

U.S. NUCLEAR REGULATORY COMMISSION
REGION I

Report No. 85-05

Docket No. 50-220

Licensee No. DPR-63

Priority --

Category C

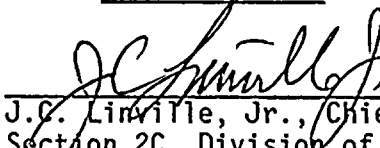
Licensee: Niagara Mohawk Power Corporation
300 Erie Boulevard
Syracuse, New York 13202

Facility Name: Nine Mile Point Nuclear Station, Unit 1

Meeting Location: US NRC, Region I, King of Prussia, Pa.

Meeting Conducted: April 24, 1985

Approved by:


J.C. Linville, Jr., Chief, Projects
Section 2C, Division of Reactor
Projects

7/8/85
date

Meeting Summary:

Management Meeting on April 24, 1985 (Report No.
50-220/85-05)

Summary: A management meeting was convened by NRC, Region I management to discuss the licensee's response to the independent management appraisal required by the Order dated March 20, 1984. The licensee reviewed its actions to date and provided a detailed schedule for completion of the actions required to implement the appraisal recommendations.

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DETAILS

1. Attendees

Niagara Mohawk Power Corporation

W. Donlon, President
B. Hooten, Executive Director, Nuclear Operations
C. Mangan, Vice President, Nuclear Engineering and Licensing
T. Lempges, Vice President, Nuclear Generation
T. Roman, Station Superintendent
D. Palmer, Manager, Nuclear Quality Assurance
C. Stuart, Assistant to Executive Director

Management Analysis Corporation

H. Worsham, Consultant

U.S. Nuclear Regulatory Commission

T. Murley, Regional Administrator
R. Starostecki, Director, Division of Reactor Projects (DRP)
S. Collins, Chief, Projects Branch No. 2, DRP
L. Bettenhausen, Chief, Operations Branch, Division of Reactor Safety
J. Linville, Chief, Projects Section No. 2C, DRP
S. Hudson, Senior Resident Inspector, NMP-Unit 1
R. Gramm, Senior Resident Inspector, NMP-Unit 2

2. Discussions

On March 20, 1984, the NRC issued an Order to the licensee which required that an independent management appraisal be performed at Nine Mile Point, Unit 1 and the corporate office. The appraisal recommended specific actions to enhance the management controls of corporate and station activities. On February 1, 1985, the licensee submitted to NRC, Region I its review of the appraisal recommendations and proposed action plans to implement the recommendations. It also included explanations for those items the licensee chose not to implement.

On April 24, 1985, the licensee met with NRC, Region I management to discuss the status, schedule, and tracking of the action plan items. The meeting was requested by NRC, Region I. The licensee presented additional details regarding the administration and control of the action plan items as indicated by Attachments A and B provided by the licensee. Extensive senior management involvement was included in the formulation of the action plan items. Continued involvement is assured through a Management Steering Committee which must review the acceptability of each item prior to final acceptance by the Executive Director of Nuclear Operations. The licensee also explained its schedule for completion of the individual items. Actions for most items were in progress.



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3. Conclusion

The NRC found that the licensee's schedule for implementation is acceptable and that the licensee had met the requirements of the Order. It was determined that no additional periodic meetings with the licensee will be required at this time. Further review of the licensee's actions will be conducted as part of the routine inspection program.

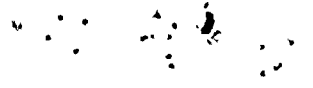


NIAGARA MOHAWK ATTENDEES

APRIL 24, 1985

10:00 MEETING WITH NRC REGION I

W. J. (BILL) DONLON	PRESIDENT
B. G. (BILL) HOOTEN	EXECUTIVE DIRECTOR-NUCLEAR OPERATION
T. E. (TOM) LEMPGES	V.P. NUCLEAR GENERATION
C. V. (CHUCK) MANGAN	V.P. NUCLEAR ENGINEERING & LICENSING
C. L. (SKIP) STUART	ASST. TO THE EXECUTIVE DIRECTOR-NUCLEAR
T. W. (TOM) ROMAN	SUPT. NINE MILE POINT UNIT 1
D. R. (DAVE) PALMER	MANAGER-QUALITY ASSURANCE
H. J. (HERB) WORSHAM	CONSULTANT (MAC)



MEETING GOALS

MEETING GOALS

- ° DISCUSS NMPC RESPONSE TO NRC ORDER.
- ° DISCUSS NRC REQUIREMENTS FOR MONITORING IMPLEMENTATION OF NMPC ACTIONS AS DEEMED NECESSARY
- ° ESTABLISH EFFECTIVE COMMUNICATIONS AND POINTS OF CONTACT BETWEEN OUR ORGANIZATIONS
- ° CLEARLY IDENTIFY ANY NRC CONCERNS WHICH MAY EXIST RELATIVE TO ACTION PLAN OR ANY OTHER NMP1 MATTER
- ° INTRODUCE THE TRANSITION ORGANIZATIONAL PLAN (TOP)



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AGENDA

1. INTRODUCTION BILL DONLON
2. HISTORY - RELATED PROGRAMS BILL HOOTEN
3. UNIT 1 - PROCESS/PROGRESS SKIP STUART
4. HIGHLIGHTS
 - A. INVOLVEMENT OF MANAGEMENT BILL HOOTEN
 - B. COMMUNICATIONS WITH OPERATIONS/STAFF TOM ROMAN
 - C. TRANSITION ORGANIZATIONAL PLAN BILL HOOTEN/
CHUCK MANGAN
5. SUMMARY BILL DONLON



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HISTORY

- RECEIVED REPORT SEPT. 4, 1984
- ASSIGNED RESPONSIBILITIES - LOCAL ACTIONS STARTED SEPT. 19
- FORMED MANAGEMENT STEERING COMMITTEE (O.D. TASK FORCE DUTIES) OCT. 2
- STUDIED REPORT IN DETAIL
- RECEIVED PRELIMINARY ACTION PLANS & SCHEDULE/RESOURCE INFO. LATE OCT.
- LETTER TO NRC ANALYSIS/RESPONSE/SCHEDULE FEB. 1, 1985
- RECONSTITUTED STEERING COMMITTEE MAR. 14



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MANAGEMENT STEERING COMMITTEE (ODTF)

SEPT. - MAR.

B. G. HOOTEN	EXECUTIVE DIRECTOR
C. V. MANGAN	VICE PRESIDENT. - ENGINEERING & LICENSING
T. E. LEMPGES	VICE PRESIDENT - NUCLEAR GENERATION
J. A. PERRY	DIRECTOR - QUALITY ASSURANCE
T. J. PERKINS	GENERAL SUPERINTENDENT - NINE MILE POINT UNIT 1
C. L. STUART	ASSISTANT TO THE EXECUTIVE DIRECTOR
R. B. BURTCH	MANAGER - NUCLEAR INFORMATION SERVICES
A. FREEDMAN	MAC O.D. CONSULTANT

CONSULTANTS: WORSHAM, LERNER - MAC



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CURRENT

C. L. STUART	CHAIRMAN
C. V. MANGAN	VICE PRESIDENT - ENGINEERING & LICENSING
T. E. LEMPGES	VICE PRESIDENT - NUCLEAR GENERATION
J. A. PERRY	DIRECTOR - QUALITY ASSURANCE.
S. F. MANNO	VICE PRESIDENT - PURCHASING
M. P. RANALLI	VICE PRESIDENT - ENGINEERING
T. J. PERKINS	GENERAL SUPERINTENDENT - NINE MILE POINT UNIT 1
R. B. BURTCH	MANAGER - NUCLEAR INFORMATION SERVICES
A. P. BALENO	NMP-2 PROJECT - MANAGER ADMINISTRATION/SERVICES

CONSULTANTS: FREEDMAN, LERNER, WORSHAM



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RELATED PROGRAMS

- MSC - MANAGEMENT STEERING COMMITTEE - ADVISORY COMMITTEE TO THE EXECUTIVE DIRECTOR NUCLEAR OPERATION - UNIT 1 ACTION PLAN
- TOPSC - STEERING COMMITTEE FOR THE TRANSITION ORGANIZATIONAL PLAN (TOP) - CHAIRED BY THE EXECUTIVE DIRECTOR - NUCLEAR OPERATION
- PCP - PLANT COMPLETION PLAN - UNIT 2 ACTIVITIES NECESSARY TO COMPLETE CONSTRUCTION/TESTING & LOAD FUEL
- COP - COMMERCIAL OPERATIONS PLAN - UNITS 1 & 2 ACTIVITIES NECESSARY TO ACHIEVE COMMERCIAL OPERATION OF UNIT #2 (FUEL LOAD TO COD) INCLUDING POST C.O. WORK EFFORTS UP TO AND INCLUDING THE FIRST REFUELING OUTAGE
- OMC - OPERATIONS MANAGEMENT COMMITTEE - UNIT 1 COMMITTEE CHAIRED BY STATION SUPERINTENDENT TO ADDRESS SHIFT ORGANIZATION/COMMUNICATION



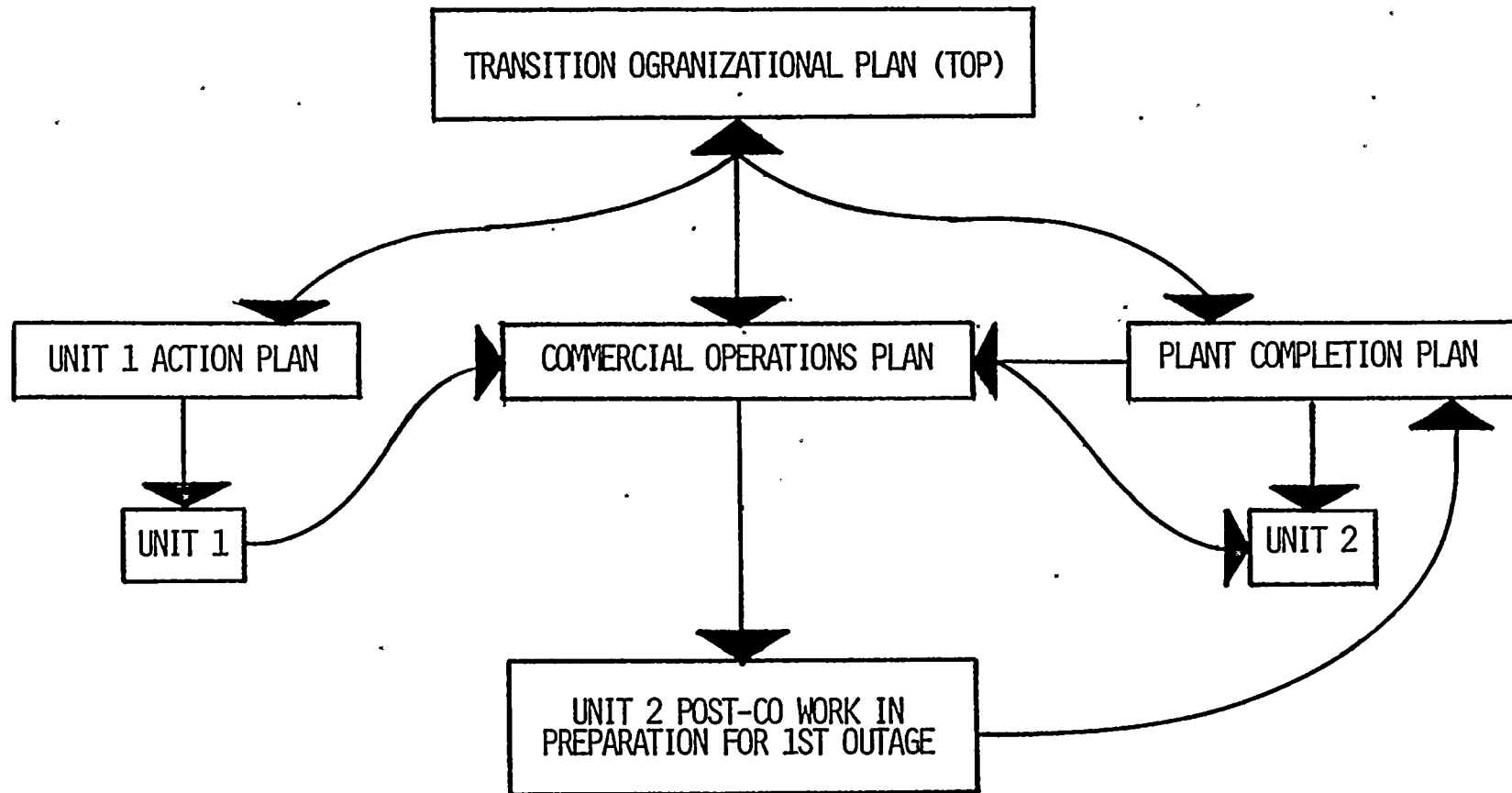
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UNIT 1
ACTIVITIES:

COMBINED
ACTIVITIES:

UNIT 2
ACTIVITIES:



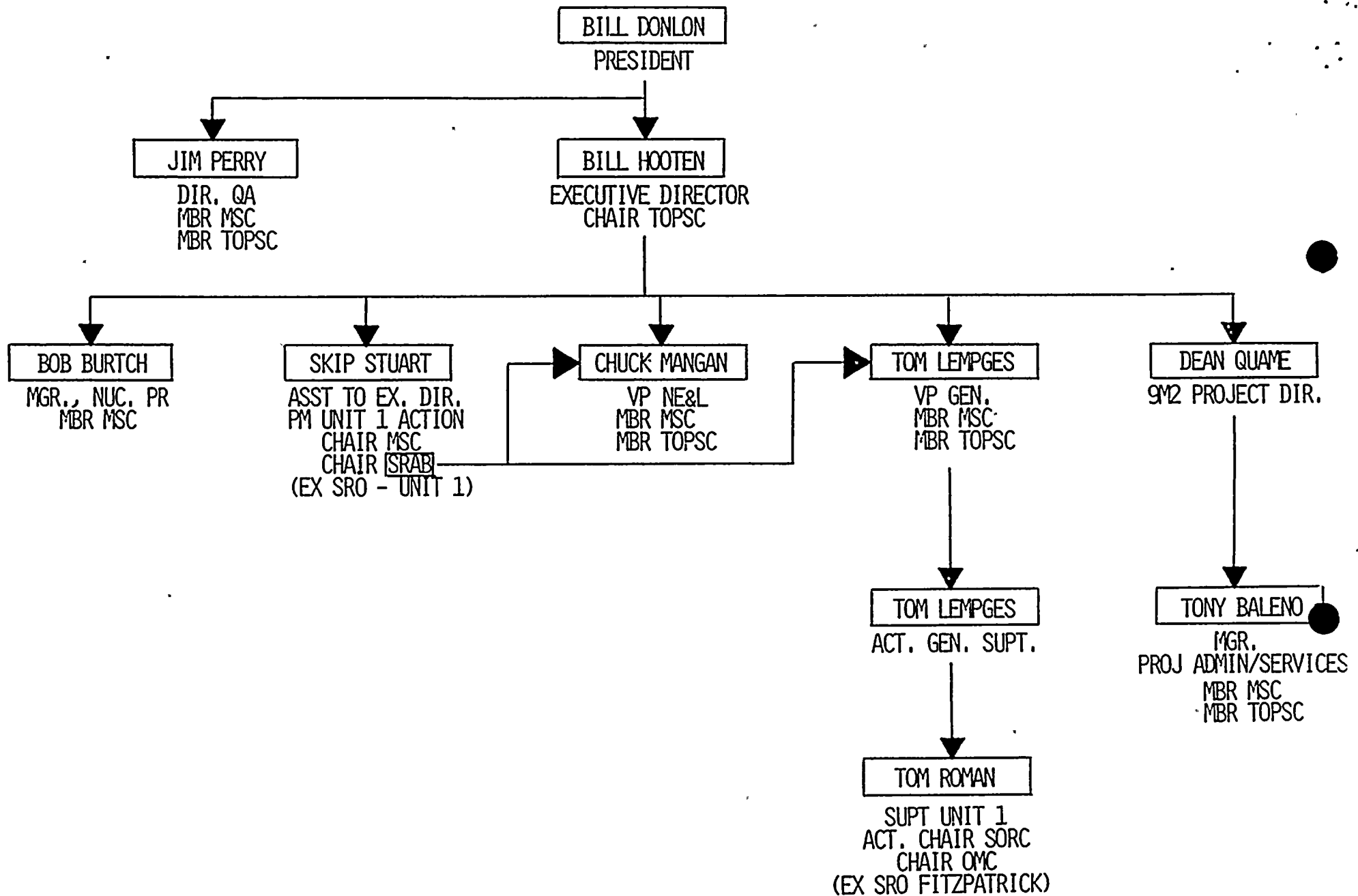
PLAN INTERRELATIONSHIPS



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MANAGEMENT INVOLVEMENT





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TRANSITION ORGANIZATIONAL PLAN

TOP STEERING COMMITTEE

*B. G. HOOTEN	EXECUTIVE DIRECTOR - NUCLEAR OPERATION
C. V. MANGAN	VICE PRESIDENT - ENGINEERING & LICENSING
T. E. LEMPGES	VICE PRESIDENT - NUCLEAR GENERATION
J. A. PERRY	DIRECTOR - QUALITY ASSURANCE
J. T. ASH	ADMINISTRATIVE ASSISTANT TO THE PRESIDENT
A. P. BALENO	MANAGER-PROJECT ADMINISTRATION/SERVICES
C. L. STUART	ASSISTANT TO THE EXECUTIVE DIRECTOR-NUCLEAR
* CHAIRMAN	
CONSULTANT - A. FREEDMAN - ORGANIZATIONAL DEVELOPMENT	



TRANSITION ORGANIZATIONAL PLAN

SUMMARY OF MILESTONES

<u>MILESTONE</u>	<u>DESCRIPTION</u>
1	ESTABLISH AND OPERATIONALIZE TOP STEERING COMMITTEE
2	COMPLETE DEVELOPMENT OF NUCLEAR DIVISION (ND) ORGANIZATIONAL STRUCTURE TO SUPPORT OPERATIONAL READINESS
3	REVIEW, MODIFY (IF NECESSARY) AND INTEGRATE EXISTING PROCEDURES
4	COORDINATE THIS PLAN WITH ALL RELATED PLANNED TRANSITION EFFORTS
5	DEVELOP ROLE DESCRIPTIONS FOR EACH KEY POSITION
6	ASSESS KEY PERSONNEL
7	MATCH INDIVIDUALS WITH POSITIONS (ALL LEVELS)
8	IMPLEMENT PERSONNEL TRANSITION



SUMMARY

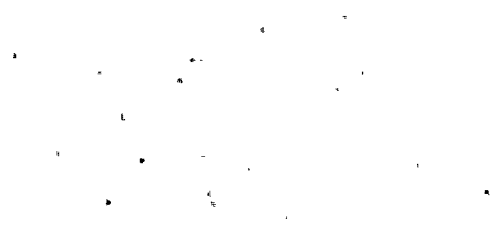
- NMPC VIEWS THE NRC ORDER AND THE RESULTING UNIT NO. 1 ACTION PLAN AS AN IMPORTANT PART OF OUR EFFORTS TO ACHIEVE EXCELLENCE IN OUR NUCLEAR OPERATIONS.

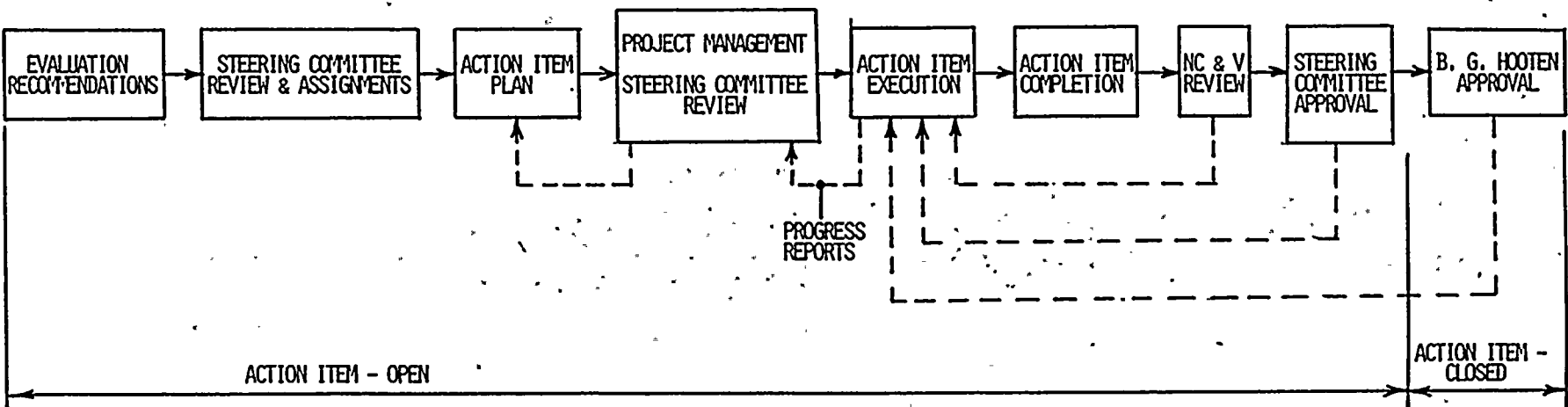
- MANY SIGNIFICANT LONG-TERM ACTIONS ARE UNDERWAY TO EFFECT CONTINUING IMPROVEMENT.

- NINE MILE POINT WILL BECOME A TWO-UNIT OPERATING STATION DURING 1986. ACTION PLANS ARE UNDERWAY TO EFFECTIVELY ADDRESS THIS TRANSITION.

- NMPC INTENDS TO CONTINUE ITS EFFORTS TO EFFECT IMPROVED COMMUNICATIONS INTERNALLY AND WITH THE NRC THROUGH ACTIVE MANAGEMENT INVOLVEMENT.

- NMPC WOULD APPRECIATE CONSTRUCTIVE DIALOGUE REGARDING ANY CONCERNS NRC MAY HAVE RELATIVE TO OUR NUCLEAR OPERATIONS.





ATTACHMENT B

N. M. P. 1 EVALUATION ACTION PLAN
ACTION ITEM PROGRESSION



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NMP#1 EVALUATION ACTION PLAN
NUCLEAR ACTION ITEMS

<u>Appraisal Action Items</u>	<u>Item Number</u>	<u>Task Description</u>	<u>Prime Contact</u>	<u>Responsible Engineer</u>	<u>Assigned Personnel</u>
→	4.2.2	Carry Out E.A.P. Program	Mangan	Gresock	Beijen-Lukens
	4.2.3A	Dev. Config. Mgmt. Sys. & Implement Plan	Mangan	Gresock	Gresock
	4.2.3B	Provide Resources to Complete E.A.P.	Mangan	Gresock	Beijen-Lukens
	4.2.3C	Action to Assure Proj. Records Entry	Mangan	Gresock	Joyner
	4.2.3D	Review Q List, Assure Proper Entry	Mangan	Wilczek	Mazzaferro
	4.2.4A	Prep. Spec. for As-Built Walkdowns	Mangan	Gresock	Kellerman
	4.2.4B	Prep. Walkdown Procedure	Mangan	Gresock	Kellerman
	4.2.4C	Prep. Walkdown Schedule	Mangan	Gresock	Kellerman
	4.2.4D	Provide Walkdown Training	Mangan	Gresock	Kellerman
	4.2.4E	Obtain Dwgs. From Past Contractors	Mangan	Gresock	Kellerman
	4.3.1A	Revise and Issue AP-6	Drews	Drews	
	4.3.1B	Factor in Unit 2 Oper. & Maint. Planning	Roman	Dahlberg	
	4.3.1C	Keep Unscheduled Outage Planning Current	Roman	Roman	
	4.3.1D	Include Engrg/Support Work in Outage Planning	Roman	Roman	
	4.3.1E	Reduce Outage Control Rm. Congestion	Roman	Roman	
	4.3.2A	Ensure As-Built Program Procedure Needs	Roman	Roman	Kellerman
	4.3.2B	Est. Clear Procedure Policy	Roman	Drews	
	4.3.2C	Procedure Policy Training, Enforce Use	Roman	Zollitsch	
	4.3.2D	Periodic Cks. of Controlled Procedures	Balduzzi	Balduzzi	
	4.4.1	Eval. QA/QAP Programs Against Reg. Reqmnts.	Palmer	Palmer	



Niagara Mohawk Power Corporation
Nine Mile Point Unit 1
Evaluation Action Plan

Action Item No.: 4.2.2
Task Responsibility: Gresock
Scheduled Completion Date: 4/86
Status Date: 4/11/85

Page 1 of 2

I. Appraisal Action Item

Complete the Engineering Assurance Program in a timely manner.

II. Analysis and Response to NRC

Niagara Mohawk's Engineering Assurance Program has been ongoing. Initial scoping, scheduling and task assignments have been completed and detailed work is in progress. This includes the establishment of long-range ongoing programs, such as incorporation of as-built drawings from plant modifications as discussed in Items 4.2.4.

III. Current Status

See attached

IV. Steering Committee Recommendation Action



Niagara Mohawk Power Corporation
Nine Mile Point Unit 1
Evaluation Action Plan

Action Item No.: 4.2.2
Task Responsibility: Gresock
Scheduled Completion Date: 4/86
Status Date: 4/11/85

Page 2 of 2

III. Current Status

Nuclear Engineering is proceeding with the Engineering Assurance Program. The system descriptions being developed within the program are targeted to be complete by the end of 1985. That target appears to be attainable at this time and may, in fact, be improved.

Procedures being developed by Nuclear Design are currently targeted for June 1985. General Physics Corporation has been contracted to develop these procedures. In addition, a committee has been formed within Nuclear Engineering to review all procedures to ensure consistency.

The initial efforts by the various disciplines have indicated a certain amount of misunderstanding as to the intent of the standard specifications. Due to the assignment of an experienced quality assurance engineer to Nuclear Engineering for reviewing those standard specifications, many of those issues have been resolved. The overall schedule of June 1985 is currently being reassessed. The priority is now being placed upon specifications which will be required for the Unit 1 1986 outage. Those will be completed as to coincide with the need date for the specification. The schedule for the remaining specification will be developed by April 30, 1985.

The design criteria section of the Engineering Assurance Program is proceeding on schedule. The primary attribute is the seismic design criteria. That is currently under development and is proceeding well.

C. L. Stuart, Project Mgr.

Date

Approved: _____

B. G. Hooten

Date



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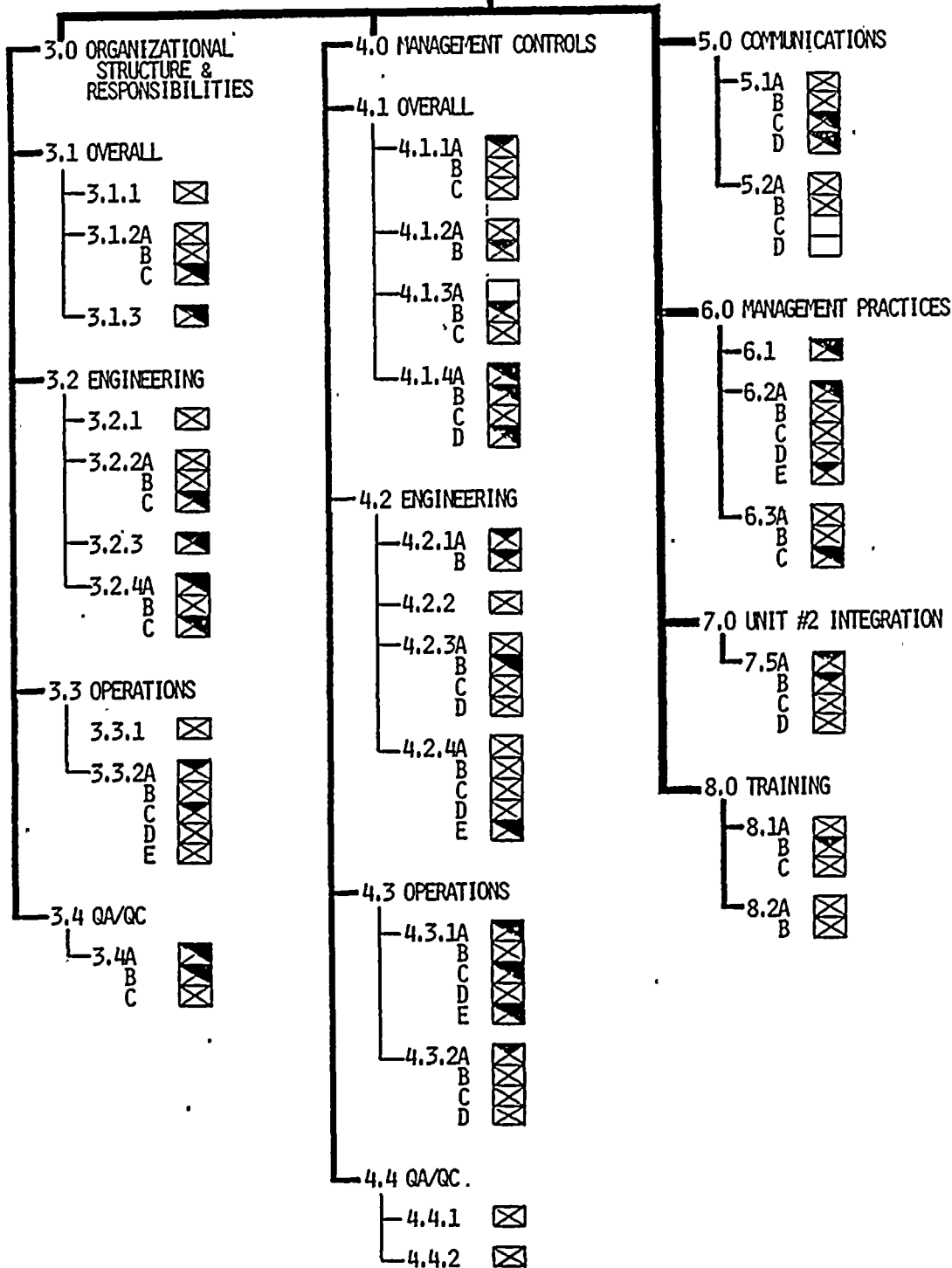
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NYP #1
EVALUATION ACTION PLAN



LEGEND	STATUS SUMMARY AS OF: <u>4/23/85</u>
<input type="checkbox"/> NOT STARTED	<input type="checkbox"/> = 3
<input checked="" type="checkbox"/> IN PROGRESS	<input checked="" type="checkbox"/> = 47
<input checked="" type="checkbox"/> COMPLETE-WAITING NC&V REVIEW	<input checked="" type="checkbox"/> = 12
<input checked="" type="checkbox"/> WAITING COMMITTEE APPROVAL	<input checked="" type="checkbox"/> = 21
<input checked="" type="checkbox"/> CLOSED	<input checked="" type="checkbox"/> = 0
	TOTAL <u>83</u>

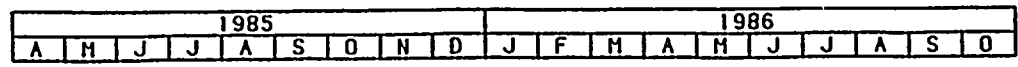


PROJECT EVAP
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RUN DATE 17APR85

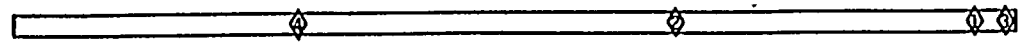
NHP#1 EVALUATION ACTION PLAN
ACTION ITEM MASTER SUMMARY SCHEDULE
NIAGARA MOHAWK POWER CORPORATION

MODE C/FE
INTERVAL: 1 MONTH(S)

PROJECT/2 84A2
BAR CHART GRAPHICS
PAGE 1 SHEET 1

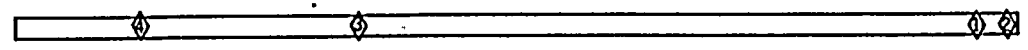


3.0 ORGANIZATION STRUCTURE & RESP.



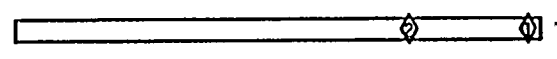
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- 3 = 3.3 OPERATIONS
- 4 = 3.4 OA / OC

4.0 MANAGEMENT CONTROLS



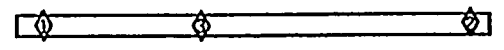
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5.0 COMMUNICATIONS



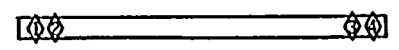
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- 2 = 5.2 EXTERNAL ORGANIZATIONS

6.0 MANAGEMENT PRACTICES



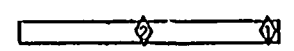
- 1 = 6.1 MANAGEMENT INVOLVEMENT
- 2 = 6.2 OPERATIONS SUPERVISION
- 3 = 6.3 PLANT CONTROL ROOM

7.0 UNIT #2 INTEGRATION



- 1 = 7.1-7.5A NHP#2 ACTIVITY INTEGRATION
- 2 = 7.1-7.5B DEV. PLANNING WORK PKGS
- 3 = 7.1-7.5C SR MGMT PARTICIPATION
- 4 = 7.1-7.5D SHARE PROCESS AND PLANS

8.0 TRAINING



- 1 = 8.1 GENERAL
- 2 = 8.2 REQUAL/OPERATIONS

LEGEND

STATUS DATE: 4/15/85
WORKING SCHEDULE

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PROJECT EVAP
PLOT PRELIM
RUN DATE 18APR85

NMP#1 EVALUATION ACTION PLAN : 4.0 MGMT CONTROLS
ACTION ITEM SUMMARY SCHEDULE
NIAGARA MOHAWK POWER CORPORATION

MODE C/FE
INTERVAL: 1 MONTH(S)

PROJECT/2 84A2
BAR CHART GRAPHICS
PAGE 1 SHEET 1

1985										1986									
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4.1 : MGMT CONTROLS (OVERALL)



- 1 = 4.1.1 PLANNING & SCHEDULING
- 2 = 4.1.2 PROCEDURES / POLICIES
- 3 = 4.1.3 DOC. CNTL / RECORD MGMT
- 4 = 4.1.4 SAFETY REVIEW FUNCTIONS

4.2 : MGMT CONTROLS (ENGRNG)



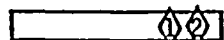
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- 2 = 4.2.2 ENGINEERING ASSURANCE
- 3 = 4.2.3 CONFIGURATION MGMT
- 4 = 4.2.4 AS BUILTS

4.3 : MGMT CONTROLS (OPERATIONS)



- 1 = 4.3.1 PLANNING & SCHEDULING
- 2 = 4.3.2 PROCEDURES

4.4 : MGMT CONTROLS (QA / QC)



- 1 = 4.4.1 QA/QC PROCEDURES
- 2 = 4.4.2 QA/QC ACTIVITIES

LEGEND

STATUS DATE: 4/15/85
WORKING SCHEDULE

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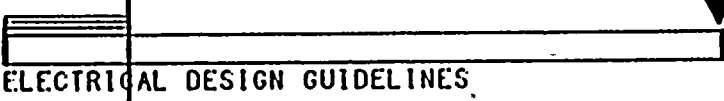
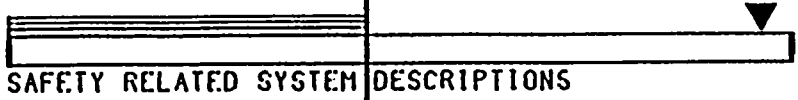
PROJECT PR1101
 PLOT CURRENT
 RUN DATE 17APR85

NMP#1 EVALUATION ACTION PLAN ITEM 4.2.2 (E.A.P)
 ACTION ITEM DETAILED SUMMARY SCHED
 NIAGARA MOHAWK POWER CORPORATION

MODE C/FE
 INTERVAL: 1 MONTH(S)

PROJECT/2 64A2
 BAR CHART GRAPHICS
 PAGE 1 SHEET 1

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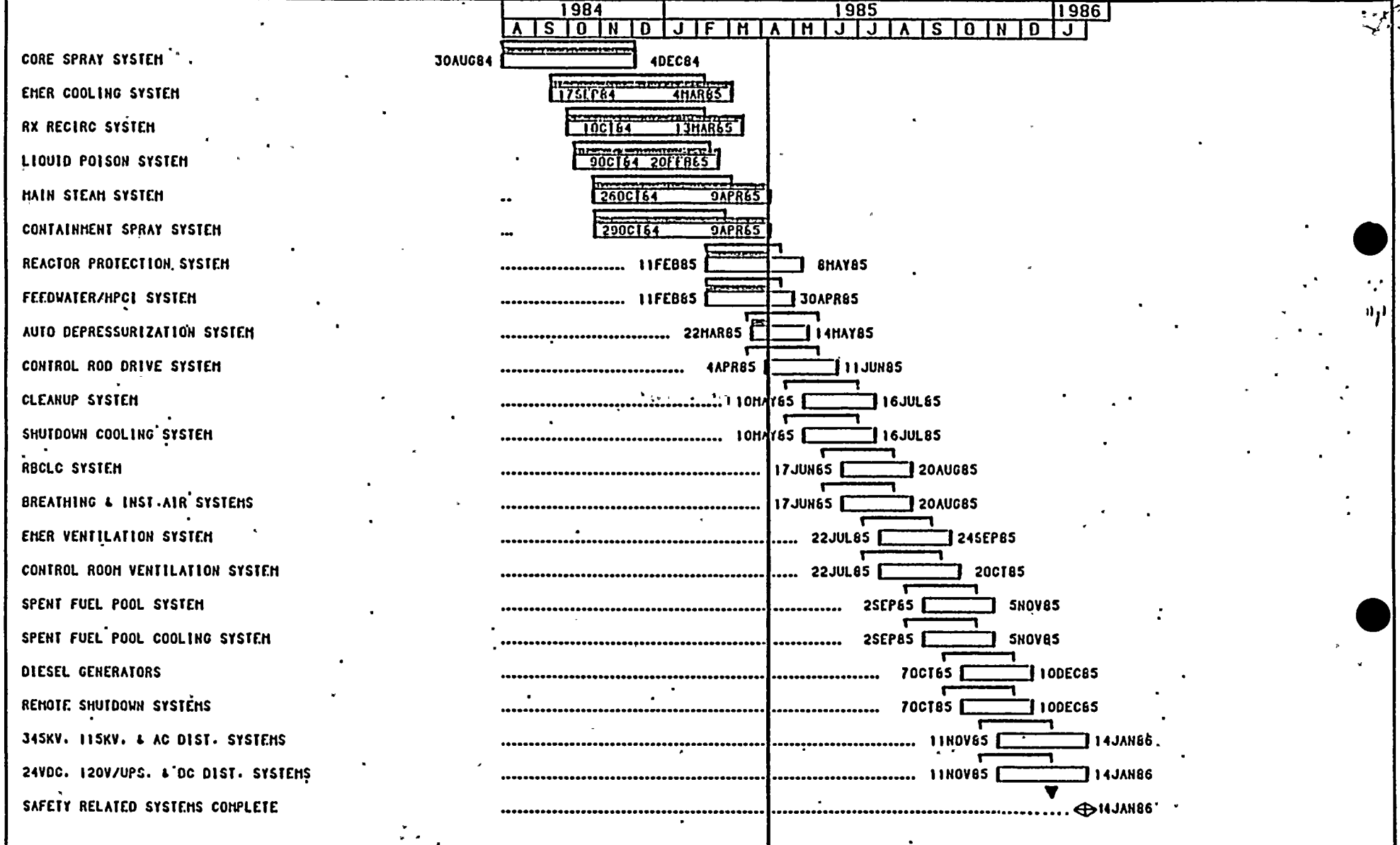
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WORKING SCH		TARGET	

STATUS DATE: 4/15/85



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LEGEND			
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PROGRESS		TARGET MILESTONE	
WORKING SCH			

DATA DATE



Handwritten scribbles or marks in the top right corner.

Small handwritten marks or scribbles at the bottom left corner.