

Official Copy

JUL 25 1991

Docket Nos. 50-390 and 50-391
License Nos. CPPR-91 and CPPR-92

Tennessee Valley Authority
ATTN: Mr. D. A. Nauman
Senior Vice President,
Nuclear Power
6N 38A Lookout Place
1101 Market Street
Chattanooga, TN 37402-2801

Gentlemen:

SUBJECT: MEETING SUMMARY - WATTS BAR UNITS 1 AND 2

This letter refers to the meeting conducted at our request at the Watts Bar site on June 26, 1991. The purpose of the meeting was to allow TVA to make a presentation on the current status and future plans for Watts Bar Unit 1. A list of attendees and a copy of TVA's handout are enclosed.

It is our opinion that this meeting was beneficial and provided a better understanding of TVA's activities and plans to restart construction work.

Should you have any questions concerning this letter, please contact me.

Sincerely,

Original Signed By
BRUCE A. WILSON

Bruce A. Wilson, Chief
TVA Projects

Enclosures:

1. List of Attendees
2. Presentation Summary

cc w/encls: (See page 2)

IP
38
TEO

Tennessee Valley Authority

2

cc w/encl:

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Dr. M. O. Medford
Vice President and Nuclear
Technical Director
Tennessee Valley Authority
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Honorable Robert Aikman
County Judge
Rhea County Courthouse
Dayton, TN 37381

Honorable Johnny Powell
County Judge
Meigs County Courthouse
Decatur, TN 37322

O. D. Kingsley, Jr.
President, Generating Group
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G. Pannell, Site
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Michael H. Mobley, Director
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State of Tennessee

bcc w/encls: (See page 3)

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Tennessee Valley Authority

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bcc w/encls:

K. P. Barr, TVAP/RII

S. C. Black, NRR

M. S. Callahan, GPA/CA

S. D. Ebnetter, RII

R. D. Gibbs, TVAP/RII

F. J. Hebdon, NRR

G. C. Lainas, NRR

H. H. Livermore, TVAP/RII

A. R. Long, TVAP/RII

J. Rutberg, OGC

P. S. Tam, NRR

✓ NRR Document Control Desk

NRC Resident Inspector

U. S. Nuclear Regulatory Commission

Route 2, Box 700

Spring City, TN 37381

RII:DTVA

KBarr:vyg

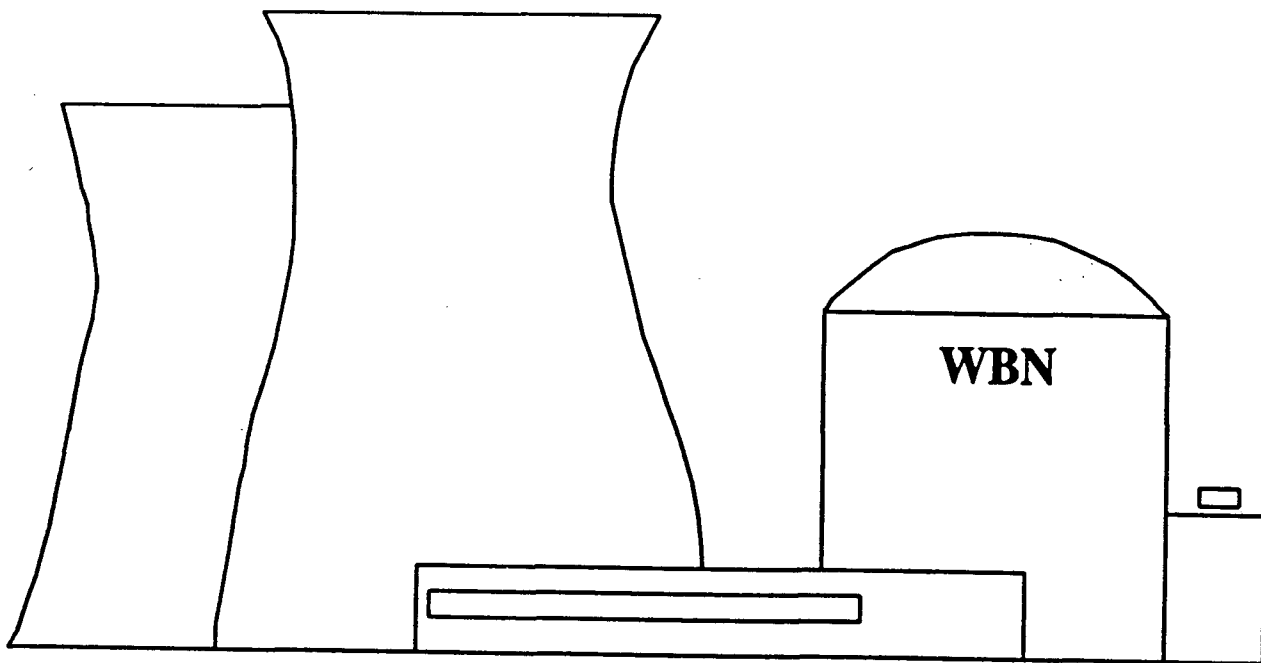
07/22/91

ENCLOSURE 1

LIST OF ATTENDEES

<u>Name</u>	<u>Title</u>
<u>NRC Staff</u>	
S. D. Ebnetter	Regional Administrator, Region II (RII)
F. J. Hebdon	Director, Project Directorate II-4 Office of Nuclear Reactor Regulation (NRR)
A. F. Gibson	Director, Division of Reactor Safety, RII
B. A. Wilson	Chief, TVA Projects, RII
P. S. Tam	Senior Project Manager, NRR
K. P. Barr	Section Chief, TVA Projects, RII
G. A. Walton	Senior Resident Inspector, TVA Projects, RII
B. R. Crowley	Resident Inspector, TVA Projects, RII
K. M. Clark	Public Affairs Officer, RII
<u>TVA Staff</u>	
D. A. Nauman	Senior Vice President, Nuclear Power
D. Nunn	Vice President, Nuclear Projects
M. O. Medford	Vice President and Nuclear Technical Director
J. H. Garrity	Site Vice President, Watts Bar
H. H. Weber	Manager, Engineering and Modifications
E. G. Wallace	Manager, Nuclear Licensing and Regulatory Affairs
J. A. Scalice	Plant Manager
L. E. Martin	Site Quality Assurance Manager
G. L. Pannell	Site Licensing Manager
K. Whittenburg	Media Relations

Tennessee Valley Authority



Watts Bar Nuclear Plant

**WATTS BAR NUCLEAR PLANT
NRC MANAGEMENT MEETING**

**CURRENT STATUS
AND
FUTURE PLANS**

JUNE 27, 1991

**WATTS BAR TRAINING CENTER
CLASSROOM 10**

10:30 A.M. - 12:30 P.M.

MONTHLY REVIEW OF NRC TAC LIST

1:00 P.M. - 3:00 P.M.

WATTS BAR NUCLEAR PLANT
JUNE 27, 1991

AGENDA

- | | | |
|-----|---|--------------------|
| I. | INTRODUCTION | NRC |
| II. | CURRENT STATUS OF WBN ACTIVITIES | NAUMAN/
GARRITY |
| | A. MANAGEMENT OBJECTIVES FOR RESTART | WEBER/
PANNELL |
| 1. | ASSURANCE THAT HISTORICAL PROBLEMS
ARE UNDERSTOOD AND WILL NOT REPEAT | PANNELL |
| 2. | NEW WORKPLAN FORMAT AND PROCEDURES,
RELATED PROCEDURES SIMPLIFIED AND
COMBINED | WEBER |
| 3. | BACKLOGGED PROBLEMS ADDRESSED | WEBER |
| 4. | PROCESS IMPROVEMENTS
- DESIGN ENGINEERING
- CONSTRUCTION AND INSPECTION
- MATERIALS
- SYSTEM STATUS CONTROL
- PRESTART TESTING | WEBER |
| 5. | CORRECTIVE ACTION PROGRAM
IMPROVEMENTS | MARTIN |
| 6. | QUALITY MONITORING PIPELINE AND
QUALITY PERFORMANCE INDICATORS
IN PLACE | WEBER |
| 7. | ORGANIZATION CHANGES | WEBER |
| 8. | TRAINING | WEBER |

**WATTS BAR NUCLEAR PLANT
JUNE 27, 1991**

AGENDA (cont.)

- | | |
|--|----------------|
| 9. ENGINEERING AHEAD OF CONSTRUCTION | WEBER |
| 10. PLANS FOR CAREFULLY MONITORED, SLOW
RESTART | WEBER |
| 11. PLAN AND LOGIC FOR INTERNAL TVA
CLOSURE OF ISSUES | WEBER |
| B. SCHEDULE DEVELOPMENT | WEBER |
| C. NPP VOLUME 4 UPDATE | PANNELL |
|
III. SUMMARY | |
| IV. CRAFTSMANSHIP TRAINING FACILITY - LESSONS LEARNED | |

**WATTS BAR NUCLEAR PLANT
JUNE 27, 1991**

**ASSURANCE THAT HISTORICAL
PROBLEMS ARE UNDERSTOOD AND
WILL NOT REPEAT**

DESCRIPTION

- **HISTORICAL PROBLEM DOCUMENTS HAVE BEEN REVIEWED TO IDENTIFY PREVIOUS PROCESS/MANAGEMENT PROBLEMS TO SERVE AS REFERENCE POINTS FOR CURRENT CORRECTIVE ACTION ACTIVITIES**

OBJECTIVE

- **CURRENT RESTART ACTIONS MUST ADDRESS PAST PROBLEMS THAT HAVE CONTINUED AT WBN**

METHOD OF IMPLEMENTATION

- **THE FOLLOWING DOCUMENTS HAVE BEEN REVIEWED TO RECORD PROCESS/MANAGEMENT DEFICIENCIES AND DOCUMENT ACTIONS IN PLACE TO PREVENT RECURRENCE:**

SHUTDOWN ASSESSMENT

EMPLOYEE CONCERNS SPECIAL PROGRAM (ESCP)

NOTICES OF VIOLATION (4 YEARS)

NUCLEAR PERFORMANCE PLAN, VOLUME 4

QUALITY ASSURANCE FINDINGS (1 YEAR)

INPO RECORDS (1985 AUDIT)

URI/IFI (4 YEARS)

WATTS BAR PROGRAM TEAM REPORT

CAQRs (4 YEARS)

**WATTS BAR NUCLEAR PLANT
JUNE 27, 1991**

**ASSURANCE THAT HISTORICAL
PROBLEMS ARE UNDERSTOOD AND
WILL NOT REPEAT (cont.)**

PROCESS:

**SHUTDOWN ASSESSMENT ECSP SUMMARY REPORT, VOLUME 4, QA
AUDITS, INPO RECORDS, AND PROGRAM TEAM REPORT REVIEWED TO
IDENTIFY PROCESS/MANAGEMENT PROBLEMS**

**VIOLATIONS, URI/IFI, CAQs TRENDED BY CAUSE AND PROCESS TO
IDENTIFY ISSUES NEEDING RESOLUTION REVIEW**

**EFFECTIVENESS OF CORRECTIVE ACTIONS TO PREVENT RECURRENCE
EVALUATED**

**RECOMMENDATIONS FOR ADDITIONAL ACTIONS PROVIDED TO OTHER
RESTART PROJECTS**

RESULTS:

**ISSUES REVIEW
(COMPLETE PRIOR TO RESTART)**

EFFECTIVE C/A IN PLACE..... 80

EFFECTIVE C/A IN PROGRESS..... 93

**ISSUES SCHEDULED FOR
FURTHER REVIEW AND
RESOLUTION BY RESTART 13
TOTAL 186**

REVIEW OF CONSOLIDATED DATA

**NOV ISSUES
URIs/IFIs/CAQs 500**

**WATTS BAR NUCLEAR PLANT
JUNE 27, 1991**

**NEW WORKPLAN FORMAT AND PROCEDURES,
RELATED PROCEDURES SIMPLIFIED
AND COMBINED (cont.)**

CURRENT STATUS

- **HAVE COMPLETED TRANSFER AND IMPLEMENTATION OF BFN WORKPLANS**
- **ALL ADMINISTRATIVE INSTRUCTIONS APPROVED AND IN PLACE**
- **ALL MODIFICATION AND ADDITION INSTRUCTIONS APPROVED AND IN PLACE**
- **18 OF 74 GENERAL CONSTRUCTION INSTRUCTIONS REMAIN TO BE CANCELLED - TO BE COMPLETE BY JULY 15, 1991**
- **WORKPLAN ELECTRONIC PROGRAM UP AND RUNNING**
- **STARTED VALIDATION**
- **OLD VS NEW WORKPLAN K-M08413-A-1**

WATTS BAR NUCLEAR PLANT
JUNE 27, 1991

BACKLOG REDUCTIONS

DESCRIPTION

- ° SEVERAL CORRECTIVE ACTION PROGRAMS AND WORK PROCESSES WITH BACKLOGS OF UNFINISHED WORK

OBJECTIVE

- ° REDUCE THESE BACKLOGS TO AN ACCEPTABLE LEVEL BEFORE CRAFT WORK RESTART TO ALLOW SITE MANAGERS TO FOCUS ON ONGOING CONSTRUCTION

CORRECTIVE ACTION PROGRAM CURRENT STATUS

	<u>TOTAL BACKLOG</u>	<u>CLOSED</u>	<u>CURRENT OPEN</u>	
SCAR	365	38	327	
PER	861	302	559	
FIR	58	14	44	
CAQs	88	86	2	
TOTALS	1,372	440	932	
<u>CURRENT OPEN</u>	<u>REQUIRE WP WRITING</u>	<u>NE MAJOR ANALYSIS</u>	<u>OTHER</u>	<u>TO CLOSE</u>
932	542 (250 READY)	112	**	278**
** POST RESTART ITEMS UNDER REVIEW				

POST
RESTART
654**

WATTS BAR NUCLEAR PLANT
JUNE 27, 1991

BACKLOG REDUCTIONS (cont.)

- ° NE DRAFTING BACKLOG - COMPLETE DRAWING UPDATES ON ALL SECONDARY DRAWINGS WITH MORE THAN ONE OUTSTANDING CHANGE

	<u>TOTAL</u>	<u>ISSUED</u>	<u>IN PROCESS</u>
SECONDARY DRAWINGS	950	271	654

POST
RESTART

NORMAL PROCESS LEVEL

- ° CONSTRUCTION ASSESSMENT TEAM (CAT) FINDINGS - CLOSE ALL FINDINGS THAT ARE PROCESS OR PROCEDURE RELATED

<u>TOTAL</u>	<u>CLOSED</u>	<u>CURRENT OPEN</u>	<u>NEED WP WRITTEN</u>	<u>TO CLOSE</u>
90	23	67 =	23	30

POST
RESTART

WATTS BAR NUCLEAR PLANT
JUNE 27, 1991

BACKLOG REDUCTIONS (cont.)

- INDEPENDENT DESIGN INSPECTION (IDI) FINDINGS - CLOSE ALL FINDINGS POSSIBLE

<u>TOTAL</u>	<u>CLOSED</u>	<u>CURRENT</u> <u>OPEN</u>	<u>NEED WP</u> <u>WRITTEN</u>	<u>NE</u> <u>ANALYSIS</u>	<u>TO</u> <u>CLOSE</u>
47	14	33 =	2	2	29

POST
RESTART

4

- OLD PROGRAMS DRAWING DEVIATIONS COMPLETE
- NEW PROGRAM DRAWING DEVIATIONS COMPLETE
- CONFIGURATION CONTROL DRAWINGS COMPLETE
- VERTICAL SLICE REVIEW DEVIATION REPORT BACKLOG - CLOSE ALL VSR Drs THAT ARE PROCESS OR PROCEDURE RELATED

<u>TOTAL</u>	<u>CLOSED</u>	<u>CURRENT</u> <u>OPEN</u>	<u>NEED WP</u> <u>WRITTEN</u>	<u>NE</u> <u>ANALYSIS</u>	<u>OTHER</u>	<u>TO</u> <u>CLOSE</u>
654	321	333 =	69	6	16	244

POST
RESTART

91

WATTS BAR NUCLEAR PLANT
JUNE 27, 1991

BACKLOG REDUCTIONS (cont.)

° EMPLOYEE CONCERNS (CORRECTIVE ACTION TRACKING DOCUMENTS)

<u>TOTAL</u>	<u>SUBMITTED*</u> <u>FOR CLOSURE</u>	<u>CURRENT</u> <u>OPEN</u>	<u>NEED WP</u> <u>WRITTEN</u>	<u>NE</u> <u>ANALYSIS</u>	<u>TO*</u> <u>CLOSE</u>
221	38	183 =	25	98**	60

POST
RESTART

25

* CORPORATE CONFIRMATION REQUIRED

** POST RESTART ITEMS UNDER REVIEW

° CURRENT EMPLOYEE CONCERNS

<u>CURRENT</u>	<u>WORKPLAN</u> <u>REQUIRED</u>	<u>OTHER</u>	<u>TO</u> <u>CLOSE</u>
48	7	5	36

POST
RESTART

12

WATTS BAR NUCLEAR PLANT
JUNE 27, 1991

BACKLOG REDUCTIONS (cont.)

° PROCUREMENT ENGINEERING GROUP (PEG)

<u>TOTAL</u>	<u>PROCESS LEVEL</u>
605	300

° CALCULATION CROSS REFERENCE & INDEXING SYSTEM (CCRIS)
BACKLOG

<u>TOTAL</u>	<u>CLOSED</u>	<u>CURRENT OPEN</u>
15,900	10,630	5,270

POST
RESTART

0

° MATERIAL FILE MAINTENANCE BACKLOG

<u>TOTAL</u>	<u>CLOSED</u>	<u>CURRENT OPEN</u>
12,690	8,226	4,424

POST
RESTART

0

WATTS BAR NUCLEAR PLANT
JUNE 27, 1991

BACKLOG REDUCTIONS (cont.)

° NRC RESTART OPEN ITEMS

<u>TOTAL</u>	<u>REVIEW COMPLETE</u>	<u>TO CLOSE</u>
252	18	234

POST
RESTART

0

° OLD WORKPLANS CLOSURE - WORKPLANS REQUIRED TO BE CLOSED
AT RESTART ARE FROM SYSTEM GROUPS 1 & 2A

<u>TOTAL</u>	<u>CLOSED</u>	<u>SYSTEM GROUP 1 & 2A OPEN</u>	<u>SYSTEM GROUP 1 & 2A CLOSED</u>
1,303	114	563	43

WATTS BAR NUCLEAR PLANT
JUNE 27, 1991

PROCESS IMPROVEMENTS

DESCRIPTION

THE SELF-ASSESSMENT THAT RESULTED FROM THE STOP WORK IN DECEMBER IDENTIFIED SEVERAL AREAS THAT REQUIRE IMPROVEMENT IN THE PROCESSES AT WBN

OBJECTIVE

THE OBJECTIVE OF THESE PROCESS IMPROVEMENTS IS TO CORRECT DEFICIENCIES IDENTIFIED IN THE SELF-ASSESSMENT, AS WELL AS THE SIMPLIFICATION AND THE STEAMLINING OF PROCESSES

CURRENT STATUS

- ° DESIGN ENGINEERING
 - ° FIRST PHASE COMPLETE, PROCEDURES REVISED TO INCORPORATE 68 PROGRAM CHANGES
 - ° SECOND PHASE (REVIEW FLOW/PROCESS/HUMAN FACTORS)
 - ° SCHEDULE COMPLETE AUGUST 15, 1991
- ° MATERIALS
 - ° PROCEDURE CHANGES IN PROCESS
 - ° SCHEDULED COMPLETE JULY 15, 1991
- ° SYSTEM STATUS CONTROL - PROCEDURE AND PROCESS REVISION
 - ° 29,869 TAGS ESTIMATED - IN PROGRESS
 - ° 21,552 DISPOSITIONED - REHUNG 6259/DELETED 15,293
 - ° SCHEDULE COMPLETE BY JUNE 28, 1991
- ° WBN SITE CLOSURE PROCESS
 - ° QA AUDIT FEBRUARY 1991 - IMPROVEMENTS NEEDED IN CLOSURE PROCESS
 - ° CORRECTIVE ACTION PLAN SUBMITTED TO QA MARCH 1991 - PROGRAM CHANGES IN PROGRESS
 - ° SCHEDULE COMPLETE BY AUGUST 15, 1991

**WATTS BAR NUCLEAR PLANT
JUNE 27, 1991**

PRESTART TESTING

- **COMPLETE PROGRAM BEING REVIEWED**
- **SYSTEM TURNOVER BEING IMPROVED**
- **STARTUP TEST MANUAL BEING DEVELOPED**
- **RETURN OF SYSTEMS FROM OPERATIONS TO STARTUP**

**WATTS BAR NUCLEAR PLANT
JUNE 27, 1991**

CORRECTIVE ACTION PROGRAM IMPROVEMENTS

IMPROVEMENT OBJECTIVES

- ° **REVISE THE WBN CORRECTIVE ACTION PROGRAM
TO MEET THE CORPORATE STANDARD** **COMPLETE**
- ° **ESTABLISH A SENIOR MANAGEMENT REVIEW
COMMITTEE TO REVIEW SCARs AND PERs** **COMPLETE**
- ° **IMPROVE ROOT CAUSE ANALYSIS ON
SCARs AND DOCUMENT CAUSE ANALYSIS
AND EXTENT OF CONDITION ON PERs** **COMPLETE**
- ° **IMPROVE TREND ANALYSIS ON SCARs, PERs,
AND ADMINISTRATIVE CONTROL PROGRAMS
TO IDENTIFY RECURRING AND
PROGRAMMATIC CONDITIONS** **ONGOING**
- ° **STANDARDIZE ALL ADMINISTRATIVE
CONTROL PROGRAMS** **COMPLETE**
- ° **PROVIDE REGULAR TIMELINESS
REPORTS TO MANAGMENT (SCARs,
PERs, AUDIT)** **COMPLETE**

**WATTS BAR NUCLEAR PLANT
JUNE 27, 1991**

**QUALITY REVIEW OF
CORRECTIVE ACTION IMPROVEMENTS**

° **PER REVIEW**

<u>MARCH</u>	<u>APRIL</u>	<u>MAY-JUNE 15</u>	
NO. REVIEWED	132	103	67
REJECTS %	11%	9%	1%

° **12-6-3 REVIEWS**

<u>FEBRUARY</u>	<u>MARCH</u>	<u>APRIL</u>	<u>MAY</u>
15 ISSUES	4 ISSUES	NO ISSUES	NO ISSUES

° **QA AUDITS**

MARCH REVIEW - NO ADVERSE CONDITIONS

MAY AUDIT - TWO FINDINGS

- ° **THE CORRECTIVE ACTION PROGRAM IS READY TO SUPPORT THE RESTART OF WBN CONSTRUCTION ACTIVITIES. WITH QA AND SENIOR MANAGEMENT REVIEW COMMITTEE OVERVIEW, THE END PRODUCT IS ACCEPTABLE.**

**WATTS BAR NUCLEAR PLANT
JUNE 27, 1991**

QA RESTART ASSESSMENT

- I. PERFORM AN INDEPENDENT EVALUATION OF MANAGEMENT OBJECTIVES AND ADEQUACY OF CORRECTIVE ACTIONS TO ADDRESS ROOT CAUSES OF PROBLEMS**
- II. PERFORM AN INDEPENDENT EVALUATION OF THE EFFECTIVENESS OF THE SITE QUALITY ORGANIZATION**
- III. UTILIZE RESULTS OF ONGOING SITE QUALITY ORGANIZATION VERIFICATIONS AND INDEPENDENT EVALUATIONS TO SUBSTANTIATE THE QUALITY OF RESTART CORRECTIVE ACTIONS**

**QUALITY REVIEW PIPELINE AND
QUALITY INDICATORS FOR
MONITORING AND CONTROL**

I. OBJECTIVES DEFINED

II. PROGRAM IN PLACE

III. CURRENT IMPLEMENTATION STATUS

- **PIPELINE USER MANUAL COMPLETE**
- **PIPELINE WEEKLY REPORTS**
- **PIPELINE OWNERSHIP TRANSFERRED TO LINE ORGANIZATIONS**
- **CONCLUSION: PIPELINE IN PLACE AS A SELF-CORRECTING
FEEDBACK PROCESS FOR THE LINE ORGANIZATION**
- **KEY QUALITY INDICATORS IN USE**
- **TRENDING ASSESSMENTS REVIEWED IN DAILY QUALITY
MEETINGS**
- **DCNs STARTED WITH AN AVERAGE ERROR RATE OF 73% AND
CURRENTLY HAVE AN CUMULATIVE ERROR RATE OF 4.8%**
- **CALCULATIONS STARTED WITH AN AVERAGE ERROR RATE OF
92% AND CURRENTLY HAVE AN ERROR RATE OF 4.2%**

**WATTS BAR NUCLEAR PLANT
JUNE 27, 1991**

ORGANIZATION CHANGES

DESCRIPTION

- ° **PREVIOUS ORGANIZATION DID NOT PROMOTE ACCOUNTABILITY AND OWNERSHIP OF WORK QUALITY**
- ° **PREVIOUS MANAGEMENT AND WORKFORCE CULTURE HAS NOT EMPHASIZED PROJECT COMPLETION, PLANT OPERATION, AND QUALITY**
- ° **IN THE PAST RESPONSIBILITIES HAVE NOT BEEN CLEARLY DEFINED, UNDERSTOOD, AND COMMUNICATED**
- ° **INDIVIDUAL PERFORMANCE HAD NOT BEEN EVALUATED AND COMMUNICATED**

OBJECTIVE

- ° **ORGANIZE AND STAFF PROJECT FOR THE LONG TERM. FOCUS ON OPERATIONS AND MAINTENANCE OF THE PLANT**
- ° **ORGANIZED TVA CONSTRUCTION ENGINEERING INTO DESIGN/CONSTRUCTION MANAGER vs DESIGN/CONSTRUCTION PRODUCTION**
- ° **PROVIDE INCENTIVES AND MOTIVATION TO COMPLETE PROJECT**
- ° **CLEARLY DEFINE AND COMMUNICATE RESPONSIBILITIES AND EXPECTATIONS FOR QUALITY**
- ° **INCREASE AWARENESS OF AND COMMITMENT TO QUALITY**
- ° **PROVIDE JOB-RELATED FEEDBACK TO ALL EMPLOYEES IN A FREQUENT AND SYSTEMATIC MANNER**

**WATTS BAR NUCLEAR PLANT
JUNE 27, 1991**

ORGANIZATION CHANGES (cont.)

METHOD OF IMPLEMENTATION

- ° **ORGANIZATION RESTRUCTURED TO SUPPORT PLANT OPERATIONS AND MAINTENANCE**
- ° **STAFF REDUCED TO NEAR OPERATING LEVEL**
- ° **CONSTRUCTION, QC, STARTUP CONTRACTED**
- ° **NEW LABOR AGREEMENTS**
- ° **KEY MANAGEMENT POSITIONS FILLED**
 - ENGINEERING AND MODIFICATIONS MANAGER**
 - MODIFICATIONS MANAGER**
 - SITE QUALITY MANAGER**
- ° **INDIVIDUAL RESPONSIBILITIES DEFINED VIA RESPONSIBILITY MATRIX, POSITION DESCRIPTIONS, AND TRAINING**
- ° **PERFORMANCE MANAGEMENT PROCESS IMPLEMENTED WHICH PROVIDES STRUCTURED PERFORMANCE FEEDBACK TO ALL SITE EMPLOYEES ON A BI-WEEKLY BASIS**

WATTS BAR NUCLEAR PLANT
JUNE 27, 1991

TRAINING

DESCRIPTION

- ° PERSONNEL DID NOT FULLY UNDERSTAND HOW TO IMPLEMENT PROCEDURES
- ° PERSONNEL DID NOT FULLY UNDERSTAND AND IMPLEMENT JOB RESPONSIBILITIES

OBJECTIVES

- ° PROVIDE TRAINING TO EMPLOYEES SO THEY FULLY UNDERSTAND PERFORMANCE EXPECTATIONS
- ° GENERAL EMPLOYEE TRAINING FOR ALL PERSONNEL FOR PROCESS AND PROCEDURES
- ° TASK TRAINING FOR CRAFT ASSIGNED SPECIALIZED JOB FUNCTIONS
- ° TRAINING FOR CRAFT SUPERVISION SIMILAR TO CRAFT TRAINING WITH EMPHASIS PLACED ON CONTROL, COMPLETION, AND DOCUMENTATION OF WORK

**WATTS BAR NUCLEAR PLANT
JUNE 27, 1991**

TRAINING

CURRENT STATUS

PROVIDE TRAINING FOR MODIFICATIONS, QC, AND THEIR CONTRACTOR EMPLOYEES TO ENSURE THAT MANAGEMENT EXPECTATIONS, AS WELL AS IMPLEMENTATION METHODS FOR JOB PERFORMANCE, ARE CLEARLY UNDERSTOOD

- ° **MODIFICATIONS/QC EMPLOYEE GENERAL TRAINING - PROVIDES MANAGEMENT EXPECTATION, DIRECTION, RESPONSIBILITY, AND ACCOUNTABILITY**
 - 1. **"EMPLOYEE RESPONSIBILITIES" - PROVIDES EXPECTATIONS AND STRESSES ACCOUNTABILITY FOR THE PERFORMANCE OF WORK FOR MODIFICATIONS EMPLOYEES**
 - 2. **"TOTAL QUALITY CONCEPT" - PROVIDES EXPECTATIONS AND STRESSES ACCOUNTABILITY FOR QUALITY WORK PERFORMANCE**
 - 3. **"PREVENTION OF EQUIPMENT DAMAGE" - (TOUR AND TRAINING)**
- ° **CRAFT/ENGINEERING GENERAL TRAINING - WORK CONTROL PROCESS AND ENVIRONMENTAL QUALIFICATIONS**
 - 1. **WORK CONTROL PROCESS/AI-8.6 - TRAINING FOR THE NEW WORKPLAN FORMAT**
 - 2. **PRINCIPLES OF ENVIRONMENTAL QUALIFICATIONS - MAINTAINING EQ ON PLANT**

**WATTS BAR NUCLEAR PLANT
JUNE 27, 1991**

TRAINING (cont.)

- ° **CERTIFICATION ON SPECIALIZED TASKS (i.e., ANCHOR BOLTS, RAYCHEM, WELDING, COMPRESSION FITTINGS, ETC.) FOR CRAFT AND QC INSPECTORS - PROVIDES TRAINING IN THE METHODS AND PROCEDURAL REQUIREMENTS OF JOB TASK PERFORMANCE**
- ° **IMPLEMENTING PROCEDURE TRAINING - PROVIDES TRAINING IN THE PROCEDURAL REQUIREMENTS AND COMPLETION OF APPLICABLE DOCUMENTATION FOR THE NEW SITE PROCEDURES**

THE ABOVE ITEMS, WHICH ARE COVERED BY THE NEW MODS TRAINING PROGRAM, WILL PROVIDE A FIRM BACKGROUND TO ENSURE THAT EMPLOYEES HAVE THE PROPER KNOWLEDGE AND UNDERSTANDING OF THEIR ASSIGNMENT BEFORE COMMENCING WORK

**WATTS BAR NUCLEAR PLANT
JUNE 27, 1991**

NUCLEAR ENGINEERING AHEAD OF MODIFICATIONS

DESCRIPTION

- **SELF-ASSESSMENT IDENTIFIED PROBLEMS WITH DESIGN OUTPUT AND SUPPORTING CALCULATIONS**
- **MOST PROBLEMS WERE ADMINISTRATIVE IN NATURE**
- **PROBLEMS IDENTIFIED WITH INTERDISCIPLINE AND WESTINGHOUSE/TVA INTERFACES**

OBJECTIVES

- **REVIEW IN-PROCESS DESIGNS AND DESIGNS ISSUED TO MODIFICATIONS TO FIND AND CORRECT PROBLEMS USING SAFETY NET REVIEW PROCESS**
- **DEFINE INTERFACE REVIEW POINTS BETWEEN DISCIPLINE AND STANDARDIZE**
- **DEVELOP A COMPLETE, VERIFIED BACKLOG OF ENGINEERING WORK THAT PROVIDES A BACKLOG OF WORKPLANS FOR CRAFT WORK**

CURRENT STATUS

- **REVIEWING AND CORRECTING EXISTING BACKLOG**
 - **214 DCNs THROUGH PIPELINE/SAFETY NET REVIEW**
 - **500 DCNs NEEDED BY SEPTEMBER 1, 1991 TO SUPPORT WORKPLAN WRITING**
- **IMPLEMENTING QUALITY MONITORING SYSTEM**
- **IMPLEMENTING LEVEL II/LEVEL III SCHEDULE REPORTING STRUCTURE**

**WATTS BAR NUCLEAR PLANT
JUNE 27, 1991**

PLANS FOR A CAREFULLY MONITORED SLOW RESTART

DESCRIPTION

- ° **THE RETURN TO FIELD WORK MUST BE CONTROLLED AND MONITORED TO ASSURE THAT THE NEW PROCESSES ARE WORKING AS PLANNED**

OBJECTIVE

- ° **TEST THE NEW WORK PROCESSES TO ASSURE THEY FUNCTION AS INTENDED**
- ° **RETURN CRAFT TO WORK AT A PLANNED SLOW PACE TO ASSURE THE TRAINING AND THE NEW WORKPLANS SOLVE THE PROBLEMS OF THE PAST**
- ° **THE INTERNAL PIPELINE/QUALITY MONITORING PROCESS MUST BE EXERCISED AND TESTED AND ANY PROBLEMS RESOLVED**
- ° **EXPLICIT MANAGMENT DECISION CRITERIA TO JUSTIFY ADDING CRAFT BASED ON QUALITY OF WORK AND DOCUMENTATION PRODUCED, BACKLOG OF PROBLEMS, AND AVAILABILITY OF FINISHED ENGINEERING**

WATTS BAR NUCLEAR PLANT
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MODIFICATION REMOBILIZATION PLAN

CURRENT STATUS

- A BACKLOG OF READY TO WORK WORKPLANS IS BEING DEVELOPED PRIOR TO CRAFT RETURN
 - 500 TARGET BY SEPTEMBER, 1, 1991
 - 700 BY SEPTEMBER 16, 1991
- DEVELOPMENT OF REMOBILIZATION PLAN IS 80% COMPLETE
- TRAIN TVA MODIFICATION GROUP TO THE NEW PROGRAM
- BRING CONTRACTOR CORE MANAGEMENT TEAM AND 50 CRAFT ON SITE
- TRAIN CONTRACTOR INTERNAL GROUP ON NEW PROGRAM
- REMOVE ALL SCAFFOLD FROM PLANT AND CLEAN UP
- WORK SEVERAL DUMMY WORKPLANS FOR EACH DISCIPLINE IN THE SHOP AREAS WITH QA/QC COVERAGE. FULL CRITERIA OF WORK RESULTS
- NRC APPROVAL TO USE SAMPLE WORKPLANS ON BOP SYSTEMS
- IDENTIFY AND WORK SEVERAL SAMPLE WORKPLANS IN EACH DISCIPLINE ON THE BALANCE OF PLANT. WORK WILL BE COVERED FULLY BY QA/QC AND RESULT CRITIQUED
- RECEIVE NRC CONCURRENCE TO RESTART WORK
- BEGIN SIMPLE WORK IN THE SAFETY-RELATED AREAS WITH A FEW CRAFT. SLOWLY INCREASE THE NUMBER OF WORKPLANS IN WORK AS GOOD QUALITY PERFORMANCE IS PROVEN
- BRING CONTRACTOR UP SLOWLY IN STEP CHANGES TO SCHEDULE-DRIVEN NUMBER (APPROX. 600 DAY SHIFT, 300 SECOND SHIFT)
- STEP CHANGES WILL BE DETERMINED BY PERFORMANCE, READY TO WORK BACKLOG, AND BACKLOG OF PROBLEMS

WATTS BAR NUCLEAR PLANT
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PLAN AND LOGIC FOR INTERNAL TVA CLOSURE OF ISSUES

° **INDIVIDUAL WORK ACTIVITIES**

THE MAJORITY OF THE RECOVERY ACTIVITIES ARE COVERED BY MANAGEMENT OBJECTIVES. A PUNCHLIST TYPE TABLE IS BEING PLACED ON EACH MANAGEMENT OBJECTIVE NOTEBOOK THAT HAS THE FOLLOWING ATTRIBUTES:

ITEM DESC	P2 SCHED ACTIVITY NO	SOURCE	VERIFIED BY DEPARTMENT MGR SIGNATURE/DATE	VERIFIED BY QUALITY ASSURANCE SIGNATURE/DATE	REVIEWED BY NRC	
					DATE	Y/N

° **MANAGEMENT OBJECTIVE**

EACH MANAGEMENT OBJECTIVE NOTEBOOK WILL HAVE A COVER PAGE THAT WILL BE SIGNED BY THE FOLLOWING MANAGEMENT LEVELS:

1. **MANAGER RESPONSIBLE**

2. **AFFECTED DEPARTMENTS:**

NUCLEAR ENGINEERING
MODIFICATIONS
MATERIALS GROUP
PLANT MANAGER
LICENSING
SITE SUPPORT
QUALITY ASSURANCE

3. **INDEPENDENT QUALITY ASSURANCE VERIFICATION**

4. **SENIOR MANAGMENT REVIEW COMMITTEE CHAIRMAN**

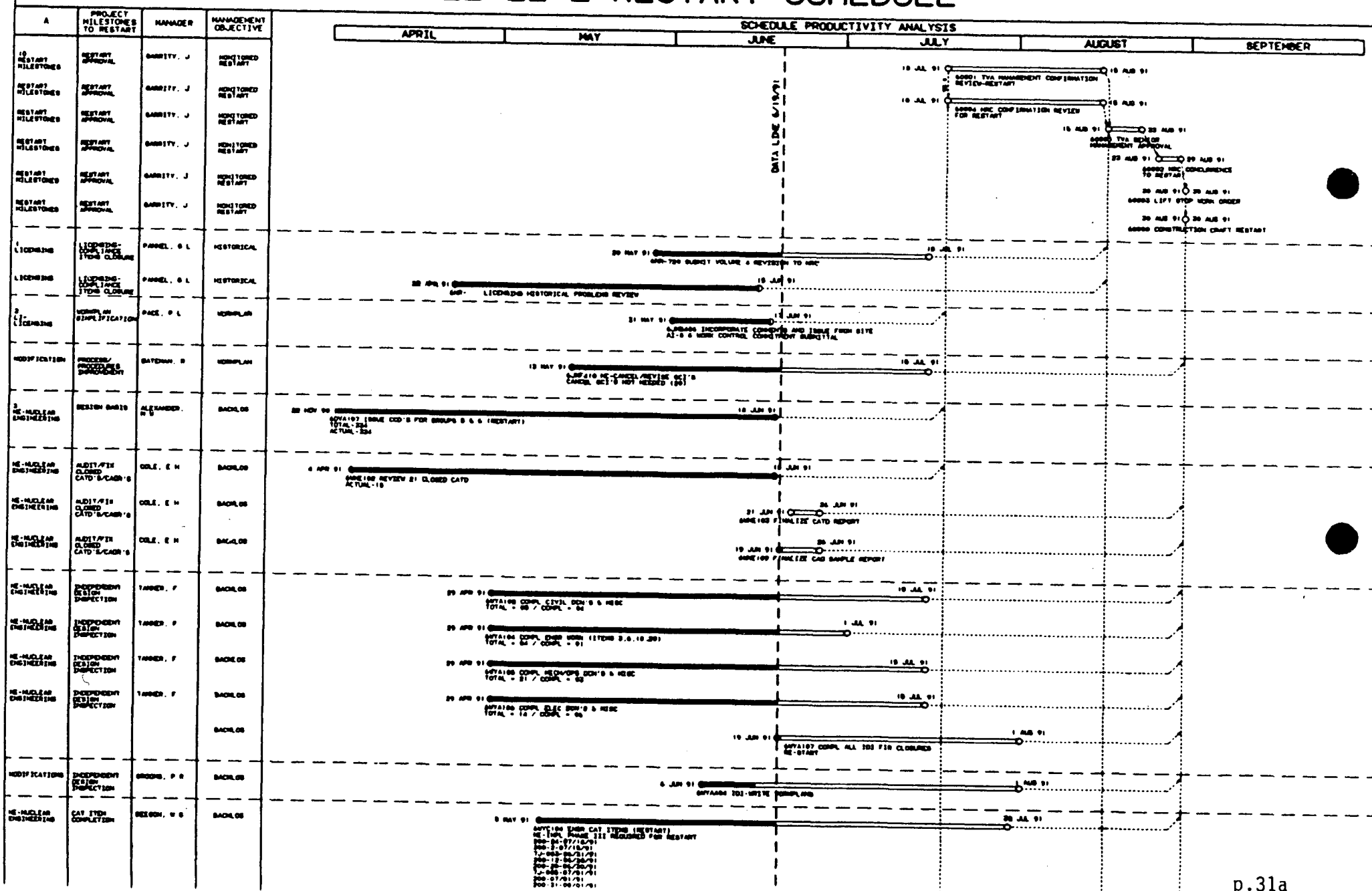
5. **SITE VICE PRESIDENT**

**WATTS BAR NUCLEAR PLANT
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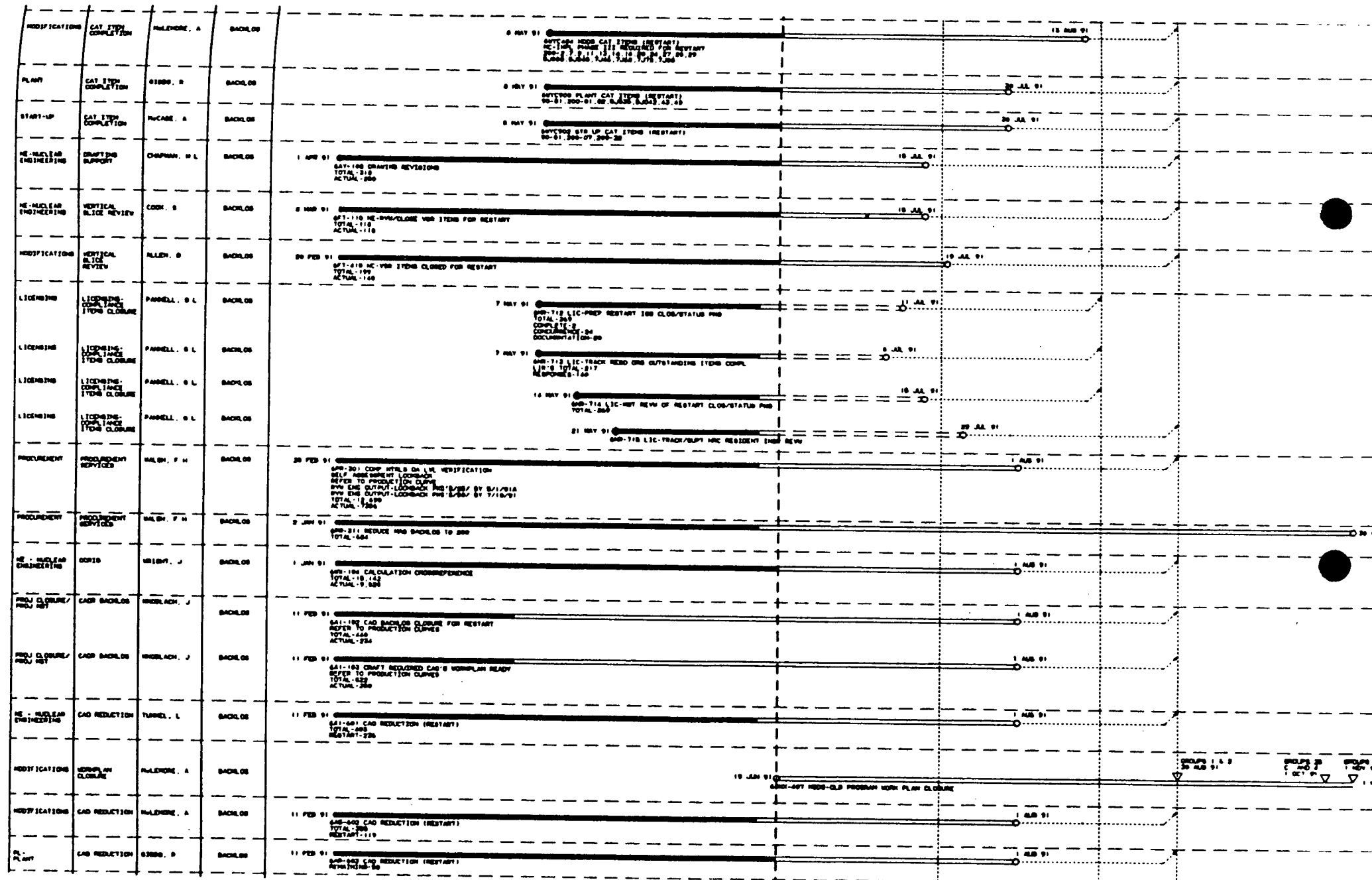
SCHEDULE DEVELOPMENT

- **DEVELOPING DETAILED SITE SCHEDULE**
- **PERFORMING ACTIVITY AND LOGIC TIE REVIEW**
- **RELOADING SCHEDULE AND RESOURCE LOADING ACTIVITIES**
- **DEVELOPING LEVEL III FRAGNETS**
- **NEED TO ADD NRC TEAM INSPECTIONS**
- **RESTART SCHEDULED TO THE POINT OF ADDING NRC INSPECTION ACTIVITIES**

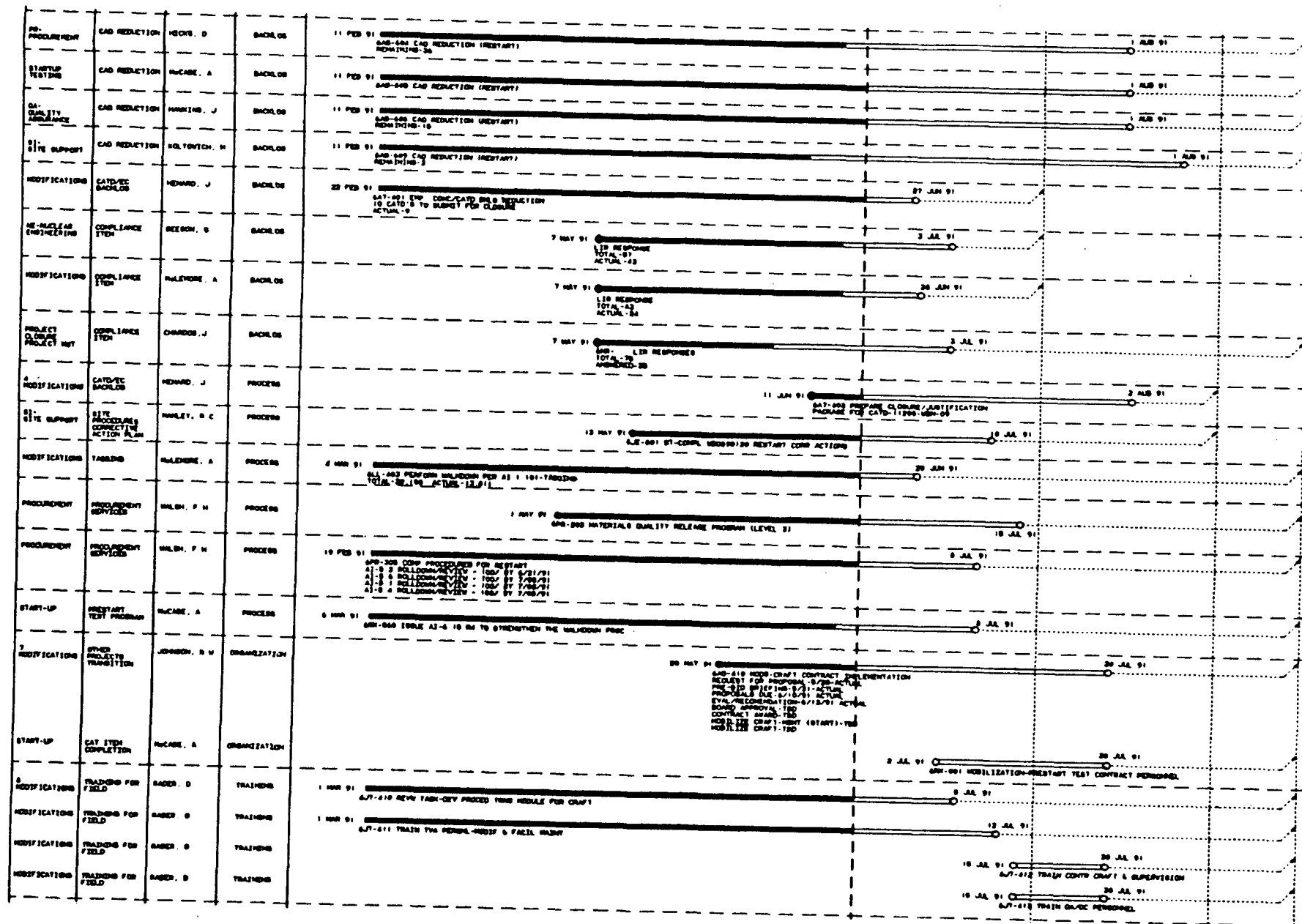
WATTS BAR NUCLEAR PLANT LEVEL 2 RESTART SCHEDULE



Watts Bar Nuclear Plant Level 2 Restart Schedule (Cont) (Separated for Copying Purposes)



Watts Bar Nuclear Plant Level 2 Restart Schedule (Cont)
(Separated for Copying Purposes)



Watts Bar Nuclear Power Level 2 Restart Schedule (Cont) (Separated for Copying Purposes)

