

Outage Management and Plant Maintenance Special Section

work management, including 17-13, *OJT/TPE Process*. The goal of 17-13, he said, is to reduce the administrative burden of performing on-the-job training/task performance evaluation and reduce the overall time to qualify personnel.

Most important among upcoming EBs with an impact on maintenance and work management, Mueller said, is WM-E-00, *Transform Maintaining the Plant Organization*. The purpose of this EB, he said, is to (1) refocus the function of maintaining plant components and systems to a standard organization with a set of streamlined core functions that support plant safety and reliability using a graded approach, and (2) define and lay out an integrated team focused on effectively maintaining the plant with minimal hand-offs to external organizations.

Improvements and cost savings

In another session devoted to Efficiency Bulletins, John McDonald, Southern Nuclear Operating Company's fleet work control manager, discussed improvements resulting from the implementation of maintenance and work management-related EBs at Southern's three nuclear plants: Farley, Hatch, and Vogtle.

The very first EB issued, McDonald reminded the audience, pertained to maintenance. The goal of 16-01, *Eliminate Ad-*

ministrative Changes to Preventive Maintenance Work Orders, he said, was to



McDonald

reduce the amount of paperwork associated with routine preventive maintenance. According to McDonald, as a result of the implementation of 16-01 at Southern's plants, on-line work planning now completes most work orders 16 weeks prior to execution week, whereas previously, work orders were completed only nine weeks out. "This has reduced the amount of overtime needed to complete planning for both outage and on-line work activities," he said, adding that the implementation of 16-01 has also resulted in a reduction of three planners per site. "The final goal is on-line PMs preplanned out to a three-year frequency," he said. "This should improve on-line efficiency even more."

Turning to 16-15a, *Work Screening Process*, McDonald noted that effective and efficient screening of incoming work is vital to the work management process. In addition to proper work classification and prioritization, he said, the identification of the most efficient and cost-effective process to prepare and execute work is re-

quired to maximize the reliability of plant equipment. "This EB has helped identify more work as tool pouch and minor maintenance," McDonald said, "but we still need to improve here."

In comments on 16-15b, *Utilizing Minor Maintenance*, McDonald noted that station supervisors are often distracted from focusing on more important activities by reviewing and approving detailed work instructions that the scope and risk of the work do not warrant. Minor maintenance, he said, should be used when the work is minor in scope and complexity, does not require detailed work-order planning, and does not increase the risk of a plant transient or other consequential event. "This EB is there to help us get the supervisors out in the field," McDonald said. "Also, treat the craftsmen with respect. They don't need a full-scope work order to change a filter. They know how to do that. There is this skill of the craft. If they are craftsmen, we want to make sure they are treated like craftsmen."

According to 16-15b, plants should aim to achieve an industry benchmark target value of 60 to 65 percent minor maintenance. "We still have some work to do in this area," McDonald said. "Farley is at 36.1 percent minor maintenance and 2.3 percent tool pouch, with Hatch at 36.5 percent and 4.9 percent, and Vogtle at 14



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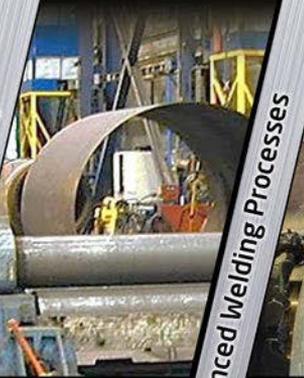
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