

January 5, 1994

Docket No. 50-261  
License No. DPR-23

Carolina Power and Light Company  
ATTN: Mr. W. S. Orser  
Executive Vice President  
Nuclear Generation  
P. O. Box 1551 - Mail Code: CPB 12  
Raleigh, NC 27602

Gentlemen:

SUBJECT: NRC INSPECTION REPORT NO. 50-261/93-34

This refers to the special inspection conducted by the Nuclear Regulatory Commission Augmented Inspection Team (AIT) at your H. B. Robinson facility during the period November 20 to December 6, 1993. The objectives of the inspection were to determine the scope and the causes of the events which were revealed during the post refueling startup of H. B. Robinson Unit 2. At the conclusion of the inspection, the findings were discussed at a public exit with those members of your staff identified in the enclosed report.

The enclosed copy of the AIT report identifies the areas examined during this inspection. Within these areas, the inspection consisted of selective examinations of procedures and representative records, interviews with personnel and observation of activities in progress.

The AIT findings and conclusions indicate there are some serious issues at Robinson. These can be summarized as weak management oversight and involvement in plant operations, ineffective self-assessment program, and an apparently weak maintenance program. These three broad areas umbrella most of the specific findings.

Weak management oversight and involvement at both the corporate and site, clearly contributed to the issues at Robinson as evidenced by the findings related to control room operations, outage-associated activities, operator training, and contracted services. The numerous personnel errors, failures to follow procedures, less than optimum operating practices, and lack of attention to performance expectations taken as a whole, should be viewed as a precursor to future problems.

Closely related to the weak management oversight is the apparent ineffective self-assessment. It seems, by the nature of the issues, that a proactive, self-assessment program would have identified most of the issues and provided feedback to senior management of the potential for problems. Again, this is not isolated to the site activities but extends into corporate functions and contracted services.

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The startup errors were compounded by the number of equipment/hardware malfunctions and failures that distracted the Robinson staff from the startup process. These appeared to be primarily secondary-side, balance of plant (BOP) equipment problems in feedwater, condensate, and turbine generator systems. The AIT report sequence of events and narrative leads to the conclusion that management attention should be directed to the maintenance of the BOP.

Many of the AIT findings confirm internal CP&L event review team findings. The CP&L internal investigations were timely, appropriate, and indicative of senior management's concern about the issues at Robinson, and your prompt short-term corrective actions are viewed as proactive. However, the long-term nature of some of the findings, indicate the need for a management meeting to discuss your long-term plans for Robinson and any additional short-term corrective actions you are planning.

In accordance with Section 2.790 of the NRC's "Rules of Practice," Part 2, Title 10, Code of Federal Regulations, a copy of this letter and its enclosure will be placed in the NRC Public Document Room.

A review of the inspection findings is continuing to determine whether the described activities violate NRC requirements. You will be advised by separate correspondence of the results of this matter. We appreciate your cooperation during our team inspection and subsequent evaluation of this event. Your openness during the inspection was very beneficial.

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

Sincerely,

(Original signed by S. D. Ebnetter)

Stewart D. Ebnetter  
Regional Administrator

Enclosure:  
NRC Inspection Report

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\*\*For previous list of concurrences, see attached.

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JTedrow 12/ /93	HChristensen 12/ /93	AGibson 12/ /93	LReyes 12/ /93		

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