

FOCUS

A Newsletter for SONGS Employees

MAY 2007



CELEBRATION INCLUDES PLANS FOR THE ROAD AHEAD



More than 2,000 day-shift workers enjoyed lunch in celebration of Unit 2 being continuously online for more than one year. As the SONGS organization continues our Leading the Way in Electricity effort, we expect to celebrate many such successes.

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SONGS celebrated Unit 2 being continuously online for more than a year with a site-wide luncheon on the roof of the AWS Building on May 1. **Brian Katz**, vice president Nuclear Oversight and Regulatory Affairs, **Ray Waldo**, vice president Nuclear Generation, and **Jim Reilly**, vice president Engineering & Technical Services, and **Dan Breig**, station manager attended, and each spent time talking with workers and exchanging ideas on ways to continue improving our performance.

Although it was a celebration for a job well done, it was also a time to

think about our next steps on the road to nuclear excellence. “We are all very pleased with the Unit’s performance, but we must focus even more on doing the right thing,” said Waldo. “That is why we chose to take Unit 3 offline to fix its oil leak,” he continued. “We need to have flawless equipment performance that doesn’t challenge us. We have done well at this on Unit 2, thanks to everyone’s efforts, but we still have a long way to go to get to where we need to be.”

Katz also spoke at the luncheon, encouraging workers to become engaged in changing the way we do things. “We

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Company Anniversaries

April 15 to May 31

- 35 Years -

Joe Blake, Maint./System Eng.
Guadalupe Saenz, Maint.
Vince Ybarra, BA&WP

- 25 Years -

George Allen, HP
Richard Bower, DEO
Lorraine Camacho, BA&WP
Nelson Castro, Chemistry
Pierre Dominique, HP
Howard Hines, Maint.
Robert Hobbs, Work Control
Michael Johnson, Chemistry
Pedro Martinez Jr., HP
Robert Nelson, Maint.
Anna Northrup, BP&FS
Edwin Rashad, Maint.
Gary Segich, Maint./System Eng.
Terry York, NTD

- 20 Years -

Katherine Angello, HP
Charles Brown, HP
Thomas Godwin, NIS
Michael Orewyler, Maint.
Michael Roberts, DEO
David Schell, NC&ES
Paul Singer, NIS
Joseph Traner, NO&A

- 15 Years -

Carlos Jimenez, SSS
Mario Lukin, Maint.
Ken Shrote, BA&WP

- 10 Years -

Miguel Aguirre, BA&WP
Alberto Cintra, Maint.
Promila Durt, DEO
Kenneth Edmisten, DEO
Douglas Foote, Maint./System Eng.
Brenda Hamlett, BA&WP
Daniel Legare, Maint./System Eng.
Ivan Maldonado, DEO
Dante Neric, DEO
Baldev Randhawa, DEO
Donald Schmidt, DEO
Jim Wang, DEO
Peter Wilkens, DEO
Li-Feng Yang, DEO

- 5 Years -

Craig Cooper, NC&ES
Keith Halsell, Security
Troy Jones, Security
Arnold Mackey, Maint.
Michael Mullen, Security
Jose Oikawa, DEO
Lisa Pritchett, NO&A
James Sawatzki, NO&A
Jeffrey Vargas, Security
Margaret Wallace, Security
Scott Wehrey, NC&ES
Robert Werwee, NC&ES



EDISON
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Our Vision

Leading the Way in Electricity

Our Values

Integrity

Excellence

Respect

Continuous Improvement

Teamwork

Note: The color used in each article headline corresponds with a color bar above, to reinforce the company value the story represents.

Our Shared Enterprise

- Together, we provide an indispensable service that powers society.
- We are a single enterprise that is stronger than the sum of its parts.

Our Operating Priorities

- We operate safely.
- We meet customer needs.
- We value diversity.
- We build productive partnerships.
- We protect the environment.
- We learn from experience and improve.
- We grow the value of our business.

Our SONGS Initiatives



Brian Katz will help us reach a culture of excellence. His **2007 Focus** is to improve employee engagement.



Jim Reilly will help us develop more efficient work processes. His **2007 Focus** is to improve outage performance.



Ray Waldo will guide us toward exemplary human performance. His **2007 Focus** is to improve Industrial Safety and reduce Noteworthy Events.



MANAGEMENT REVIEW MEETINGS DRIVE CONTINUOUS IMPROVEMENT

Twice quarterly Management Review Meetings (MRM) are proving to be a useful tool for managers and their staff. Instituted to review station performance and verify improvement actions, the MRM is helping to drive continuous improvement for teams.

“Our goal at the MRM is to ensure station alignment on key issues and to work together to ensure the necessary support is available to resolve those issues,” says **Mike Short**, manager of Leading the Way to Nuclear Excellence. “Through the first three meetings held this year, we are seeing progress in these areas. The division managers and metric owners are challenging each other to ensure common understanding of problems and solutions, and they are stepping up to offer support where they have insights or resources needed by their peers.”

The MRM process is based on the following three elements:

1. Metrics are established and monitored with defined thresholds based on industry standards.
2. Managers are responsible for reviewing metrics, evaluating and correcting shortfalls and rewarding excellent performance.
3. Nuclear Executives periodically monitor the progress to ensure station performance is improving.

THE ROAD AHEAD

Continued from front page

must focus on recognizing and reducing risks, following rules and procedures and taking personal responsibility and pride in all areas of our business,” said Katz. “It takes a team effort to achieve a year-long run on a large nuclear unit. But of course the goal is breaker-to-breaker.”

Real Work

It took great effort by many workers to keep Unit 2 continuously online: operators who discovered worn components, maintenance workers who were called in to work screens and rakes during high influx of kelp, engineers who worked all hours of the day to troubleshoot and fix equipment such as the Emergency Diesel Generator. Additionally, we owe recognition and thanks to all of the people who work diligently everyday making sure that we are organized and communicating effectively, that there are plans and work schedules, that we have clear direction and priorities, and most of all that the work is done **Safely, Correctly and Efficiently** the first time—every time.

Real Progress

April was a very busy month for SONGS Outage progress. Design Engineering met the April 13 deadline for Engineering Change Packages (ECPs) issued. The construction work orders were generated by April 20 and work plans and maintenance orders were readied by April 30, along with the material orders, thanks to Maintenance and Project Planning. Budget estimators, engineering, plant management and staff worked tirelessly to get the outage scope and budget for Unit 2 Refueling and Unit 3 Mid-Cycle reconciled and approved by our own Plant Health Sub-Committee. Congratulations to all for the great effort and results.

Real Solutions

Every worker at SONGS spent time in open discussion on ways to improve his/her performance at the Stand Up for Safety meetings on April 20—engaging in finding real solutions for the problems we at SONGS are facing. ■

DRY FUEL STORAGE PROJECT TEAM

The Dry Fuel Storage Project team in front of the canister transfer cask. Front Row (left to right): Steve Rapp, Randall Granaas, George Allen, Bob Guilliams, David Stoeckel and Mark Fleege. Second Row: Scott Contratto, Kevin Sadowsky, Tim Edgar, Lee Villalobos, Sharon Lowney, Randy Heredia, Mike Phelan, Steve Jasper, Mike Orewyler and Herbert Tso. Back Row: Ken Gribble, Lloyd Watkins, Bob Ashe-Everest, Randy Corneal, Mark Maheu, Chad Bennet and Efren Nuanes.

See story on page 4



NRC/FEMA EXERCISE SUCCESSFUL

GENERAL EMERGENCY DECLARED: 100,000 EVACUATED



Control room operators faced a challenging scenario on April 18 when they took part in a preparedness exercise simulating a short circuit in the Unit 2 Main Transformer that led to an Anticipated Transient Without Scram (ATWS) Event. The operators had just 15 minutes to assess changing conditions and call out the Emergency Response Organization (ERO).

Employees involved in the exercise are called players, but the event isn't all play. About 250 onsite and 600 offsite participants had specific, disaster-related assignments. Players had to assess the plant conditions, create actions to minimize damage to the reactor core and radioactive release, as well as inform the offsite jurisdictions. They also had to interface with the Nuclear Regulatory Commission (NRC), who for the first time in eight years had a site team playing alongside the SONGS participants. "Adding an additional 16 NRC players in the Emergency Operations Facility and having the

SONGS NRC Resident Inspectors play in the Technical Support Center and Simulator put some complexity to the exercise," said **Brian Ashbrook**, manager of Site Emergency Planning. "We usually engage with them in an inspector/licensee role, but this time we were all working side-by-side. Overall, the team did great. The NRC players thought it was a good exercise, and that means we were successful."



Members of San Onofre Fire Department, in readiness during the drill. Left to right: Tom Swanson, Albert Veytia, Jeff Klante, David Norman and Noah Fisher. Not pictured: Dan Ensminger.

This mandatory, biennial evaluation by the NRC and Federal Emergency Management Agency (FEMA) assures the regulators that SONGS can protect the health and safety of the general public. Critique meetings were held on April 20 by both governing agencies. Ashbrook continued, "All of the items that the ERO felt needed improvement were captured in their post-exercise critique. The NRC found no issues with our performance and indicated we did a good job of capturing and self identifying our problems as well as correcting problems from previous drills and exercises."

Barbara Culverhouse, manager of Offsite Emergency Planning concurred, "FEMA officials were very complimentary regarding the offsite jurisdictions' abilities to protect the health and safety of the public. No major issues were brought forward, only a few minor issues that they will capture in their final report." Positive comments from both the NRC and FEMA were a great reward for everyone's participation and hard work. ■

DRY FUEL STORAGE PROJECT TEAM IMPROVES ALARA

The Dry Fuel Storage Project team set a new site record for As Low As Reasonably Achievable (ALARA). The team is comprised of Maintenance Bechtel Boilermaker composite crew, Fuels Maintenance, Health Physics, Dry Storage Project Management, Maintenance Engineering, Security, Design Engineering, Master-Lee Energy Services and SCE Canister Fabrication.

Loading the canisters increases storage capacity in the Spent Fuel Pool, which in turn, allows full Reactor Vessel Core off-load capability for maintenance to be performed on primary plant system components. The team will move a total of seven canisters from

the Unit 2 Spent Fuel Pool to long-term storage at the Independent Spent Fuel Storage Installation (ISFSI).

When moving canisters one and two, the team received 883 mrem and 817 mrem, respectively. At this point, the crew challenged themselves to reduce exposure, and supervision and Health Physics (HP) coached them on ways to do so. An ALARA goal of 675 mrem was set for the third canister and inspired the team so much that they decreased their total dose to 523 mrem. As the challenge continued, the team needed to move the fourth canister in less than 500 mrem. The result? They came in at 262 mrem, breaking the previous site record of 349 mrem.

Their fifth dry fuel canister came in at 308 mrem—still beating the previous site record. But their sixth dry fuel canister was the team's best performance yet...192 mrem.

How did they do it? According to Maintenance supervisor **Mike Orewyler**, "It's very simple. They called upon their experience, engaged themselves in great teamwork and took ownership. They own the equipment and the process and constantly strive to work **Safely, Correctly and Efficiently**. Every member of this team takes ALARA very seriously. As they continue to challenge themselves to improve their ALARA even more, they have set their goal for moving the final dry fuel canister to 160 mrem." ■

See photo on page 3

12+ Months of Safety Success

Please commend the following divisions and work groups for their success in working without a recordable injury for 12 months or longer. Congratulations to you all.

DIVISIONS 100% Safe for 12+ Months:

BP&FS (Perez)
 Nuclear Safety Concerns (Frick)
 NRA (Scherer)
 Chemistry (Flores)
 NTD (Elsasser)
 Nuclear Fuels Management (Thomson)
 Maint/System Engineering (Yackle)
 Project Management (Bock)
 Unit 1 Decommissioning (Morales)

WORK GROUPS 100% Safe for 12+ Months:

BP&FS (Perez)

- General Staff (Perez)
- O&M Budget (Fetzer)
- Large Projects (Opitz)
- Capital Budget (Hammond)
- Regulatory Affairs (Harding)

BA&WP (Zwissler)

- General Staff (Zwissler)
- Payroll & Business (Panek)
- Nuclear Procedures (Rodriguez)

Chemistry (Flores)

- General Staff (Flores)
- Plant Chemistry (Burton)

Design Engineering (Johnson)

- General Staff (Johnson)
- Controls/Electrical (Lyle)
- Steam Generator Gen. Staff (Wharton)

General Staff (Yackle)

- Computer Engineering (Pate)
- Mechanical Engineering (Quigley)
- ME Electrical/Controls (Strom)
- Systems Engineering (Summy)
- Engineering Programs (Allen)

Health Physics (Corbett)

- General Staff (Corbett)
- Operational Support (P Martinez)

Maintenance (Hirsch)

- General Staff (Hirsch)
- Test Techs (Pressney)
- HVAC (Cantwell)
- Instrument Techs (Bazley)
- Welding (Arganda)
- Fuels Management (Orewyler)
- Rotating Equipment/WIN (Shaffer)
- Machinists (Peattie)

NC&ES (Hirsch)

- General Staff (Hirsch)
- E/I Implementation (Anaya)
- Engineering Support (Wright)
- Steam Generator Replacement (Spiker/Bedore)

NO&A

- General Staff (McAndrews)
- NSG (McAndrews)

NRA (Scherer)

- General Staff (Scherer)
- Licensing (Conklin)
- Compliance (Williams)
- Regulatory Project (Medling)

NTD (Elsasser)

- General Staff (Elsasser)
- Continuing Training (Hagemeyer)
- Initial Training (Ney)
- Maintenance Training (A Garcia)
- E-Learning (Lindbeck)
- HP/Chem/FD (Stinson)



WORK GROUPS (continued)

Operations (Vogt)

- General Staff (Vogt)
- Plant Operations (Wilcockson)
- Crew Alpha (Hall)
- Crew Bravo (Miller)
- Crew Echo (Graham)
- Staff Support (Hansford)
- Equipment Control (McPherson)
- Procedures and Projects (Dahl)

Security (Todd)

- General Staff (Todd)
- Business Services (Diaz)
- Compliance (Plumlee)
- Days Team 2 (Pallagi)
- Days Team 3 (K Thomas)
- Days Team 4 (Brassfield)
- Days Team 6 (Burbank)
- Days Team 7 (Austin)
- Graves Team 1 (E Cook)
- Graves Team 2 (Levy)
- Graves Team 3 (Childers)
- Graves Team 5 (Olds)
- Graves Team 6 (Diaz)
- Graves Team 7 (O'Dowd)
- Self Assessment (Reiss)
- Swings Team 1 (Holobovich)
- Swings Team 4 (R Jones)
- Swings Team 5 (Dougi)
- Swings Team 6 (Saenz)

Site Emergency Preparedness (Fee)

- General Staff (Fee)
- Occupational Health (McGowan)
- Occupational Safety (Kowal)
- Emergency Planning (Ashbrook)

Site Support Services (Newton)

- General Staff (Newton)
- Environment & Facilities (Johnson)

PUTTING SAFETY FIRST

With safety as the first consideration for every project, Unit 1 Decommissioning (U1D) celebrated one full year without an OSHA injury on April 18. This is a very significant achievement, looking at the volume of material being moved, the number of personnel, the small confined work area and the heavy equipment used.

The U1D project has had near misses, but according to **Pat Flynn**, U1D and Site Emergency Preparedness, "We concentrate on learning from them. Low-level events or near misses can teach us ways to avoid more serious events that can result in injuries."

Over the last year, U1D has removed the containment dome and all its debris, as well as the Turbine and Spent Fuel buildings and has now started the RadWaste building demolition. The demolition of the final section of the Sphere Enclosure Building (SEB) wall is expected to be under way soon. As of the beginning of May, approximately 133 million pounds of

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CAP LOOKS TO STREAMLINE PROCESS

YOU can be a big help improving our CAP performance and restoring site confidence in the AR system.



As a result of our last Safety Culture Survey, the Corrective Action Program (CAP) group has been working with key stakeholders to improve human performance and equipment reliability. SONGS workers all have an important role to play in improving CAP performance and restoring the effectiveness of the Action Request (AR) system, which will also help prepare for Systems, Applications and Products in data processing (SAP) in 2008.

Steve Hollinger, manager Nuclear Oversight and Assessment says, “You

will be helping SONGS implement the CAP **S**afely, **C**orrectly and **E**fficiently if you follow the guidelines below.”

- Before writing an AR, discuss the problem with your supervisor. Sometimes the deficiency has already been identified and problem resolution is underway.
- When adding a new assignment to an AR created prior to 2005, make sure the due date of the assignment is within the due date of the AR. Exceptions to this require approval from the division manager.

- Close and/or cancel assignments in a timely manner. This helps the site better manage the AR backlog.
- Don't use the AR system as a tickler or reminder file. Lotus Notes is the tool of choice for reminding yourself of work to do.
- Don't add “nice to do” work on to Significance 1-4 (CAP) ARs. CAP ARs should be limited to assignments required to directly fix the problem identified. This will help SONGS resolve and close CAP ARs in a timely and effective manner.

PUTTING SAFETY FIRST

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debris has been removed from SONGS, making way for a large expansion to the Independent Spent Fuel Storage Installation (ISFSI) later this year and staging for the Steam Generators when they arrive next year.

Some of U1D's methods for staying safe during this busy time include:

- Putting on the colored safety vest for visibility to equipment operators
- Providing a daily update of site conditions on the entrance bulletin board
- Using “spotters” to provide verbal communication and awareness of issues during the movement of heavy equipment on the narrow perimeter roads around Unit 1

- Maintaining two travel paths through the site whenever possible so that vehicles and personnel can travel separately to the extent possible
- Having both Edison and contractor safety reps on the project at all times

U1D held a special Stand Up for Safety event on February 27 with presentations by **Jim Reilly**, vice president Engineering and Technical Services, **Jorge Morales**, manager of Projects, and **Tim Clepper**, manager of U1D, as well as participating in the plant-wide Stand Up for Safety event on April 18.

U1D will come to an end in the fall of 2008, but this unique and challenging project is something we will all talk about for many years to come.

FOCUS is published by Corporate Communications for employees at San Onofre Nuclear Generating Station (SONGS). SONGS is the nuclear organization within SCE's Generation Business Unit (GBU).

If you have suggestions or comments, please contact us.

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