

U.S. NUCLEAR REGULATORY COMMISSION  
OFFICE OF INSPECTION AND ENFORCEMENT

REGION III

Report No. 50-255/81-12

Docket No. 50-255

License No. DPR-20

Licensee: Consumers Power Company  
212 West Michigan Avenue  
Jackson, MI 49201

Facility Name: Palisades Nuclear Generating Plant

Management Meeting At: Region III Office, Glen Ellyn, IL

Management Meeting Conducted: July 9, 1981

Report Prepared By: *D. C. Boyd*  
D. C. Boyd

7-16-81

Approved By: *R. F. Heishman*  
R. F. Heishman, Acting Director  
*for* Division of Resident and Project  
Inspection

7-16-81

Management Meeting Summary

Management Meeting on July 9, 1981 (Report No. 50-255/81-12)

Areas Discussed: A special meeting, requested by the licensee, was held to inform the Nuclear Regulatory Commission of the current status of Consumers Power Company's program and plans for meeting the requirements of the confirmatory order of March 9, 1981.

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## DETAILS

### 1. Attendance

#### Consumers Power Company Attendees (CPCo)

J. R. Reynolds, Executive Vice President, Consumers Power Company  
R. B. DeWitt, Vice President, Nuclear Operations  
F. W. Buckman, Director of Nuclear Activities  
D. P. Hoffman, Nuclear Licensing Administrator  
R. W. Montross, Plant Manager, Palisades  
P. A. Elbert, Director, Nuclear Operations Department, Training  
R. W. Sinderman, Director of Radiological Services

#### IE Attendees

James G. Keppler, Director, Region III  
C. E. Norelius, Acting Director, Division of Engineering  
R. F. Heishman, Acting Director, Division of Resident & Project Inspection  
R. C. Knop, Chief, Projects Branch 1  
D. C. Boyd, Chief, Reactor Projects Section 1A  
B. L. Jorgensen, Senior Resident Inspector, Palisades  
J. K. Heller, Resident Inspector, Palisades  
K. R. Baker, Management Program Section Chief  
R. L. Spessard, Chief, Engineering Inspection Branch  
R. H. Wessman, Enforcement Branch Chief, Headquarters

### 2. Licensee's Presentation

Following introductory remarks by Mr. DeWitt, F. W. Buchman discussed the company's organizational review. He indicated that an internal operations department task force had made sufficient findings to warrant additional guidance and consultation by a qualified management consulting firm. This management consultant firm, Management Analysis Company (M.A.C.), performed their analysis from mid-February thru mid-June and submitted their findings and recommendations to Consumers Power Company in late June. M.A.C. made four findings and six recommendations. Each of these was addressed as Mr. Buckman described the reorganization of the Consumers Power Company Nuclear Operations Department and the individual position descriptions, including individual responsibilities and authorities. Mr. Buckman stated that all of the M.A.C. findings and recommendations were being reviewed and most were currently in the process of being implemented.

Effective July 1, 1981, the company reorganized their Nuclear Operation Department with the intent of expanding and improving operating plant support capability. The Director of Nuclear Training will now report directly to the Vice President-Nuclear Operations, as will the new positions of Director of Nuclear Planning and Administration and

Executive Director of Nuclear Activities; the latter having responsibilities for radiological services, reactor engineering, nuclear plant projects and nuclear plant support.

Mr. Montross discussed and updated the status of Palisades plant personnel recruitment effort. He discussed the number of personnel presently in each group, the number authorized to be in each group, candidates interviewed, offers made, and offers accepted. He indicated that, the industry competition for the types of personnel needed was high, but that he was experiencing some success, with thirteen acceptances in recent weeks. He stated that they presently have sufficient licensed personnel to properly man each shift and to permit the continued implementation of the licensed operator retraining program. He stated that earlier concerns expressed regarding the possible loss of licensed operators seems to have subsided and that there is an improvement in both the morale and attitude of the operating personnel. He discussed the shift technical adviser program which is under review.

Mr. Elbert reviewed the plans and status of the Nuclear Operations Training Department. He stated the overall plan includes all of the Consumers Power Company nuclear facilities, and includes all plant craft and operations personnel. He discussed the training contracts with the University of Michigan, General Physics, and the Company Training Programs to be provided at the Nuclear Training Center being built at the Midland site. He indicated that 21 of the 29 positions authorized in the training department have been filled. He discussed the number of instructors required, the facilities presently being prepared, and the programs being prepared.

Mr. Sinderman discussed the Corporate Radiation Safety Standards. Included in this discussion was the status of preparation of the policies and procedures for a uniform Health Physics Program. A discussion of the Health Physics organization, staffing status, and the Development of Radiation Safety Standards.

Mr. Hoffman discussed the status of each section of the Confirmatory Order of March 9, 1981, as follows:

Activity A-1, Daily Audit of plant operations. This activity is continuing but the company may request a modification of this activity during the refueling outage of August 1981. The company will expand upon their request and submit this to RIII for consideration.

Activity A-2, Corporate Committee to review Technical Specification Surveillance procedures. This activity is complete.

Activity A-3, Reinstruct all personnel on the importance of doing a "good job." This activity is a continuing part of management function. Also specific written instructions have been issued.

Activity A-4, Second verification of correct manipulations.  
This activity is continuing.

Activity A-5, Review "battery" incident circuitry and make necessary modifications. Modifications to be completed during August 1981 refueling outage. NRC to review modification prior to installation.

Appendix B, Overtime commitment. Commitments made by letter dated February 23, 1981.

Appendix C, Corporate review team to review certain LER's. The team is active and is headed by the SARB Chairman.

Appendix D, Submit program for the improvement of the plant regulatory performance. This activity was completed by a letter dated April 7, 1981.