintendent for inclusion in the CEM Agenda.
- Ensure that the respective work order activity obtain CEM approval prior to implementation.

5.3 Activities identified outside of Work Management Team meetings (i.e., Operations schedule reviews, emergent activities, etc.) should be forwarded to the On-line Maintenance Scheduling Superintendent for consideration for inclusion in the CEM Agenda.

5.4 In the event of conflicting opinions on whether an activity should be treated as a CRITICAL EVOLUTION, Manager PS&O concurrence is required for final resolution.

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6.0 CEM Agenda

6.1 Development of the CEM Agenda

6.1.1 The On-line Maintenance Scheduling Superintendent is responsible for developing and maintaining the CEM Agenda. Attachment 9.4a, Standard CEM Meeting Agenda, is included to maintain a standard format.

6.1.2 The initial information entered on the CEM Agenda is used to determine the responsible work group for assignment of PRESENTER responsibility, and should consist of:

- Affected Work Group(s)
- Associated Work Order(s)
- Basic Description of Activity

6.2 Distribution of the CEM Agenda


6.2.1 The On-line Maintenance Scheduling Superintendent distributes the CEM Agenda to the appropriate persons weekly. The following persons will be included in the CEM Agenda distribution as a minimum.

- Manager, PS&O
- Work Week Managers
- Plant General Manager
- Maintenance Manager and official Designees
- Operations Manager and official Designees
- Systems Engineering Manager and official Designees
- Electrical Superintendent and official Designees
- Mechanical Superintendent and official Designees
- Instrument and Controls Superintendent and official Designees
- RP Manager
- Human Performance / Industrial Safety Management

6.2.2 Other individuals interested in obtaining distribution of the CEM Agenda must make specific arrangements with their respective department management, or with the On-line Maintenance Scheduling Superintendent.

6.3 Maintenance of the CEM Agenda

6.3.1 The On-line Maintenance Scheduling Superintendent will update the CEM Agenda to reflect the most recent information.

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6.3.2 When the CEM has determined that a particular CRITICAL EVOLUTION is ready to proceed, the On-line Maintenance Scheduling Superintendent will remove the respective activity from the CEM agenda.

7.0 Composition of the CEM

7.1 It is desirable to maintain as consistent of a complement of individuals as possible for the CEM Team. This will allow a more consistent message to be sent to individuals preparing for CRITICAL EVOLUTIONS. Thus, specific departments should provide the Manager, PS&O with as limited a number of individuals as possible to fill the required composition of the CEM. Suggested designees are as follows:

7.1.1 Operations Manager: Operations Manager or Assistant Operations Managers. Other operations individuals require the concurrence of the Manager, PS&O.

7.1.2 Systems Engineering Manager: Systems Engineering Manager, other System Engineering individuals require the concurrence of the Manager, PS&O.

7.1.3 Maintenance Manager: Maintenance Manager, other Maintenance Management individuals require the concurrence of the Manager, PS&O

7.2 The minimum quorum required for any CEM consists of:


- Manager, PS&O – or designee
- Operations Manager, or approved designee
- Systems Engineering Manager, or approved designee
- Maintenance Manager, or approved designee

7.3 It is desirable that Specific Maintenance Department Superintendent(s) associated with the critical evolution, or designee be present. The RP Manager and/or the Industrial Safety Department Manager will be required if ALARA or industrial safety are primary topics.

8.0 CEM Format

8.1 A CEM will be held weekly if needed. Special CEM sessions may be held as emergent plant needs require. Attachment 9.4b, CEM Meeting Format, is included as an aide in conducting the CEM.

8.2 The CEM will begin with a review of the items proposed for the CEM Agenda for the T-5 week and/or Emergent activities that have been emerged into any week after the T-4 week since the last CEM.

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8.2.1 The discussion of items proposed for the CEM Agenda for the T-5 week (or those emerged into any week after the T-4 week) is intended to be general, short in time and limited to approval of agenda additions and the need to assign the appropriate work group the responsibility of designating a PRESENTER.

8.2.3 It is not intended that work groups designate a PRESENTER during the CEM. Work groups will designate a PRESENTER, and forward PRESENTER information to the On-line Maintenance Scheduling Superintendent for inclusion in future CEM Agendas.

8.3 After discussion of the T-5 week is concluded, the CEM will address existing CEM Agenda items.

8.4 After discussion of each item, CEM members will determine whether or not the activity is ready to proceed.

8.4.1 If activity is determined to be ready to proceed, the item is removed from CEM Agenda, and activity will be performed as scheduled.

8.4.2 If activity is determined to be NOT ready to proceed, the CEM Chairman will ensure the following are performed as applicable.


- The activity is maintained on the CEM Agenda, the CEM Agenda is updated to reflect the current status, and additional actions required are communicated to PRESENTER.
- Additional actions are assigned to supporting departments, as needed, to assist the PRESENTER in resolving deficiencies

OR

- The activity is deferred from the schedule and removed from the agenda.

8.5 As a minimum, the following generic preparations will be completed prior to allowing a CRITICAL EVOLUTION to proceed. More detailed questions for job status are contained in Attachment 9.4c, PRESENTER READINESS CHECKLIST.

- WO package is in Ready status
- WO package detail are adequate for successful performance
- Job walkdown has been conducted
- Parts needed are verified available and on site
- Support needs identified/arranged
- Coordination required arranged
- Clearance, if needed, is prepared

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8.6 Operations should be prepared to input status pertaining to the information contained in Attachment 9.4d, Operations Readiness Checklist.

8.6.1 Inclusion of an item on this checklist does not imply that Operations is responsible for resolving the issue.

8.6.1 Operations should bring deficient items before the CEM. The CEM can help in assigning an action to the appropriate work group in resolving the issue.


9.0 Expectations for PRESENTERS

9.1 PRESENTERS will be required to represent a particular work activity before the CEM. The PRESENTER is considered the individual lead for the activity represented, and should be able to provide accurate status of the preparations being made for the activity, and the difficulties encountered.

9.2 The CEM is not a planning meeting. The PRESENTER is expected to prepare for the maintenance activity and present the plan to the CEM.

9.3 System/Component outages present coordination and return to service issues that are more complicated than individual jobs. For system and component outages, Shop Coordinators will assist the System/Component Outage Coordinator in preparing for the role of PRESENTER. In the absence of an assigned System/Component Outage Coordinator, Shop Coordinators will be expected to work together to present the state of readiness of the system/component outage.

9.4 PRESENTERS should structure their presentation to the CEM in the format identified in Attachment 9.4c, CEM Presentation Format. This will help streamline the CEM meeting, and ensure that the maximum amount of benefit is obtained from the CEM. Page 1 of this attachment provides explanation of the information desired. Page 2 of this attachment is provided for use by the PRESENTER.

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- 9.5 PRESENTERS are not expected to be capable of individually solving all problems or answering all questions associated with an assigned activity. If a PRESENTER encounters difficulty in preparing for the CEM, the PRESENTER should:
- Inform their department supervision/management of nature of assistance needed. Responsible department supervision/management should take action to arrange needed help for PRESENTER.
 - If this is not successful, PRESENTER should present difficulty encountered in obtaining assistance to the CEM members, and request other department assistance be assigned to the PRESENTER.