

**OYSTER CREEK - MANAGEMENT VISIT SUMMARY**  
(Hub Miller, Keith McConnell, Neil Perry: July 23 - 24, 2003)

**Overall Conclusion:**

Oyster Creek is currently being operated safely by qualified people in key places. Overall, plant condition is somewhat improved, and it appears that important activities are getting done. However, due to the ongoing strike, some work is not getting done, such as the CAP action backlog and self assessments. Plant management tends to overstate their progress, and needs to be more realistic about what needs to be done. Reintegration of the workforce will be a challenge that needs to be closely monitored. Engineering is a key area, where the cumulative affect of the strike impact is a concern, especially since this is an older plant in need of good engineering support. There are strong doubts about the success of emergency preparedness, especially in the Joint Information Center.

**Specific Observations:**

- + Some backlogs are being reduced: Corrective maintenance backlog is being effectively reduced, and PMs are being completed as scheduled.
- + Supervisors in the field: Supervisors are in the field more doing the work which has been a good opportunity to gain insights and efficiencies.
- + Management seems to appreciate that reintegration of the work force will be challenging: Realistic expectations of what's to come in the area of soft issues must be further emphasized and supported by corporate management.
- +/- Plant reliability has been good: Plant personnel have not been challenged since the strike began.
- +/- Licensed Operator Requalification: Completing the requal training program for SROs and ROs in a timely manner will require continued focus, observation, and assessment.
- Some backlogs are increasing: The CAP action backlog is increasing, especially in the engineering area. Some self assessments have also been deferred.
- Buried issues remain: Issues such as the cable failures need to be identified and corrected for this aging plant.
- Operability determinations: Some recent operability determinations have been weak, such as the EDG fuel oil filter sightglass issue.
- Engineering support and staffing levels: This is a concern since a number of engineers are being used for other work, such as maintenance.
- Reintegration of striking workers: Reintegration of the workers will be especially challenging due to recent work activity changes and likely the workers will be returning to an operating plant.
- Worker fatigue: Workers are currently working long hours with little time off. Although no human errors are being identified, there have been no recent challenges as the plant has been running smoothly.

(Keith McConnell, Neil Perry: August 13-14, 2003)

Update: The reintegration plan is comprehensive and implementation has been effective to date. Management commitment is strong, and leadership team meetings have been good. There are still fundamental challenges such as: reintegration of maintenance, rad pro and chemistry workers; completion of the operations requal program in less than 90 days; and the loss of additional resources from the ROG, especially supervisors, which could result in a slip in performance. The management team has a lot of optimism, especially engineering, which could lead to overconfidence. There is a potential vulnerability concerning the lack of strong oversight of the effectiveness of the reintegration - this mostly concerns the Nuclear Oversight group, which does not appear to have a strong plan for assessing the reintegration efforts, especially after the supporting supervisors leave the site. The next significant activity for the NRC residents will be during the reintegration of most of the workers back on site during the Labor Day week; this is when most of the workers actually start their normal job activities.

**Bottom Line:**

**Oyster Creek is currently being operated safely; however, worker fatigue, engineering support, and backlog increases need to be closely monitored for overall effect. Additionally, reintegration of the striking workforce will need to be closely monitored.**