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 FACIL: 50-387 Susquehanna Steam Electric Station, Unit 1, Pennsylv 05000387
 AUTH. NAME AUTHOR AFFILIATION
 BYRAM, R. G. Pennsylvania Power & Light Co.
 RECIP. NAME RECIPIENT AFFILIATION
 MARTIN, T. T. Region 1 (Post 820201)

SUBJECT: Updates 931105 ltr re Unit 1 7th refueling outage activities, summarizing investigation & analyses performed & details of corrective actions.

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NOV 18 1993

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**SUSQUEHANNA STEAM ELECTRIC STATION
SUPPLEMENTAL INFO ON REFUELING ACTIVITIES
PLA-4050**

FILE R41-2

Docket No. 50-387

Reference: PLA-4046, R.G. Byram to T.T. Martin, "Resumption of Refueling Activities", dated November 5, 1993.

Dear Mr. Martin:

This letter provides an update to the referenced letter regarding our Unit 1 7th Refueling outage activities. It summarizes the investigation and analyses performed, and details the corrective actions taken as a result.

In addition to the actions identified by our Event Review Teams, PP&L has also taken action to assess the broader implications of the refueling activity difficulties we have experienced. Task teams were identified and challenged to look beyond the results of our initial reviews, in order to try to capture management/programmatic issues. The task team topics included:

- Management of the Refueling Floor
- Generic Applicability to other Station Operating Events
- Station Culture
- Department Culture
- Effectiveness of Self Assessment

This effort has been completed and has resulted in the identification of a comprehensive list of actions required short term (prior to fuel load), intermediate term (prior to Unit 2 RFO scheduled for March, 1994) and long term. As to short term actions, the teams confirmed the results of the initial event review teams which are documented in the referenced letter and added the following supplemental actions all of which have been completed:

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- Completion of Plant Procedure OP-TY-081 to direct refueling operations. This procedure provides specific direction on proper bundle verification, single direction bridge/grapple assembly motion, monitoring main grapple assembly performance, restricting bridge travel between reactor and spent fuel pool, and having the main grapple assembly in its "normal" up position. This procedure has had an extensive walk through, and training has been completed. The procedure is in the process of further changes to improve its clarity and assure all inconsistencies have been corrected. Such changes will be made prior to its release for refueling.
- Establishment of a Refueling Floor Manager position.
- Strengthening Engineering support for refueling floor activities.
- Providing clear communication of management's expectations for standards, teamwork, listening and acting on issues, supervisor follow-up and monitoring, and ensuring the proper balance of safety and schedule.
- Reviewing our independent assessment processes to identify the need for change.
- Completion of a review by our Nuclear Quality Assurance organization to verify that all identified required actions for reload have been completed.

Intermediate and longer term actions have also been identified. Intermediate actions are primarily focused on ensuring that all of the lessons learned and corrective actions implemented to support the ongoing Unit 1 refueling outage will be in place for the Unit 2 refueling outage (scheduled to begin in March, 1994).

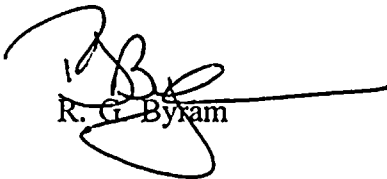
Longer term actions will concentrate on broader sources for potential improvement that will strengthen our entire organization. They include:

- Benchmarking of industry refueling practices,
- Implementing Engineering recommendations on refueling equipment, including performance of a human factors review,
- Determining the applicability of lessons learned to other areas of our operation,
- Improving our corrective action programs relative to recurrent events,
- Reviewing and further upgrading procedures, and
- Developing enhanced training, both technical and supervisory.

We look forward to discussing these issues further with you in our upcoming meeting on November 18. We believe that the actions described herein meet the conditions of your Confirmatory Action Letter 1-93-18, and await your concurrence prior to resumption of refueling activities.

If you have any questions, please contact us.

Very truly yours,



R. G. Byram

cc: NRC Document Control Desk (original)
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