

efficiency bulletin

February 2, 2016

Color Code: Green

Efficiency Bulletin: 16-02 Implement Graded Approach to Walkdowns

A graded approach to performing walkdowns will account for the complexity and frequency of the task and the required readiness of the component to be maintained, which will improve personnel resource allocation.

Addressees: Chief nuclear officers, NEI and INPO APCs

Issue: WM-P-04, Implement Graded Approach to Walkdowns

Summary of Efficiency Opportunity

- Desired end-state—Graded walkdowns are applied across the board for work to ensure the walkdown being performed is related to the complexity and frequency of the work being performed, and required readiness of the component to be maintained.
- Value proposition (vision of excellence)—A graded approach to walkdowns, when implemented, will reduce resources allocated to prepare for work. Walkdowns largely should be performed for first-time performed work, infrequently performed preventive maintenance tasks, safety system outages to coordinate fragnet, and for some tasks for which workers assigned may be unfamiliar with locations/interference/restraints. The graded approach to walkdowns defines the type of work that requires scheduled walkdown activities/tasks or level of effort walkdowns. Repetitive or frequently performed types of work are not required to be walked down prior to performing. In some cases, stations assign up to 80 hours per discipline to perform walkdowns per week; regardless of the complexity or frequency of scheduled tasks during that execution week.



NUCLEAR ENERGY INSTITUTE

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This bulletin and additional information about nuclear energy are available at nei.org.

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- Why it is important?—Walkdowns consume significant resources that can be used to perform required maintenance.
- Industry Benchmark Value(s)—Weekly schedule completion is maintained at current performance and safety-system outage performance does not degrade.
- The measure of effectiveness is assessed by the reduction in maintenance worker hours allotted to performing walkdowns, compared to current baseline number of worker walkdown hours allotted at the time this bulletin is implemented.

Relevant Standards

- Performance Objectives and Criteria (INPO) WM.1, Work activities are managed during on-line and outage periods to support safe and reliable operation, and MA.1, Maintenance personnel apply the essential knowledge, skills, behaviors, and practices to improve equipment performance, contributing to safe and reliable operation.

Guidance

- INPO – Industry Cumulative Impact Short-Term Actions, November 2013. WM-4 in this document recommends the industry develop guidance for performing a graded approach to job walkdowns/readiness.
- AP-928, Work Management Process, Revision 4, re-emphasizes the need for a graded approach to walkdowns.

Recommend Industry Actions

- Implement actions for WM-4 in the Cumulative Impact Short-Term Actions, dated November 2013

Change Management Considerations

Industry Activities

- Industry webinar to provide background for initiative, INPO discussion, and provide an open forum to clarify expectations and ask questions.
- Discuss at regional WM meetings and routine industry conference calls.
- Update and discuss during the Summer 2016 WM manager meeting

Company Actions

- Implement the actions identified in WM-4 in the Industry Cumulative Impact Short-Term Actions, dated November 2013, using a change management plan that communicates with intent, the desired outcome and purpose of the initiative.

Key to Color Codes:

Red: NSIAC initiative – full participation required for viability

Blue: Action expected at all sites, but is not needed for broad industry viability

Green: Utility discretion to implement, consistent with its business environment

Report Your Site's Results

Please report your company's implementation of this improvement opportunity, including the date of completion. Send this information along with your company point of contact to EfficiencyBulletin@NEI.org.

Industry Contacts

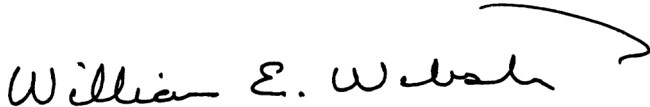
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