



UNITED STATES  
NUCLEAR REGULATORY COMMISSION  
WASHINGTON, D.C. 20555-0001

May 27, 1997

Central Files  
50-237

Mr. James J. O'Connor  
Chairman and Chief Executive Officer  
Commonwealth Edison Company  
P.O. Box 767  
Chicago, Illinois 60690

Dear Mr. O'Connor:

The staff has received your response dated March 28, 1997, as supplemented on April 15, 1997, to the NRC's January 27, 1997, request for information pursuant to 10 CFR 50.54(f) regarding safety performance at Commonwealth Edison Company's (ComEd) nuclear stations. As discussed at the NRC's Commission meeting on April 25, 1997, the staff has reviewed your response to the 10 CFR 50.54(f) letter, including the merits of your initiatives to establish performance indicators, criteria to measure effectiveness, and actions to be taken by ComEd to sustain continuing improvement.

On the basis of our review, we find that your response provides a broadly based and reasonable set of actions that, if effectively implemented, should enhance the capability of ComEd to operate, monitor, and assess its six nuclear stations while sustaining performance improvement at each site. Thus, your response satisfies the NRC's January 27, 1997, request for information pursuant to 10 CFR 50.54(f). A copy of the staff's assessment of your response is enclosed.

The staff will assess your performance at each site, within the framework of its present inspection and assessment programs. As you know, the NRC currently has substantial regional and headquarters staff resources assigned to augment oversight for your poorer performing sites. We will monitor plant performance individually and collectively so that improvement initiatives at each station can be evaluated and negative safety performance trends can be identified as early as possible. The staff will also assess whether your actions in response to plant events or issues at one facility are impacting performance at other ComEd sites. Your ability to manage improvement initiatives at one station, without negatively impacting safety performance at another station, is critical to arresting the cyclic performance.

To enhance the staff's understanding of the details of your initiatives, a meeting has been scheduled in Region III at 1:00 p.m. on June 3, 1997, to discuss your performance indicator program and other selected topics, as outlined in Section 3.2 of the staff's assessment. In addition, the staff will schedule periodic management meetings between the NRC and ComEd senior management, as well as periodic Commission meetings, to discuss (1) safety performance at all ComEd plants, and (2) the effectiveness of ComEd's

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corporate and site-specific corrective actions. The Commission has requested a briefing by ComEd in approximately 6-months regarding implementation of your performance improvement plan. Thus, we will be in contact with you in the coming weeks to make arrangements for such a briefing.

Sincerely,



L. Joseph Callan  
Executive Director  
for Operations

Docket Nos. STN 50-454, STN 50-455,  
STN 50-456, STN 50-457, 50-237,  
50-249, 50-373, 50-374, 50-254,  
50-265, 50-295, 50-304

Enclosure: Assessment

cc w/encl: See next page

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