January 31, 1995

See Ltr.

Carolina Power and Light Company
ATTN: Mr. C. S. Hinnant
Vice President
H. B. Robinson Steam Electric Plant
Unit 2
3581 West Entrance Road
Hartsville, SC 29550

SUBJECT: MANAGEMENT MEETING SUMMARY - ROBINSON

This refers to the management meeting conducted in the Region II office on January 20, 1995. The purpose of the meeting was to discuss the results of the Robinson 1994 Near-Term Improvement Plan and the 1995 Business Plan Summary. The meeting also addressed your mid-SALP cycle review and operator performance improvement status. 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,
Original signed by:
Jon R. Johnson/for

Ellis W. Merschoff, Director
Division of Reactor Projects

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

Enclosures: 1. List of Attendees
2. Licensee Slides

cc w/encls: Dale E. Young
Plant Manager
H. B. Robinson Steam Electric Plant
3581 West Entrance Road
Hartsville, SC 29550

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Vice President
Nuclear Services Department
Carolina Power & Light Company
P. O. Box 1551 - Mail OHS7
Raleigh, NC 27602

cc w/encls: (See page 2)

IA3

IE 01

cc w/encls: (cont'd)
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Regulatory Affairs
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Distribution w/encls: (See page 3)

Distribution w/encls:
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NRC Resident Inspector
U. S. Nuclear Regulatory Commission
2112 Old Camden Road
Hartsville, SC 29550

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COPY?	YES NO	YES NO	YES NO	YES NO	YES NO	YES NO

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LIST OF ATTENDEES

Nuclear Regulatory Commission:

S. D. Ebneter, Regional Administrator, Region II (RII)
L. A. Reyes, Deputy Regional Administrator, RII
B. S. Mallett, Deputy Director, Division of Radiation Safety and Safeguards, RII
C. A. Casto, Acting Chief, Engineering Branch, Division of Reactor Safety, RII
H. O. Christensen, Acting Chief, Reactor Projects Branch 1, Division of Reactor Projects (DRP), RII
W. T. Orders, Senior Resident Inspector - Robinson, DRP, RII

Licensee Attendees:

W. Orser, Executive Vice President, Nuclear Generation Group
C. Hinnant, Vice President, Robinson
W. Robinson, Vice President, Harris
D. Young, Plant Manager, Robinson
R. Krich, Manager, Regulatory Affairs, Robinson
R. Rogan, Manager, Regulatory Compliance
G. Miller, Manager, Robinson Engineering Support Services
B. Clark, Manager, Maintenance
J. Moyer, Manager, NAS
K. Jury, Manager, Licensing Programs

ENCLOSURE 1

Carolina Power & Light Company

H. B. Robinson Steam Electric Plant, Unit No. 2

1994 Near-Term Improvement Plan Results And 1995 Business Plan Summary

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Mid-SALP Cycle Review / Operator Performance Improvement Status

January 20, 1995
Atlanta, Georgia

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ENCLOSURE 2

Agenda

Introduction ..... C. S. Hinnant

NTIP Results/Business Plan Summary ..... C. S. Hinnant

Mid-SALP Cycle Review/Operator Performance Improvement Status

Maintenance ..... B. H. Clark

Engineering ..... G. D. Miller

Operations/
Improvement Status ..... D. E. Young

Plant Support ..... D. E. Young

Summary And Concluding Remarks ..... C. S. Hinnant

Near-Term Improvement Plan Results

What Did We Expect?

- **Starting In 1994, Significant Improvement In Management Effectiveness, Culture, And Plant Staff Core Capabilities**
- **To Establish The Foundation For The Development Of A Culture Of Continuous Performance Improvement**
- **Plan Implementation To Occur In 1994**

As Committed In May 1994, This Meeting Provides The 1994 Results Of The Near-Term Improvement Plan (NTIP) Implementation

Near-Term Improvement Plan Initiatives

Site Wide Initiatives

- **Build A Capable Management Team**
- **Establish And Reinforce Organizational Performance Standards And Expectations**
- **Make Self-Assessment A Way Of Life**
- **Implement Effective Performance Management (EPM) System**
- **Improve Our Ability To Identify And Effectively Correct Problems**
- **Communicate The Reasons Why Rapid, Fundamental Change Is Needed**

Near-Term Improvement Plan Initiatives

Specific Program Initiatives

- **Consolidate The Site Commitment Tracking Systems**
- **Centralize The Program For Surveillance Testing And Tracking**
- **Centralize The Tool Calibration Program**
- **Establish Emergency Diesel Generator (EDG) Maintenance Improvement Program**
- **Respond To The 1993 Employee Opinion Survey (EOS)**

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Near-Term Improvement Plan
Results Summary And Future Actions

Results Summary

- **All Initiatives Implemented; Follow-On Activities Being Carried Out As Planned**
- **Positive Results Evident In A Number Of Areas**
  - **Employee Opinions**
  - **Maintenance**
  - **Plant Management**
  - **Self-Assessments**
  - **EDG Performance**
  - **Surveillance Test Scheduling**
  - **Corrective Action Program Implementation**

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Near-Term Improvement Plan
Results Summary And Future Actions

Future Actions

- **Effectiveness Assessment Of NTIP Implementation**
  - **Led By The Corporate Performance Evaluation Section**
  - **Assessment Team Composed Of Personnel From The Other CP&L Sites, INPO, And Outside Consultants**
  - **Objective Is To Measure Progress In Addressing Fundamental Weaknesses And Identify Any Needed Plan Changes**
  - **Conducted In February 1995**
- **Effectiveness Of Each Initiative Will Be Assessed In 1995 In Accordance With Established Schedules**

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1995 Business Plan Initiatives

Business Plan Follow-On Initiatives

- **Personnel Error Reduction - Plant General Manager**
  - **Reduce Personnel Error Through Effective Human Performance Methods**
- **Standards And Expectations Related To Nuclear Safety And Procedural Compliance - Manager, Regulatory Affairs**
  - **Increase Accountability For Procedure Adequacy And Eliminate Causes For Procedure Non-Compliance**

1995 Business Plan Initiatives

Business Plan Follow-On Initiatives (Cont'd)

- **Self-Assessment/Improvement Plans - Manager, Plant Support**
  - **Improve Plant Management And Staff Self-Assessment Capabilities, And Follow-Through In Implementing Improvements**
- **Outage Management Team - Manager, Outage Management**
  - **Plan And Direct Execution Of World-Class Refueling Outage In 1995**
- **Local Automated Maintenance Management System Re-Engineering - Manager, Work Control**
  - **Increase Efficiency Of Maintenance Work Planning And Execution**

Agenda

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Summary And Concluding Remarks ..... C. S. Hinnant

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Mid-SALP Cycle Review
Maintenance

- **Performance Rating Last Assessment Period - Category 3**
- **Performance Issues Identified In The Last Assessment**
  - **Weak Procedural Controls**
  - **Failure To Follow Procedures**
  - **Failure To Take Effective Corrective Actions**
  - **Oversight Of Maintenance And Refueling Activities**

Mid-SALP Cycle Review
Maintenance

- **Performance Improvements Achieved**
  - **Improved Procedural Controls**
    - **Generated 63 New Procedures (Increase Of ~10%)**
    - **Changed 450 Procedures**
      - **Reflects Improved Problem Identification And Effective Correction**
    - **Improved Compliance**
      - **Confirmed By Nuclear Assessment Department (NAD), INPO, And Corporate Performance Evaluation Section**
      - **Demonstrated By Craft Workers**

Mid-SALP Cycle Review
Maintenance

- **Performance Improvements Achieved (Cont'd)**
  - **Programmatic Improvements**
    - **Implemented Measuring And Test Equipment Calibration Lab And Program**
    - **Trending Transmitter Calibration Data**
    - **Improved Out-Of-Calibration Instrumentation Review Process**
    - **Completed Setpoint Methodology Confirmation Study**
    - **Implemented Centralized And Computer-Based Surveillance Test Scheduling System**

Mid-SALP Cycle Review
Maintenance

- **Strengths**
  - **Supervisory/Management Oversight**
    - **Change Management**
  - **Quality Of Management/Supervision**
    - **New Mechanical Subunit Manager**
    - **2 Of 6 Supervisors Replaced**
    - **Supervisor Field Observations**
  - **Quality Of Personnel**
  - **Effective Performance Management**

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Mid-SALP Cycle Review
Maintenance

- **Current Challenges**
  - **Increase Effectiveness Of Instrumentation Calibration Program**
  - **Attain Consistency Of Procedure Quality**
  - **Improved Use Of Operating Experience (OE) Information**
  - **Maintain Current High Rate Of Performance Improvement**
  - **Exercise Strong Management Oversight Of Refueling Activities**

Mid-SALP Cycle Review
Maintenance

- **Improvement Initiatives**
  - **Improved Work Control/Process**
  - **Reviewed Technical Specification (TS) Surveillance Requirements Implementation**
    - **No TS Compliance Issues Identified**
  - **Implemented Calibrated Instrument Review Program**
  - **Backlog Reduction Effort**
    - **Implemented "Fix-It-Now" Teams**
    - **Reduced Number Of "Blue Dots" From Previous Cycles**
  - **Implemented EDG Integrated Action Plan**

Mid-SALP Cycle Review
Maintenance

- **Improvement Initiatives (Cont'd)**
  - **Cultural Changes**
    - **Procedural Compliance**
    - **Increased Work Ticket Generation**
    - **Work Is Now "Being Done Right The First Time"**
      - **Emergency Diesel Generators**
      - **Ground Loops On Instrument Busses**
      - **Refueling Outage "Ownership"**

Agenda

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Summary And Concluding Remarks ..... C. S. Hinnant

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Mid-SALP Cycle Review
Engineering

- **Performance Rating Last Assessment Period - Category 2**
- **Performance Issues Identified In The Last Assessment**
  - **Weak Interface Between Design Engineering And Plant Technical Staff**
  - **Support Of Refueling Outage Activities**
  - **Root Cause Analyses, Corrective Action Effectiveness, And Timeliness**

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Mid-SALP Cycle Review
Engineering

- **Performance Improvements Achieved**
  - **Integrated Design Engineering, Technical Support, And Project Management**
    - **Strengthened Management Team**
    - **Improved Technical Capabilities, Responsiveness, And Facilitated Interface Between Organizations**

Mid-SALP Cycle Review
Engineering

- **Performance Improvements Achieved (Cont'd)**
  - **Established Single Work Request Process (i.e., Engineering Services Request (ESR))**
  - **Performing Critical Self-Assessments**
  - **Strengthened EPM Implementation**
  - **Improved Resolution Of Plant Issues**

Mid-SALP Cycle Review
Engineering

- **Performance Improvements Achieved (Cont'd)**
  - **Strengthened Engineering Evaluation Development And Review Process**
  - **Strengthened Nuclear Fuel Procurement Engineering**
  - **Improved Root Cause Analysis Noted By Corporate NAD Assessments**
- **Strengths**
  - **Cooperation And Teamwork Within Engineering Organization**
  - **Integrated EDG Action Plan**
  - **Accessibility To Plant Staff**
  - **Staff Qualifications/Senior Reactor Operator (SRO) Certifications**

Mid-SALP Cycle Review
Engineering

- **Current Challenges**
  - **Improve Integration Of Engineering Organization**
  - **Strengthen System Engineering Activities**
  - **Reduce Engineering Backlogs**
    - **Target For End Of 1995 : < 200 Total Open ESRs, Adverse Condition Reports, And Commitments**
  - **Improve Quality Of Engineering Products**

Mid-SALP Cycle Review
Engineering

- **Improvement Initiatives**
  - **Executing Engineering Excellence Improvement Plans**
  - **Established "Top 10" Equipment List**
  - **Strengthening Specific Program Areas**

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Mid-SALP Cycle Review
Operations

- **Performance Rating Last Assessment Period - Category 2**
- **Performance Issues Identified In The Last Assessment**
  - **Mixed Operator Response To Events**
  - **Control Room Performance And Professionalism**
  - **Implementation Of Management Expectations**
  - **Management Oversight**

Mid-SALP Cycle Review
Operations

- **Performance Improvements Achieved**
  - **Established Operations Management/Organization**
    - **Increased Management Oversight**
      - **Simulator Evaluations**
    - **Enforcing Higher Standards And Expectations**
  - **Implemented EPM Process**
    - **Increased Accountability**
    - **Encouraging Candid Communication And Feedback**

Mid-SALP Cycle Review
Operations

- **Performance Improvements Achieved (Cont'd)**
  - **Upgraded Emergency Operating And Abnormal Operating Procedures**
  - **Improving Self-Assessment Capabilities**
    - **NAD Involvement/Contributions**
    - **Self-Identifying Problems/Questioning Attitude**

Mid-SALP Cycle Review
Operations

- **Strengths**
  - **Plant Reliability/Performance**
  - **Daily Crew And Management Communication**
  - **Excellent Operator Response To Transients**
    - **April And August 1994 Manual Trips**
      - **Demonstrated Conservative Operation**
    - **Loss Of Condenser Vacuum**
    - **Feedwater Regulating Valve Closure**

Mid-SALP Cycle Review
Operations

- **Current Challenges**
  - **Improve Operator Performance And Heighten Attention To Detail**
  - **Improve Self-Assessment Capabilities**
    - **Increase Percentage Of Self-Identified Items**
  - **Timely Procedure Changes And Corrective Actions**

Mid-SALP Cycle Review
Operations

Improvement Status

- **Actions Taken To Achieve Rapid Improvement**
  - **Interim Actions**
    - **Communicated Adverse Performance Trend During Licensed Operator Requalification (LOR) Training**
    - **Performing Independent Verification And System Line-Ups For All Clearances**
    - **Increased Field Observations By NAD**

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Improvement Status (Cont'd)

- **Actions Taken (Cont'd)**
  - **Corrective Actions To Achieve Lasting High Performance**
    - **Using Three-Way Communications**
    - **Implemented Self-Checking Evaluations**
    - **Developed And Implementing Control Room Switch Position Checklist**
    - **Reviewing Operations Surveillance Test Procedures To Ensure Proper Equipment Configurations Specified At End Of Test**

Mid-SALP Cycle Review
Operations

- **Improvement Initiatives**
  - **Improved Operator Training Process**
    - **Rigorous Candidate Screening Criteria**
    - **Training Six Auxiliary Operator And Eight SRO Candidates**
  - **Use Of Overtime Now Minimized**

Mid-SALP Cycle Review
Operations

- **Improvement Initiatives (Cont'd)**
  - **Modernize Control Room**
  - **Improved Work Control Process**
    - **Creating New Facility**
    - **Dedicated Day-Shift Staff**
  - **Plan And Execute Refueling Outage**
    - **Lead Outage Execution**
    - **Selected Operations Personnel Dedicated To Outage Planning**

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Performance Rating Last Assessment Period - Category 2

Security

- **Performance Issues Identified In The Last Assessment**
  - **Timely Resolution Of Technical Problems**
- **Performance Improvements Achieved**
  - **Improved Resolution Of Technical Issues**
    - **Dedicated Maintenance Technicians**
    - **Assigned System Engineer**

Mid-SALP Cycle Review
Plant Support

- **Performance Improvements Achieved (Cont'd)**
  - **Results**
    - **Reduced Maintenance Backlog**
    - **Reduced Compensatory Posting Hours**
    - **Established Comprehensive Preventive Maintenance Program**
  - **Security System Improvements**
    - **Video Capture System**
    - **Improved Closed Circuit Television Coverage And Performance**

Security

- **Strengths**
  - **Strong Management Support Of Security Program**
  - **High Security Force Morale**
  - **Dedicated Maintenance And Engineering Support**
  - **Effective Oversight Of Contract Security Force**
  - **Active Security Manager Peer Group**

Security

- **Current Challenges**
  - **Maintain The Heightened Sense Of Awareness Within The Security Force To Strive Toward Excellence**
  - **Guard Against Complacency By Plant Employees With Regard To Security Program Requirements**

Mid-SALP Cycle Review
Plant Support

Security

- **Improvement Initiatives**
  - **Implement Hand Geometry System**
  - **Improve Self-Assessment Process**
    - **Participation In NAD Assessments At Other CP&L Plants**
  - **Integrate Security Force Into Robinson Plant Team**

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Mid-SALP Cycle Review
Plant Support

Emergency Preparedness (EP)

- **Performance Issues Identified In The Last Assessment**
  - **Event Classification And Notification**
  - **Corrective Action Timeliness**
- **Performance Improvements Achieved**
  - **1994 Annual Exercise Evaluated By NRC Inspector As Best In Five Years - No Weaknesses**
  - **Demonstrated Improvement In Event Classification And Notification**
  - **Timely Corrective Actions Are Being Taken**

Emergency Preparedness

- **Strengths**
  - **Strong Management Support**
  - **Emergency Response Facilities/Computerized Functions**
  - **Thorough Drill/Exercise Critiques**
  - **Excellent Relationship With And Support From State And Local Agencies**

Mid-SALP Cycle Review
Plant Support

Emergency Preparedness

- **Current Challenges**
  - **Upgrade Emergency Plan And Procedures**
  - **Remove Technical Support Center From Protected Area Boundary**
- **Improvement Initiatives**
  - **Implementing Emergency Response Organization Teams**
  - **Converting To Nuclear Generation Group Emergency Plan And Procedures**
  - **Converting To Industry/NRC Accepted Emergency Action Levels**

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Mid-SALP Cycle Review
Plant Support

Radiological Protection And Chemistry

- **Performance Issues Identified In The Last Assessment**
  - **Quality Of Radiation Control Procedures**
- **Performance Improvements Achieved**
  - **Increased Ownership Of Procedures**

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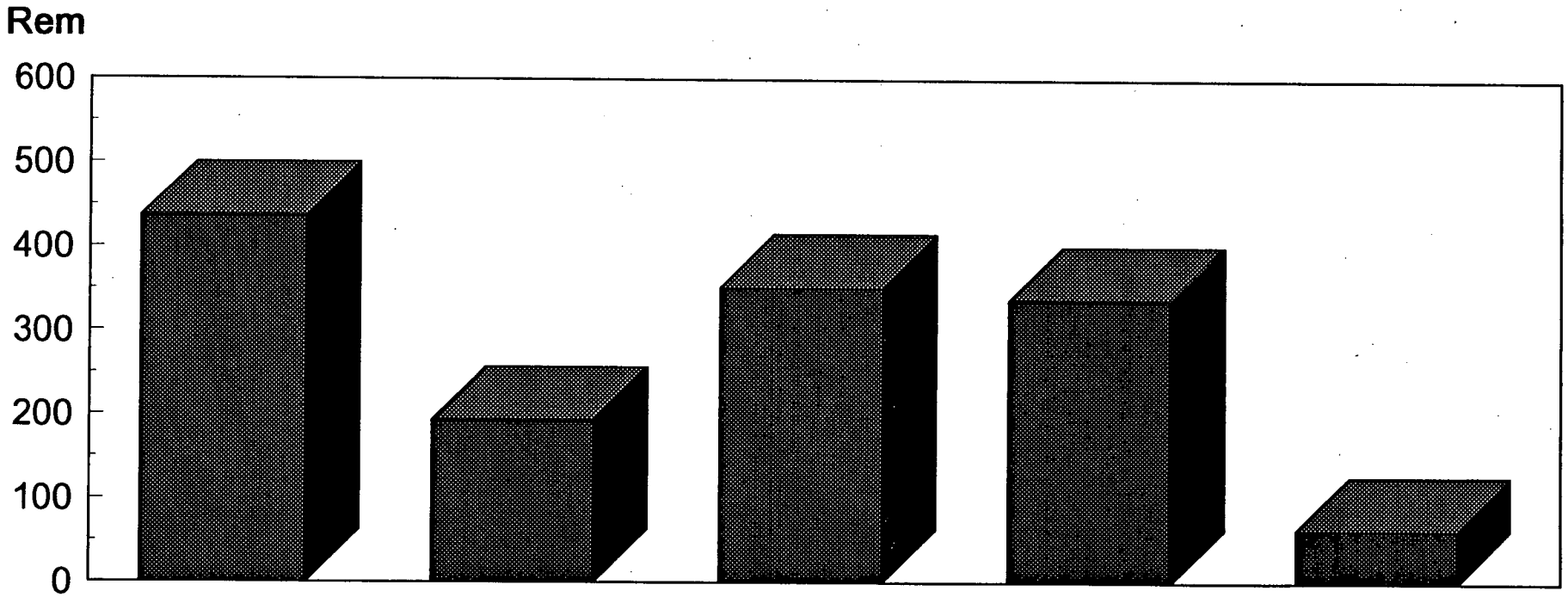
Radiological Protection And Chemistry

- **Strengths**
  - **Health Physics**
    - **Best Performance In Plant History**
      - **Exposure - 63 Man-Rem**
      - **Contaminated Floor Space - 1254 Sq. Ft. Year Avg.**
      - **Personnel Contamination Events - 54 Events**
      - **Radwaste Buried - 33 M^3**
    - **Internal Self-Assessment**
      - **Effective Implementation Of Corrective Action Program**
      - **Recognized By NAD/INPO**

Site Exposure

Lowest In History - 63 Rem



1990	1991	1992	1993	1994
437	193	352	337	63

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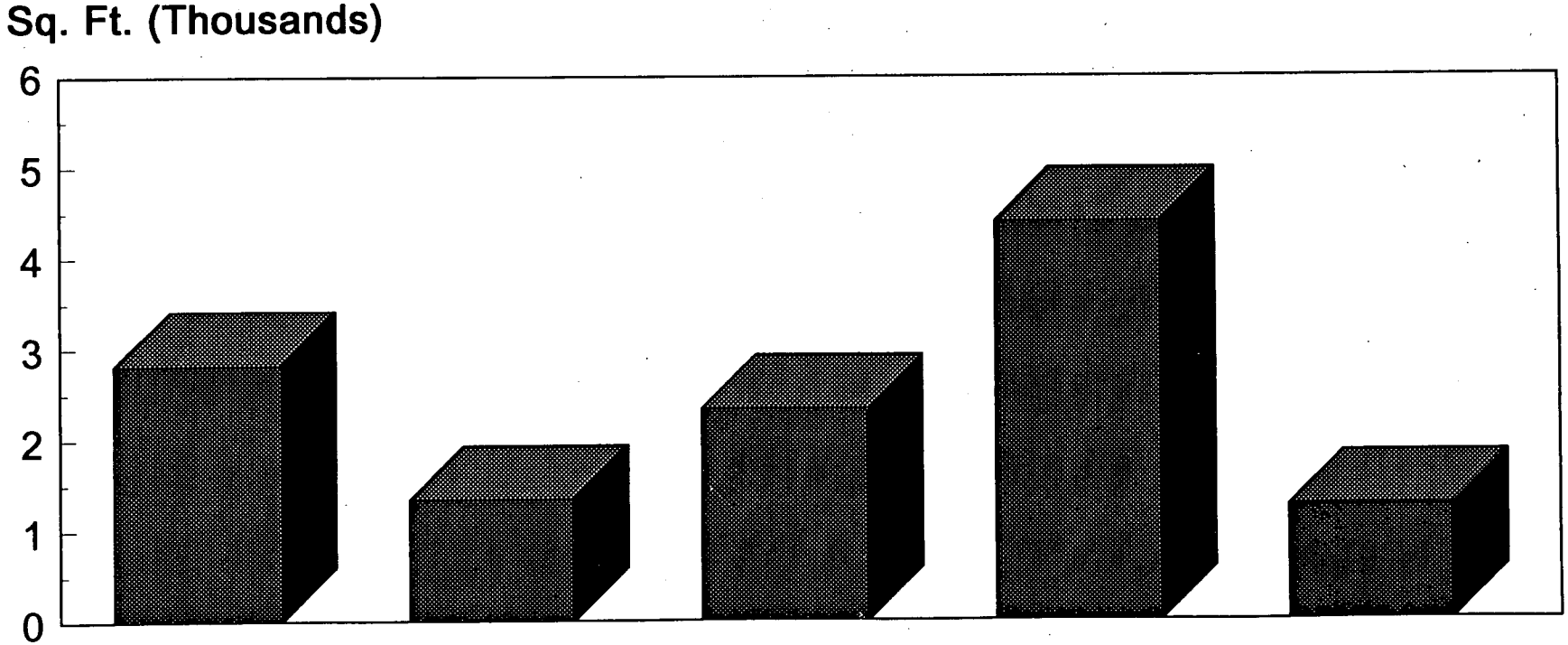
Contaminated Square Footage

Lowest In History - 1254 Square Feet



1990	1991	1992	1993	1994
2.820	1.340	2.332	4.389	1.254

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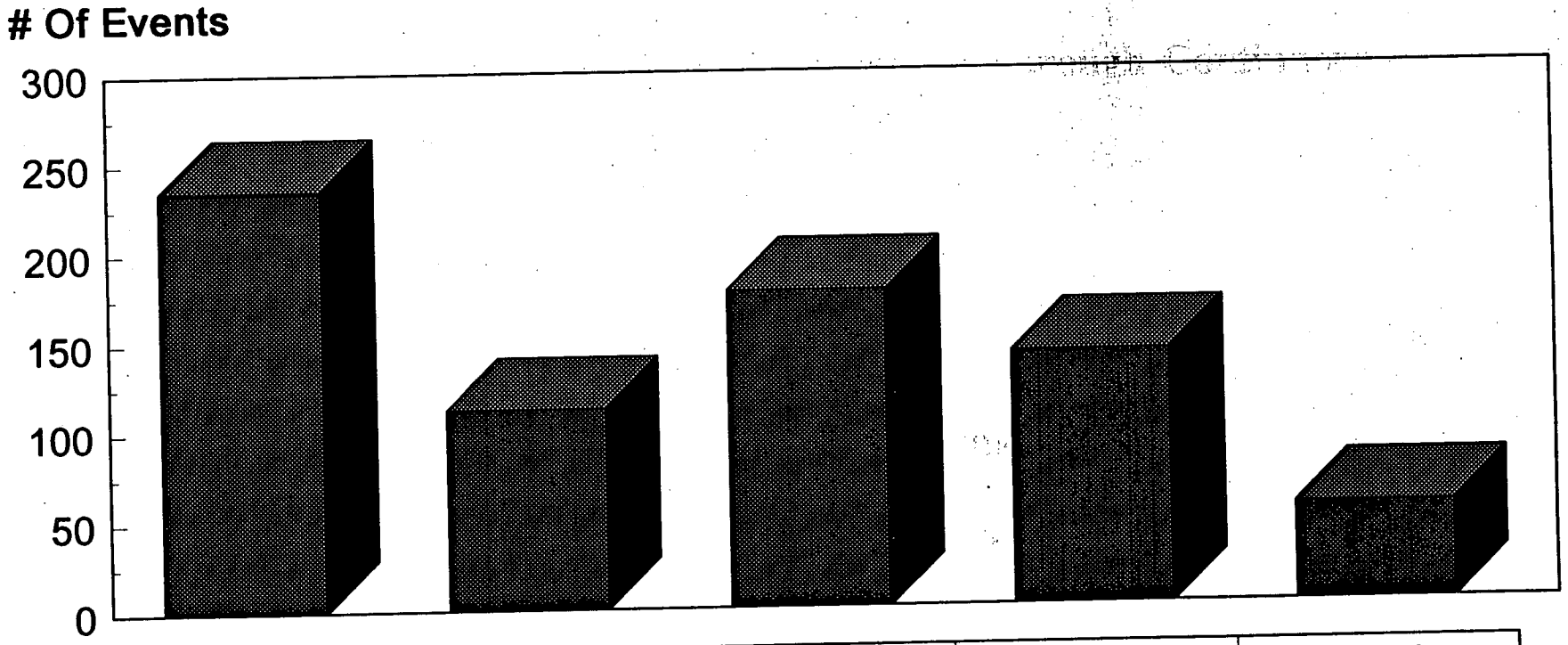
Contamination Events

Lowest In History - 54 Events



1990	1991	1992	1993	1994
235	112	177	141	54

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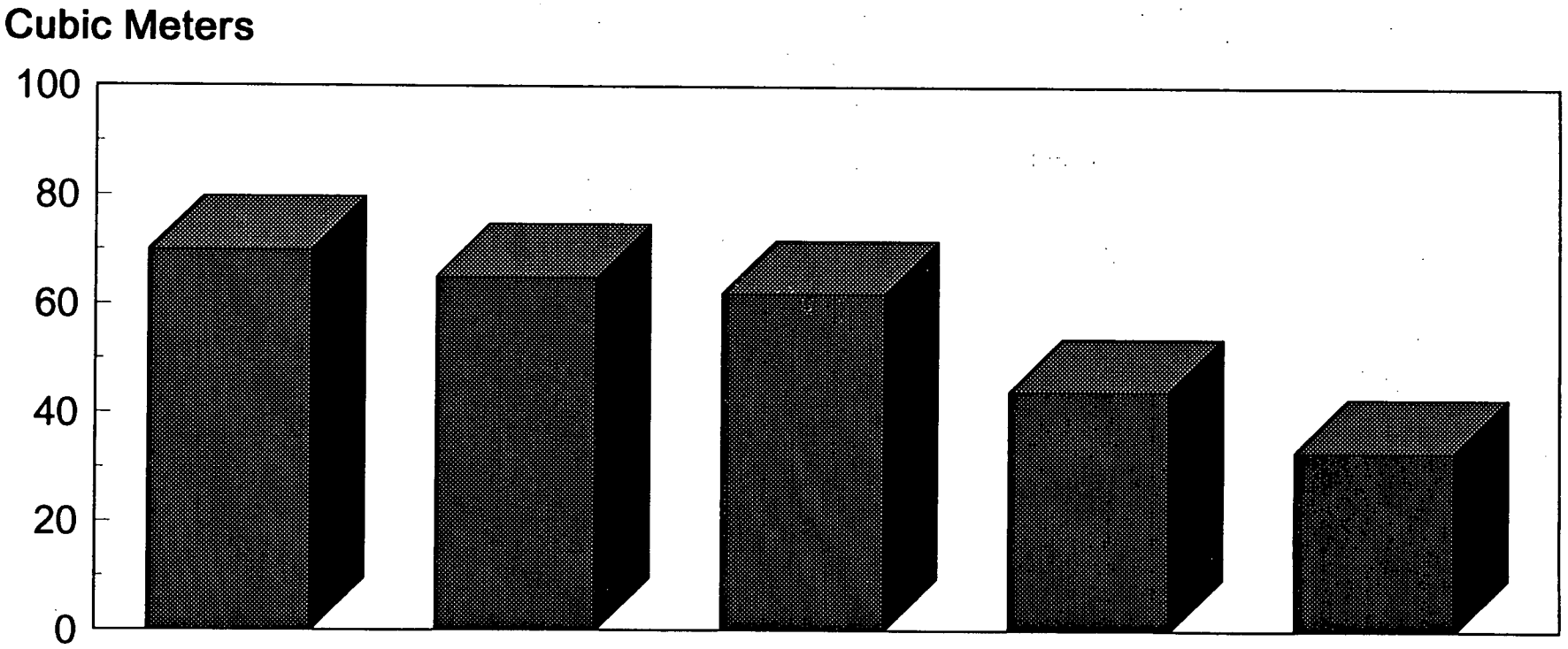
Total Radwaste Buried

Lowest In History - 33 Cubic Meters



1990	1991	1992	1993	1994
70	65	62	44	33

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Radiological Protection And Chemistry

- **Strengths (Cont'd)**
  - **Chemistry**
    - **Total Radioactive Effluents Well Below Regulatory Limits**
    - **Radioactive Resin Management**
    - **Secondary Chemistry Maintained Within INPO Industry Top Quartile**
    - **Radiochemistry Interlab Comparisons**
      - **100% Agreement**

Mid-SALP Cycle Review

Plant Support

Radiological Protection And Chemistry

- **Current Challenges**
  - **Maintain Excellent Level Of Performance Through Continuous Improvements**
- **Improvement Initiatives**
  - **Developing Advanced Radiation Worker Program**
  - **Developing Interim Onsite Radwaste Storage**
  - **Continued Reduction In Radiation Exposure**
    - **172 Man-Rem Goal For Outage Year 1995**

Radiological Protection and Chemistry

- **Improvement Initiatives (Cont'd)**
  - **Continuing Chemistry Improvement Programs**
  - **Improved Staff Training And Knowledge**
    - **SRO Certification Class Graduate**
    - **National Registration Of Radiological Protection Technicians (NRRPT) Certifications**
  - **Actively Pursuing The Best Practices In Industry**

Agenda

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Summary And Concluding Remarks ..... C. S. Hinnant

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Summary And Concluding Remarks

Summary

- **NTIP Has Been Implemented As Planned And Is Producing Results**
- **Business Plan Initiatives Have Been Developed And Are Being Implemented To Achieve Continuous Future Improvement**
- **Since Returning To Service, The Plant Has Operated Well And Is In Good Materiel Condition**
- **The Robinson Management Team Has And Is Continuing To Resolve Issues That Are Obstacles To World Class Performance**

Summary And Concluding Remarks

- **We Have Achieved Significant Improvement In:**
  - **Maintenance Performance**
  - **Engineering Products**
  - **Self-Assessment Capability (NAD And Line)**
- **Our Attention Is Focused On Operator Performance Improvements**
- **Health Physics, Chemistry, And Security Performance Continue To Be Excellent**

Summary And Concluding Remarks

RESULTS COUNT

- **For The 1995 Portion Of The SALP Period, We Are Focused On Realizing Results From Our Initiatives Implemented In 1994**
- **We Believe 1995 Will Be Robinson's Best Performance Year EVER in:**
  - **Safety**
  - **Production**
  - **Cost**

WATCH

- **You Too Will See These Results!**

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