U.S. NUCLEAR REGULATORY COMMISSION

REGION I

Report Nos. 50-272/85-22 and 50-311/85-25

Docket Nos. 50-272 and 50-311

License Nos. DPR-70 and DPR-75

Licensee: Public Service Electric and Gas Company
80 Park Plaza
Newark, New Jersey 07101

Meeting at: Salem Generating Station

Meeting Conducted: September 25, 1985

Prepared by: T. J. Kenny, Senior Resident Inspector, Salem

Reviewed by: _____ 10/2/85
D. F. Limroth, Project Engineer date
Reactor Projects Section 2B, DRP

Approved by: _____ 10/2/85
L. J. Norrholm, Chief date
Reactor Projects Section 2B, DRP

Meeting Summary: Meeting on September 25, 1985 (Combined Meeting Report Nos. 50-272/85-22 and 50-311/85-25)

Scope: Management Meeting held to discuss the status and closeout of the PSE&G Action Plan for improvement of Nuclear Department operations which was submitted to the NRC in August 1983. Areas discussed included an overview of the Action Plan status. Additionally, performance indicators of an upward trend and organizational changes were discussed.

DETAILS

1. Meeting Attendees

PSE&G

H. W. Sonn, President
R. M. Eckert, Senior Vice President
C. A. McNeill, Vice President - Nuclear
R. A. Burricelli, Manager Engineering and P.B.
J. T. Boettger, Assistant Vice President - Nuclear Operations Support
L. Kammerzell, Manager, Licensing and Reliability
C. P. Johnson, Manager Nuclear Quality Assurance
J. H. MacKinnon, Manager Nuclear Safety Review
W. R. Schultz, Program Director, Action Plan
L. K. Miller, Assistant General Manager - Salem Operations
J. N. Leach, Licensing
F. Meyer, Nuclear Services

NRC

T. E. Murley, Regional Administrator, RI
R. W. Starostecki, Director, Division of Reactor Projects (DRP), RI
S. J. Collins, Chief, Projects Branch 2, DRP, RI
S. A. Varga, Chief, Operating Reactor Branch No. 1, NRR
L. J. Norrholm, Chief, Reactor Projects Section 2B, DRP, RI
T. J. Kenny, Senior Resident Inspector, Salem Generating Station
R. W. Borchardt, Resident Inspector, Salem Generating Station
D. C. Fischer, Operating Reactor Branch No. 1, NRR

2. Background

This meeting is the last of the meetings to discuss PSE&G's corrective action program progress. The purpose of this meeting was to discuss the closeout of the Action Plan developed by PSE&G in response to the MAC diagnostic evaluation submitted to the NRC on August 26, 1983.

3. Discussion

During this meeting the following performance indications were presented by the Vice President - Nuclear.

-- Increased capacity factor overall for Salem Generating Station.

-- Unit 1 continuous operation in excess of 260 days.

-- Reduction of solid radioactive waste.

-- Reduction of Man-Rem exposure.

-- Accreditation of five areas of training by INPO and the potential to have all ten areas accredited by December 1985.

-- Reduction of overtime.

-- Restricted use of contractors on the site.

With specific reference to the Action Plan, see attachment A which describes the licensee's proposed conformance with the Action Plan.

In the last Action Plan report dated July 22, 1985, the Vice President's comments regarding his commitment of reporting to the State of New Jersey were documented inaccurately. The statement should have read that the Vice President agreed to negotiate with the State of New Jersey with regard to reporting reactor trips and other matters not reportable under 10 CFR 50.72 and 50.73.

Organizational changes and the rationale therefor were discussed which included incorporation of system engineers into the station's Operations Department. This change is intended to improve accountability. Other changes in nuclear review activities to improve management control of safety review functions were presented in general terms.

This concludes the meetings on the PSE&G Action Plan. The meeting closed with the licensee agreeing to submit to NRR the final document which will delineate the licensee's commitment to the Action Plan.

IR 50-272/85-22
50-311/85-25
Attachment A

NRC ACTION PLAN MEETING

SEPTEMBER 25, 1985

AGENDA

- ACTION PLAN OVERVIEW
- ACTION PLAN PROGRAM IMPROVEMENTS
- NUCLEAR DEPARTMENT PERFORMANCE INDICATORS
- SUMMARY

Action Plan Overview

- Early 1983 Management Analysis Company (MAC) engaged in an audit of the PSE&G Operations QA Program.

- Subsequent Salem ATWS incident occurred.

- As a result of PSE&G and NRC concerns about overall management at Salem, PSE&G engaged MAC in March 1983 to review broader areas of nuclear operations management.

- MAC study issued June 1983.

- PSE&G established a separate task force of senior managers to develop detailed action plans for each area where improvements could be made.

- PSE&G Plan for the Improvement of the Nuclear Department Operations issued August 1983, included 26 separate Improvement Plans.

  - Conclusions and Recommendations for improvement grouped in the following seven areas:

    - Organization Management
    - Safety and Compliance Management
    - Configuration Management
    - Operations and Operations Support
    - Quality Assurance
    - Maintenance and Plant Betterment
    - Nuclear Department Services

- Action Plan Completed July 1985.

NUCLEAR DEPARTMENT PERFORMANCE INDICATORS

- Developed to measure and assess improvements resultant from the Action Plan Program as well as other PSE&G initiatives.

- Effort initiated in late 1983.

- More than 40 Performance Indicators evaluated

  Meaningful Indicator?

  Relate to Nuclear Safety?

  Parameters Correct?

- Performance Indicators combined with Nuclear Department Goals.

- Periodic reporting of performance towards goals.

SUMMARY

- Vice President - Nuclear commitment to continued implementation of the objectives of the Action Plan Program and the longer term actions currently in process.

- New Initiatives

  - Management By Objectives - Ongoing short and long term planning, included are:

    INPO
    SALP
    3rd Party Reviews

  - Continuous Training

  - Management Development

  - Outage Planning

  - Minimization of Outside Resources - Learn by experience

NRC ACTION PLAN MEETING

SEPTEMBER 25, 1985

ACTION PLAN PROGRAM IMPROVEMENTS

ACTION PLAN

2.1.1 Functional Analysis of the VPN and all Direct Reports

OBJECTIVE

Perform a comprehensive functional analysis of the Vice President - Nuclear position and all direct reports to determine priortiy functions. Recommend viable structural and/or procedural strategies for maintaining centralized and effective management control of the Nuclear Department.

ACTIONS TAKEN, PROGRAM IMPROVEMENTS

- ° Reorganization of the Nuclear Department
  - Functions grouped more effectively for reasonable span of control
    - ° Operations grouping
    - ° Operations support grouping
      - Technical support
      - Administrative support
  - QA and NSR functions maintain independence and receive more visibility
  - Minimal disruptive impact on organization of functions at the manager-level and below
- ° Redefinition of major role responsibilities for VP-N
  - Department planning and direction
  - Department fiscal accountability
  - Corporate/Department interfaces
  - Regulatory and community relations
- ° Establishment of senior management team concept
  - New level of senior management focused on direction and coordination of departmental interfaces
  - Weekly planning and problem-solving meetings for the VP-N and his senior managers

RECOMMENDATIONS DEFERRED OR REJECTED

° Nuclear Department organization realigned in July 1985 to provide further enhanced accountability

- Assistant Vice President - Nuclear Operations not to be staffed
- Nuclear Construction Support combined with Nuclear Engineering
- Emergency Preparedness combined with External Affairs
- Public Information reporting to the VP-N.

ACTION PLAN

2.1.2 Improve Corporate/Nuclear Matrix Relationships

OBJECTIVE

Improve the effectiveness of the working relationships between the Nuclear Department and Corporate Public Relations, Human Resources and Purchasing Departments; assess the feasibility of retaining these functions as matrix agreements; clarify and formalize all working agreements, including agreements about employee performance evaluations between administrative and functional managers, and concerns related to personnel acquisition and procurement procedures.

ACTIONS TAKEN, PROGRAM IMPROVEMENTS

° Formalized matrix working agreements with affected departments

- Position responsibilities and decision making authorities clarified
- Responsibility for allocations of resources established
- Communication processes outlined

° Location of a corporate human resources "satellite" organization at Artificial Island

° Establishment of a corporate public affairs function dedicated to nuclear

RECOMMENDATIONS DEFERRED OR REJECTED

None

ACTION PLAN

2.1.3 Completion and Implementation of the Nuclear Department Policy Manual and Supporting Procedures

OBJECTIVE

Complete the ongoing development of the policy manual, Nuclear Department Manual, VPN-1 and ensure the department-wide implementation of policies contained therein. Establish a program for the development and control of implementing procedures and directives.

ACTIONS TAKEN, PROGRAM IMPROVEMENTS

- Developed the policy and controls for an integrated Nuclear Department Manual and procedure system
- Developed and issued Vice President - Nuclear Procedures Manual containing 27 specific procedures
- Identified and scheduled required changes to sub-tier procedures
- Revised sub-tier procedures as required

RECOMMENDATIONS DEFERRED OR REJECTED

None

ACTION PLAN

2.1.4 Improving Nuclear Department/Corporate Communications

OBJECTIVE

Assess formal and informal communication systems between Corporate and the Nuclear Department to recommend improved information flow processes. Although the focus of this effort is to increase each organization's understanding of the other's operational realities and the efficiency of their interactions, the accomplishment of this objective will also have a positive impact on improving external relations between PSE&G and regulatory agencies, the media and the public.

ACTIONS TAKEN, PROGRAM IMPROVEMENTS

- Manager, Licensing and Regulation - communication focal point
- Assistant General Manager, Nuclear Joint Owners and Regulatory Activities - Co-owner and fiscal regulation focal point
- CEO, Chairman, Senior Vice President - Nuclear and Engineering and Vice President - Nuclear meet weekly
- CEO and Senior Vice President - Nuclear and Engineering review weekly and monthly action plan reports
- Senior Vice President - Nuclear and Engineering streamlined department staffing authorization process
- Increased number of corporate visits to site

RECOMMENDATIONS DEFERRED OR REJECTED

None

NOTE: Assistant General Manager, Nuclear Joint Owners and Regulatory Activities re-defined and re-titled Manager - External Affairs.

ACTION PLAN

2.1.5 Transition Management Process

OBJECTIVE

Develop and implement an integrated organizational transition management process which will assist management to: 1. Identify and address any remaining adverse effects of the recent Nuclear Department reorganization and relocation in terms of employee perceptions and attitudes (e.g., perceived barriers between the plant organization and other departments which relocated from Newark; confusion about responsibilities and resulting lack of ownership). 2. Clarify (and/or develop as necessary) organizational procedures, including departmental interface agreements, and functional responsibilities for the implementation of management control systems. 3. Identify and resolve intra- and inter-departmental communication problems. 4. Address facilities planning as this relates to problems with geographic fragmentation of work functions or adequate housing of staff resources. 5. Develop realistic plans and implementation schedules for the management of future organization transitions.

ACTIONS TAKEN, PROGRAM IMPROVEMENTS

- The organization development position has been developed and staffed
- Manager's dialogue sessions initiated
  - Charter developed
  - Sessions held to date
  - Successfully used as forum for discussing impacts of department reorganization
- Increased team building activities within and between work groups
- Increased attention directed to cross-department employee communications
- Site Master Plan developed

RECOMMENDATIONS DEFERRED OR REJECTED

Site Master Plan is being reviewed for consistency with budget constraints.

ACTION PLAN

2.2.1 Safety Review Management

OBJECTIVE

Evaluate the existing safety review management activities to address improvements that would maximize the effective use of resources in a manner consistent with the need to assure safe, reliable operation of the plants.

ACTIONS TAKEN, PROGRAM IMPROVEMENTS

Restructured Safety Review Management

- Nuclear Review Board discontinued
- Established Nuclear Safety Review Department (NSR)
  - On-site Safety Review Group (SRG)
  - Off-site Review Group (OSR)
- Streamlined Station Operation Review Committee (SORC)
- Established Nuclear Safety Advisory Board (NSAB)

RECOMMENDATIONS DEFERRED OR REJECTED

Implementation of the NSAB has been postponed and will be reviewed in the future in conjunction with the role of the Nuclear Oversite Committee.

ACTION PLAN

2.2.2 Commitment Tracking and Close-out

OBJECTIVE

Identify and implement changes to consolidate and improve PSE&G commitment tracking systems to assure that established commitments are acceptably closed-out in reasonable time frames. An additional objective is to clearly define the authority to make commitments within the Nuclear Department.

ACTIONS TAKEN, PROGRAM IMPROVEMENTS

- A commitment management program was developed including responsibilities for making commitments
- Documented policies, responsibilities and processes with the VPN-LEP-03, Commitment Management
- Commitment tracking system was developed and implemented

RECOMMENDATIONS DEFERRED OR REJECTED

- Certain non-essential features of the recommended commitment tracking system were not accepted and implemented.
- Full data entry is complete.

ACTION PLAN

2.3.1/2.3.2 Configuration Management Change Control Process

OBJECTIVE

Ensure that the Nuclear Department has an integrated program which will effectively control the configuration of the nuclear stations. Configuration management is a program comprised of many individual elements within the areas of configuration identification, configuration control, configuration status and configuration verification. Most, if not all, of the individual elements currently exist within the Nuclear Department. The goal of this action plan is to ensure that all elements of a configuration management program are fully integrated and implemented.

Make the design change process more efficient and more effective. Give particular consideration to screening potential changes, streamlining the Design Change Request/Design Change Package process and incorporating completed changes into appropriate key design documents.

ACTIONS TAKEN, PROGRAM IMPROVEMENTS

Configuration control

- Upgrade the change control process
  - Establish Change Control Board
  - Improve information flow
  - Improve DCP content
  - Establish site representative function
- Establish minor change process
- Reduce DCR backlog
- Develop a Nuclear Department design change tracking system
- Develop DCR cost and schedule tracking system

Configuration identification

- Upgrade the component data base
- Apply consistent component and document identifiers
- Upgrade basic source documents

RECOMMENDATIONS DEFERRED OR REJECTED

Organization re-alignment in July 1985 provides for additional organizational controls for design changes and installation.

ACTION PLAN

2.4.1 Plant Cleanliness and General Appearance

OBJECTIVE

Establish and implement a plan by which the cleanliness and general appearance of the station can be maintained at a high level, appropriate to operating conditions.

ACTIONS TAKEN, PROGRAM IMPROVEMENTS

- New station housekeeping policy was developed
- Material condition of the plant was upgraded
  - renovation of storage areas
  - general painting and insulation
  - decontamination and clean up
- Established long term programs to maintain station appearance
  - Involvement of multiple organizations
  - Team Building
  - Training
  - Color schemes
  - Cleanliness standards
  - Bulletin Boards
  - Safety signs and equipment identification
  - Responsibility for designated areas assigned to specific plant personnel

RECOMMENDATIONS DEFERRED OR REJECTED

None

ACTION PLAN

2.4.2 Compliance Monitoring of Technical and Equipment Specifications

OBJECTIVE

Enhance the existence of a complete and viable technical and equipment specification program for safe, efficient and reliable operations.

ACTIONS TAKEN, PROGRAM IMPROVEMENTS

- Independent consultant reviewed existing technical equipment and compliance program and determined that the program was adequate.
- Consultant recommended establishment of a "cognizant compliance monitoring engineer" reporting to the Technical Department of the station.
  - Coordinate license change requests
  - Process license amendments
  - Oversee and track licensing-related commitments
  - Analysis of Technical Specification activities to enhance existing program

RECOMMENDATIONS DEFERRED OR REJECTED

A licensing-type position has been created and staffed. The position reports to the Manager - Licensing and Regulation, matrixed to the General Manager - Salem Operations.

ACTION PLAN

2.4.3 Post Modification/Post Repair Testing

OBJECTIVE

Strengthen the post modification and post repair testing requirements and procedures.

ACTIONS TAKEN, PROGRAM IMPROVEMENTS

° Existing program was reviewed by a working group with the following recommendations:

1. VPN level procedure to be developed
2. Sub-tier procedures and instructions to be developed
3. Delineate post maintenance testing requirements on a line by line basis with the Master Equipment List
4. Create a computer base for post maintenance testing requirements
5. Modify work order system to reference the computer data base
6. Nuclear Engineering to review Operating Testing Group Procedures

VPN and sub-tier procedures have been developed and issued (Rec. 1 & 2)

Nuclear Engineering conducts reviews of Operational Testing Group Procedures (Rec. 6)

RECOMMENDATIONS DEFERRED OR REJECTED

Development of post maintenance testing requirements on a line by line basis for the Master Equipment List will be incorporated into the Managed Maintenance Program currently under development (Rec. 3, 4, 5) Reference AP 2.6.2 and will conform to INPO Good Practices.

ACTION PLAN

2.4.4 Site Protection and Emergency Preparedness

OBJECTIVE

Ensure that plant security, emergency preparedness, fire protection and personnel safety are maintained at high performance levels.

ACTIONS TAKEN, PROGRAM IMPROVEMENTS

A Nuclear Site Protection Implementation Program was developed included:

° Security

- Established and implemented the Personnel Access Program

° Industrial Safety and Health

- Develop a Nuclear Department Industrial Safety Program plan and procedures

° Fire Protection

- Revised the Fire Protection Program plan and procedures
- Assigned responsibility for conducting fire brigade drills and exercises

° Emergency Preparedness

- Assigned responsibility for Emergency Preparedness Training Program to Nuclear Site Protection
- Staffed the Emergency Preparedness Training Program to required levels

RECOMMENDATIONS DEFERRED OR REJECTED

Recommendations to increase certain staffs with additional supervisory personnel was deferred for future review. All staffing is presently accomplished with a combination of PSE&G and contract personnel.

ACTION PLAN

2.4.5 Strengthen Nuclear Engineering, Improve Coordination with Operations

OBJECTIVE

Strengthen the Nuclear Engineering organization and improve coordination between Engineering and Operations.

ACTIONS TAKEN, PROGRAM IMPROVEMENTS

° Strengthen Nuclear Engineering

- Staffed 19 supervisory positions
- Developed manual for new hire orientation

° Improve coordination with Operations, actions taken and agreements established regarding:

- Engineering responsiveness to station concerns
- Station's understanding of engineering role
- Station/Engineering agreements re: Priorities for station BOP design changes
- Involvement of Engineering by Station
- Accountabilities for measurements, tests, procedures
- DCR process and close-out of DCPs
- Use of field questionnaires, deficiency reports and initiation of DCRs
- Management by Objectives Program

° Established System Engineers within the Technical department of each station

RECOMMENDATIONS DEFERRED OR REJECTED

None

° Training Program for System Engineers in compliance with INPO Good Practices has been established.

ACTION PLAN

2.5.1 Quality Assurance Department Organization

OBJECTIVE

Improve the internal capability of the Quality Assurance Department (QAD) to manage the Salem Quality Assurance (QA program through enhanced communications.

ACTIONS TAKEN, PROGRAM IMPROVEMENTS

- Adequately staffed the Quality Assurance Department
- Held team building sessions
- Relocated all QA personnel to the site
- Allocated the proper number of personnel to each group
- All have improved the capability of the QAD to manage the QA program

RECOMMENDATIONS DEFERRED OR REJECTED

None

ACTION PLAN

2.5.2 Quality Assurance Relationship with Other Departments

OBJECTIVE

Improve coordination procedures and working relationships between the Quality Assurance (QA) and other Nuclear Department organizations.

ACTIONS TAKEN, PROGRAM IMPROVEMENTS

- Clarified organizational charters and jurisdictional concerns
- Resolved concerns associated with interface between departments
- Solicited input associated with specific QA programmatical recommendations

RECOMMENDATIONS DEFERRED OR REJECTED

None

ACTION PLAN

2.5.3 Quality Assurance Procedure and Work Activities

OBJECTIVE

Improve Quality Assurance procedures and work activities as these relate to auditing, monitoring and Quality Control inspection functions. Improve quality engineering review during the procurement cycle. Improve QA nonconformance control activity.

ACTIONS TAKEN, PROGRAM IMPROVEMENTS

- Issued and implemented revised, restructured QA manual
- Conducted appropriate training
- Clarified various work instructions

RECOMMENDATIONS DEFERRED OR REJECTED

None

ACTION PLAN

2.6.1 Organizational Responsibility and Interfaces in the Maintenance Area

OBJECTIVE

Clarify organizational responsibilities and accountabilities associated with the maintenance function and establish a maintenance management structure that effectively and efficiently meets the needs of the Nuclear Department.

ACTIONS TAKEN, PROGRAM IMPROVEMENTS

Study conducted of the existing organization and responsibilities recommended establishment of a CORE/CENTRAL concept:

CORE: Station specific preventive maintenance
Non-outage corrective maintenance, Surveillance

CENTRAL: Building grounds, housekeeping, security systems,
Outage corrective maintenance

During implementation of the recommendations difficulties arose relative to certain jurisdictional concerns in the maintenance area and the recommendations could not be implemented.

RECOMMENDATIONS DEFERRED OR REJECTED

Reorganization of the Nuclear Department in July 1985 established a new organizational structure with specific assignment of responsibility for maintenance. The structure provides for consolidation of responsibility for modifications within the Engineering and Plant Betterment organization, consolidation of plant maintenance including instrumentation and control within the Station Maintenance Department, and a Nuclear Site Maintenance and Yard Services organization responsible for general building and yard work, security system maintenance and other external maintenance activities.

ACTION PLAN

2.6.2 Maintenance Planning, Monitoring and Control

OBJECTIVE

Provide a managed maintenance program to facilitate the planning, scheduling and analysis of maintenance work activities.

ACTIONS TAKEN, PROGRAM IMPROVEMENTS

- Replaced the Repair and Maintenance System (RAMPS) with the Work Order Tracking System (WOTS).
- Enhance the Inspection Order System and ensured that it was more fully utilized.
- Modified the WOTS work order form to include the majority of the outage and non-outage required planning information.
- Consolidated the Master Equipment List (MEL) into one system.
- Collected component data for preventive maintenance procedures and inspection orders for safety-related equipment.
- Developed and implemented a Nuclear Plant Reliability Data System (NPRDS).
- Upgraded and replaced RAMPS Material Control Program with the FOCUS Spare Parts Information System.
- Conducted appropriate procedural revision and personnel training.

RECOMMENDATIONS DEFERRED OR REJECTED

Recommendation for development of an integrated managed maintenance program was accepted for longer term implementation. The integrated managed maintenance program is currently under development and scheduled for initial phased implementation in 1986.

ACTION PLAN

2.6.3 Backlogged Maintenance Work Items

OBJECTIVE

Reduce the non-outage work order backlog to permit current maintenance activities to be completed in a timely, well planned manner.

ACTIONS TAKEN, PROGRAM IMPROVEMENTS

- All backlogged non-outage work orders were reviewed, classified and prioritized
- Root cause of work order backlog was established
  - Outages were determined to be the primary cause
  - Spare part avaibility
  - Tools and equipment
  - Manpower
  - Misc.
- Resource loaded schedule developed and utilized to reduce backlog to less than 400
- System and procedures developed to monitor backlog and assure milestones are met

RECOMMENDATIONS DEFERRED OR REJECTED

None

ACTION PLAN

2.6.4 Measuring and Test Equipment

OBJECTIVE

Ensure that calibration and control of measuring and test equipment is maintained at a high level of performance.

ACTIONS TAKEN, PROGRAM IMPROVEMENTS

- Established a new M&TE calibration facility on site
- Strengthen M&TE storage criteria
- Increased QA monitoring of M&TE control
- Documenting M&TE usage on Work Orders

RECOMMENDATIONS DEFERRED OR REJECTED

None

ACTION PLAN

2.6.5 Outage Management Planning, Monitoring and Control

OBJECTIVE

Review and strengthen the outage function including management systems and procedures which will aid in the planning, monitoring and controlling (including costs) of outages.

ACTIONS TAKEN, PROGRAM IMPROVEMENTS

- Establishment of the Outage Services Department
- Staffed positions of Manager - Outage Services and required support personnel
- Developed and issued VPN and sub-tier procedures
- Conducted required training
- Developed a forced outage work list
- Critique of completed Unit 2 outage and developed improvement plan
- Planning for Unit 1 refueling outage well in advance

RECOMMENDATIONS DEFERRED OR REJECTED

Organizational re-alignment has replaced the Outage Services Department with a Station Planning organization reporting to the General Manager - Operations

ACTION PLAN

2.7.1 Records Management Program

OBJECTIVE

Establish an effective, centralized records management program within the Nuclear Department.

ACTIONS TAKEN, PROGRAM IMPROVEMENTS

- Consultant reviewed and made recommendations for a centralized records management system
- IBM/STAIRS system selected
- Procedures prepared and issued
- System and hardware installed
- Training programs conducted
- Schedule developed for implementation
- Program implemented

RECOMMENDATIONS DEFERRED OR REJECTED

None

ACTION PLAN

2.7.2 Document Control Function

OBJECTIVE

Integrate document control functions performed by all PSE&G organizations that support the Nuclear Department. This applies to both safety and non-safety related documents which support and control the design basis for the plant including drawings, specifications, design criteria, procedures, etc.

ACTIONS TAKEN, PROGRAM IMPROVEMENTS

- Conducted a study and made recommendations for an integrated document control program
- Prepared implementation plan
- Developed functional specifications for the program
- Identified documents for inclusion in the program
- Developed and issued procedures and instructions
- Conducted appropriate training
- Loaded data
- Implemented the program

RECOMMENDATIONS DEFERRED OR REJECTED

None

ACTION PLAN

2.7.3 Information Systems

OBJECTIVE

Determine the management information needs of the Nuclear Department, evaluate how these needs can be met via a common data base management system and construct a plan to implement an integrated system.

ACTIONS TAKEN, PROGRAM IMPROVEMENTS

- Organizational responsibilities for information system development and maintenance have been established
- Developed and issued procedures and instructions
- Support staff has been allocated
- Existing programs have been modified

RECOMMENDATIONS DEFERRED OR REJECTED

The number of information systems to be developed has been reduced to specific function oriented Nuclear Department wide programs: Managed Maintenance, Configuration Management, Commitment Management, Living Schedule and manual integration and associated administrative control. These systems satisfy the needs of the Nuclear Department and intent of the Action Plan.

ACTION PLAN

2.7.4 Nuclear Training Program

OBJECTIVE

Continue to develop and improve the Nuclear Training Department organization and training programs provided by staff.

ACTIONS TAKEN, PROGRAM IMPROVEMENTS

- Staffed key Nuclear Training Department positions
- Established an interdepartmental training oversight committee and training review groups in each job area
- The system for incorporating design and procedural changes into training programs has been revised
- Upgraded the system by which industry operating experience information is incorporated into training programs
- The QA/QC training programs have been significantly upgraded

RECOMMENDATIONS DEFERRED OR REJECTED

None