

JUL 20 1994

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

Carolina Power and Light Company
ATTN: Mr. C. S. Hinnant
Vice President
H. B. Robinson Steam Electric Plant
Unit 2
P. O. Box 790
Hartsville, SC 29550-0790

Gentlemen:

SUBJECT: MEETING SUMMARY - ROBINSON

This refers to the management meeting conducted in the Region II Office on July 13, 1994. The purpose of the meeting was to discuss the Robinson operations improvements and diesel generator issues. A list of attendees and a copy of your slides are enclosed.

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 enclosures will be placed in the NRC Public Document Room.

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

Sincerely,



Ellis W. Merschoff, Director
Division of Reactor Projects

Enclosures:

1. List of Attendees
2. Licensee Slides

cc w/encls:

M. P. Pearson
Plant Manager
H. B. Robinson Steam Electric Plant
P. O. Box 790
Hartsville, SC 29550

(cc w/encls cont'd - See page 2)

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Carolina Power and Light Company 2

(cc w/encls cont'd)
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Hartsville, SC 29550

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bcc.w/encls: (See page 3)

JUL 20 1994

Carolina Power and Light Company

3

bcc w/encls:
 H. Christensen, RII
 B. Mozafari, NRR
 Document Control Desk

NRC Resident Inspector
 U. S. Nuclear Regulatory Commission
 Route 5, Box 413
 Hartsville, SC 29550

SEND	OFC	RII:DRP	RII:DRP	RII:DRP		
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PDR?	DATE	07/19/94	07/19/94	07/19/94	/ / 194	/ / 194
Yes	No	COPY? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Yes <input checked="" type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Yes <input type="checkbox"/> No	Yes <input type="checkbox"/> No

OFFICIAL RECORD COPY

DOCUMENT NAME: P:\ROBIN.MSM

ENCLOSURE 1

LIST OF ATTENDEES

Nuclear Regulatory Commission:

S. D. Ebnetter, Regional Administrator, Region II (RII)
E. W. Merschoff, Director, Division of Reactor Projects (DRP), RII
A. F. Gibson, Director, Division of Reactor Safety (DRS), RII
J. P. Jaudon, Acting Deputy Director, DRP, RII
H. O. Christensen, Acting Chief, Reactor Projects Branch 1, DRP, RII
M. B. Shymlock, Section Chief, Plant Systems Section, DRS, RII
J. L. Starefos, Project Engineer, DRP, RII

Licensee Attendees:

C. S. Hinnant, Vice President, Robinson
M. P. Pearson, Plant Manager, Robinson
R. M. Krich, Manager, Regulatory Affairs, Robinson
A. D. Burkhart, Director, Strategic Nuclear Issues
G. D. Miller, Manager, Robinson Engineering

Robinson Nuclear Plant
Near-Term Improvement Plan
Status Presentation To NRC

Atlanta, Georgia
July 13, 1994

Agenda

Introduction / Overview

C. S. Hinnant

**Operations And Emergency Diesel
Generator Initiatives**

C. S. Hinnant

Operations Improvement Initiatives

M. P. Pearson

**Emergency Diesel Generator
Performance Initiatives**

G. D. Miller

Closing Remarks

C. S. Hinnant

Near-Term Improvement Plan Overview

The Near-Term Improvement Plan Will:

- **Effect Fundamental Changes In Robinson Plant Management Culture And Capability**
- **Improve Organizational Performance By Addressing Identified Areas Of Weakness**
- **Transition The Plant Organization To A Culture Of Continuous Improvement Through Effective Self-Assessment**

Near-Term Improvement Plan Overview

- **Site-Wide Initiatives**

1. Build A Capable Management Team
2. **Establish And Reinforce Organizational Performance Standards And Expectations**
3. **Make Self-Assessment A Way Of Life**
4. Implement Effective Performance Management
5. Improve Our Ability To Identify And Correct Problems
6. Communicate The Reasons Why Rapid Change Is Needed

Near-Term Improvement Plan Overview

- **Specific Program Initiatives**

1. Consolidate The RNP Commitment Tracking Systems
2. Centralize Surveillance Test Scheduling And Tracking
3. Centralize Tool Calibration Program
4. **Establish Emergency D/G Maintenance Improvement Program**
5. Respond To Employee Opinion Survey

Near-Term Improvement Plan Initiatives

- **NTIP Self-Assessment Process**
 - **Initiative I-2 "Establish And Reinforce Organizational Performance And Expectations"**
 - **Standards For Organizational Self-Assessment Set By Vice President**
 - **Self-Assessments Conducted**
 - **Critique Of Self-Assessment**
 - **Development Of Organizational Improvement Plans To Meet Standards And Expectations**

Near-Term Improvement Plan Initiatives

- **NTIP Self-Assessment Process (Continued)**
 - **Initiative I-3 "Make Self-Assessment A Way Of Life"**
 - **Objectives (As They Pertain)**
 - **Progress Toward Top Quartile Performance**
 - **Reinforce A Self-Assessment Culture**
 - **Reduction In Human Performance And Procedural Compliance Issues**
 - **Effective Communication**
 - **Empowerment And Accountability**
 - **Significant Decrease In Number Of Recurring Problems**

Near-Term Improvement Plan Initiatives

- **NTIP Self-Assessment Process (Continued)**
 - **Initiative SP-4 "Establish Emergency Diesel Generator (EDG) Maintenance Improvement Plan"**
 - **Establish An EDG Reliability Program That:**
 - * Predicts Necessary EDG Maintenance
 - * Results In Attaining Industry Availability And Reliability Goals
 - **Resolve Currently Known EDG Performance Issues**
 - **Significant Issue Resolution And Reliability Program To Be Implemented By RFO-16**
 - **Availability And Reliability Goals To Be Met During Next Cycle**

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Operations Improvement Initiatives

- Operations Self-Assessment
 - Performance Objectives
 - Safety Conscious Plant Operation
 - Positive Attitude And Confidence
 - Develop Positive Performance Trend

Operations Improvement Initiatives

- Strengths

- People**
- Processes**
- Operator Performance And Response To Transients And Infrequently Performed Evolutions**

Operations Improvement Initiatives

– Areas For Improvement

- **Professionalism**
 - * Formality During Routine Operations
 - * Self-Discipline (Includes Self-Checking)
- **Self-Assessment**
- **Procedures**

Operations Improvement Initiatives

– Actions Taken / Planned

- **Professionalism**

- * Expectations Proceduralized And Communicated
- * Accountabilities Understood
 - Ownership Of Problem Solution
- * Control Room Distractions Minimized
- * Operating Shift Composition
- * Management Observation Program
- * Control Room Upgrade

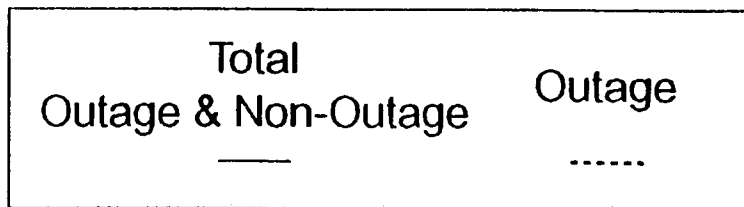
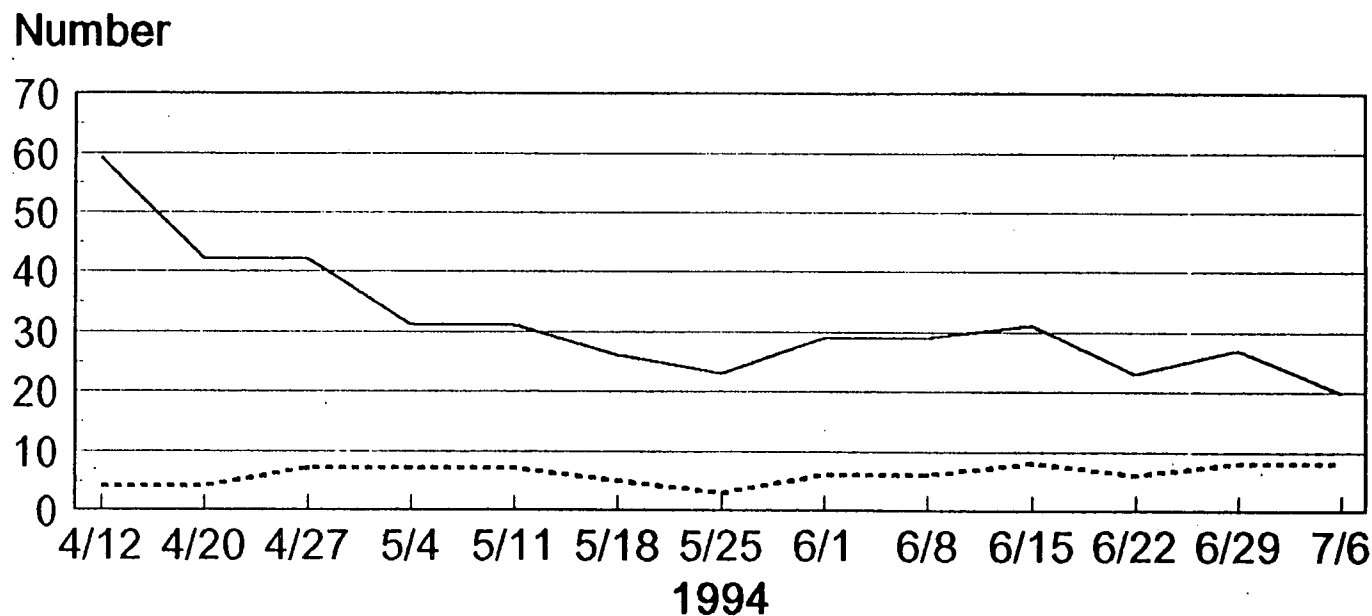
Operations Improvement Initiatives

– Actions Taken / Planned (Continued)

- **Self-Assessment**

- * Communications Meetings
- * Personnel Evaluations / Performance Plans
- * Operating Shift Composition
- * Cultural Changes
 - Questioning Attitude
 - Higher Standards

Control Room Deficiency Tags



CP&L

Operations Improvement Initiatives

– Actions Taken / Planned (Continued)

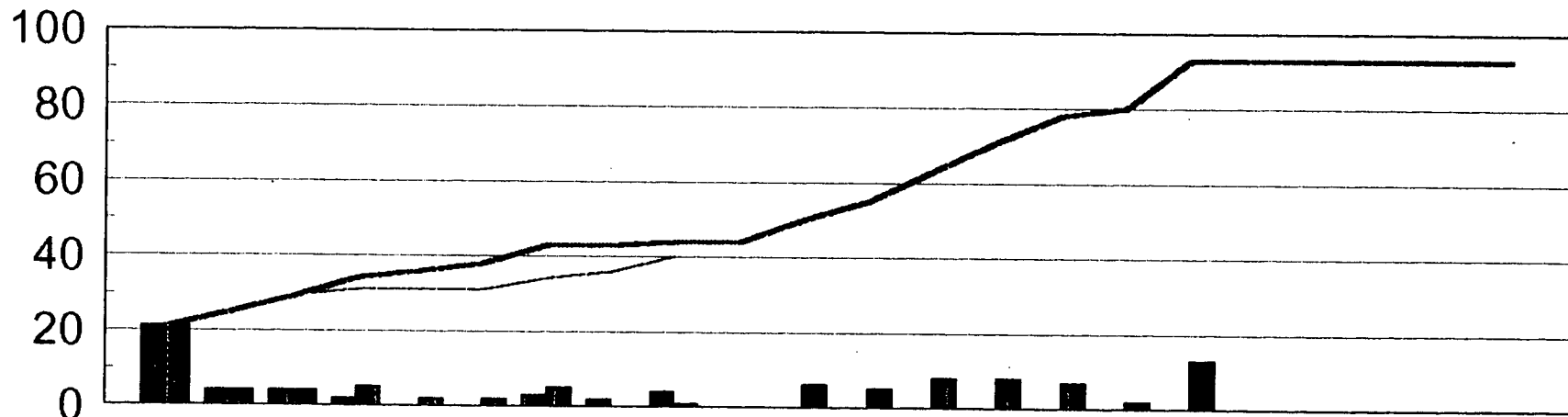
- **Procedures**

- * EOP / AOP Upgrade
- * Procedure Change Backlog Reduction
- * Management Observation Program

AOP/DSP/EOP UPGRADE STATUS

PROCEDURES WRITTEN

PROCEDURES



WEEKENDING	BASELINE	5/23	5/30	6/6	6/13	6/20	6/27	7/4	7/11	7/18	7/25	8/1	8/8	8/15	8/22	8/29	9/5	9/12	9/19	9/26	10/3	10/10	
WEEKLY COMPLETE	21	4	4	2	0	0	3	2	4														
WEEKLY GOAL	21	4	4	5	2	2	5	0	1	0	6	5	8	8	7	2	13	0	0	0	0	0	0
TOTAL COMPLETE	21	25	29	31	31	31	34	36	40														
CUMULATIVE GOAL	21	25	29	34	36	38	43	43	44	44	50	55	63	71	78	80	93	93	93	93	93	93	93

TOTAL PROCEDURES = 93

RESPONSIBLE - R. SHOEMAKER

Operations Improvement Initiatives

- Expected Results

- Continued Safe Plant Operation**
- Continuous Improvement**
- Recognized Top Performance**

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Emergency Diesel Generator Performance Initiatives

- **Maintenance Program Improvements**
- **Current Technical Issues And Resolutions**

Emergency Diesel Generator Performance Initiatives

- **NTIP Initiative SP-4**

- Expected Results**

- **Provide An Effective EDG Reliability Program**
 - **Resolve Currently Known EDG Performance Issues**
 - **Availability And Reliability Goals Met During Next Cycle**

Emergency Diesel Generator Performance Initiatives

● NTIP Major Tasks / Milestones

- Establish Baseline Benchmarks For "Expected Results" Complete 5/94
- EDG Program Review Team Established Complete 3/94
- Review EDG Program Elements Complete 4/94
- Provide Consolidated Recommendations Complete 5/94
- Assign Action Items to Effect Necessary Improvements Complete 6/94
- Implement Actions 6/94 - 4/95

Emergency Diesel Generator Performance Initiatives

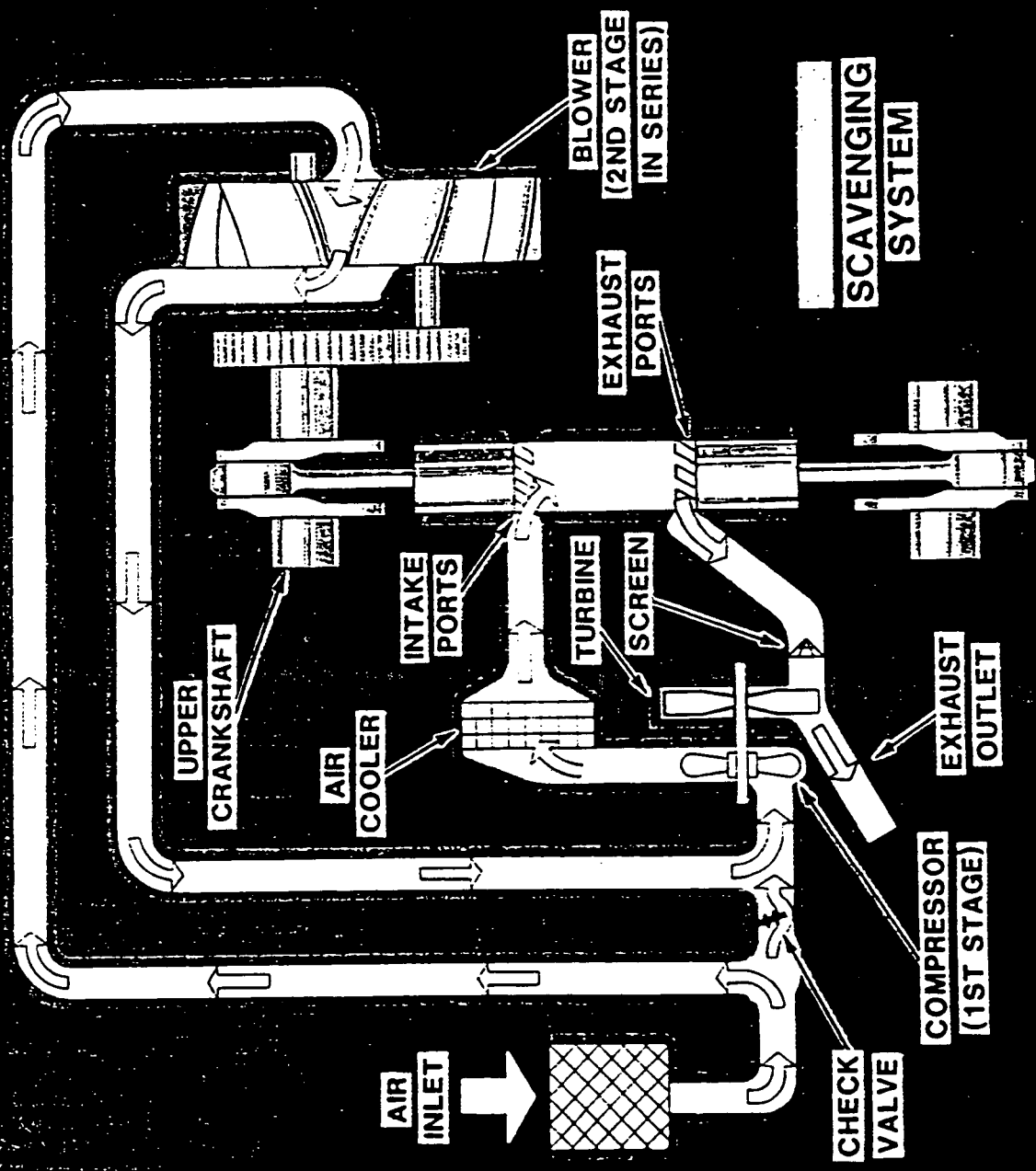
- **NTIP Results Achieved**

- **Action Items Established To Improve:**

- Preventive Maintenance
 - Predictive Maintenance
 - Maintenance Procedures
 - Trending And Evaluation
 - Vendor Interface
 - Industry Communication
 - Planning And Execution
 - Spare Parts Inventory
 - Craft And Engineering Knowledge

Emergency Diesel Generator Performance Initiatives

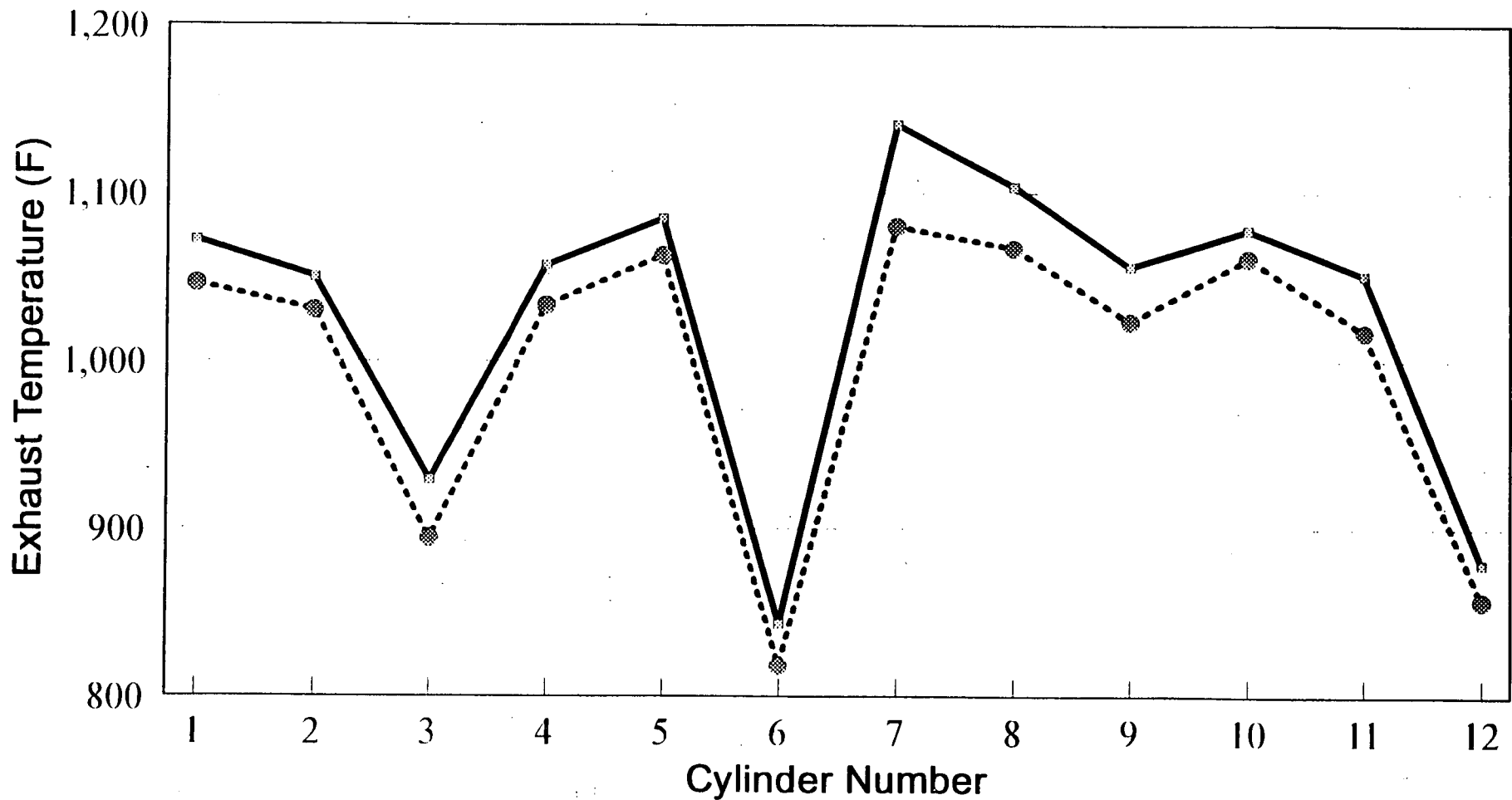
- **Current Technical Issues**
 - **High Cylinder Exhaust Temperatures**
 - **Low Scavenging Air Pressure**
 - **Fuel Injection Timing**
 - **Intercooler Cleanliness**



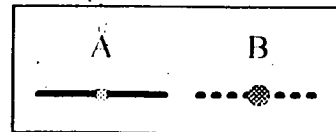
Emergency Diesel Generator Performance Initiatives

- **Corrective Actions To Date**
 - Turbo Diffuser Ring Replacement
 - Fuel Injector Nozzle Replacement
 - Firing Pressure Improvement

Emergency Diesel Generator Performance Initiatives



A: Before Nozzle Change
On No. 6 & 7



B: After Injector Timing Change
and Injector Change

Emergency Diesel Generator Performance Initiatives

- **Corrective Actions Planned**
 - **Adjust Side-To-Side Injection Timing**
 - **Inspect / Clean Intercooler**
 - **Investigate Hardware Changes**
 - **2-Pass Intercooler**
 - **Turbocharger Or Parts Changes**

Emergency Diesel Generator Performance Initiatives

- **NTIP Evolving Actions**
 - **EDG Integrated Plan**
 - **Maintenance Program Improvements**
 - **Resolution Of Technical Issues**
 - **Technical Specifications Improvements**

Emergency Diesel Generator Performance Initiatives

- **Summary**

- **Diesels Are Operable And Reliable**
- **Continuing To Improve Design Margins On Cylinder Exhaust Temperature / Low Scavenging Air Pressure**
 - **Aggressively Pursue Long Term Solution**
- **Implementing Long Term Maintenance Improvements**
- **Enhance The NTIP Initiative To Incorporate EDG Integrated Plan**

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Summary

- **NTIP Is Being Actively Implemented**
- **Plant Performance And Appearance Are Improving**
- **Staff Attention To Detail Is Not At Desired Level**
 - Higher Standards Are Established
 - Expectations Have Been Communicated
 - Personal Accountability Is Enforced
 - Desired Results Will Be Achieved
- **Diesel Generator Material Condition Is Improved**
 - We Better Understand The Technical Challenges And Areas Needing Improvement
 - Our Planned Actions Will Improve Engine Design Margins And Reliability