

U.S. NUCLEAR REGULATORY COMMISSION

REGION III

Reports No. 50-315/94021(DRSS); 50-316/94021(DRSS)

Docket Nos. 50-315; 50-316

Licenses No. DPR-58; DPR-74

Licensee: Indiana Michigan Power Company
1 Riverside Plaza
Columbus, OH 43216

Facility Name: D. C. Cook Nuclear Plant, Units 1 and 2

Inspection At: D. C. Cook Site, Bridgman, Michigan

Inspection Conducted: October 4-6, 1994

Inspector: J. E. House
J. E. House
Senior Radiation Specialist

10/20/94
Date

Approved By: J. W. McCormick-Barger
J. W. McCormick-Barger, Chief
Radiological Programs Section

10/21/94
Date

Inspection Summary

Inspection on October 4-6, 1994 (Reports No. 50-315/94021(DRSS); 50-316/94021(DRSS))

Areas Inspected: Routine announced inspection of the licensee's chemistry program (IP 84750), including management and organizational changes, a review of recent condition reports and interviews with chemistry technicians and chemistry management.

Results: Changes in chemistry management and the appointment of a permanent chemistry superintendent had a positive effect on performance. Department organization was improved, management expectations had been conveyed to the technicians, and the strong technical backgrounds of the chemistry technicians had been recognized by chemistry management as a strength. A new rotation program had resulted in a number of technicians acquiring the experience and job qualifications required for promotion. Performance errors appeared to be decreasing.

DETAILS

1. Persons Contacted

D. C. Cook

- *V. Ball, Chemistry Training Specialist
- *J. Benedict, Site Quality Assurance Auditor
- *A. Blind, Site Vice President, Plant Manager
- *R. Claes, Chemistry Supervisor
 - G. Decker, Chemistry Technician
 - L. Dotson, Chemistry Technician
 - S. DuMont, Chemistry Technician
 - A. Elwaer, Chemistry Technician
 - R. Eubanks, Chemistry Technician
 - W. Hart, Chemistry Technician
- *R. Hershberger, Chemistry Supervisor
- *D. Morey, Chemistry Superintendent
- *R. Russell, Project Engineering
- *J. Rutkowski, Assistant Plant Manager
 - P. Sobottke, Chemistry Technician
 - L. Umphrey, Chemistry Supervisor
- *J. Wiebe, Quality Assurance Superintendent

NRC

- *J. Isom, Senior Resident Inspector, NRC
- *D. Hartland, Resident Inspector, NRC

The inspector interviewed other licensee personnel in various departments in the course of the inspection.

*Present at the Exit Meeting on October 6, 1994

2. General

This inspection was conducted to review management initiatives in the chemistry organization since the last inspection, July 18-22, 1994, during which numerous condition reports (CRs) and licensee event reports (LERs) documenting chemistry personnel errors were noted. During the current inspection, the inspector reviewed the present condition of the chemistry organization with chemistry management and interviewed a number of chemistry technicians (CTs).

3. Management and Organization (IP 84750)

Discussions with chemistry technicians indicated that management difficulties had developed within the department over a period of time resulting in poor morale within the chemistry organization, and had caused supervisor-technician relationships to deteriorate. This appeared to have been a major cause of the personnel errors that had

occurred during the past several years, however, a review of condition reports indicated that during the July-September period there was a significant decrease in personnel errors.

Although chemistry management restructuring had occurred over a period of several years, technician interviews indicated that the appointment of a permanent department manager around the beginning of 1994 had a strong positive effect on department morale and that there was now a genuine concern for technician welfare by chemistry management. There was continuing plant management support for chemistry as evidenced by considerable expenditures for laboratory equipment, and employing outside consultants to improve the operation of the chemistry department and to improve technician-supervisor relationships. A number of positive points emerged from discussions with chemistry managers and especially from interviews with technicians:

- * There has been continued improvement in chemistry management since the beginning of the year.
- * An outside consultant reviewed and strengthened the radiochemistry program.
- * There has been a major reduction in incomplete technician qualification cards. Technicians have been rotated through different laboratory areas which enabled them to acquire the experience to become qualified on additional analyses and procedures. This resulted in a number of technicians being promoted to senior technician.
- * A management consultant was employed to improve relationships between technicians and supervisors.
- * Chemistry management conveyed its performance expectations to the technicians.
- * There have been significant expenditures for new laboratory equipment.
- * Chemistry management recognized that the strong technical backgrounds of the CTs was a department strength.
- * Communications between CTs and supervisors had improved but further improvement was needed.
- * The station chemistry manual, PMI-6020, dated August 29, 1994, had been revised. This document defined the chemistry program, chemistry management responsibilities and responsibilities of plant management and department managers whose areas impact on the chemistry program.

Licensee management was committed to maintaining a strong chemistry organization, and a strong operational chemistry program. This was

evidenced by a vendor conducted pressure pulse cleaning of the Unit 2 steam generators (S/Gs), maintaining good water quality, and reducing the dissolved oxygen level in plant systems. A hideout return study (an evaluation of the increase in inorganic contaminants such as chloride and sodium in S/G blowdown during large power changes) was performed during the fall 1994 Unit 2 outage. Chemistry management was very knowledgeable of primary and secondary water chemistry and was committed to maintaining operating conditions which minimize corrosion.

No violations or deviations were identified.

4. Exit Interview

The scope and findings of the inspection were reviewed with licensee representatives (Section 1) at the conclusion of the inspection on October 6, 1994. Discussion topics included improvements in the chemistry organization and technician response to the new chemistry management structure.

During the exit interview, the inspector discussed the likely informational content of the inspection report with regard to documents or processes reviewed during the inspection. Licensee representatives did not identify any such documents or processes as proprietary.