

REGULATORY INFORMATION DISTRIBUTION SYSTEM (RIDS)

ACCESSION NBR: 8608280145 DOC. DATE: 86/08/20 NOTARIZED: NO DOCKET #
 FACIL: 50-220 Nine Mile Point Nuclear Station, Unit 1, Niagara Powe 05000220
 50-410 Nine Mile Point Nuclear Station, Unit 2, Niagara Moha 05000410
 AUTH. NAME AUTHOR AFFILIATION
 MANGAN, C. V. Niagara Mohawk Power Corp.
 RECIP. NAME RECIPIENT AFFILIATION
 COLLINS, S. J. Region 1, Office of Director

SUBJECT: Forwards overhead slides used by Lieberman & Amaral at util 860818 meeting.

DISTRIBUTION CODE: G002L COPIES RECEIVED: LTR 1 ENCL 1 SIZE: 9
 TITLE: Quality Assurance Dist. for Amdt to Report

NOTES:

	RECIPIENT ID CODE/NAME	COPIES LTTR ENCL		RECIPIENT ID CODE/NAME	COPIES LTTR ENCL	
	BWR PD1 LA	1	0	BWR PD3 LA	1	0
	KELLY, J	1	0	HAUGHEY, M	1	0
INTERNAL:	ACRS	10	0	ADM/LFMB	1	0
	AEOD/PTB	1	1	IE FILE	1	1
	IE/DQAVT/GAB 01	2	2	RG01	1	0
	RG02	1	0	RG03	1	0
	RG04	1	0	RG05	1	0
	SUBJ FILE 03	2	2			
EXTERNAL:	LPDR	1	1	NRC PDR 02	1	1



1

..

4

.

.

.

.

.

August 20, 1986
NMP1L 0084

Mr. Samuel J. Collins, Chief
Projects Branch No. 2
Director of Reactor Projects
U.S. Nuclear Regulatory Commission
Region I
631 Park Avenue
King of Prussia, PA 19406

Dear Mr. Collins:

Attached are copies of several overhead slides used by Messrs. Lieberman
and Amaral at our August 18, 1986 meeting.

Sincerely,

C. V. Mangan
C. V. Mangan
Senior Vice President

CVM/ca
Attachments

8608280145 860820
PDR ADDCK 05000220
P PDR



NUCLEAR/QUALITY ASSURANCE
EMPLOYEE SURVEY

Based on my review, the survey data indicates a strong positive attitude towards quality and safety and a culture that allows people to express their views to their supervision and be heard. In my opinion, the survey data indicates no reason to believe that the NRC should withhold issuance of an operating license.

J.M. AMARAL, CONSULTANT
MANAGEMENT ANALYSIS COMPANY



1

NUCLEAR/QUALITY ASSURANCE
EMPLOYEE SURVEY

- There exists a very positive attitude towards quality and safety in the Nuclear Generation, Nuclear Engineering, and Quality Assurance organizations.
- A high-level of management involvement is demonstrated in the response to the issues that precipitated the survey.
- The survey is an aggressive approach and is more penetrative than most subjective means of performing reviews.
- Scores obtained compare to the values of good plants and are above the average of most plants measured by audits, diagnostics and reviews normally practiced in the industry.
- The issues measured by the survey are similar to the issues examined in NUREG 1055 (NRC Report to Congress on Ford Amendment).
- Survey results, when compared to scores of "good plants" identified in NUREG 1055, are reflective of the "good plants".



Selected Item Results

Proportion Responding
Positively

- | | |
|--|----|
| 9. I am willing to approach my supervisor with problems. | 95 |
| 10. When called to his/her attention, my Supervisor takes action on safety or quality related issues. | 94 |
| 14. If my immediate Supervisor did not resolve my concern, I would feel free to go to other levels of management to address the concern. | 85 |
| 28. My department follows procedures that are related to quality/safety matters. | 97 |



SUMMARY OF QUESTIONNAIRE RESPONSES

<u>Item Cluster</u>	<u>Average Positive Proportion of Items in Cluster</u>
Attitude Toward Quality and Safety (4, 5, 6, 25, 26, 27, 28, 32)	89.50
Open and Honest Communication (7)	89.00
Attitude Toward Going to Supervisor with a Problem (8, 9, 10, 11, 12, 13, 14)	90.86
Informed About Quality First Program (15, 16, 17, 18, 19)	81.20
Trust in the Quality First Program (21, 24)	88.50
Reporting of Problems (20, 22, 23, 29, 30, 33)	80.83



● NUCLEAR/QUALITY ASSURANCE ●
EMPLOYEE SURVEY

- Request from C.V. Mangan on 7/28/86 for an independent assessment.
 - Corporate Performance Services (CPS) role in NMPC and reporting structure

- Approaches considered/alternative selected
 - Personal interview of sample of population
 - Questionnaire -- entire population

- Design of Questionnaire by CPS
 - Demographics: Total population 1417
 - 30 questions
 - Review of items with Towers Perrin Forster and Crosby

- Administration of Questionnaire
 - Sessions held 8/8/86 through 8/14/86 on Company time
 - Confidentiality ensured
 - Sessions at four locations
 - 1169 Questionnaires representing 82.5% of the population
 - Comments made at opening of sessions
 - Feedback on findings

- Compilation of Data
 - Data entry
 - Software - Statistical Analysis System provided by Management Systems and Services
 - Statistical tables

- Data Analysis and Results
 - Marcus Lieberman, President, Responsive Methodology Associate in Education, Harvard University



2

2

CONCLUSIONS

- AT NO TIME WAS THE STATION OPERATED IN AN UNSAFE CONDITION.

- AS A RESULT OF THE SURVEY, IT IS APPARENT THAT THERE IS NOT A WIDESPREAD MISUSE OF PROCEDURES.

- AS A RESULT OF THE SURVEY, IT IS APPARENT THAT THERE IS NOT A RELUCTANCE OF PERSONNEL TO TAKE PROBLEMS TO THEIR SUPERVISORS.

- WE BELIEVE THAT THE ACTIONS WE HAVE TAKEN TO DATE SHOW WE HAVE AGGRESSIVELY PURSUED A SOLUTION TO THE ALLEGATIONS.

- ROOT CAUSE

- EMPHASIZE MORE WIDESPREAD USE OF A ROOT CAUSE ANALYSIS

- REVIEW CHANGES THAT HAVE BEEN MADE IN MATERIAL CONTROL PROCEDURES TO DETERMINE THEIR EFFECTIVENESS.

- EVALUATE ALL UNDER VESSEL WORK

- I&C

- MAINTENANCE

- RADIATION PROTECTION

- QC

- CONFIGURATION MANAGEMENT SYSTEM



8

1

FUTURE ACTIONS

TRAINING

- RE-EMPHASIZE FOLLOWING OF PROCEDURES
- RE-EMPHASIZE TEMPORARY CHANGES
- CAN'T USE INFORMAL PRACTICES

1ST PROCEDURES

- REVIEW INTERFACE WITH OTHER DEPARTMENT PROCEDURES
REVISE AS NECESSARY

RE-EVALUATE AP 8.3 "IN SERVICE INSPECTION & TESTING PROGRAM"

REVIEW THE PROCEDURES FOR INFORMING ALL DEPARTMENTS WHEN MODIFICATIONS ARE MADE

REVIEW THE EFFECTIVENESS OF THE INTERFACE BETWEEN THE SITE PERSONNEL AND NE & L PERSONNEL

I & C PROCEDURES WILL BE UNDERGOING A PROGRAM TO REVIEW AND UPGRADE ALL PROCEDURES

FURTHER REVIEW AND ANALYSIS OF THE DATA COLLECTED IN THE SURVEY

