December 24, 1997

See Ltr.

Carolina Power & Light Company
ATTN: Mr. W. R. Robinson
Vice President - Harris Plant
Shearon Harris Nuclear Power Plant
P. O. Box 165, Mail Code: Zone 1
New Hill, NC 27562-0165

SUBJECT: MEETING SUMMARY - SELF-ASSESSMENT PRIOR TO SYSTEMATIC ASSESSMENT OF LICENSEE PERFORMANCE (SALP) - SHEARON HARRIS NUCLEAR POWER PLANT - DOCKET NO. 50-400

Dear Mr. Robinson:

This refers to a meeting requested by Carolina Power & Light Company on December 11, 1997, in Atlanta, Georgia. The purpose of the meeting was to discuss your Harris self-assessment prior to the cycle 13 SALP. It is our opinion, that this meeting was beneficial.

Enclosed is a List of Attendees and Carolina Power & Light Handout.

In accordance with Section 2.790 of the NRC's "Rules of Practice," Part 2, Title 10 Code of Federal Regulations, a copy of this letter and its enclosures will be placed in the NRC Public Document Room.

Should you have any questions concerning this letter, please contact us.

Sincerely,

Original signed by M. B. Shymlock

Milton B. Shymlock, Chief
Reactor Projects Branch 4
Division of Reactor Projects

Docket No. 50-400
License No. NPF-63

Enclosures: 1. List of Attendees
2. Carolina Power & Light Handout

cc w/encls: (See page 2)

IA3

cc w/encls:
D. B. Alexander, Manager
Performance Evaluation and
Regulatory Affairs OHS7
Carolina Power & Light Company
412 S. Wilmington Street
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J. W. Donahue
Director of Site Operations
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New Hill, NC 27562-0165

Bo Clark
Plant General Manager - Harris Plant
Carolina Power & Light Company
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P. O. Box 165
New Hill, NC 27562-0165

Chris A. VanDenburgh, Manager
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P. O. Box 165, Mail Zone 1
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Johnny H. Eads, Supervisor
Licensing/Regulatory Programs
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Raleigh, NC 27602

(cc w/encls cont'd - See page 3)

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Chairman of the North Carolina
Utilities Commission
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Raleigh, NC 27626-0510

Robert P. Gruber
Executive Director
Public Staff NCUC
P. O. Box 29520
Raleigh, NC 27626

Stewart Adcock, Chairman
Board of County Commissioners
of Wake County
P. O. Box 550
Raleigh, NC 27602

Margaret Bryant Pollard, Chairman
Board of County Commissioners
of Chatham County
P. O. Box 87
Pittsboro, NC 27312

Distribution w/encls: (See page 4)

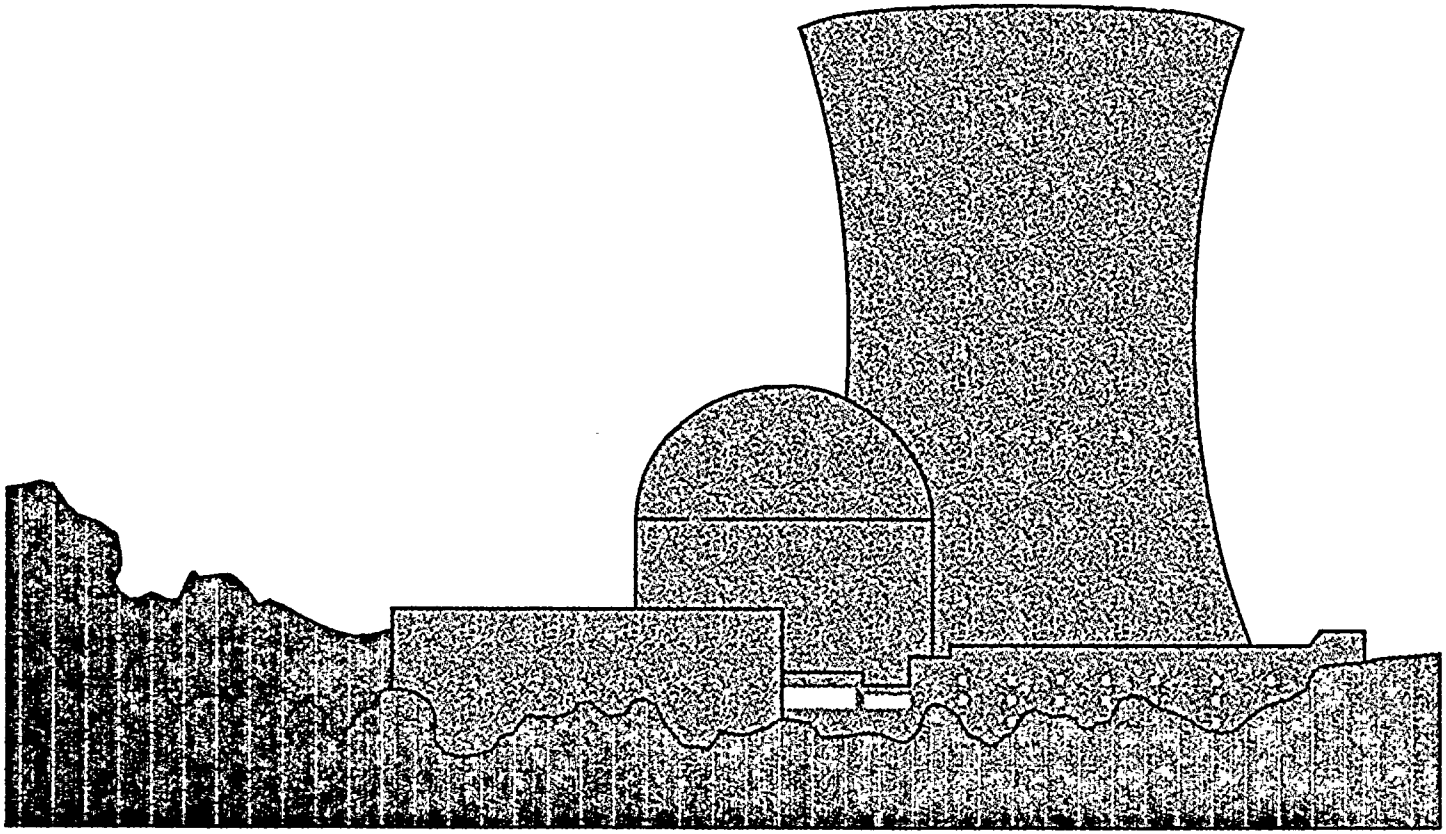
Distribution w/encls:
M. Shymlock, RII
J. Coley, RII
R. Baldwin, RII
J. Lenahan, RII
W. Rankin, RII
D. Thompson, RII
V. Rooney, NRR
PUBLIC

NRC Resident Inspector
U. S. Nuclear Regulatory Commission
5421 Shearon Harris Road
New Hill, NC 27562-9998

OFFICE	RII:DRP													
SIGNATURE	GMM													
NAME	GMacDonald													
DATE	12/17/97	12/	/97	12/	/97	12/	/97	12/	/97	12/	/97	12/	/97	
COPY?	YES NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	

OFFICIAL RECORD COPY DOCUMENT NAME: G:\CPLMTGS\HAR1211.MS

HARRIS NUCLEAR PLANT



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NRC Management Meeting
December 11, 1997

ENCLOSURE 2

NRC Management Meeting
December 11, 1997

Introduction	Bill Robinson V.P. - Harris Nuclear Plant
Regulatory Programs	Chris VanDenburgh Mgr. - Regulatory Programs
Plant Performance	Bo Clark General Manager - HNP
Operations	Bruce Meyer Mgr. - Operations
Maintenance	Joe Collins Mgr. - Maintenance
Engineering	Tony Cockerill Supt. - I&C/Electrical
Plant Support	Karl Neuschaefer Supt. - Radiation Control

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Bill Robinson
Introduction

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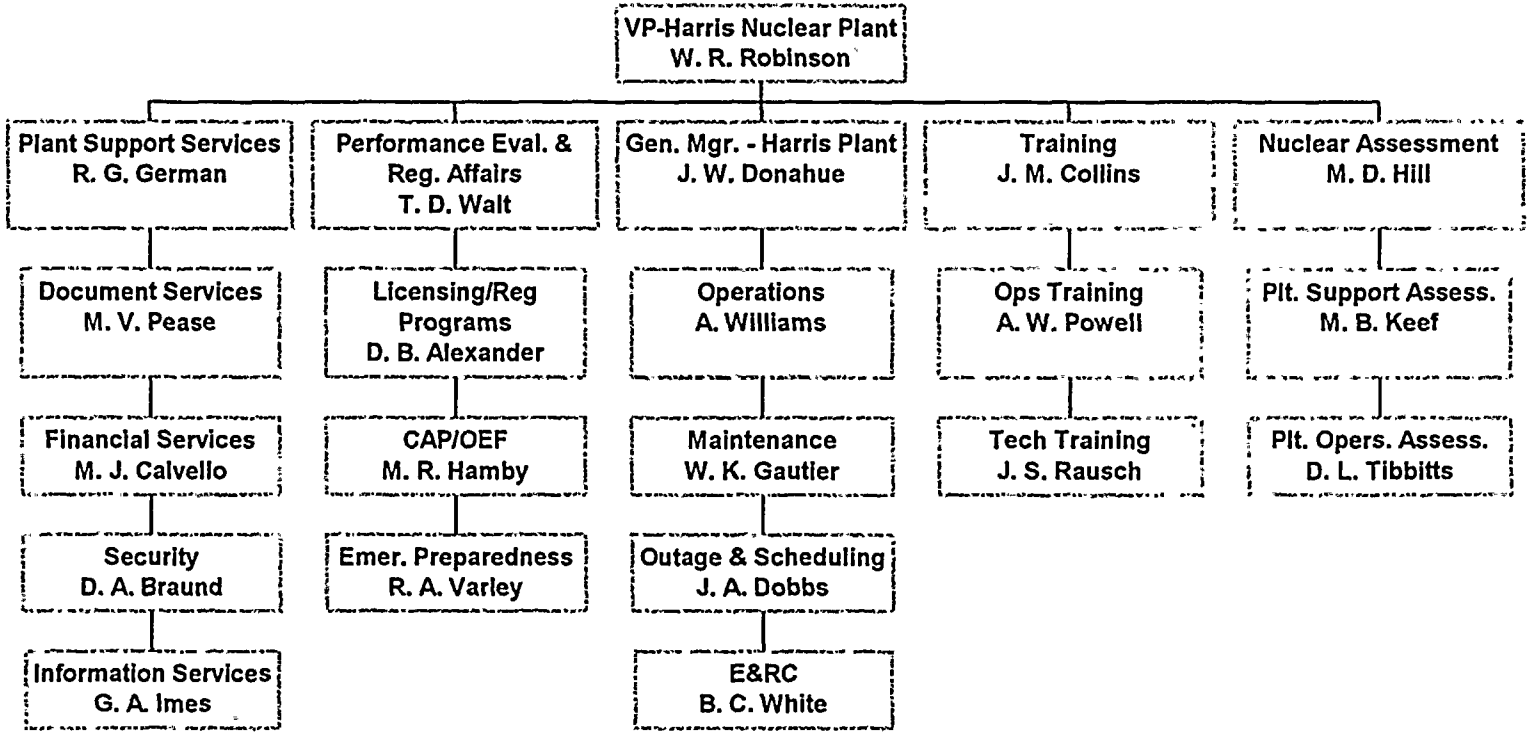
Harris Nuclear Plant

(Former Organizational Structure)



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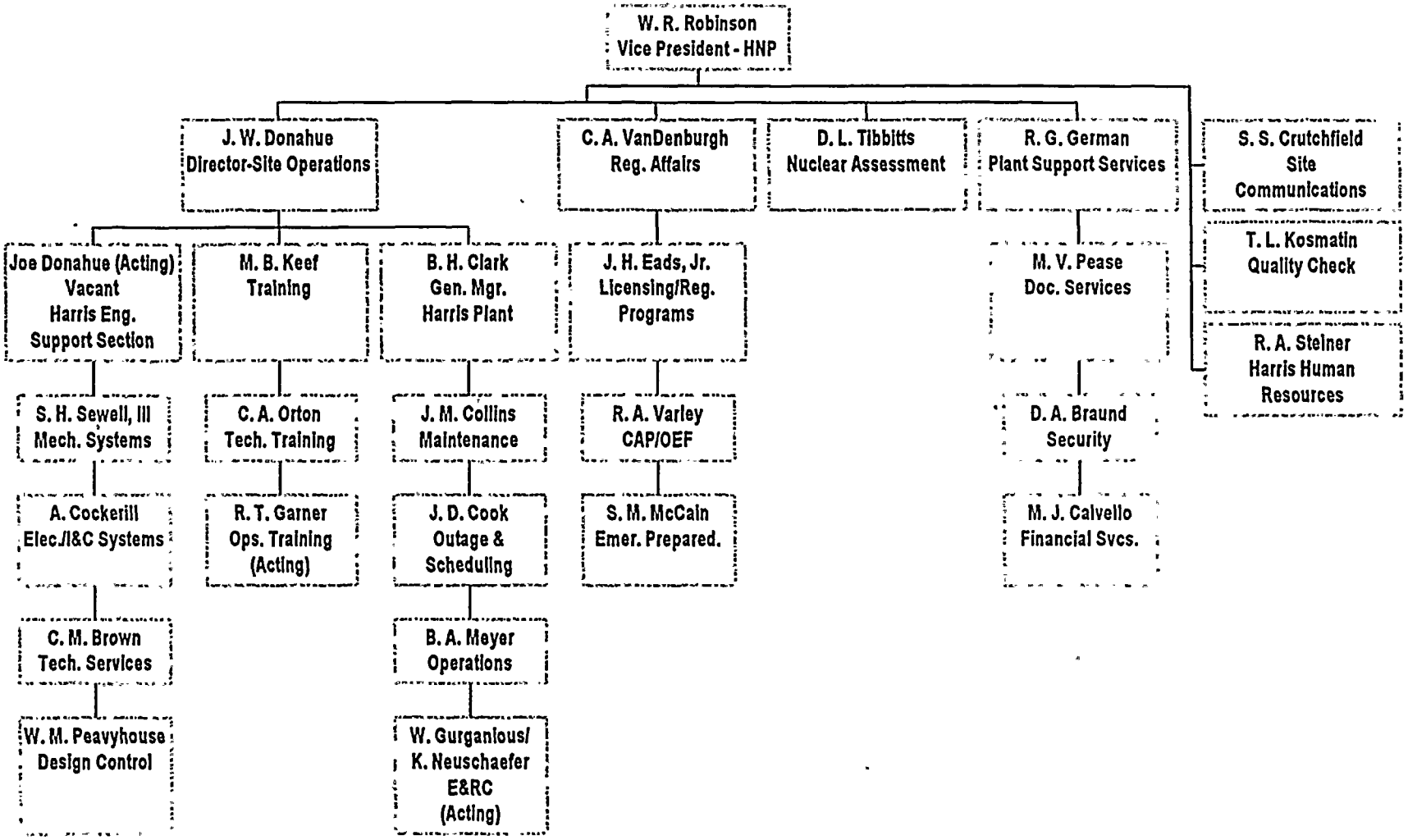
Harris Nuclear Plant



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Organizations reporting to another department.

Chris VanDenburgh
Regulatory Programs

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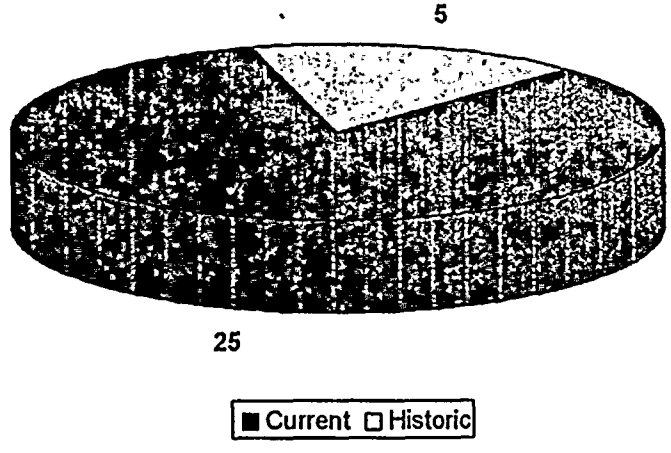
Cited Violations

Current SALP Period
(March 17, 1996 - January 17, 1998)

- **30 Cited Violations**
  - 5 - historical performance
  - 25 - current performance



30 Cited Violations

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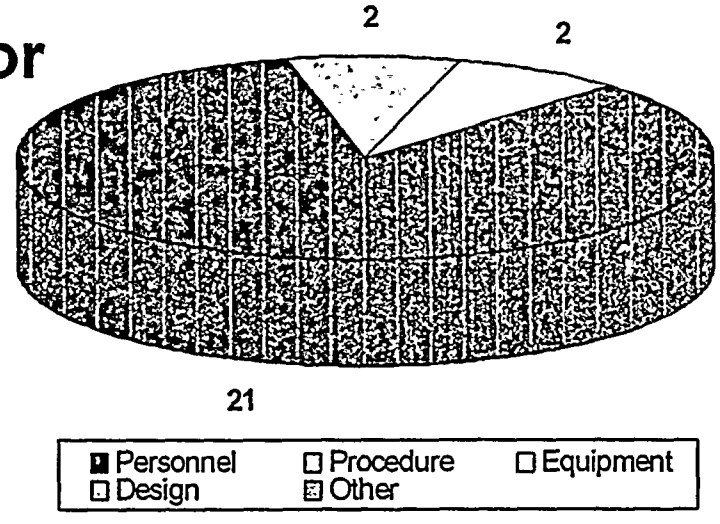
Cited Violations

Current SALP Period
(March 17, 1996 - January 17, 1998)

- **Current Performance**
  - 21 due to personnel error
  - 10 resulted from LERs



25 Current Performance Violations

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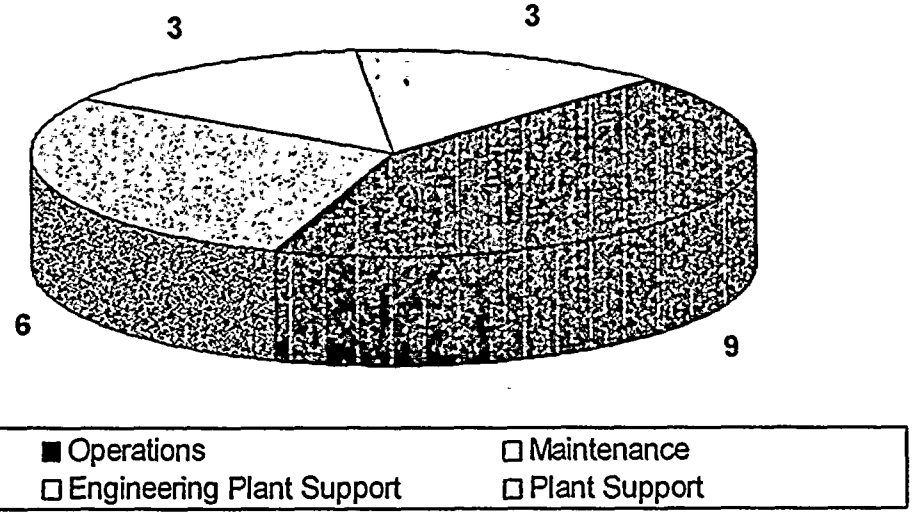
Cited Violations

Current SALP Period
(March 17, 1996 - January 17, 1998)

- Most personnel errors in Operations



21 Personnel Error Violations

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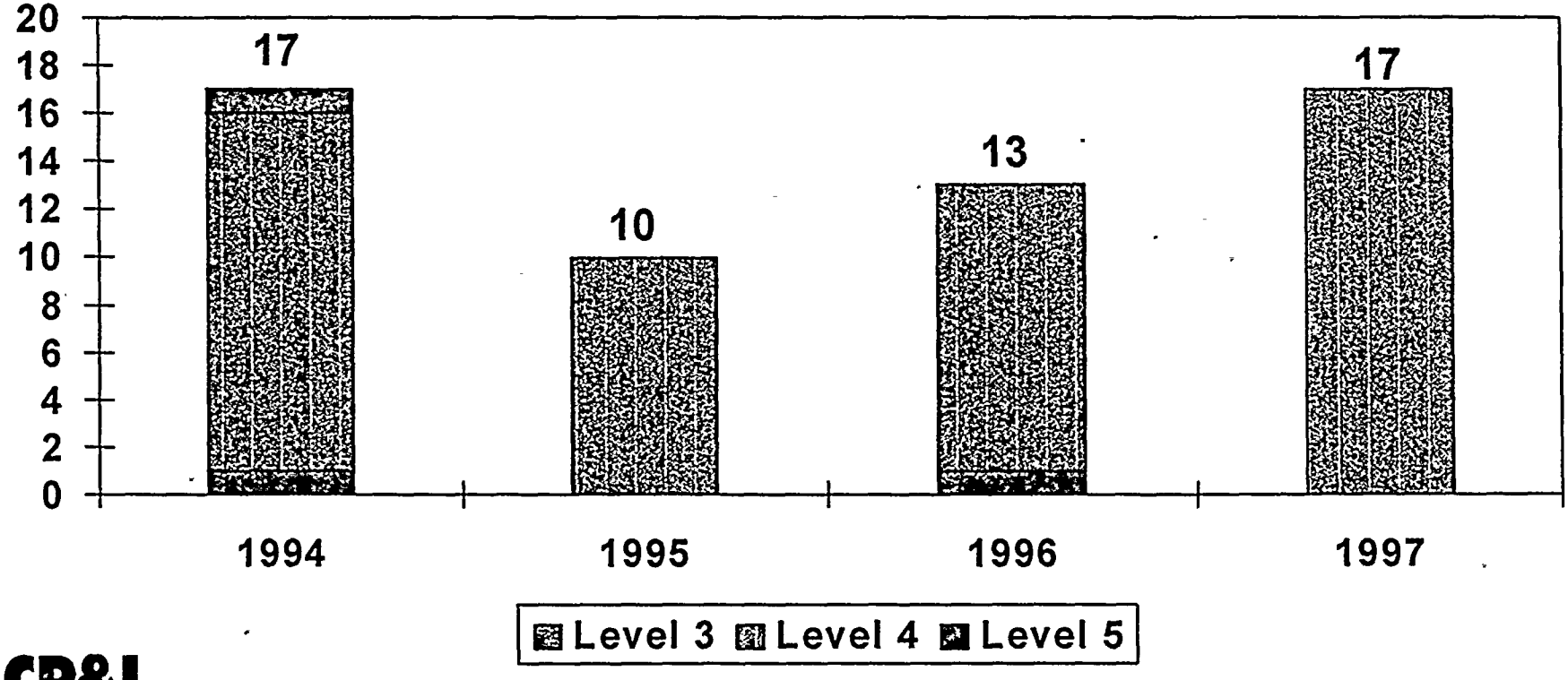
Cited Violations

Current SALP Period
(March 17, 1996 - January 17, 1998)



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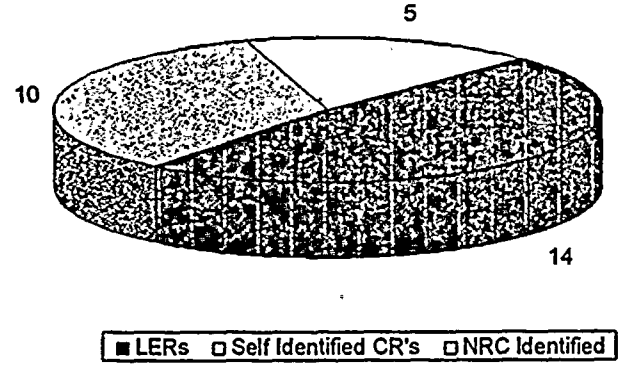
Non-Cited Violations

Current SALP Period
(March 17, 1996 - January 17, 1998)

- **29 Non-Cited Violations**
  - 14 from LERs
  - 10 from CR's
  - 5 NRC-identified
  - 18 involved personnel error



29 Non-Cited Violations

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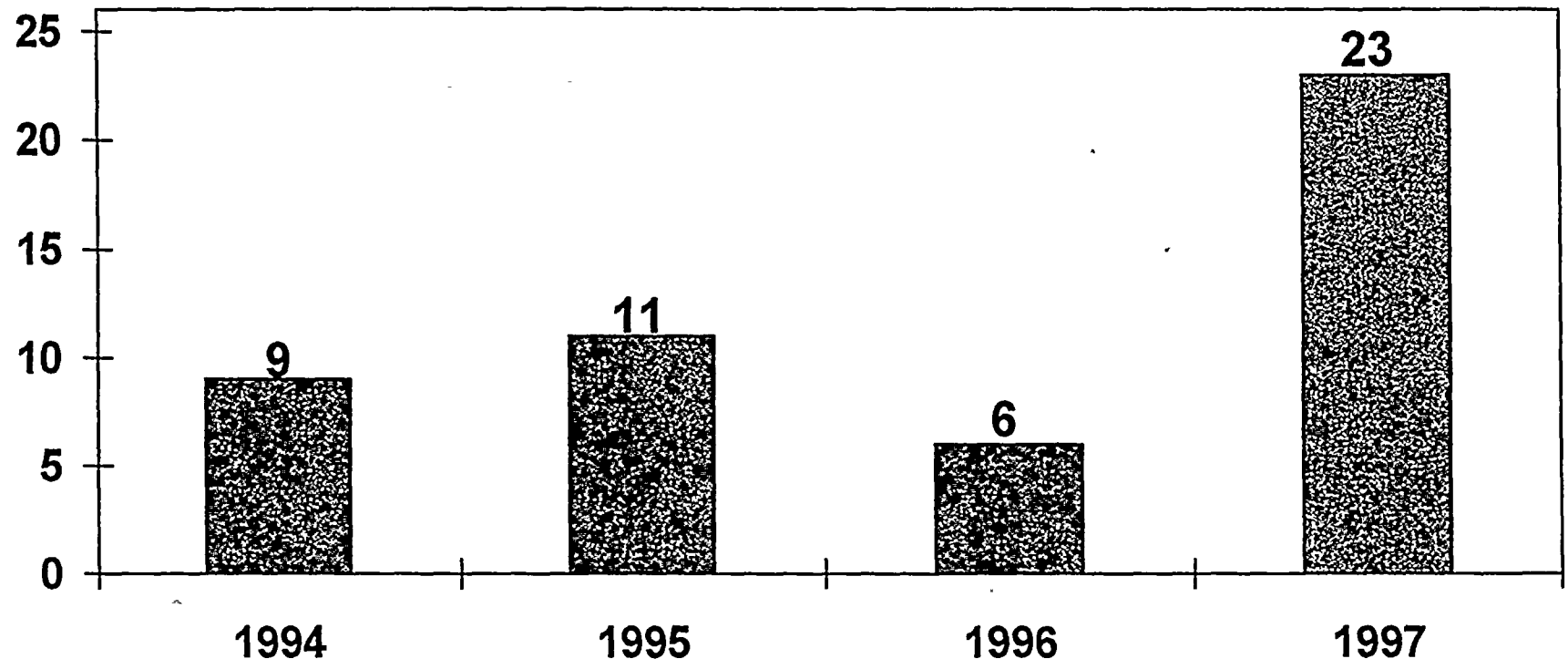
Non-Cited Violations

Current SALP Period
(March 17, 1996 - January 17, 1998)



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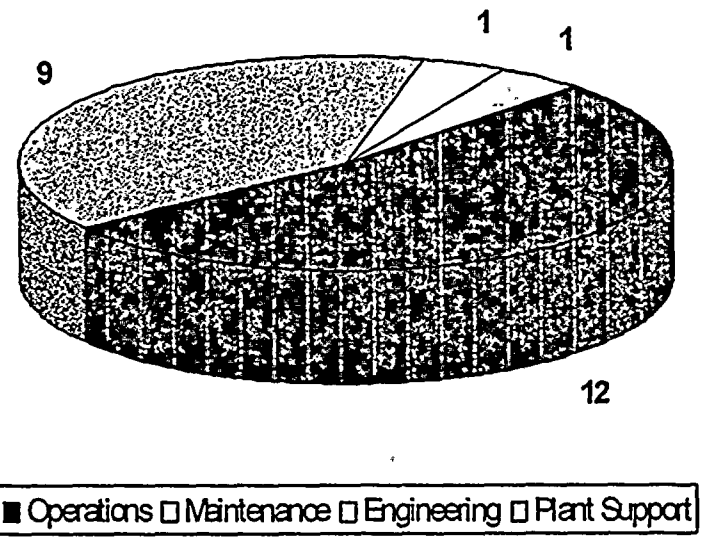
Licensee Event Reports

Current SALP Period
(March 17, 1996 - January 17, 1998)

- 44 LERs
  - 21 historical performance
  - 23 current performance



23 current performance LERs

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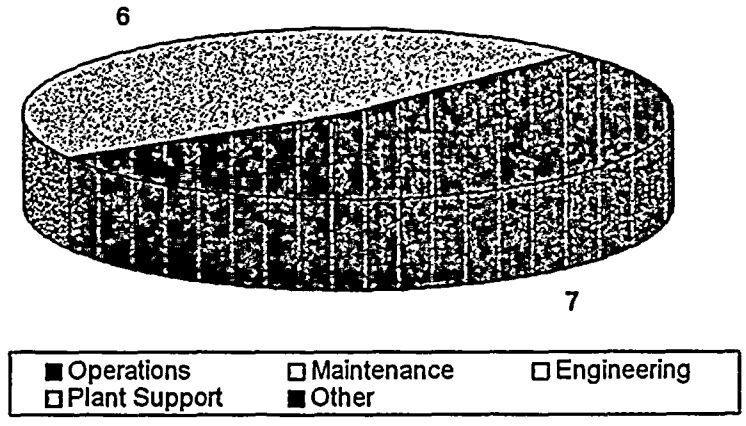
Licensee Event Reports

Current SALP Period
(March 17, 1996 - January 17, 1998)

- **Most involved personnel errors**
  - 7 Operations
  - 6 Maintenance



13 current performance LERs

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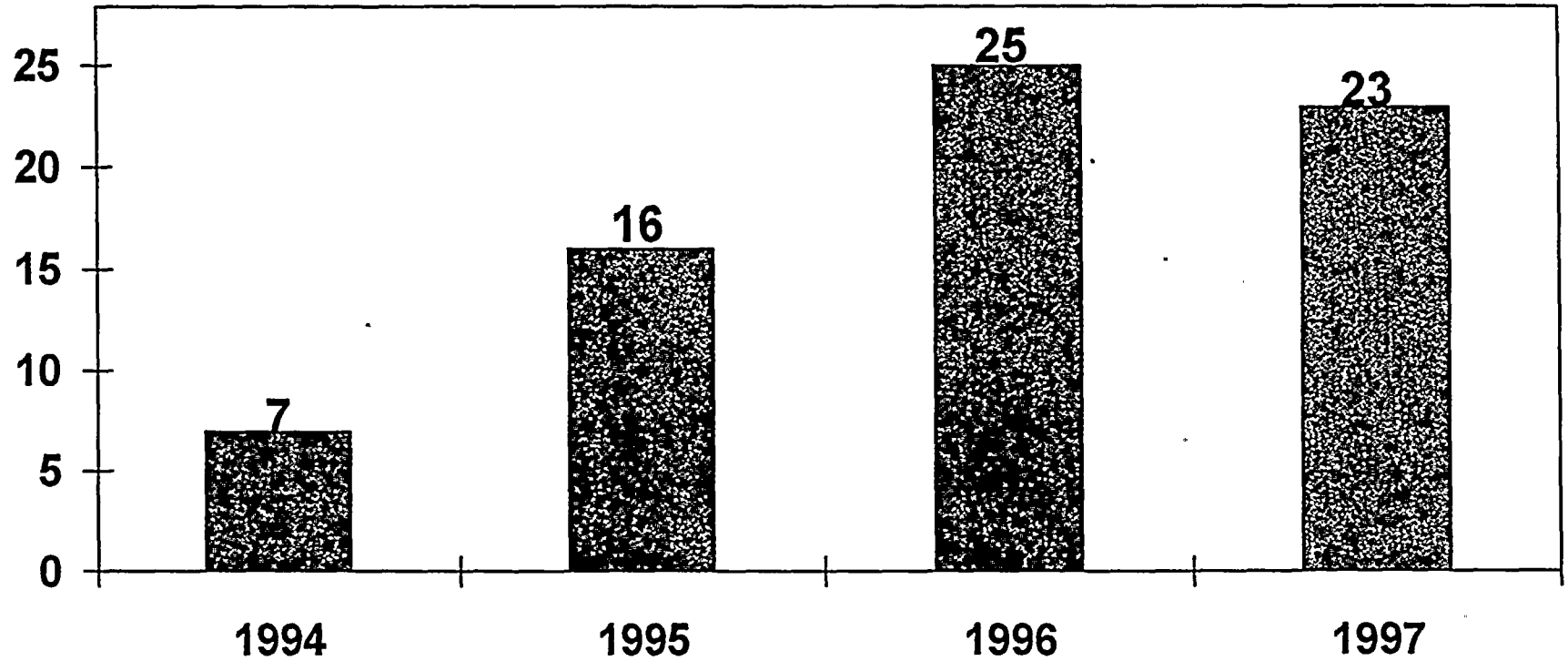
Licensee Event Reports

Current SALP Period
(March 17, 1996 - January 17, 1998)



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FSAR Update

- 385 FSAR changes since beginning of FSAR read through in March 1996
- Amendment 48 largest update since original licensing
- 3448 pages and 517 USQ determinations
- Significant level of engineering effort and commitment to accuracy of design documentation

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Technical Specification Surveillance Review

- Purpose
  - Review TS surveillance requirements to ensure that they are completely and correctly reflected in procedures
- Plan
  - Four-person CP&L team
  - Operations, Engineering, Maintenance, Licensing
  - Review 581 surveillance requirements

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Technical Specification Surveillance Review

- 82 Initial reviews completed
- 88 Total findings
  - 8 significant findings
  - 38 minor findings
  - 38 improvement items
  - 4 no action required

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Technical Specification Surveillance Review

- **Significant Findings**
  - Pressurizer level and related volume
  - Spent fuel pool water level (LER 97-021-00)
  - Containment refueling water level
  - EDG day tank minimum level
  - HVAC heater measurement
  - FHB & RABEES bleed flow path (LER 97-21-01)
  - FHB & RABEES charcoal flow (LER 97-021-01)
  - AFW isolation quarterly slave relay testing

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Summary

- Violations
  - Most involved personnel errors in Operations
- Licensee Event Reports
  - Large number due to effective GL 96-01 review and continuing review efforts
- FSAR Update
  - Continued commitment to accuracy of design basis
- TS Surveillance Review
  - Effective in finding complex discrepancies

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Bo Clark
Plant Performance

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World Class Goals

We are an organization of high goals, standards, and expectations.

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World Class Goals

World-Class -

To be <u>above</u> the mean of the upper quartile of all operating plants in the United States in the areas of Safety, Production and Cost.

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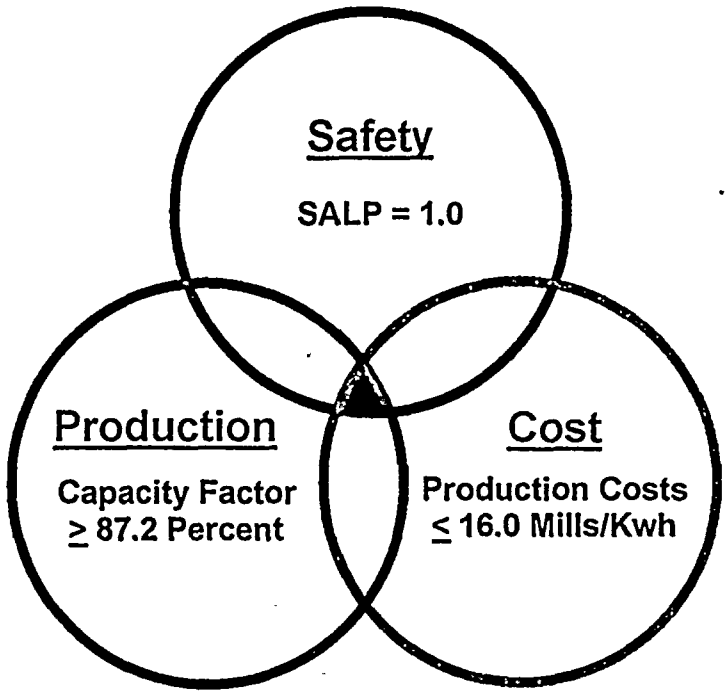
1999 Harris Plant Goals

Three-Year Average



Human Resources

Improve Human Resources to World Class Levels

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Key Business Plan Initiatives

- **Safety**
  - Improve human performance
    - Reduce errors
- **Production**
  - Improve refueling outage management
  - Improve plant and equipment reliability
  - Improve fuel reliability

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Key Business Plan Initiatives

- **Human Performance**
  - Build a winning team
  - Effective personnel performance management
  - Communicate, communicate, communicate

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Current Performance Against 1999 World Class Goals

Three-Year Averages

	Current	Goal
Safety	1.0	1.0
Production	83.7	87.2%
Cost (Mills/KWHR)	17.2	16.0

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The Need for a Plan

- We were not performing to our expectations
  - Human performance errors
  - Station equipment performance
  - Refueling outage planning and execution

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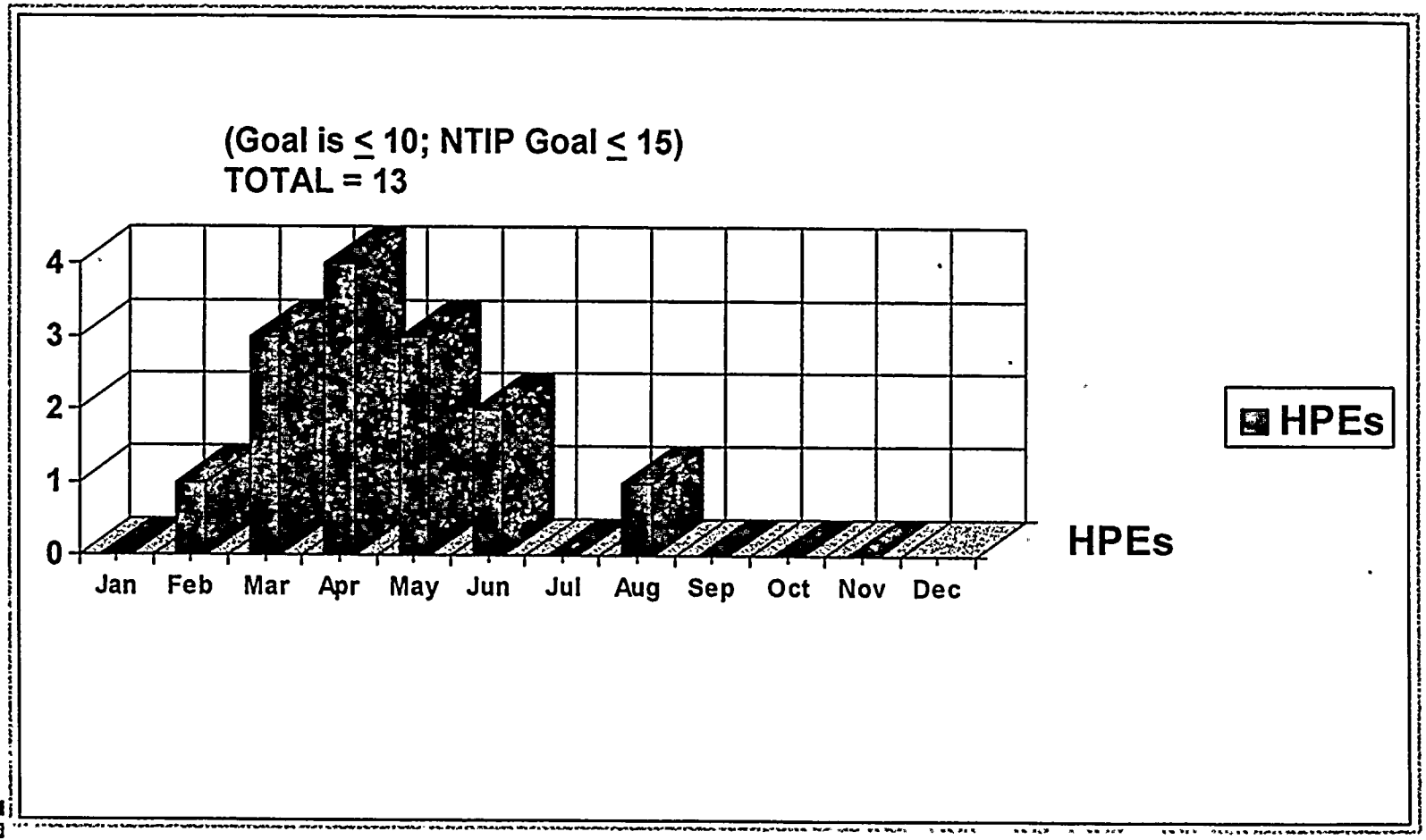
1997 Human Performance Events



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The Need for a Plan

- We were not performing to our expectations
  - Human performance errors
  - Station equipment performance
  - Refueling outage planning and execution

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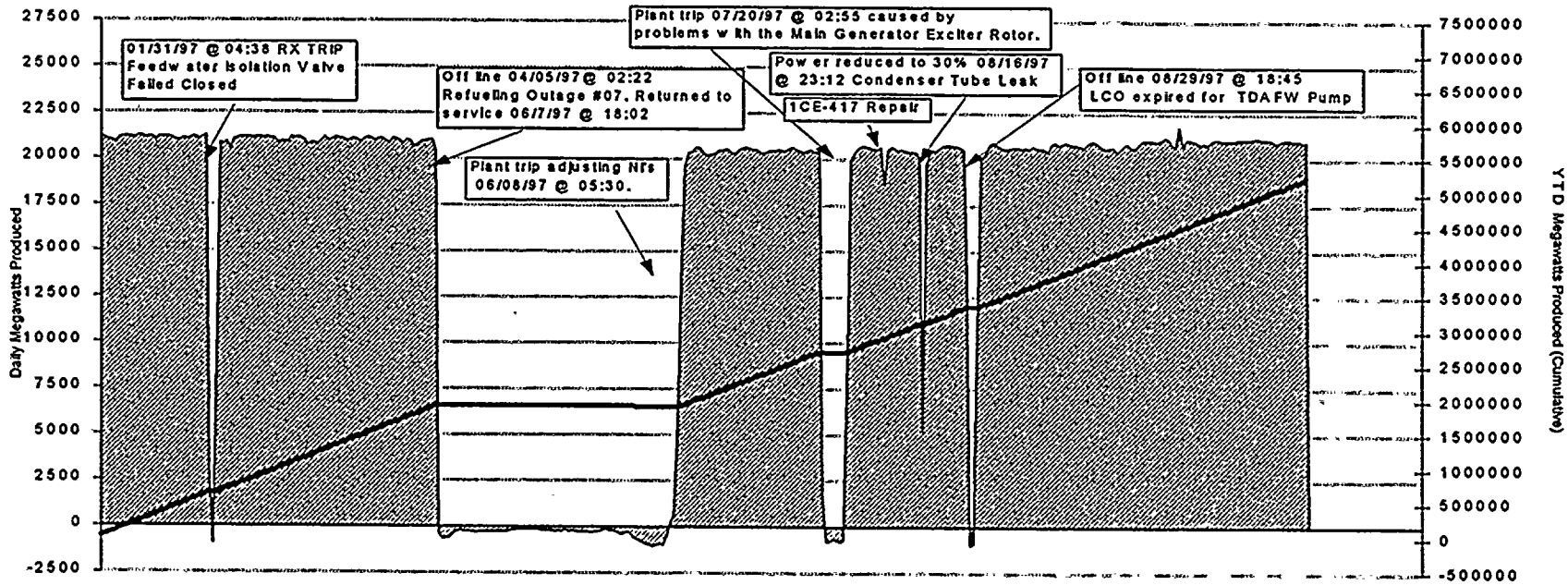
Plant Capacity

Power Generation Group	1997 HNP Daily Net Generation	1997

1997 YTD NET GENERATION 5247160 MWhr
1997 YTD CAPACITY FACTOR 76.11 PERCENT
NET MDC = 860 MW



1997	January	February	March	April	May	June	July	August	September	October	November	December
MON MWH	637260	554879	651701	75947	-8467	400231	475450	569404	610656	648281	631818	
MON CAP	99.60	96.01	101.85	12.28	-1.32	64.64	74.31	88.99	98.62	101.18	102.04	
YTD MWH	637260	1192139	1843840	1919787	1911320	2311551	2787001	3356405	3967061	4615342	5247160	
YTD CAP	99.60	97.90	99.26	77.51	61.33	61.88	63.69	66.92	70.40	73.56	76.11	

1997 Capacity Factor performance goal = 83.30%

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The Need for a Plan

- We were not performing to our expectations
  - Human performance errors
  - Station equipment performance
  - Refueling outage planning and execution

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Refueling Outage Planning & Execution

- Planning milestones--missed/late
- Outage length
  - Planned - 39 days
  - Actual - 63 days
- Outage cost
  - Budgeted = $23.2 million
  - Actual = $29 million

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Core Value

- We are a self-correcting organization
  - Line-driven assessments
  - INPO-requested assistance
  - NAS
  - PES
  - NSRC
  - NSOC

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The Plan

- Our recognition of a need for a step change in performance
- Recommendation for a structured plan by our Nuclear Safety Review Committee
- Formal structured plan was developed by the line organization

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Desired Outcome of Improvement Plan

Operational excellence as defined by:

- Certainty
- Dependability
- Efficiency
- Accuracy
- Predictability
- Timeliness

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The Plan

Four Simple, Key Initiatives

- Build a Winning Team
- Reduce Our Errors
- Fix Our Problems
- Plan Our Work, Work Our Plan

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Initiative # 1
Build a Winning Team

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Initiative 1: Build a Winning Team

- *Key Objectives*
  - Improve site performance by getting the right people for every supervisory position
  - Develop and retain top-notch employees and remove poor performers with effective use of the EPM process
  - Gain, through effective communications, employee understanding for rapid and dramatic improvement

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Initiative 1: Build a Winning Team

- *Results*
  - Turnover
    - Replaced 6 managers/supervisors
    - 41 Improvement Plans initiated /2 terminations to date
  - Increased quality of leadership
    - Employee feedback (Operations/Maintenance)
  - Improved understanding of realities facing Harris Plant and CP&L
    - NSRC Member - "Most significant impressions: the extent to which essential features of NTIP understood and embraced by the staff down through all levels....."

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Initiative #2
Reduce Errors

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Initiative 2: Reduce Errors

- *Key Objectives*
  - Reduce human performance events
  - Use "STAR" as our error reduction tool
  - Improve manager and supervisor coaching skills and emphasize positive reinforcement of desired behaviors

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Initiative 2: Reduce Errors

- *Results to date*
  - Reduction in human performance events
    - 12 events in first half of 1997 - 1 event in last half of 1997
  - Closeout of previous NAS operations concerns
    - 7 of 9 ready for closure - remaining 2 by the end of 1997
  - No repeat findings in human performance in the 1998 INPO evaluation

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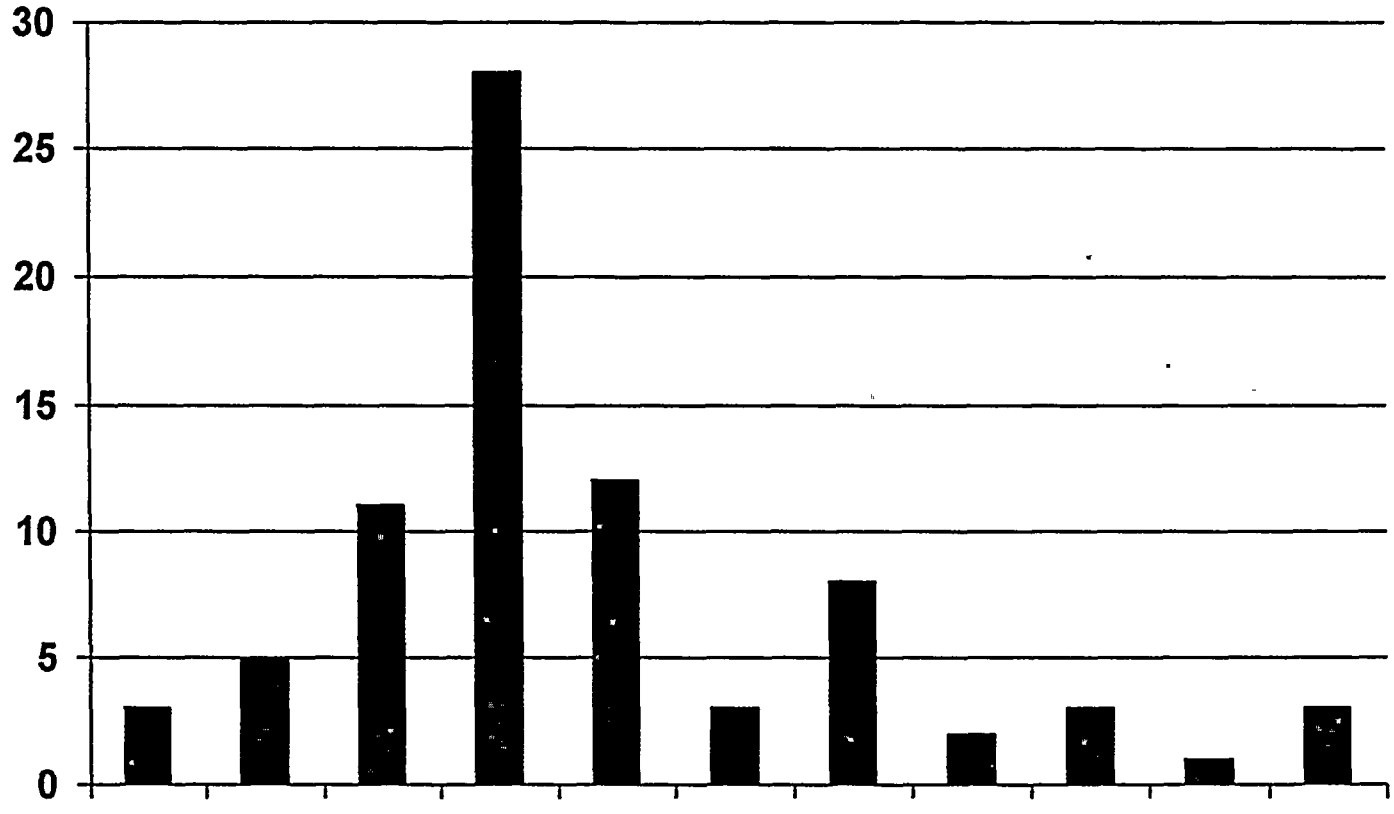
Lack of STAR



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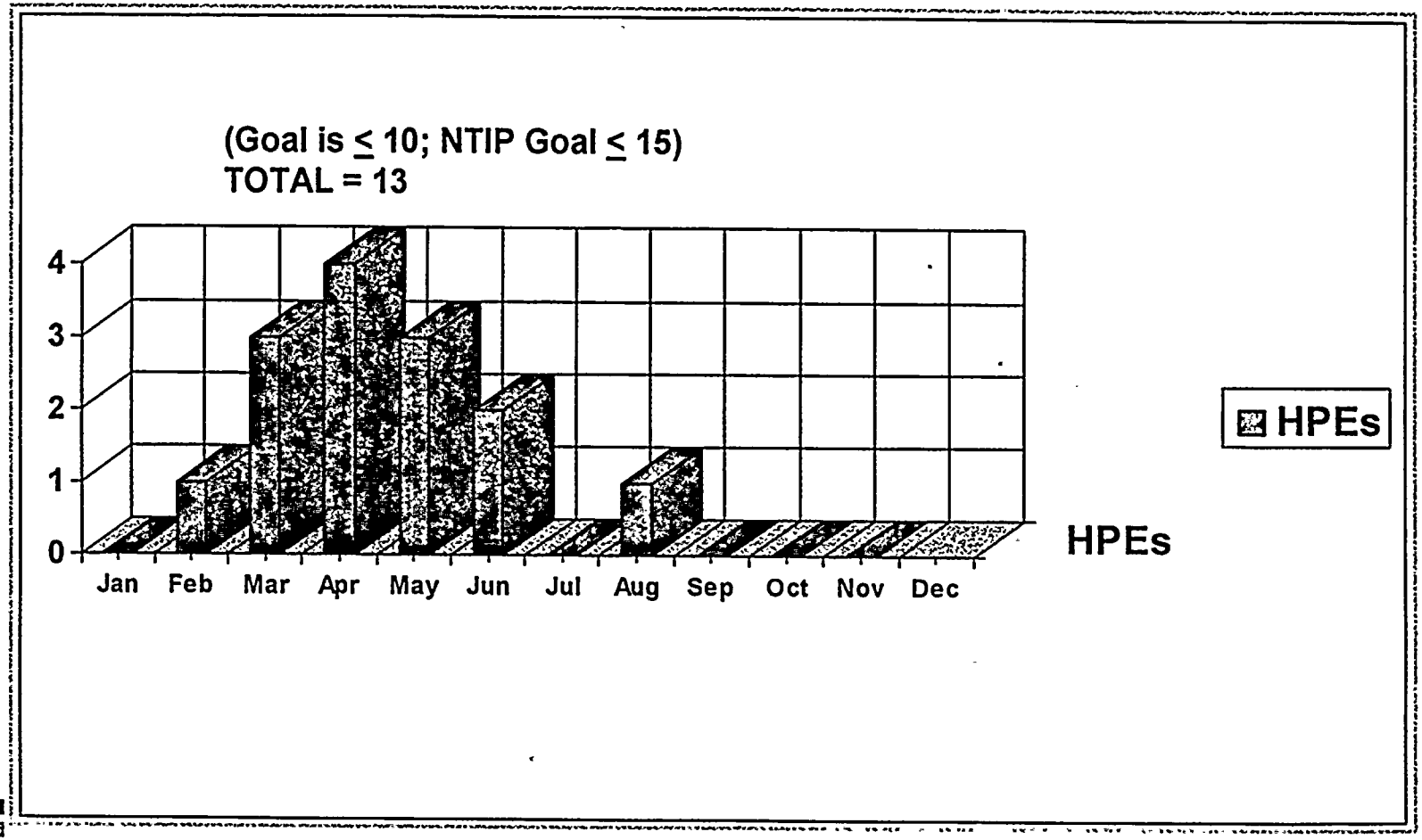
1997 Human Performance Events



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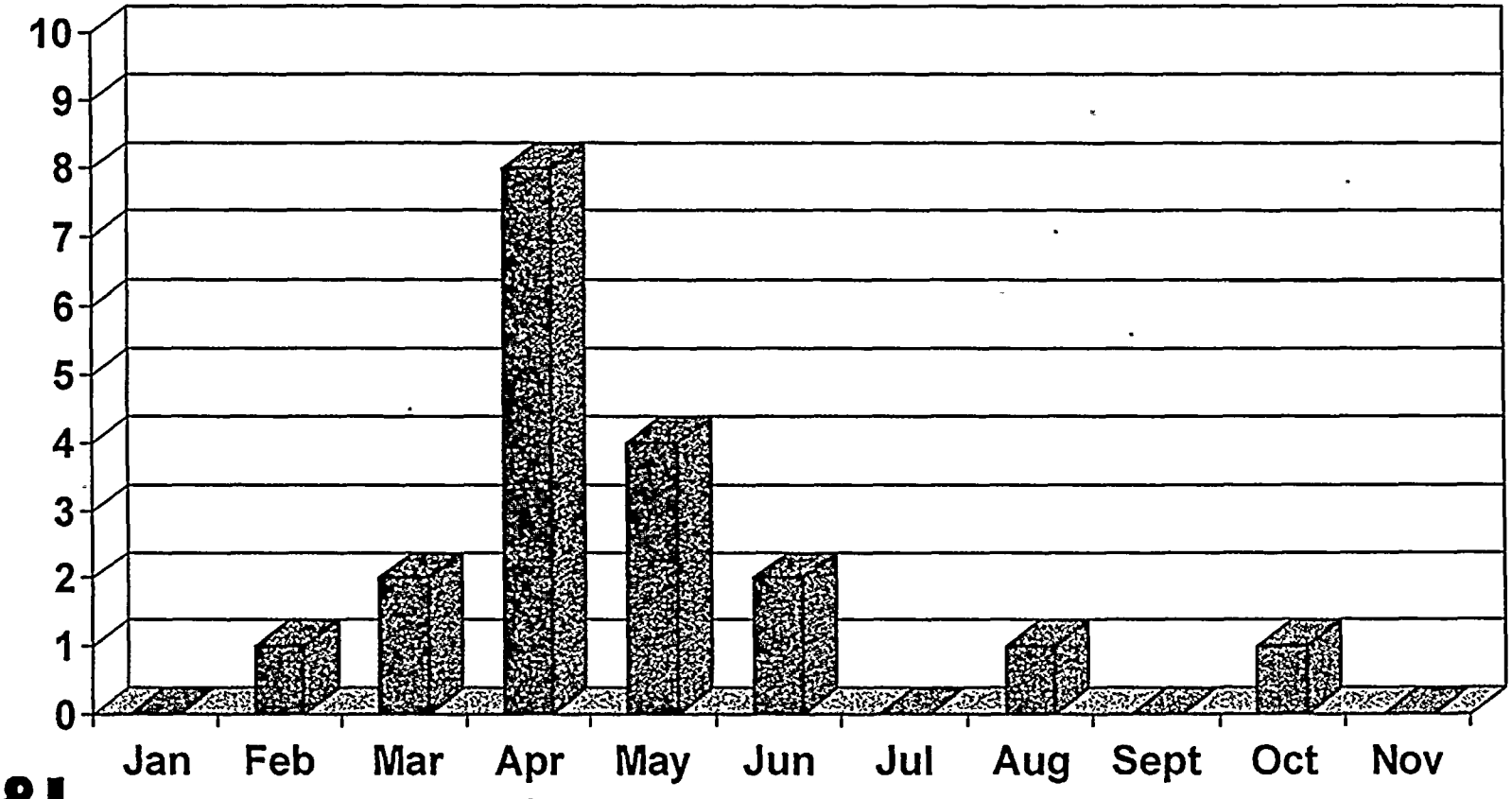
Clearance Errors



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NAS Operations Concerns
(Management Requested Surveillance)

- Shift qualifications
- Use of STAR
- Communications
- Plant status
- Questioning attitude
- Condition reporting
- Poor work practices
- Overtime
- Management in the field

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Initiative #3
Fix Our Problems

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Initiative 3: Fix Our Problems

- *Key Objectives*
  - Identify adverse conditions and trends before significant events occur
  - Improve the effectiveness of the corrective actions
  - Perform critical self-assessments
  - Management communication of corrective actions and self-assessment results information to their employees
  - Improve plant reliability

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Initiative 3: Fix Our Problems

- *Indicators*
  - Open corrective actions less than 1200 by 1/98
  - Corrective action investigation average age for new CR's will be less than 30 Days by 1/98
  - Meet capacity factor goals in 1998
  - Maintenance backlog 400 by 1/98

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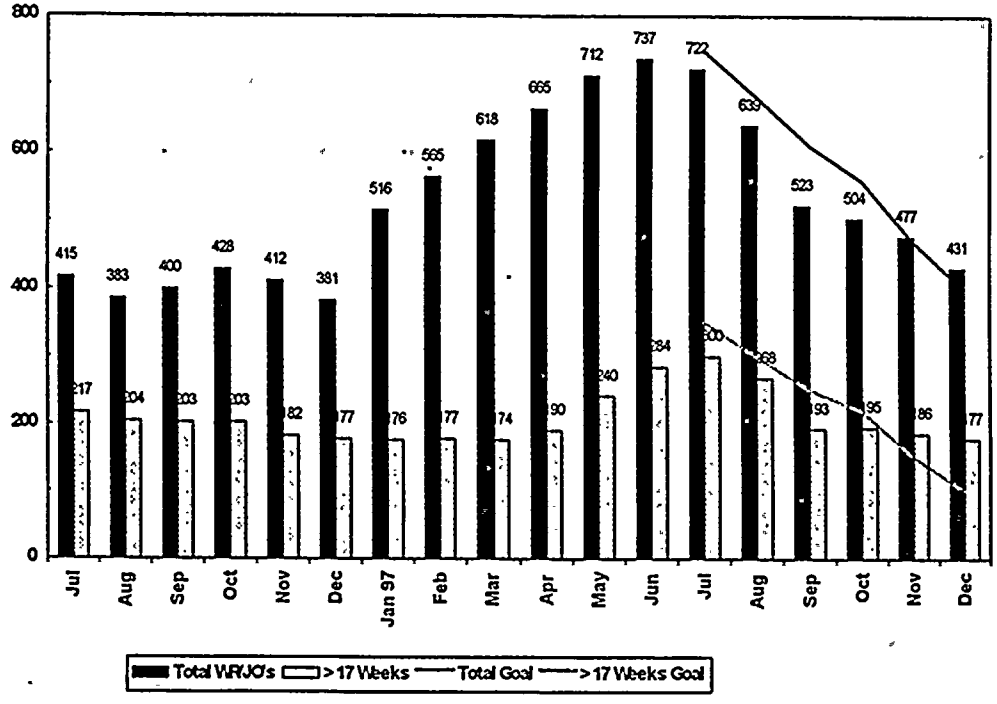
Improvement Initiatives

- Integrated schedule
  - Backlog reduction
  - Reduce rework



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* April 4 - June 6, 1997
Refueling Outage

Improved Plant Reliability

- Secondary Reliability Improvement Plan
- Feedwater Isolation Valve mechanical and solenoid performance
- Renewed focus on problem-solving and troubleshooting
- Maintenance Rule implementation

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Initiative #4
Schedule Our Work and Work Our Schedule

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Schedule Our Work and Work Our Schedule

- Objectives
  - Establish stability/predictability of daily routine
  - Efficient utilization of resources
  - Improved outage performance
  - Maintain system defense-in-depth

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Schedule Our Work and Work Our Schedule (continued)

- Indicators
  - 100% Outage milestones met - on track
  - Site overtime ≤10%
  - <400 tickets total by 1/98
  - 90% daily schedule adherence
  - Reduce work delays by 10%

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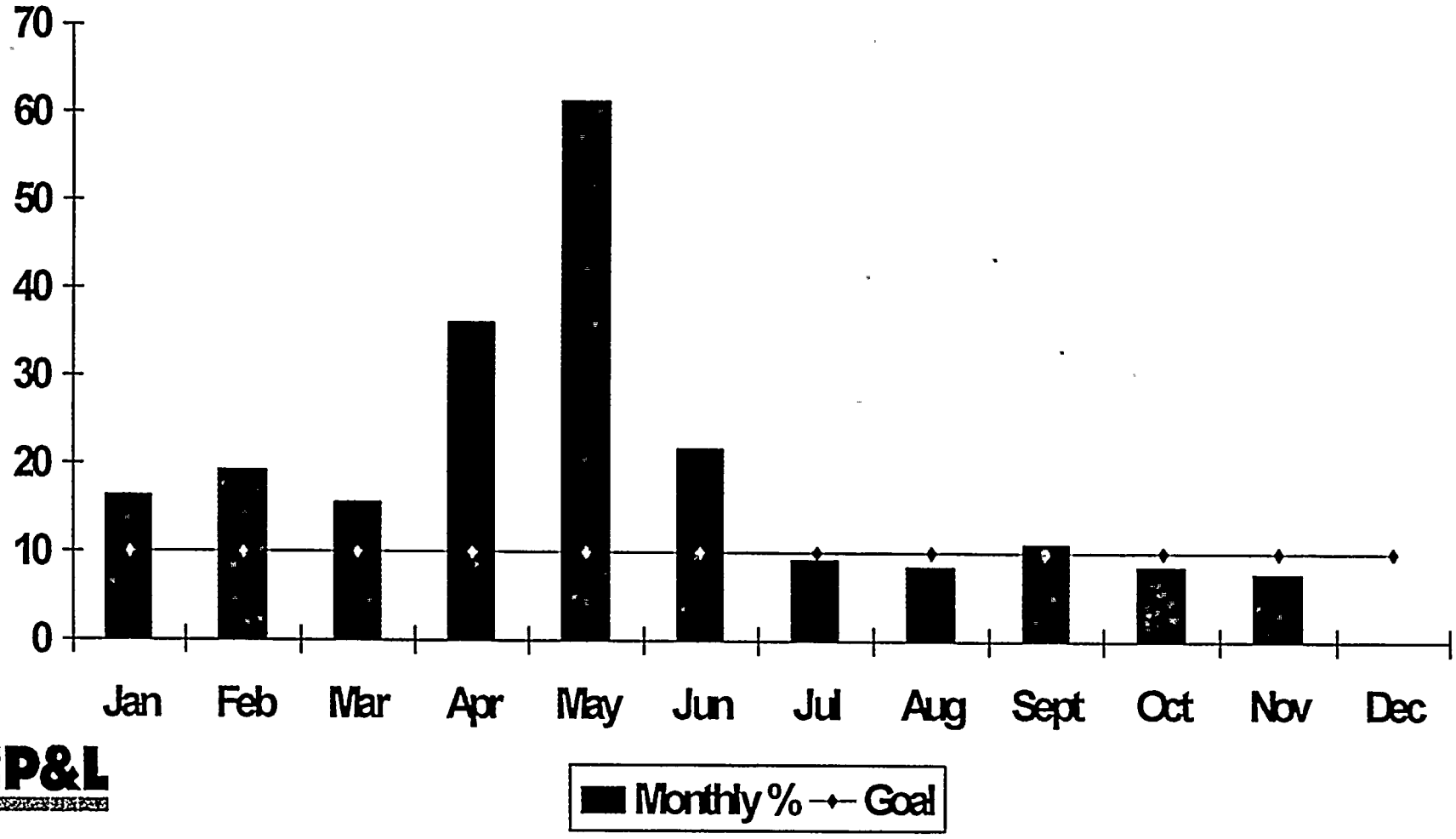
Site Overtime - 1997



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Bruce Meyer
Operations

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Operations

- Strengths
- Challenges
- Improvement Initiatives

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Operations

SAFE, ERROR-FREE OPERATION EVERY TASK, EVERY JOB EVERY SHIFT

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Strengths

- Operations management involvement
- Operations professionalism and leadership
- Conservative plant operations
- Operator training
- Self-assessment

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Challenges

- Improving human performance
  - Constant focus "every shift"
- Plant equipment awareness
- Workload management
  - Procedure changes
  - Refueling outage preparations

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Improvement Initiatives

- Refocus plant on shift operations
  - Work coordination
  - New shift schedule
  - Emergent work meeting
  - Plan-of-the-Day meeting
  - Shift distractions
  - Operations sets priorities

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Improvement Initiatives

- Refocus Operations on shift operations
  - "Every task, every job, every shift"
  - Additional operators assigned to shift
  - Protect days off
  - Mid-shift briefs
  - Removed Control Room distractions
  - Safe, error-free operation - "STAR"

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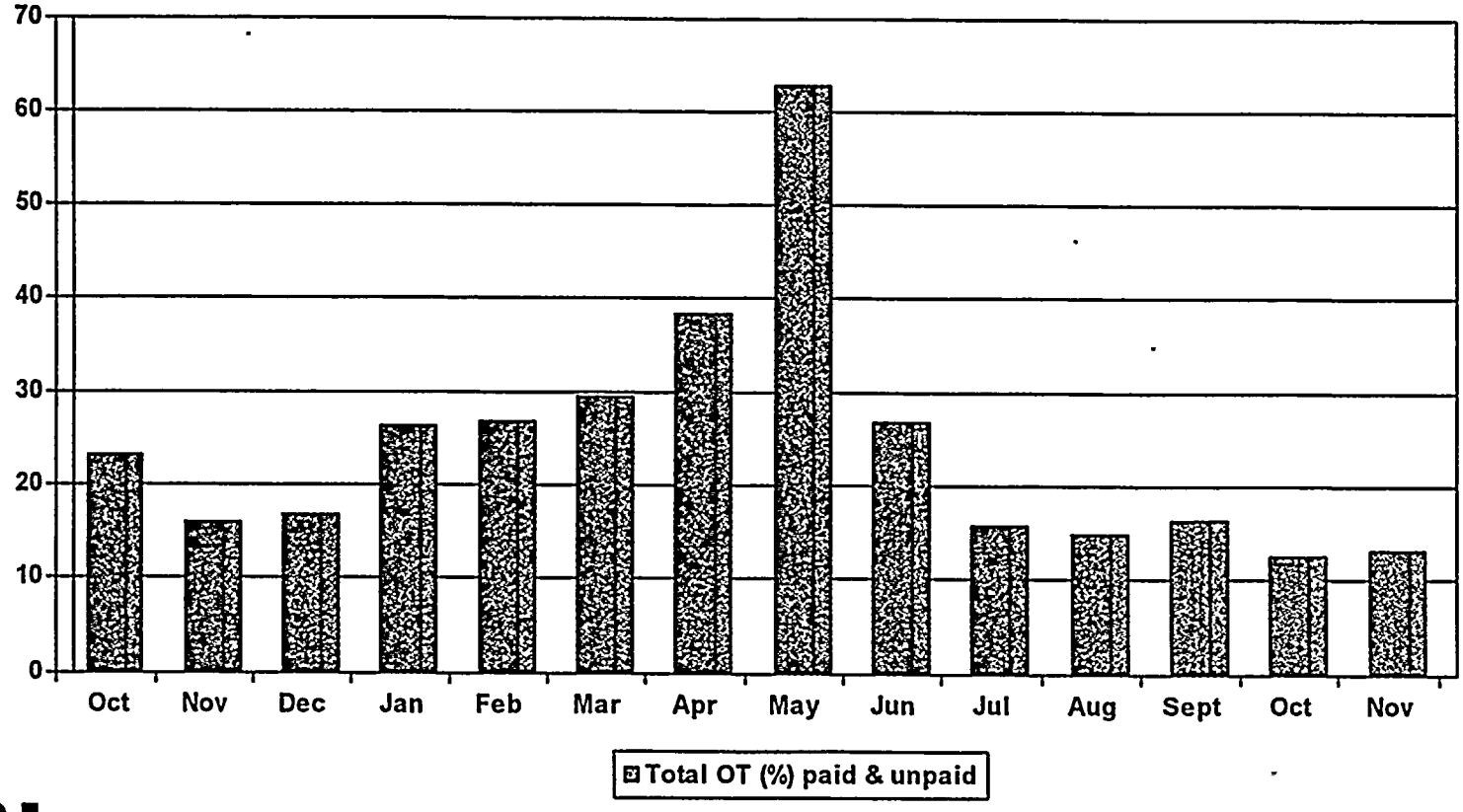
Operations Overtime



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1996 - 1997

STAR Training Analysis

LOR Sessions

	4-97	5-97	Trend
• Check redundant indications/diverse indications	29/47 (62%)	26/39 (67%)	↑
• APP usage	51/57 (89%)	30/30 (100%)	↑
• Match plant parameters with possible causes	48/80 (60%)	90/100 (90%)	↑
• ACT (procedure usage)	28/53 (53%)	56/68 (82%)	↑
• REVIEW	17/33 (52%)	49/76 (64%)	↑

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Trend Legend: Improving ↑ Stable → Declining ↓

Improvement Initiatives

- Reorganized Operations
  - Reevaluated supervisors and managers
  - Reevaluated shift crews
- Accountability
  - Effective Performance Management
  - Performance Improvement Plans
  - Positive reinforcement

CP&L

Improvement Initiatives

- Training
  - Direct Operations Manager involvement
  - Higher expectations of operators
  - Emphasis on competencies
  - New evaluation system
  - Team job-performance measures

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Improvement Initiatives

- Operating Standards
  - 3-way communication
  - Phonetic alphabet
  - Annunciator response
  - Pre-job briefs
  - Questioning attitude

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Improvement Initiatives

- Self Assessment
  - Crew self-assessments
  - Identify adverse conditions
  - Real-time Corrective Action Program
    - 14-day Level 1 Investigations
    - 30-day Level 3 Investigations

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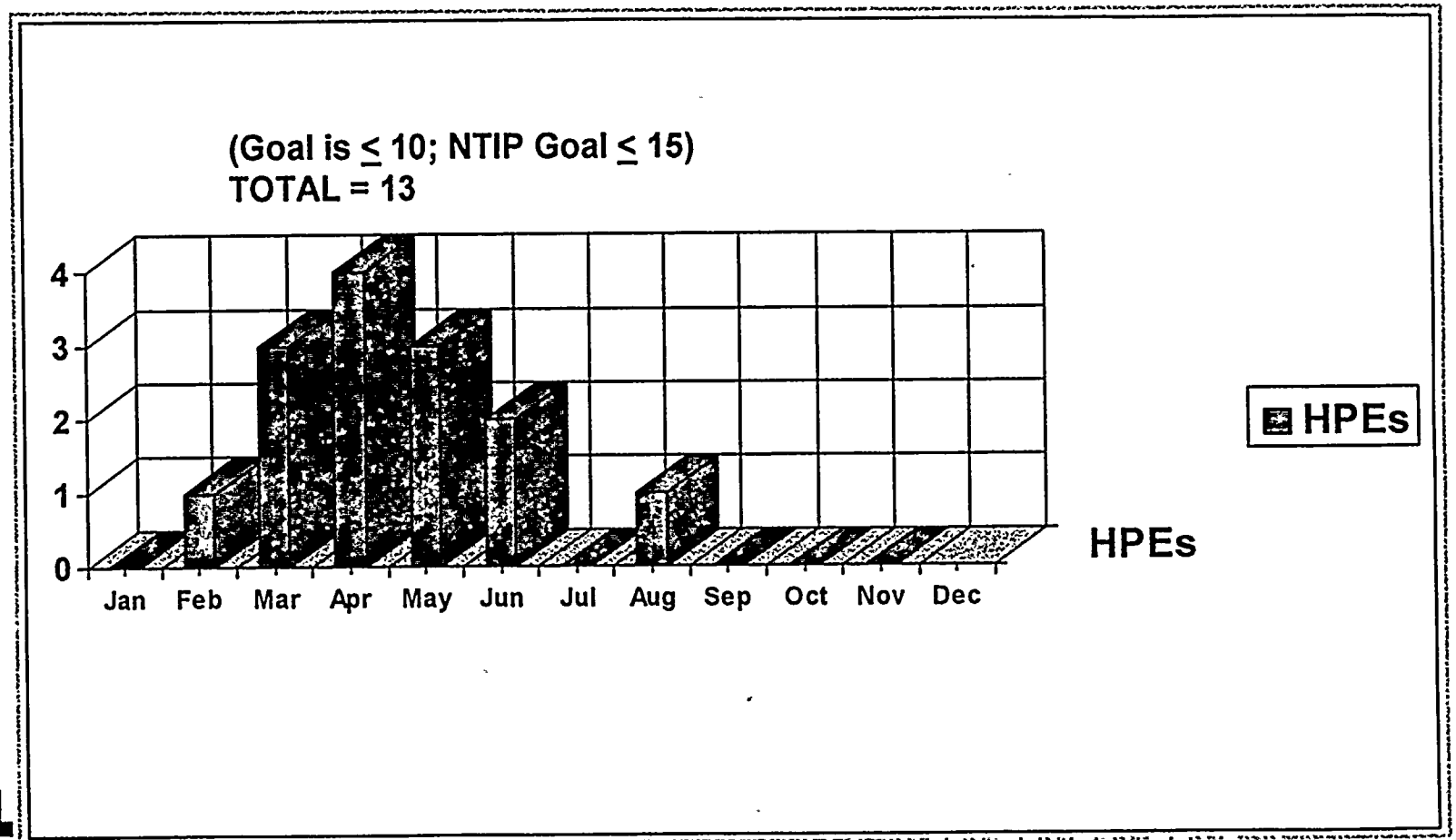
1997 Human Performance Events



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Joe Collins
Maintenance

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Agenda

- Strengths
- Challenges
- Improvement Initiatives
- Summary

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Strengths

- Safety system availability
  - Safety system availability is important to us
  - We manage safety system availability by
    - Planning
    - Preparation
    - Execution
  - The results

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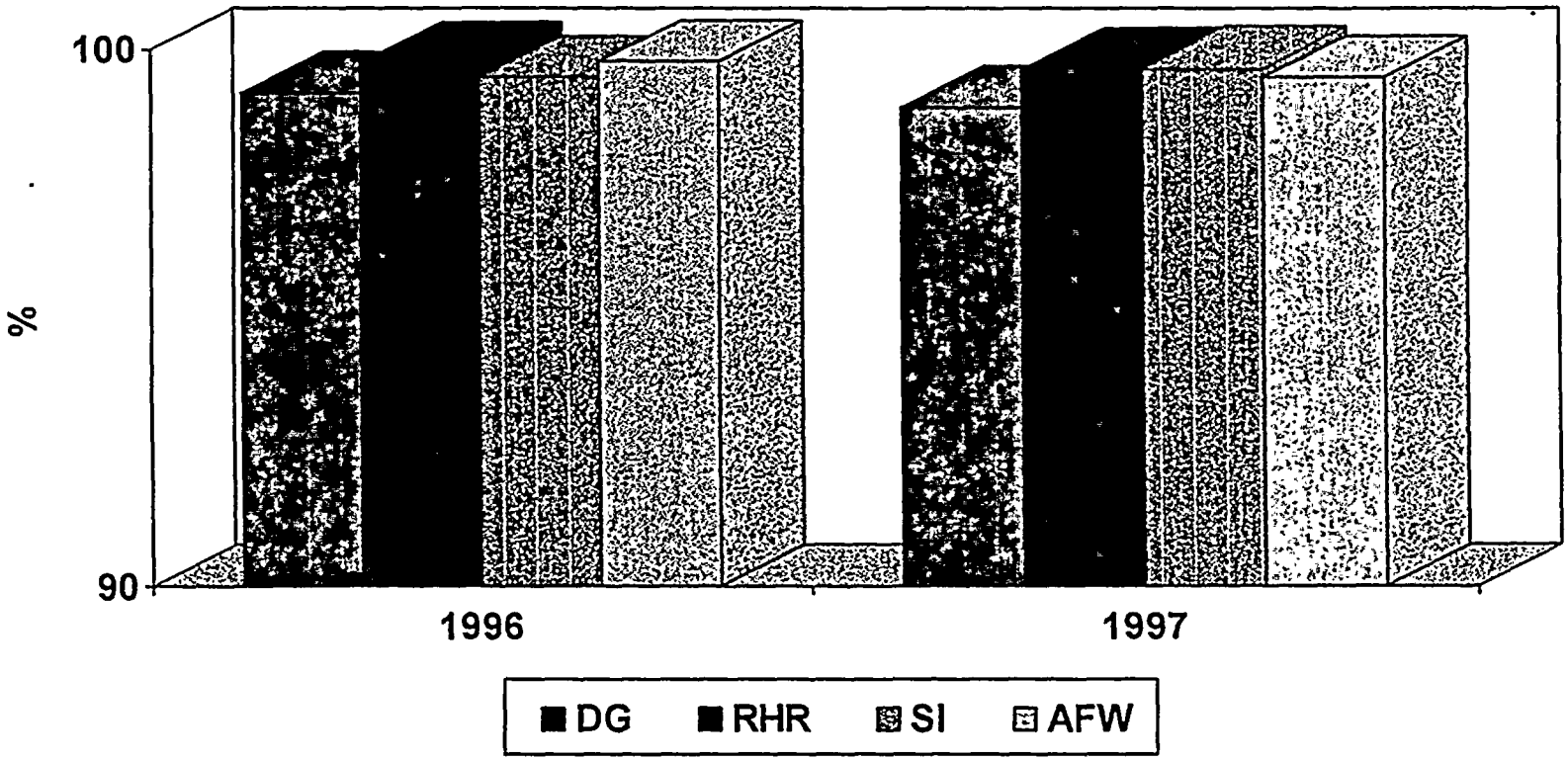
Safety System Availability



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	DG	RHR	SI	AFW
1996	99.18	99.75	99.49	99.79
1997	98.92	99.64	99.65	99.48

Strengths (continued)

- Support of shift operations
  - Crew turnover
  - Emergent work meeting
  - On-shift Maintenance support

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Strengths (continued)

- Predictive maintenance techniques
  - SF6
  - Thermography
  - Vibration Analysis
  - Oil Analysis
  - Checworks

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Strengths (continued)

- Training
  - Maintenance management involvement
    - Training Program Committee
    - Adjunct instructors
    - Real-time trainer

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Strengths (continued)

- Training
  - Loop Trainer
    - Duplicates plant environment
    - Equates to the Plant Reference Simulator

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Strengths (continued)

- Training
  - Tangible results
    - DG training to support 10-year inservice inspection
    - CRDM connector
    - AFW steam turbine disassembly and inspection in RFO7

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Challenges

- Achieve and maintain backlog targets

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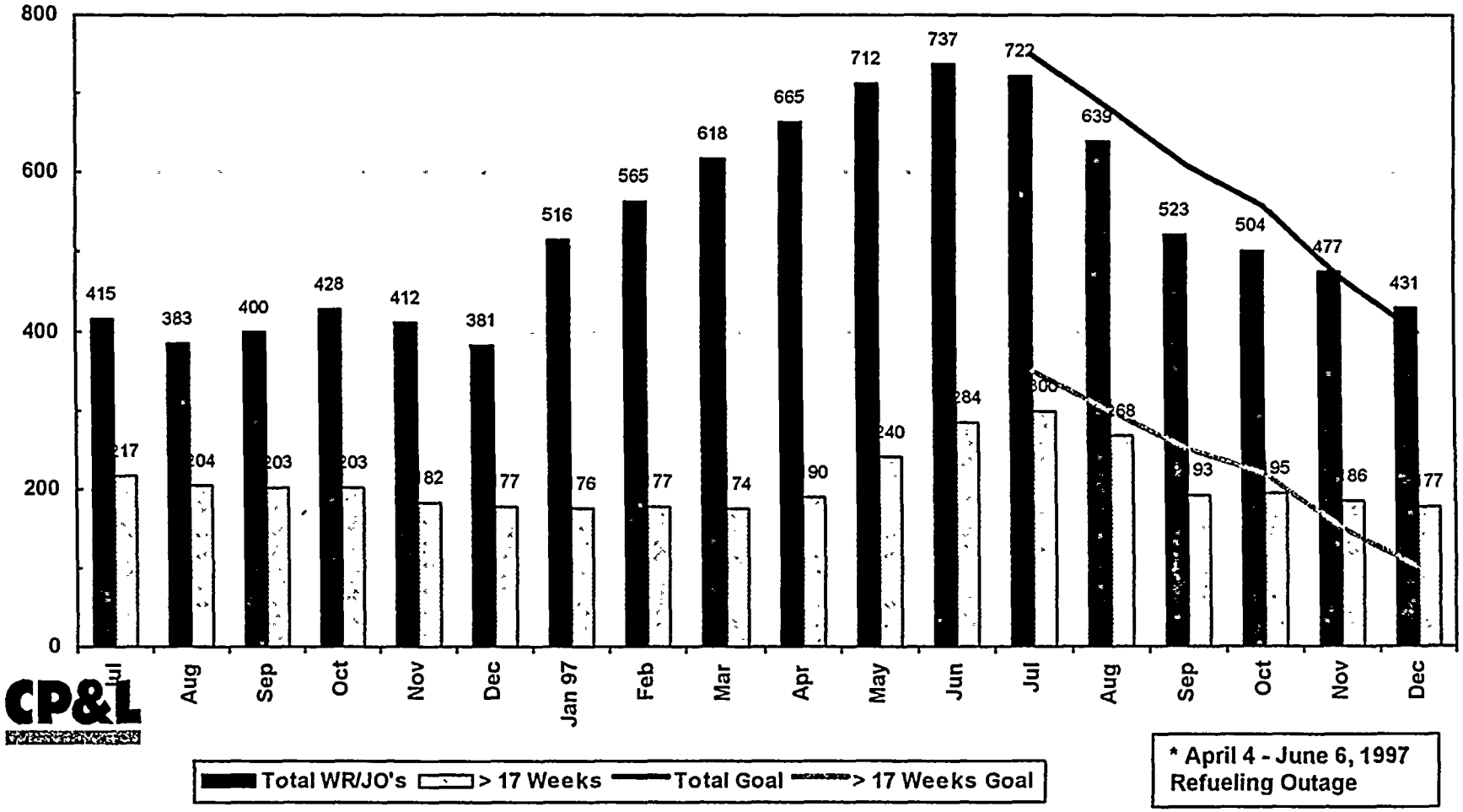
TOTAL ELECTRICAL AND MECHANICAL MAINTENANCE BACKLOG

Indicator:	Query:
Numbers of total open online backlog CM's and of those open longer than 17 weeks. Goals by year end: Total backlog less than 400 WR/JO's>17 weeks less than 100	Backlog CM's: WCC=A,B; Type= ,10,20; Skill=EL,ME; WR/JO # ends with 1; System<8501; Status<Field complete Date initiated > 17 weeks prior to current date



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* April 4 - June 6, 1997 Refueling Outage

Challenges (continued)

- Achieve and maintain backlog targets
- Achieve the right balance between "Skill of the Craft" and "Procedure-Directed"
- Continual improvement of Surveillance Test Procedures

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Improvement Initiatives

- Maintenance reorganization
  - Culture
  - Focus
- Effective use of work scheduling
  - Integrating of maintenance resources
  - Shifting schedule adherence from weekly to daily

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Summary

- Maintenance is continuing to improve
  - Process and procedure improvements through self-assessment, crew critiques, and operating experience feedback
  - Skill improvements through continuing training, diagnostic testing, and supervisory coaching
  - Culture improvement through focused management attention

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Tony Cockerill
Engineering

CP&L

Agenda

- Strengths
- Challenges
- Improvement Initiatives

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Strengths

- Support of shift operations
- Maintenance Rule
- Significant engineering assessments
- Response to Generic Letter 96-01 (Testing of safety-related logic circuits)
- Ongoing review of Technical Specification Surveillance Procedures

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Strengths

- FSAR review and continued use
- Engineering support of plant reliability and availability
- Use of operating experience information

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Strengths

- Support of shift operations
- Maintenance Rule
  - Participated in NRC Pilot Program
  - Self-assessment in December 1996
  - NRC Baseline Inspection in July 1997
    - "With recent improvements, progress towards a comprehensive Maintenance Rule Program is adequate"

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Strengths

- Benefits achieved
  - Prioritize work load
  - Focus on problem areas
  - Things are getting fixed
- (A)(1) List - 27 systems
  - 8 systems are in Monitoring Phase
  - 19 systems are in Investigation (Corrective Action)
- (A)(3) assessment completed

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Strengths

- Significant Engineering assessments
  - RPS SSFI - industry experts
  - EQ - NAS with industry experts
  - Safe Shutdown Analysis - industry experts
  - Engineering Assessment - NAS
  - Corporate Assessment of Engineering
  - SSEI on AFW System
  - ISI/IST Program Assessment
  - Maintenance Rule (A)(3) Assessment

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Strengths

- Response to Generic Letter 96-01 Testing of safety-related logic circuits
- Ongoing review of Technical Specification Surveillance Procedures
- FSAR Review
  - 340 CRs, 5 LERs, 2 USQs

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Strengths

- Engineering support of plant reliability and availability
  - Evaluation of containment liner
  - Installation of cavity seal ring
  - Modified EDG protection logic (GL 96-01)
  - Resolved inadvertent tripping of NSW pumps
  - Improved work practices in the switchyard
  - Replaced ESW pump and motor to increase margin
  - Resolution of Thermolag issue

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Strengths

- Use of operating experience information
  - Analyzed SG tubing common tap for single failure [NSAL 96-004]
  - Inaccessible in-core thimbles
  - Connecting non-seismic pipe to seismically qualified lines

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Challenges

- Complete commitments in our 50.54f response
- Improve quality of design packages

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Challenges

- Major projects planned
  - SG replacement
  - Computer replacements
  - Complete spent fuel pools C & D
  - Replace feedwater isolation valves
  - Evaluate replacement of reciprocating air compressors
  - Resolve the year 2000 computer issue

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Improvement Initiatives

- Engineering workload management
  - Pilot program in the Electrical Unit being implemented in Mechanical and Technical Services
  - Excel spreadsheet used to schedule work at the engineer level
  - Actual man-hours are tracked and compared with estimate
  - Has given engineers a sense of control and achievement

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Improvement Initiatives

- Using the Work Control Center's scheduling tool, modifications are being scheduled for implementation, document update, and turnover

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Improvement Initiatives

- Problem Solving
  - Strong disciplined approach
  - Examples

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Improvement Initiatives

- Engineering programs
  - Review of program procedures
  - MOV Improvement Plan
  - EQ improvement
  - ISI/IST 10-year plan
  - Implementing SAMGs

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Improvement Initiatives

- Equipment upgrades
  - Replacing process cabinets power supplies
  - Replacing Control Room recorders
  - Upgrading Security x-ray machines
  - Replacing turbine building sump radiation monitor

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Summary

- CP&L personnel perform the FSAR Review, GL 96-01 Response, Technical Specification Surveillance Procedures review
- Outsourcing work has been limited
- Engineering is more disciplined and focused

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Karl Neuschaefer
Plant Support

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RP Strengths

- Continued improvement in performance as evidenced by major radiation protection indicators
- Strong self-assessments
- Low threshold for problem identification

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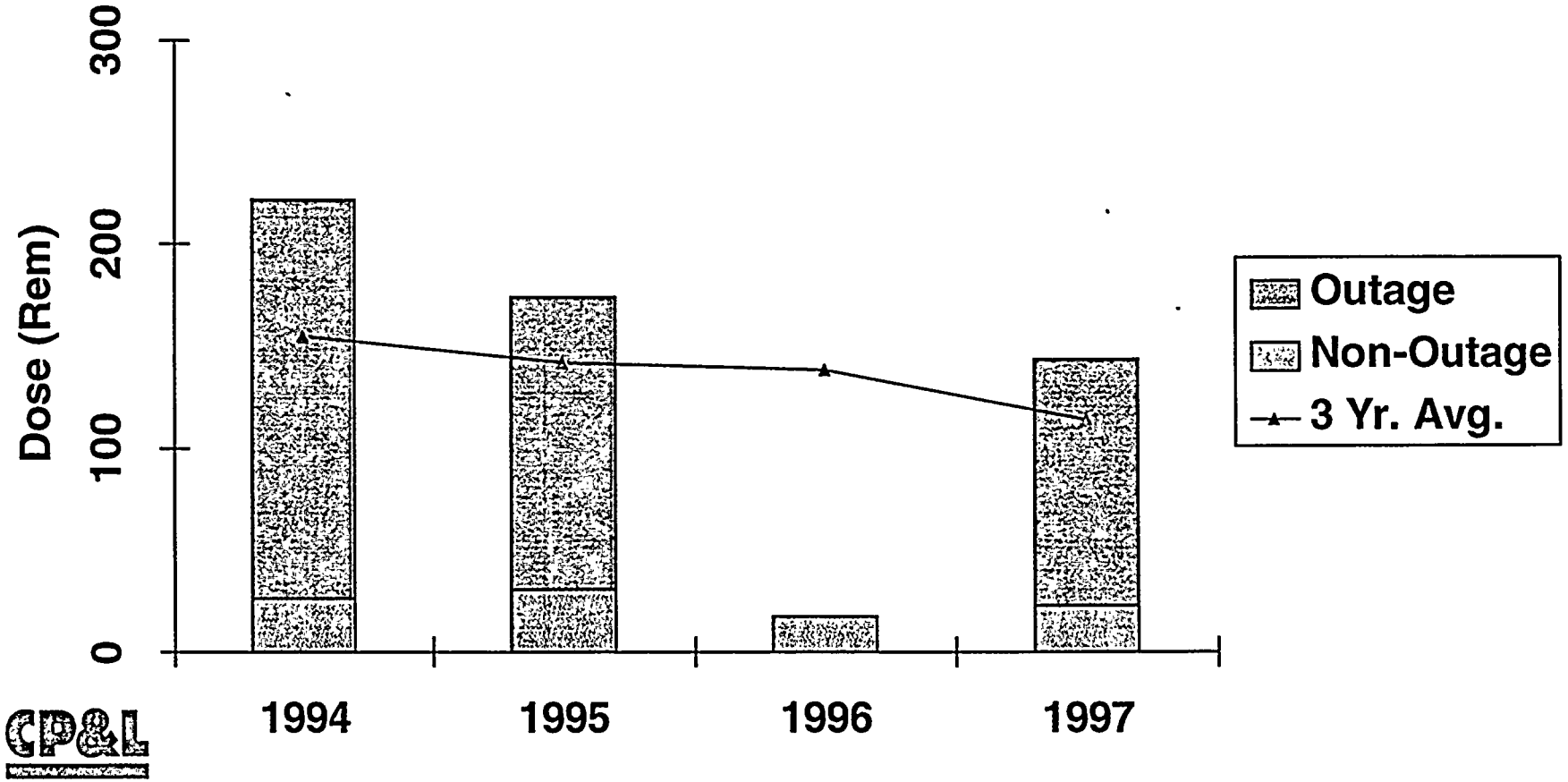
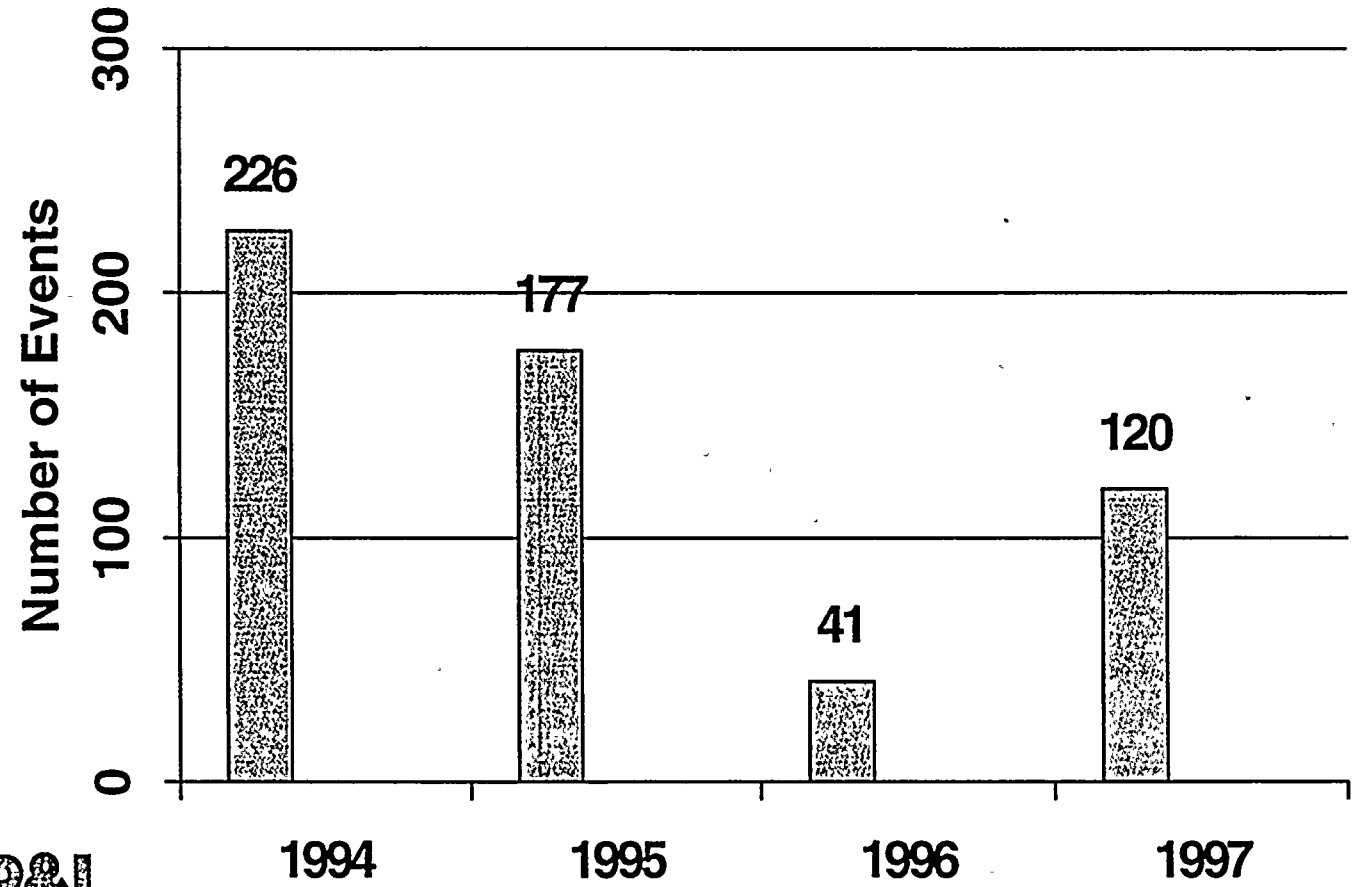
Radiation Dose



Personnel Contaminations



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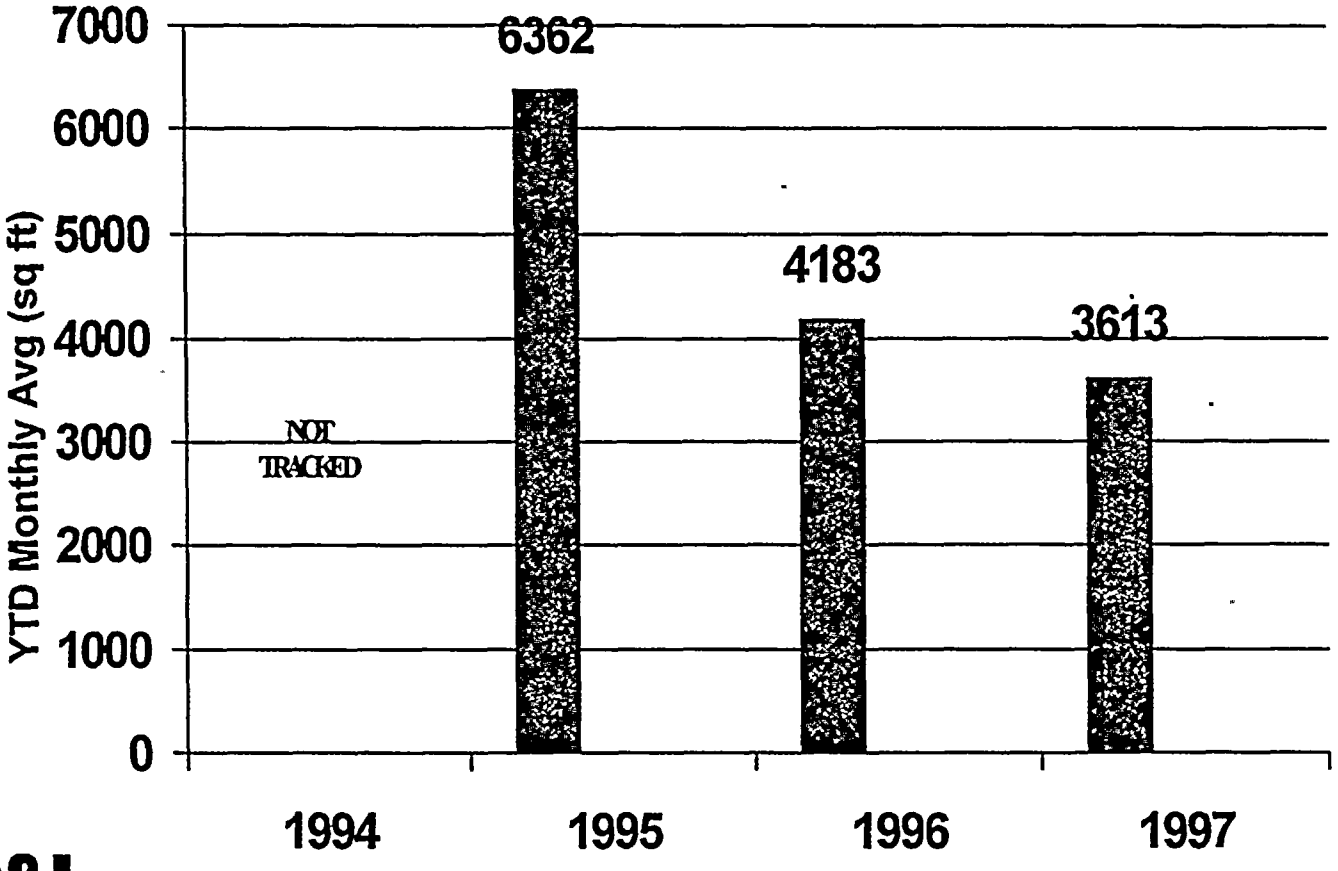
Contaminated Floor Area



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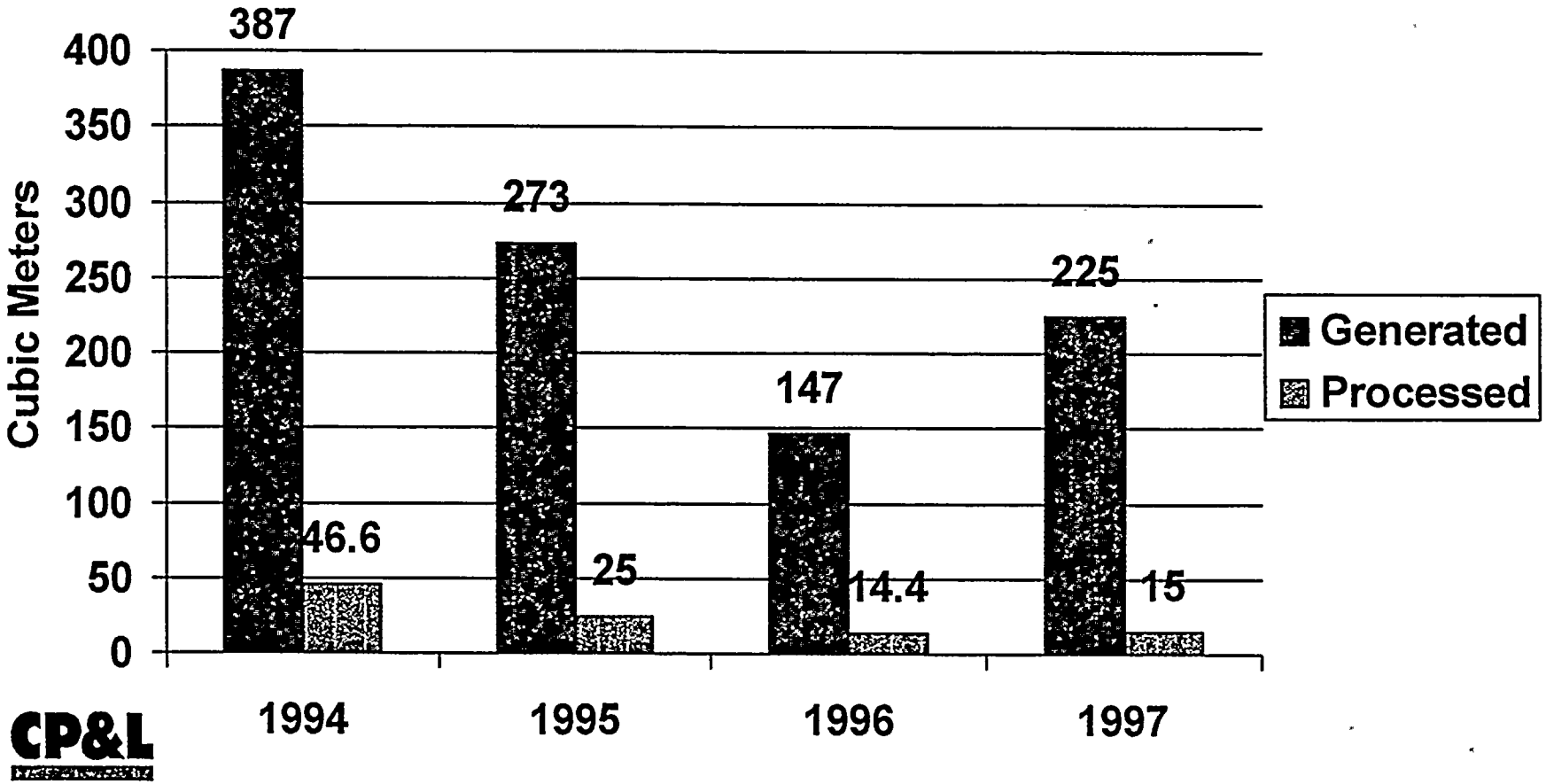
Radioactive Waste Generated and Processed



RP Challenges

- Lack of a permanent disposal facility for low-level radioactive waste

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Chemistry Strengths

- Tight control of primary and secondary water chemistry
- Continued reduction in liquid and gaseous effluents

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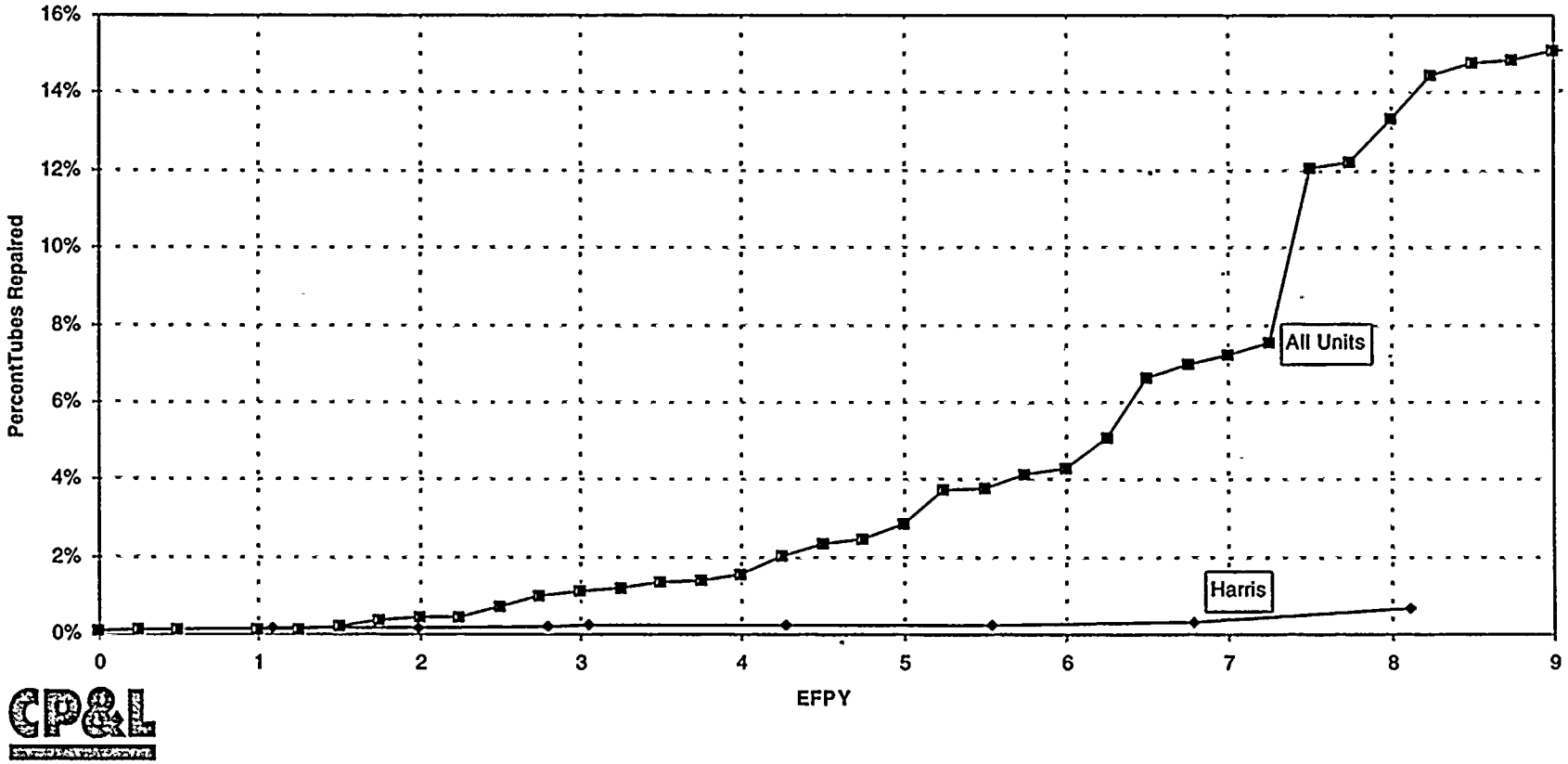
Steam Generator Tube Performance

Worldwide Steam Generator Tube Degradation
Preheater Westinghouse Designed SGs w/Inconel 600 Low Temperature Mill Annealed Tubing



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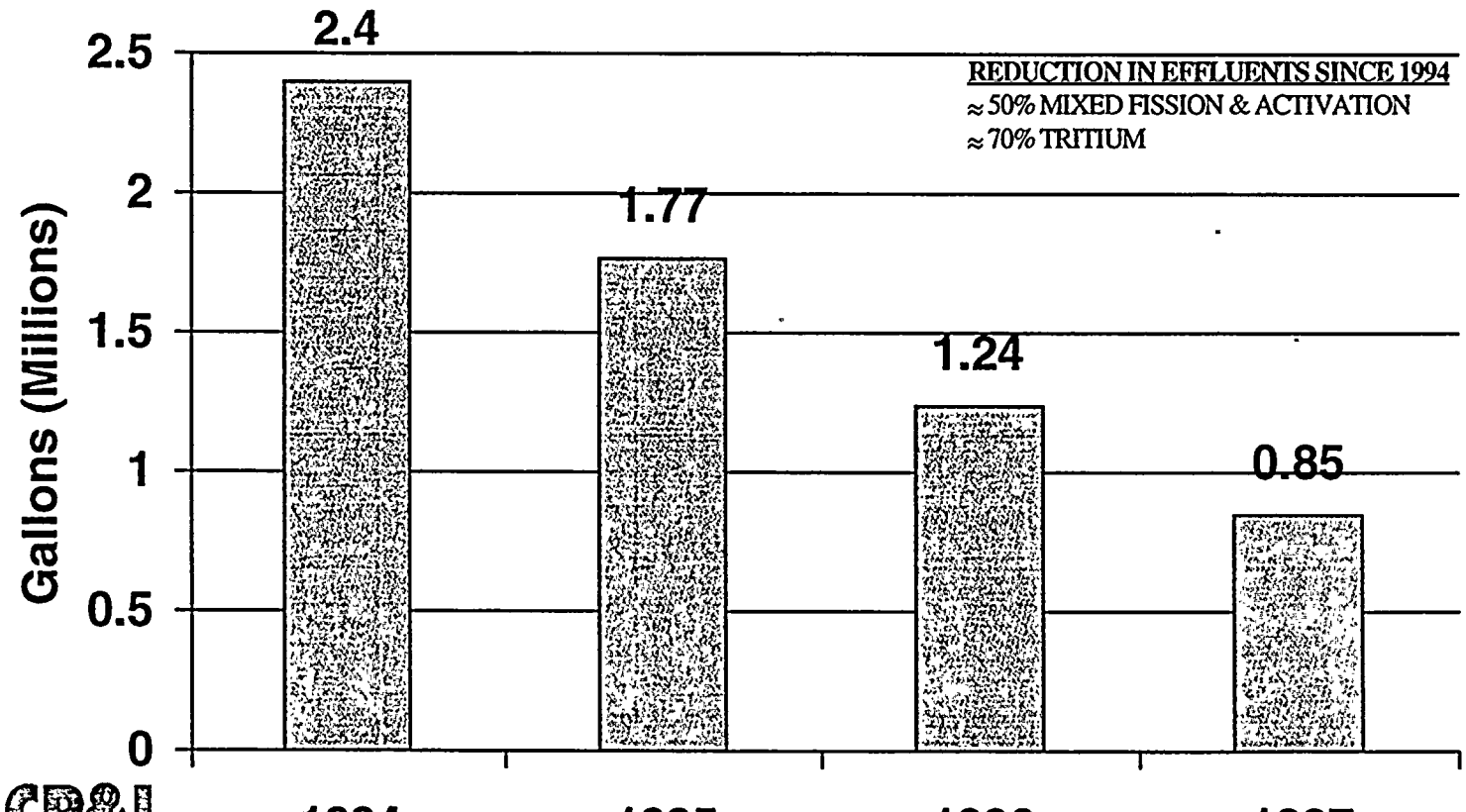
Liquid Effluent Batch Release Volumes



EP Strengths

- High quality emergency response facilities
- Effective implementation of drills and exercises
- Effective use of critiques
- Strong performance during the ingestion pathway exercise

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Security Strengths

- Sustained high quality performance
  - Strong self-assessment program
  - Quality Security training program
  - Consistently low personnel-error rate
  - Strong relationship to local law enforcement

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Security Improvements

- Reduced compensatory measures through effective maintenance support
- Upgraded Security range facility
- Upgraded weapons implemented into the site-defense strategy
- Upgrade of x-ray inspection units
- Improved access authorization

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Fire Protection Strengths

- Strong self assessments
- Proactive Thermolag resolution
  - Testing of Harris-specific configurations
  - Aggressive self-identification and correction of problems
  - Independent industry expert review of evaluations

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