

U. S. NUCLEAR REGULATORY COMMISSION

REGION V

Report Nos: 50/206/87-32
50-361/87-34
50-362/87-34

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50-361
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Licensee: Southern California Edison Company
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Facility Name: San Onofre Nuclear Generating Station

Meeting Location: San Onofre Site

Meeting Date: December 15, 1987

Prepared by:

P. H. Johnson
for J. E. Tatum, Resident Inspector
San Onofre Units 2/3

1/15/88
Date Signed

P. H. Johnson
for F. R. Huey, Senior Resident Inspector
San Onofre

1/15/88
Date Signed

Approved By:

P. H. Johnson
P. H. Johnson, Chief
Reactor Projects Section 3

1/15/88
Date Signed

Meeting Summary

Management Meeting on December 15, 1987 (Report Nos. 50-206/87-32,
50-361/87-34, 50-362/87-34)

Management meeting to discuss issues of current interest relating to the San Onofre Nuclear Generating Station.

DETAILS

1. Meeting Participants:

Nuclear Regulatory Commission (NRC)

J. Martin, Regional Administrator
A. Chaffee, Deputy Director, Division of Reactor Safety and
Projects
P. Johnson, Chief, Reactor Projects Section 3
F. Huey, Senior Resident Inspector
J. Tatum, Resident Inspector
A. Hon, Resident Inspector
J. Russell, Senior Radiation Specialist
D. Hickman, Unit 1 NRR Project Manager

Southern California Edison (SCE)

H. Ray, Vice President, Site Manager
K. Baskin, Vice President, Nuclear Engineering, Safety, and Licensing
C. McCarthy, Prospective Vice President, Site Manager
W. Moody, Deputy Site Manager
H. Morgan, Station Manager
R. Rosenblum, QA Manager
P. Knapp, Manager, Health Physics
J. Reilly, Manager, Station Technical
R. Krieger, Manager, Operations
B. Katz, Operations & Maintenance Support Manager
M. Medford, Manager, Nuclear Engineering & Licensing
D. Shull, Maintenance Division Manager
J. Wambold, Project Manager
M. Short, Manager, Nuclear Training
C. Couser, Compliance Engineer
M. Wharton, Assistant Technical Manager
J. Rainsberry, Supervisor, SONGS 1 Licensing

2. Management Discussion

A management meeting was held on December 15, 1987, at the San Onofre site, in San Clemente, California. The meeting was opened by Mr. Martin, who noted the benefit in periodically holding management meetings to discuss the licensee's approach to the resolution of plant problems.

Mr. Ray agreed that the meeting was worthwhile and stated that such communications were beneficial to SCE as well as to the NRC. Following the introduction of individuals present at the meeting, Mr. Ray discussed the turnover process for the upcoming transition of Site Manager responsibility to Mr. McCarthy, effective January 1, 1988. Mr. Ray introduced Mr. McCarthy, who went on to discuss his background and experience and stated that he looked forward to his assignment at San Onofre.

Following the introductions, Mr. Ray discussed the major activities planned for 1988. These included plans to re-rack the fuel storage pools at Units 2 and 3 to a high density configuration so that Unit 1 spent fuel could be shipped to Units 2 and 3 for long term storage. He also discussed the outage schedule for the coming year.

The next topic introduced by Mr. Ray dealt with irradiated fuel particles (IFPs). Mr. Ray discussed the progress that had been made at the facility in dealing with this problem. He stated that an effort was being made to learn from previous mistakes and to do a better job. Mr. Ray stated that (although after the fact) an attempt was made to learn from previous Trojan experience in this area, and that SCE was taking the initiative to promulgate information to the industry on this matter. For example, SCE plans to discuss this subject at the Power Reactor Health Physics meeting in Miami; SCE plans to sponsor a seminar in 1988 to discuss IFP experience and offer hands-on training; and Mr. Fogarty discussed this topic at a recent CEO seminar. Mr. Martin stated that the most recent loss of IFP control which occurred on November 22, 1987, indicated that perhaps SCE had not done enough to learn from previous experiences at San Onofre and elsewhere (e.g., Trojan). Mr. Ray and Mr. Knapp discussed the circumstances surrounding this loss of IFP control. Mr. Ray stated that, regardless of the circumstances, the recent loss of IFP control was inexcusable and improvements in the program were being pursued. Mr. Martin stated that the whole question of learning from previous industry experiences and from SCE's own experiences should be reviewed. He also recommended that SCE develop an aggressive root cause approach to this question.

Mr. Ray discussed the difficulties that SCE has been having with challenges to the drug testing program. Although SCE believes that drug testing is a necessary part of determining fitness for duty, it was not clear what decision would be made on this issue during the current arbitration hearings. Mr. Martin commended SCE for the approach that has been taken to address the issue at SONGS, and stated that the industry should try to maintain drug testing as a utility program and not a regulatory matter.

Mr. Ray moved on to the next topic; provided a summary of plant performance, and discussed the various INPO trend indicators. Mr. Martin discussed the NRC trend indicators and stated that although he was disappointed with initial SONGS performance, he was pleased with the significant progress that SCE has made to date. He noted that additional improvements appear to be warranted in the areas of maintenance and health physics.

Mr. Medford led the next discussion into SCE's plans to conduct a safety system functional inspection (SSFI) on Unit 2 or 3 during the upcoming year. Mr. Rosenblum briefly discussed the design review audit that the Quality Assurance Department was conducting on Unit 2.

Mr. Ray next discussed the area of QA improvements. Mr. Rosenblum continued the discussion and explained changes in the organization and strategy that have been made to improve performance of the QA organization. Mr. Martin observed that QA/QC and other safety review

groups did not appear to have contributed enough in the past year to the identification of significant or potential problem areas. He encouraged upper level management to take an active interest in further improving the performance of the QA organization and emphasized the need for critical self-appraisal. In this regard, Mr. Martin stressed the importance of the QA organization getting into areas such as the irradiated fuel particle problem. The approach should be deeply self critical in nature and more root cause than just compliance oriented. Mr. Martin also noted that the licensee's root cause program does not appear to clearly define how it is initially applied to a specific problem and what decision processes are involved (e.g., equipment quarantine).

Mr. Martin asked the licensee to explain the recent difficulties experienced at the CE fuel fabrication facility. Mr. Baskin explained the difficulties identified in this area as a result of the SCE QA audit of the facility. SCE found that procedures were outdated, CE personnel were not adhering to their procedures, and fuel pellets were not being properly sized. As a result of these deficiencies, SCE issued a stop work order on fuel fabrication for the San Onofre plant and SCE QC inspectors began around-the-clock inspection at the facility. Before the stop work order was lifted, CE restructured and reorganized the QA and QC departments at the facility. Mr. Baskin stated that SCE plans to implement 24-hour QC coverage at the fuel fabrication facility during the initial stages of fuel fabrication of the SONGS 3 Cycle IV fuel. Mr. Martin stated that he did not understand why, with all of the attention that SCE focused in this area, the NRC vendor branch subsequently identified similar types of problems at the CE fuel processing facility. Mr. Martin stated that he had not yet reviewed the vendor branch report in detail; however, SCE should pursue this concern, if warranted. Mr. Baskin stated that this concern would receive additional attention, as well as the more obvious concern as to how these problems could occur when 8 or 9 utilities were actively involved in review of CE QA processes.

The next topic of discussion dealt with the adequacy of design change work and plant modifications. Mr. Martin discussed the problems experienced by TVA and other Region V licensees. Mr. Martin stated that there was reason to be concerned with the adequacy of design work at San Onofre also, and made reference to the Unit 1 design problems associated with the batteries, the 4KV inverter installation and the single failure problems that were recently identified. Mr. Martin also discussed the licensee's response to the Notice of Violation (NOV) issued as a result of the battery deficiencies and stated that the response did not appear to be very self-critical. Mr. Baskin discussed the design change process used at San Onofre and Mr. Wambold described the responsibilities of the engineering and construction organization. Mr. Wambold stated that the recent design deficiencies identified at San Onofre indicated that additional scrutiny was needed during review of design work. Mr. Chaffee suggested that a sense of design ownership might be enhanced by more and better coordinated onsite involvement by the design engineers. Mr. Martin referred back to the response to the NOV issued as a result of the Unit 1 battery deficiencies and asked Mr. Baskin to take another look at the issue and discuss it further at a later date.

In addition to increased attention by site management, Mr. Martin stressed the need for the QA organization to ask probing questions as to the quality, continuity and understanding of engineering and design activities. Mr. Martin also recommended that licensee management give careful consideration to whether the other site oversight groups (e.g. ISEG, OSRC and NSG) are being fully utilized to proactively define and focus attention on other areas of needed improvement.

Mr. Ray briefly introduced the next topic regarding the packing gland failure associated with shutdown cooling valve 2HV-9378. Mr. Martin agreed with Mr. Ray's characterization of this problem as a "gold mine" of opportunity for insight into basic problems in the areas of plant engineering, maintenance and operation. Mr. Morgan discussed the circumstances that led up to the event and discussed corrective actions that have been taken. Mr. Martin commented that most of the discussion about this event and the irradiated fuel particle event, discussed earlier, seemed to focus on "process problems". He expressed dismay that SCE was not giving more attention to the human aspects of these events. This approach may reveal some insights into why basic, well defined programs for performing maintenance and processing technical deficiencies did not work properly.

Mr. Martin summarized the meeting by stating that he has seen significant improvements in the operations area, but that additional emphasis appears needed in the areas of maintenance and health physics. With regard to concerns relating to the quality of engineering and technical work, Mr. Martin noted that this would be an area of increased NRC attention in the coming months and encouraged the licensee to give careful consideration to the adequacy of SCE performance in this important area. He also suggested that the licensee give deeper consideration to utilizing the various safety oversight groups to more effectively focus attention on problem areas similar to those discussed during the meeting. Mr. Martin concluded the meeting by thanking those who attended, noting the usefulness of the discussions.

Enclosure 2

MANAGEMENT MEETING

SOUTHERN CALIFORNIA EDISON COMPANY

San Onofre Nuclear Generating Station

December 15, 1987

AGENDA

1. Opening Remarks, Purpose of Conference -- J. B. Martin, Regional Administrator, and H. B. Ray, Vice President - Site Manager.
2. Presentations by Southern California Edison
 - * Overview of plant performance improvements
 - * Improvements implemented in root cause evaluation process since last management meeting
 - * Lessons learned/corrective actions from shutdown cooling valve packing leak (Unit 2, 8/31/87)
 - * QA/QC Safety System Functional Inspection (SSFI) audits
 - * Transition of Vice President - Site Manager responsibility from H. B. Ray to C. B. McCarthy, Jr.
3. Issues of current NRC interest
 - * Operational topics
 - * Engineering/design controls
 - * Self-appraisal programs
4. Other topics of interest
5. Closing remarks