



Information Use

NUCLEAR OPERATING FLEET  
ADMINISTRATIVE PROCEDURE

**AD-WC-ALL-0370**

**OUTAGE READINESS PROCESS**

REVISION 2

Effective Dates:

05/23/2019  
Brunswick

05/23/2019  
Catawba

05/23/2019  
Harris (HNP)

05/23/2019  
McGuire

05/23/2019  
Oconee

05/23/2019  
Robinson

05/23/2019  
NGO

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REVISION SUMMARY	
PRR 02249882	DESCRIPTION
	<ul style="list-style-type: none"> <li>• Throughout: Revised organizational titles to match current organization and made editorial corrections.</li> <li>• Throughout: If appropriate, then revised should to shall.</li> <li>• Throughout: Made editorial corrections (e.g., corrected spelling, capitalization).</li> <li>• Section 5.1.2.b.(2): Revised fleet to Outage CFAM, and revised Site Outage Readiness Process to schedule review and challenge.</li> <li>• Section 5.2.1: Revised Fleet Readiness Review Team Lead with Site Outage Manager.</li> <li>• Section 5.3.3.a, sub-bullets: Revised to correct titles and incorporate Turbine services (PRR 02258808).</li> <li>• Section 5.3.7.b: Revised to remove corrective action program, and incorporate NTM and ORB (PRR 02045541).</li> <li>• Section 5.3.8: Revised T-1 to T-3.</li> <li>• Section 5.4.1: Revised Fleet Readiness Review Team Lead to Site Outage Manager, and to incorporate assistance from the FOM.</li> <li>• Section 5.4.2: Revised to remove Fleet Readiness Review Team Lead and incorporate assistance from the FOM.</li> <li>• Section 5.4.2.a, sub-bullets: Revised to correct titles, remove Site Safety Work Plans, add Health and Safety, and incorporate Turbine Services.</li> <li>• Section 5.4.3, sub-bullets: Revised to correct titles and incorporate Turbine Services (PRR 02258808).</li> <li>• Section 5.4.5: Revised to incorporate "prior to the end of the review".</li> <li>• Section 5.4.8.d: Revised corrective actions to recommendations (PRR 02045541).</li> <li>• Section 5.4.10.d.(6): Revised PIP/CR to NCR.</li> <li>• Section 5.4.10.d.(11): Added consideration for CFAM escalation guidance.</li> <li>• Section 5.4.10.e.(1), first bullet: Revised to remove "corrective", and incorporate action tracking item (PRR 02045541).</li> <li>• Section 5.4.10.e.(1), second bullet: Revised PIP CA to NTM.</li> <li>• Section 5.4.11 and sub-step: Added awareness of events challenging readiness guidance (PRR 02045541).</li> <li>• Section 5.4.12.a: Revised Fleet Outage Management to Corporate Operations CFAM group.</li> <li>• Section 5.4.12.c: Revised "corrective" to "appropriate action tracking program" (PRR 02045541).</li> <li>• Section 5.4.12.c.(1): Added action tracking guidance.</li> <li>• Section 5.5.3: Revised to incorporate Fleet Outage Manager.</li> <li>• Section 5.5.11 and sub-step: Added readiness score of 3 and lack of improvement guidance (PRR 0729022 and PRR 02175971).</li> <li>• Section 7.3.1: Deleted reference to PY-AD-ALL-0001. No direct reference in this procedure to PY-AD-ALL-0001.</li> </ul>

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## 1.0 PURPOSE

1. This procedure establishes a systematic approach to ensure a thorough review of site outage readiness to implement a defined outage scope with needed contingencies.

## 2.0 SCOPE

1. This procedure applies to each operating Duke Energy nuclear site and to site and vendor personnel for activities that directly or indirectly impact preparation and execution of planned outages.

## 3.0 DEFINITIONS

1. **Allocation:** The outage business plan duration (i.e., the maximum number of days that the outage is expected to be executed in).
2. **Critical Float:** Successive layers of defined projects or logic strings that would be the critical path if the critical path activities were removed from the schedule or completed significantly ahead of schedule.
3. **Milestone:** An important event which summarizes the start or finish of several related activities or decisions. Milestones represent the basic structure or backbone of the outage preparation process and their opening and closing dates are normally described in terms of months prior to outage start (i.e., "T-15 to T-12" opens 15 months and closes 12 months prior to outage start).
4. **Overall State of Readiness Score:** A rating of the overall planning and execution readiness defined as:
  - **1-High Probability of Success** - Readiness plans have been systematically developed and efforts are on target for the current timeline and forecasted to be completed prior to outage start. Readiness efforts and contingency planning have been systematically developed and documented well enough to ensure a high probability of success.
  - **2-Reasonable Probability of Success** - Readiness plans have been developed but are not comprehensive enough, are not on target, or have not been sufficiently communicated to ensure they are effective. Readiness efforts and contingency planning have been developed and documented well enough to ensure a reasonable probability of success.
  - **3-Unacceptable Readiness** - Significant action required to ensure readiness.

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### 3.0 DEFINITIONS (continued)

5. **Planned Maintenance Outage:** A mid-cycle outage involving significant maintenance work scope, planning, scheduling and preparation during which nuclear fuel is not replaced. The preparation time period may vary from weeks to months, thus, the outage preparation milestones per AD-WC-ALL-0320, Outage Preparation Milestones, are not applicable.
6. **Fleet Readiness Review Team Lead:** The Outage Corporate Functional Area Manager (CFAM) or other member of the Fleet Outage Management organization assigned as the lead for the coordination of logistics, schedules, report development, and other facets of the Fleet Readiness Review to be conducted at a site.

### 4.0 RESPONSIBILITIES

#### 4.1 Site Outage Manager

1. Coordinates the Site Outage Readiness Process.
2. Supports and schedules site resources to support the Fleet Readiness Review.
3. Selects site resources to support other stations Fleet Readiness Review.

#### 4.2 High Impact Team (HIT), Continuous Improvement Team (CIT), and Section Leadership

1. Supports outage readiness and participates in the Site Outage Readiness Process.

#### 4.3 Fleet Outage Manager

1. Coordinates the Fleet Readiness Review.

#### 4.4 Fleet Readiness Review Team Lead

1. Schedules, Coordinates and Conducts the Fleet Readiness Review.
2. Prepares the Fleet Readiness Review Report.
3. Conducts the Executive Readiness Review Board (ERRB).

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## 5.0 INSTRUCTIONS

### 5.1 General

1. The Outage Readiness Process consists of:
  - Initial Scope and Schedule Presentation to Fleet Outage Management
  - Site Outage Readiness Process
  - Fleet Readiness Review
  - Executive Readiness Review Board (ERRB)
2. Planned Maintenance Outage Reviews
  - a. The Outage Readiness Process shall be used as much as possible for Planned Maintenance Outages.
  - b. The Site Outage Manager and Outage CFAM shall determine which portions of the Outage Readiness Process will be performed based on the planned maintenance work scope and preparation period.
    - (1) Consideration should be given to when the site will be sufficiently prepared for the planned maintenance outage (i.e., scope defined, work planned, schedule developed) for an effective review to be conducted.
    - (2) If the timeline will not allow for a Fleet Readiness Review, then the site shall include Outage CFAM participation in the schedule review and challenge.

### 5.2 Initial Scope and Schedule Presentation to Fleet Outage Management

1. At approximately T-12, the Site Outage Manager determines the dates and schedules the Initial Scope and Schedule Presentation to Fleet Outage Management.
  - a. The meeting should be scheduled for two hours, unless otherwise agreed.
2. The Site Outage Manager shall create the Initial Scope and Schedule Presentation to Fleet Outage Management.
  - a. An Initial Scope and Schedule Presentation template is available on the Fleet Outage Management SharePoint site.

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## **5.2 Initial Scope and Schedule Presentation to Fleet Outage Management (continued)**

3. At approximately T-8, the Site Outage Manager shall give the presentation to Fleet Outage Management and review:
  - Expected critical path drivers
  - Expected layers of critical float activities or projects
  - Significant Engineering Changes
  - Other significant work orders or jobs (e.g., high risk activities and first time evolutions)
  - Significant changes to baseline activity sequence or duration from the previous outage
  - Train related work sequence
4. Consensus agreement should determine the desired:
  - Margin between scheduled duration and allocation to meet the outage goals
  - Margin between multiple layers of critical float (at least two layers under the critical path)

## **5.3 Site Outage Readiness Process**

1. This section provides additional information for milestone M-25, Perform Site Outage Readiness Process in AD-WC-ALL-0320, Outage Preparation Milestones.
2. The Site Outage Manager shall determine the dates and schedule the Site Outage Readiness (T-6) Presentation to the Outage Review Board (ORB).
  - a. The presentation should be scheduled for six hours, unless otherwise agreed with the Outage CFAM.

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### 5.3 Site Outage Readiness Process (continued)

3. At approximately T-10, the Site Outage Manager shall determine the areas (i.e. selected Group, EC, Project, Engineering Program, CIT, HIT, etc.) required to present their readiness status to the ORB:
  - a. The following are required for the Site Outage Readiness Presentation:
    - Health and Safety
    - Radiation Protection/Chemistry
    - Operations
    - Maintenance
    - Engineering
    - Reactor Services
    - Turbine Services
  - b. The following are considered for the Site Outage Readiness Presentation:
    - Outage Management, In-Processing, Training and all other departments
    - ECs, Projects, and Engineering Programs
    - CITs and HITs
4. By T-8, the Site Outage Manager shall communicate expectations with the ORB to ensure site alignment with the purpose, priority and conduct of the process.
5. From T-8 to T-6, site personnel in the required areas are identifying and resolving outage related issues and preparing for their Site Outage Readiness Presentation using the required Site Outage Readiness (T-6) Presentation template located on the Fleet Outage Management SharePoint.
6. At approximately T-6, the Site Outage Manager shall create the Site Outage Readiness Presentation using information provided by site personnel in the required areas.



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### 5.3 Site Outage Readiness Process (continued)

7. At approximately T-6, the required Superintendent or Manager shall present their areas readiness status to the ORB during the Site Outage Readiness Presentation.
  - a. The ORB may identify additional actions and require:
    - Site Outage Manager monitoring of specific actions
    - A follow-up readiness presentation to the ORB
    - A Milestone Recovery Plan per AD-WC-ALL-0320, Outage Preparation Milestones
  - b. The Site Outage Manager shall ensure action items are tracked in a NTM and reviewed at the ORB to ensure resolution in a timely manner.
8. From T-6 to T-3, site personnel are resolving outage related issues in a timely manner that supports the milestones described AD-WC-ALL-0320, Outage Preparation Milestones.
  - a. A Fleet Readiness Review (T-3) Checklist is available on the Fleet Outage Management SharePoint site.
    - (1) Consider attributes on the checklist in the focus area preparation.

### 5.4 Fleet Readiness Review

1. At approximately T-12, the Site Outage Manager with assistance from the FOM, shall determine the dates and schedule the Fleet Readiness Review.
  - a. The review should be scheduled for four days, Monday through Thursday, unless otherwise agreed.

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#### 5.4 Fleet Readiness Review (continued)

2. At approximately T-5, the Site Outage Manager with assistance from the FOM, shall determine the focus areas for the Fleet Readiness Review.
  - a. The following focus area are required for the Fleet Readiness Review:
    - Health and Safety
    - Radiation Protection
    - Outage Management
    - Operations
    - Maintenance
    - Reactor Services
    - Turbine Services
    - Engineering
    - Site Engagement
  - b. The following focus are considered for the Fleet Readiness Review:
    - Other departments, ECs, Projects, and jobs based on their threat to safely completing the outage within the allotted duration
    - Fleet Activities that have caused avoidable outage delays in the past
    - Activities that have a high probability of causing delays based on the need for significant coordination
    - Activities that are new or unpracticed tasks
    - Broad categories (vs. specific activities) that require added site organizational focus to ensure a successful outage
    - Any of the outage windows/segments that require significant improvement based on past outage data
  - c. To ensure the review can be performed with sufficient depth, typically, no more than four additional focus areas should be selected.

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#### 5.4 Fleet Readiness Review (continued)

3. The review is conducted by the Fleet Readiness Review Team consisting of:
  - Fleet Outage Management
  - Health and Safety
  - Maintenance
  - Operations
  - Engineering
  - Reactor Services
  - Turbine Services
  - Nuclear Projects
  - Radiation Protection
  - Industry Peer
  - Site Peer
4. Team members for the organizational focus areas shall be selected based on the below priority:
  - a. The associated CFAM or a member of the associated CFAM organization
  - b. From the associated SFAM organization (typically from another site). If this person has not previously performed a readiness review then the CFAM shall provide appropriate mentoring.
5. If the review of an organizational focus area is not performed by the associated CFAM or a member of the associated CFAM organization, then prior to the end of the review, the CFAM organization shall provide appropriate oversight to ensure that the report and associated score meets expectations.
6. Team members are expected to participate for the entire assessment, unless otherwise approved by the Outage CFAM.

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#### 5.4 Fleet Readiness Review (continued)

7. Prior to the Fleet Readiness Review, the Fleet Readiness Review Team Lead ensures:
  - a. Fleet Readiness Review Team members have been selected from other sites and General Office with appropriate backgrounds and skill sets to thoroughly review the readiness of the selected focus areas.
  - b. Fleet Readiness Review Team members have been assigned to conduct interviews based on their background, skills, and interests.
  - c. Fleet Readiness Review Team members have been added to the meeting notices.
  - d. At least one industry peer has been identified or is being actively pursued.
  - e. Suitable arrangements for badging or escorting peers have been made.
  - f. For each area, appropriate site stakeholders to be interviewed by the Fleet Readiness Review Team have been identified.
  - g. The Site Outage Manager in coordination with the Fleet Readiness Review Team Lead has developed an interview schedule and issued meeting notices to the interviewees.
  - h. The Site Outage Manager has scheduled an exit meeting with the ORB, preferably in the afternoon of the last day of the review.
  - i. A site host peer has been identified to ensure that questions and concerns can be answered during the review week so that many of them (especially lower level concerns) do not have to become part of the report that requires a site response.
  - j. A suitable room has been reserved for the Fleet Readiness Review Team to meet and conduct interviews.
  - k. The Fleet Readiness Review (T-3) Checklist, available on the Fleet Outage Management SharePoint site, has been provided to the team.
  - l. Computer resources are available for Fleet Readiness Review Team members to generate the review report.
  - m. Meals have been arranged by the Site Outage Manager.
  - n. A Fleet Readiness Review Pre-Job Brief has been completed.

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#### 5.4 Fleet Readiness Review (continued)

8. Perform the Fleet Readiness Review (Days one through three):
  - a. A member of the site outage organization shall present a brief summary of the outage goals, scope, schedule critical path, margin between several successive layers of critical float and duration to ensure the team has a thorough understanding of the outage.
  - b. A Fleet Readiness Review (T-3) Presentation template is available on the Fleet Outage Management SharePoint site.
  - c. A Fleet Readiness Review (T-3) Checklist is available on the Fleet Outage Management SharePoint site.
    - (1) Attributes on the checklist shall be considered in the focus area review.
    - (2) It is not required to review all attributes in the focus area review.
  - d. The team shall review the last Fleet Readiness Review Report and associated recommendations.
    - (1) Team members shall ensure that issues applicable to the upcoming outage have been resolved.
    - (2) Issues not resolved shall be noted in the report as persistent issues.
  - e. The team shall conduct interviews to:
    - Determine the level of readiness for each focus area
    - Identify challenges and strengths
    - Identify actions that are necessary to improve readiness
  - f. Whenever possible, confirmation of readiness should be based on multiple layers of the group or site organization (i.e., individual contributor, supervisor, managers, and senior site leadership).
  - g. Whenever possible, confirmation of readiness should be based on information in documents (procedures, guidelines, schedules, contingency plans, etc.).
  - h. Information from interviews that cannot be confirmed should be treated with a healthy skepticism.

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#### **5.4 Fleet Readiness Review (continued)**

- i. Consideration shall be given to performing short daily debriefs with the Site Outage Manager.
9. Review preliminary results (Day four):
  - a. During exit, a summary of the significant challenges and the proposed score for each focus area are presented to the site ORB along with the expected time line for the Fleet Readiness Review Report.
10. Develop and approve the Fleet Readiness Review Report:
  - a. After the Fleet Readiness Review, the results shall be documented in a Fleet Readiness Review Report for use during the Executive Readiness Review Board (ERRB) meeting.
  - b. The report shall contain the following:
    - (1) Fleet Readiness Review Team Members
    - (2) Executive Summary that includes the following:
      - Summary of significant challenges with supporting facts/documentation
      - Summary of strengths
      - List of focus areas reviewed by the team
      - Schedule critical path description (including the margin between several successive layers of critical float)
      - Analysis – A subjective analysis on the probability of the site meeting the allocation with supporting facts/documentation.

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#### 5.4 Fleet Readiness Review (continued)

- (3) Summary of Reviewed Focus Areas that includes the following:
  - Owner
  - Overall State of Readiness Score
  - Summary - Brief overview of the focus area
  - Issues and Recommendations with supporting facts/documentation
  - Observations - Less significant items that do not need to be responded to.
  - Supporting Data (as needed)
- c. Fleet Readiness Review Report Rev. 0 (Un-Reviewed):
  - (1) The Fleet Readiness Review Team Lead shall ensure that the report is completed and ready to be given to the site as soon as possible after the Fleet Readiness Review.
  - (2) A Rev. 0 version shall be saved by the Fleet Outage Manager as a baseline version.
- d. Fleet Readiness Review Report Rev. 1 (Draft):
  - (1) As soon as possible following the readiness review, the Fleet Readiness Review Team Lead shall supply the site a finished draft report for their review and comment.
  - (2) The Site Outage Manager shall have the lead for coordinating the development and review of the site comments.
  - (3) The site shall be given a deadline (typically one week) for returning comments and corrections.
  - (4) The Fleet Readiness Review Team Lead shall evaluate comments and corrections and revise the Rev 1 (draft)
  - (5) The Site Outage Manager shall have the lead for coordinating the development and review of the site responses.
  - (6) The Site Outage Manager shall initiate a NCR to document a recovery plan for any Focus Area (FA) that is determined to be a 3-Unacceptable Readiness.

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#### 5.4 Fleet Readiness Review (continued)

- (7) Responses are to be directed to the Executive Readiness Review Board and not to the review team or the Outage CFAM.
  - (8) Site responses are not to be altered or revised by the review team or the Fleet Outage Manager.
  - (9) Because of the short time frame between the Fleet Readiness Review and the ERRB meeting, the site shall ensure that actions are being taken to address identified issues even while the final report is being developed.
  - (10) The Site Outage Manager shall have the lead for coordinating the final site review of the report prior to the Executive Readiness Review Board (ERRB).
  - (11) Any area that was found to have an Unacceptable Readiness shall be reviewed by the associated CFAM for escalation.
- e. Fleet Readiness Review Report Rev. 2 (Final):
- (1) The site shall provide responses on each focus area to explain actions to be taken to address each issue and return the revised report to the Fleet Outage Manager.
    - Closed or completed items shall have sufficient information or action tracking item reference so completion can be verified (not possible in all cases).
    - Open item response shall clearly indicate the pending action, assigned owner, due date and tracking method (i.e., NTM, ORB/HIT action item).
  - (2) At least three working days prior to the Executive Readiness Review Board (ERRB) meeting, the Fleet Readiness Review Team Lead shall distribute a copy of the final Fleet Readiness Review Report to the ERRB members and the Site Outage Manager.
  - (3) The Site Outage Manager shall ensure that the Fleet Readiness Review Report is distributed to the site ORB and other stakeholders as deemed appropriate.



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#### 5.4 Fleet Readiness Review (continued)

11. After completion off the Fleet Readiness Review process, the site shall remain aware of changes to the functional areas caused by external or internal events that could challenge the state of readiness.
  - a. If events occur that could challenge the findings of the T-3 Readiness Review, then the Site Outage Manager shall communicate the need for additional reviews to the ORB at the station and the Outage CFAM group.
12. Seasonal effectiveness review:
  - a. After the completion of each outage season, the Corporate Operations CFAM group shall perform a post outage effectiveness review of the associated T-3 Fleet Readiness Review.
  - b. Include a review and analysis of the following based on final results vs. what could have reasonably been known at the time of the T-3 review:
    - Were the logistics of scheduling and staffing managed appropriately by the fleet and site?
    - Were the correct focus areas selected?
    - Was the team appropriately staffed?
    - Were the focus areas scored appropriately?
    - Were the action statements sufficient to close the identified gaps?
    - Did the site take the appropriate actions to close identified gaps?
    - Did the Executive Readiness Review Board (ERRB) effectively challenge the site response and overall site readiness?
    - Are any revisions needed to the Fleet Readiness Review (T-3) Checklist?
    - Are there any common readiness "themes" that indicate a fleet issue that needs to be addressed?
  - c. Document the review and any resulting actions in the appropriate action tracking program.
    - (1) Any open actions shall be tracked on the Outage Management Excellence Plan.

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## 5.5 **Executive Readiness Review Board (ERRB)**

1. The review is conducted by the Executive Readiness Review Board (ERRB) consisting of (as available):
  - Senior Vice President (SVP) and Chief Nuclear Officer
  - SVP Nuclear Operations
  - VP Nuclear Engineering
  - VP Corporate Operations
  - General Manager Nuclear Operations
  - General Manager Nuclear Projects
  - Other Duke or industry personnel (subject matter experts) as desired.
  - Outage CFAM (serves as coordinator and facilitator)
  - Fleet Outage Manager
2. The Site VP, or designee, schedules the ERRB meeting.
  - a. The meeting should be scheduled for four hours, unless otherwise agreed.
  - b. An Executive Readiness Review Board (ERRB) Agenda template is available on the Fleet Outage Management SharePoint site.
3. Prior to the ERRB meeting, the Fleet Outage Manager or Outage CFAM provides the ERRB members a pre-job brief and agenda to ensure they understand their role.
  - a. An Executive Readiness Review Board (ERRB) Pre-Job Brief is available on the Fleet Outage Management SharePoint site.

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## 5.5 Executive Readiness Review Board (ERRB) (continued)

4. The ERRB shall reinforce standards and expectations for the following:
  - Our Safety Vision - safety (personal, radiological, and nuclear) is a value that is not to be compromised or rationalized for production
  - A fleet outage schedule that meets the business needs of the company
  - Focus and accountability on producing a stable schedule that can be successfully executed
  - Scope discipline
  - Milestone adherence discipline
  - Schedule adherence and work quality
  - Outage measures (pre-outage and execution measures)
5. The ERRB shall facilitate a thorough review of site and focus area readiness while limiting discussion to the identification of problem areas such as level of ownership, timeliness of preparation activities and timeliness of action item resolution.
  - a. Each focus area of the Fleet Readiness Review Report is assigned an owning group.
  - b. The owning group assigns an appropriate representative to answer the ERRB's questions.
  - c. The group representatives are expected to address all items in depth or take an action item to supply the ERRB the requested information.
6. The ERRB shall avoid prolonged problem solving discussions.
7. The ERRB shall identify action items as appropriate.
8. The Outage CFAM and the ERRB shall be vigilant for common readiness "themes" that indicate a fleet issue that needs to be addressed by a fleet peer group.

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## 5.5 Executive Readiness Review Board (ERRB) (continued)

9. The Site Outage Manager shall ensure actions items are tracked to resolution in a timely manner.
  - a. Key action items, whose resolution is paramount to outage success, shall have an acceptable status verified by the ERRB prior the outage.
  - b. For issues that the site has decided to not resolve prior to the upcoming outage, the board shall consider whether the site has applied the appropriate bias to action or if the deferral to resolve the issue represents an unreasonable challenge to the outage.
10. Action items for strengths shall be initiated for the responsible group to present the strength to their peer group for consideration as a model for the fleet.
11. Any functional area reviewed that scores a 3 during the readiness review and has not demonstrated improvement by the ERRB shall have an additional follow-up review completed by selected members of the Readiness Review Team.
  - a. Prior to the start of the refueling outage, the results of the follow-up will be presented to the ERRB members.

## 6.0 RECORDS

No records generated by this procedure.

## 7.0 REFERENCES

### 7.1 Commitments

None

### 7.2 Procedures

1. [AD-WC-ALL-0320](#), Outage Preparation Milestones

### 7.3 Miscellaneous Documents

None