

April 8, 1997

Mr. Leon R. Eliason  
Chief Nuclear Officer and President  
Nuclear Business Unit  
Public Service Electric and Gas Company  
Post Office Box 236  
Hancocks Bridge, NJ 08038

SUBJECT: NRC INTEGRATED INSPECTION REPORT 50-272/97-03, 50-311/97-03

Dear Mr. Eliason:

Due to an administrative error, Attachment 2 was inadvertently omitted from Inspection Report 97-03, dated April 3, 1997. Please incorporate the enclosed attachment into your copy of the report. Also, please remove the last two pages from the attachment of the original report. These pages were not part of the slide package.

We apologize for any inconvenience.

Sincerely,

ORIGINAL SIGNED BY:  
James C. Linville, Chief  
Projects Branch 3  
Division of Reactor Projects

Docket Nos.: 50-272, 50-311

Enclosure: Attachment 2, February 5, 1997 Slide Presentation

9704150024 970408  
PDR ADOCK 05000272  
G PDR



RI

cc w/attachment:

L. Storz, Senior Vice President - Nuclear Operations  
E. Simpson, Senior Vice President - Nuclear Engineering  
E. Salowitz, Director - Nuclear Business Support  
A. F. Kirby, III, External Operations - Nuclear, Delmarva Power & Light Co.  
D. Garchow, General Manager - Salem Operations  
J. Benjamin, Director - Quality Assurance & Nuclear Safety Review  
D. Powell, Manager, Licensing and Regulation  
R. Kankus, Joint Owner Affairs  
A. Tapert, Program Administrator  
J. J. Keenan, Esquire  
M. Wetterhahn, Esquire  
J. A. Isabella, Manager, Joint Generation  
Atlantic Electric  
Consumer Advocate, Office of Consumer Advocate  
William Conklin, Public Safety Consultant, Lower Alloways Creek Township  
Public Service Commission of Maryland  
State of New Jersey  
State of Delaware

Mr. L. Eliason

3

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| OFFICE | RI:DRP    |  |  |  |  |  |  |  |  |
| NAME   | JLinville |  |  |  |  |  |  |  |  |
| DATE   | 4/8/97    |  |  |  |  |  |  |  |  |

OFFICIAL RECORD COPY

IE01

The Power of Commitment



**PSEG**

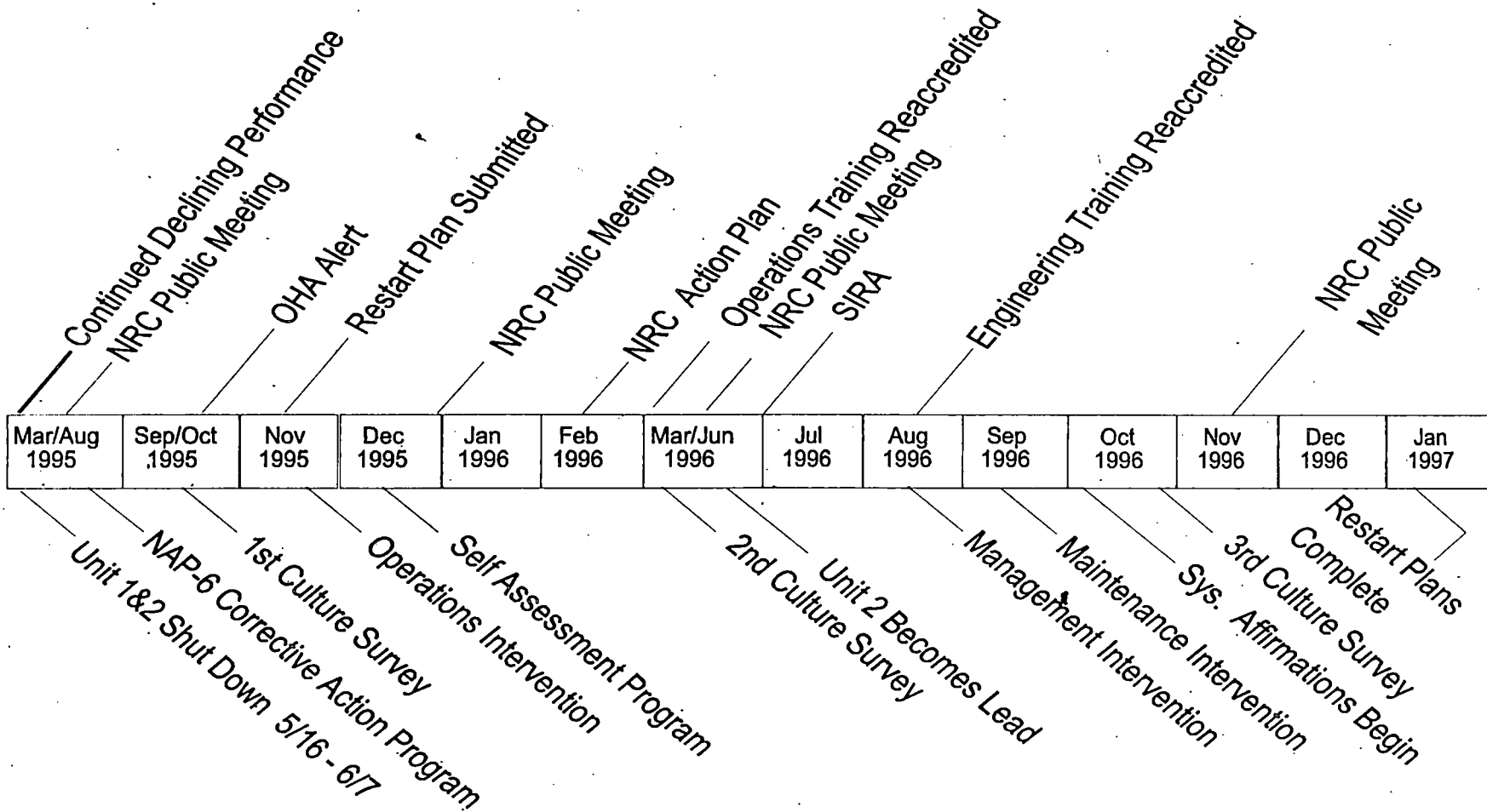
**.PRESENTATION TO**

**THE EXECUTIVE DIRECTOR FOR**

**OPERATIONS - USNRC**

**FEBRUARY 5, 1997**

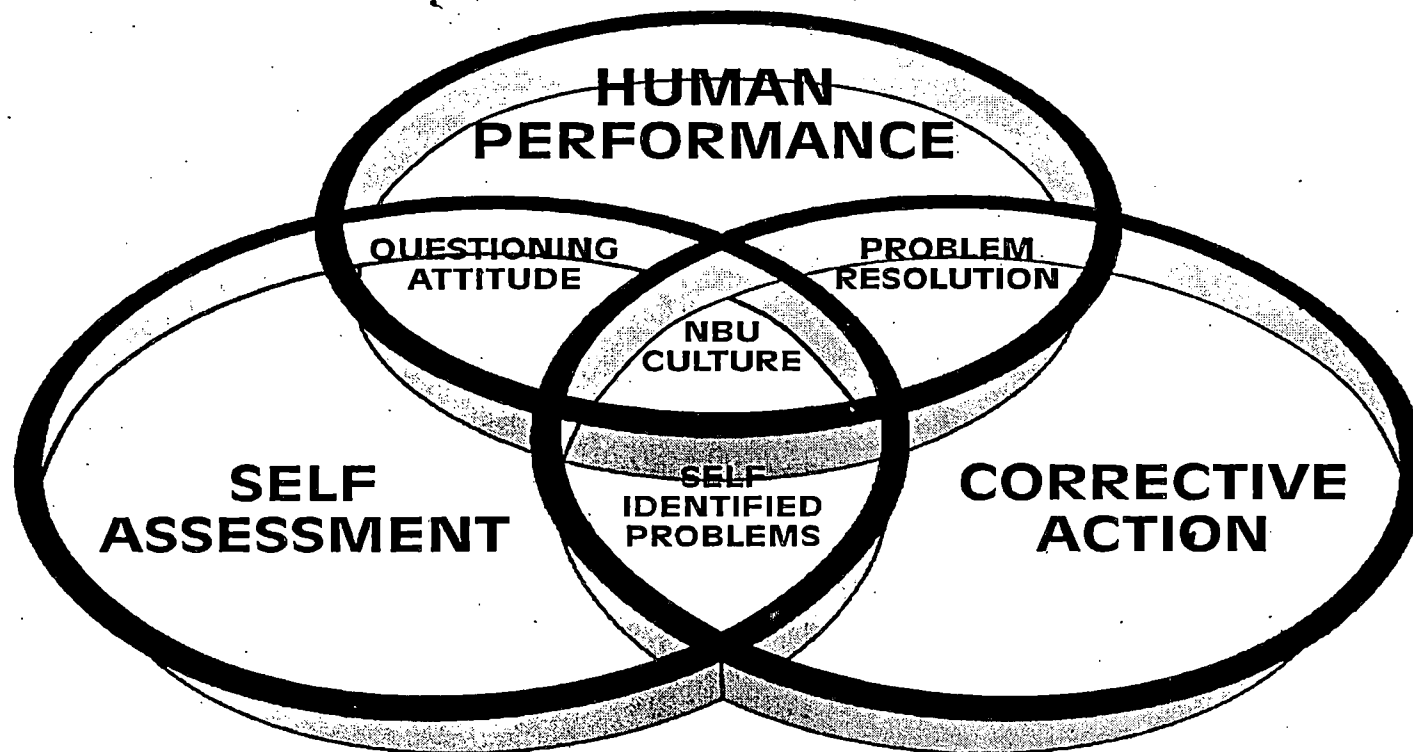
# HISTORY



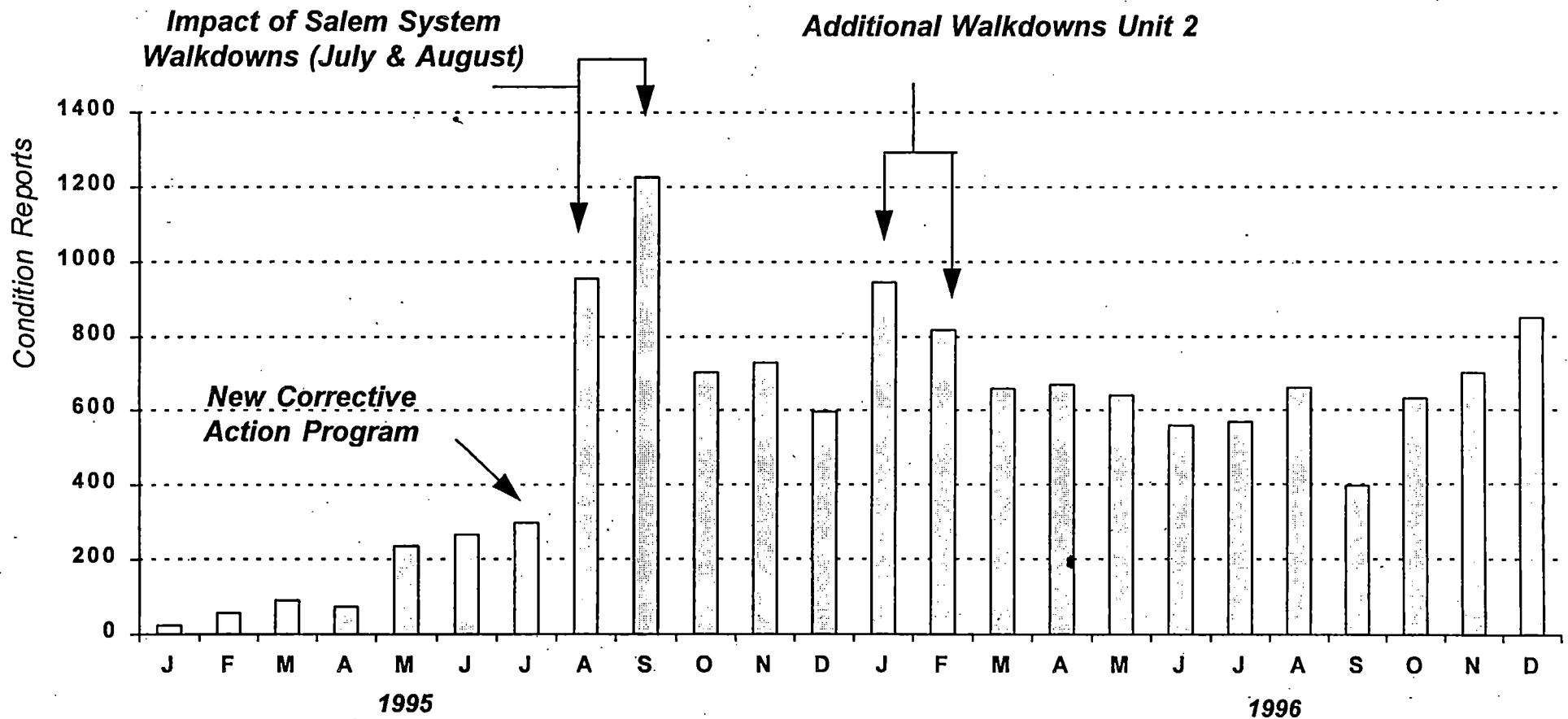
# NBU CULTURE



**You are the difference! the *new* NBU**



# CULTURE CHANGE CORRECTIVE ACTION



# SYSTEM READINESS

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- **System Readiness Review Program**
- **System Index Database System**
- **System Teams**
- **System Readiness Review Board**
- **Management Review Committee**



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|             |             |             |          |
|-------------|-------------|-------------|----------|
| 1. LAMINE   | 2. LAYEV    | 3. LUXAMINE | 4. LCA   |
| 5. LEARN    | 6. LEHIV    | 7. LO       | 8. LI    |
| 9. LEHALL   | 10. LOIS    | 11. LOVS    | 12. LKS  |
| 13. LPOVAT  | 14. LPLAT   | 15. LUR     | 16. LEH  |
| 17. LIPV    | 18. LIPV    | 19. LIH     | 20. LKAS |
| 21. LELIAR  | 22. LTRVL   | 23. LSA     | 24. LEP  |
| 25. LTRVBL  | 26. LTV     | 27. LSS     | 28. LSWA |
| 29. LSWAV   | 30. LSW     | 31. LWA     | 32. LWA  |
| 33. LKXADRO | 34. LKXADRO |             |          |

|        |        |       |        |       |
|--------|--------|-------|--------|-------|
| P      | A      | C     | H      | O     |
| B      | D      | M     | F      | T     |
| RCPHGN | G      | RM    | SBVA   | SPD   |
| 450VAC | 200VAC | 500KV | 400VAC | 3KVAC |

|        |        |        |          |
|--------|--------|--------|----------|
| DATE   | TIME   | FILED  | 1974     |
| APR 11 | 10:05A | APR 11 | RC7PR7CP |
| SSA    | SW/DA  |        |          |

|       |     |        |     |     |
|-------|-----|--------|-----|-----|
| CN/BF | GP  | OW     | GS  | HHB |
| MS    | MSR | PL     | LAC | BY  |
| HL    | IRB | 250VAC |     |     |

**BIS EHC GEN DIS-JUN**

| Systems with open items but considered complete for the associated milestone  | Systems with open items but not considered complete for the associated milestone  |
|---|---|
| <p>1. <b>System 1</b></p> <p>2. <b>System 2</b></p> <p>3. <b>System 3</b></p> <p>4. <b>System 4</b></p> <p>5. <b>System 5</b></p> <p>6. <b>System 6</b></p> <p>7. <b>System 7</b></p> <p>8. <b>System 8</b></p> <p>9. <b>System 9</b></p> <p>10. <b>System 10</b></p> <p>11. <b>System 11</b></p> <p>12. <b>System 12</b></p> <p>13. <b>System 13</b></p> <p>14. <b>System 14</b></p> <p>15. <b>System 15</b></p> <p>16. <b>System 16</b></p> <p>17. <b>System 17</b></p> <p>18. <b>System 18</b></p> <p>19. <b>System 19</b></p> <p>20. <b>System 20</b></p> <p>21. <b>System 21</b></p> <p>22. <b>System 22</b></p> <p>23. <b>System 23</b></p> <p>24. <b>System 24</b></p> <p>25. <b>System 25</b></p> <p>26. <b>System 26</b></p> <p>27. <b>System 27</b></p> <p>28. <b>System 28</b></p> <p>29. <b>System 29</b></p> <p>30. <b>System 30</b></p> <p>31. <b>System 31</b></p> <p>32. <b>System 32</b></p> <p>33. <b>System 33</b></p> <p>34. <b>System 34</b></p> <p>35. <b>System 35</b></p> <p>36. <b>System 36</b></p> <p>37. <b>System 37</b></p> <p>38. <b>System 38</b></p> <p>39. <b>System 39</b></p> <p>40. <b>System 40</b></p> <p>41. <b>System 41</b></p> <p>42. <b>System 42</b></p> <p>43. <b>System 43</b></p> <p>44. <b>System 44</b></p> <p>45. <b>System 45</b></p> <p>46. <b>System 46</b></p> <p>47. <b>System 47</b></p> <p>48. <b>System 48</b></p> <p>49. <b>System 49</b></p> <p>50. <b>System 50</b></p> <p>51. <b>System 51</b></p> <p>52. <b>System 52</b></p> <p>53. <b>System 53</b></p> <p>54. <b>System 54</b></p> <p>55. <b>System 55</b></p> <p>56. <b>System 56</b></p> <p>57. <b>System 57</b></p> <p>58. <b>System 58</b></p> <p>59. <b>System 59</b></p> <p>60. <b>System 60</b></p> <p>61. <b>System 61</b></p> <p>62. <b>System 62</b></p> <p>63. <b>System 63</b></p> <p>64. <b>System 64</b></p> <p>65. <b>System 65</b></p> <p>66. <b>System 66</b></p> <p>67. <b>System 67</b></p> <p>68. <b>System 68</b></p> <p>69. <b>System 69</b></p> <p>70. <b>System 70</b></p> <p>71. <b>System 71</b></p> <p>72. <b>System 72</b></p> <p>73. <b>System 73</b></p> <p>74. <b>System 74</b></p> <p>75. <b>System 75</b></p> <p>76. <b>System 76</b></p> <p>77. <b>System 77</b></p> <p>78. <b>System 78</b></p> <p>79. <b>System 79</b></p> <p>80. <b>System 80</b></p> <p>81. <b>System 81</b></p> <p>82. <b>System 82</b></p> <p>83. <b>System 83</b></p> <p>84. <b>System 84</b></p> <p>85. <b>System 85</b></p> <p>86. <b>System 86</b></p> <p>87. <b>System 87</b></p> <p>88. <b>System 88</b></p> <p>89. <b>System 89</b></p> <p>90. <b>System 90</b></p> <p>91. <b>System 91</b></p> <p>92. <b>System 92</b></p> <p>93. <b>System 93</b></p> <p>94. <b>System 94</b></p> <p>95. <b>System 95</b></p> <p>96. <b>System 96</b></p> <p>97. <b>System 97</b></p> <p>98. <b>System 98</b></p> <p>99. <b>System 99</b></p> <p>100. <b>System 100</b></p> | <p>1. <b>System 1</b></p> <p>2. <b>System 2</b></p> <p>3. <b>System 3</b></p> <p>4. <b>System 4</b></p> <p>5. <b>System 5</b></p> <p>6. <b>System 6</b></p> <p>7. <b>System 7</b></p> <p>8. <b>System 8</b></p> 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### Systems with work in progress

\* M S split - U pstream & down Stream of M S167

# MAINTENANCE

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- **Historical Perspective**
- **Intervention**
- **Organization Structure**
- **On-Line Work Schedule**

**Maintenance Quality Improved**

# OPERATIONS

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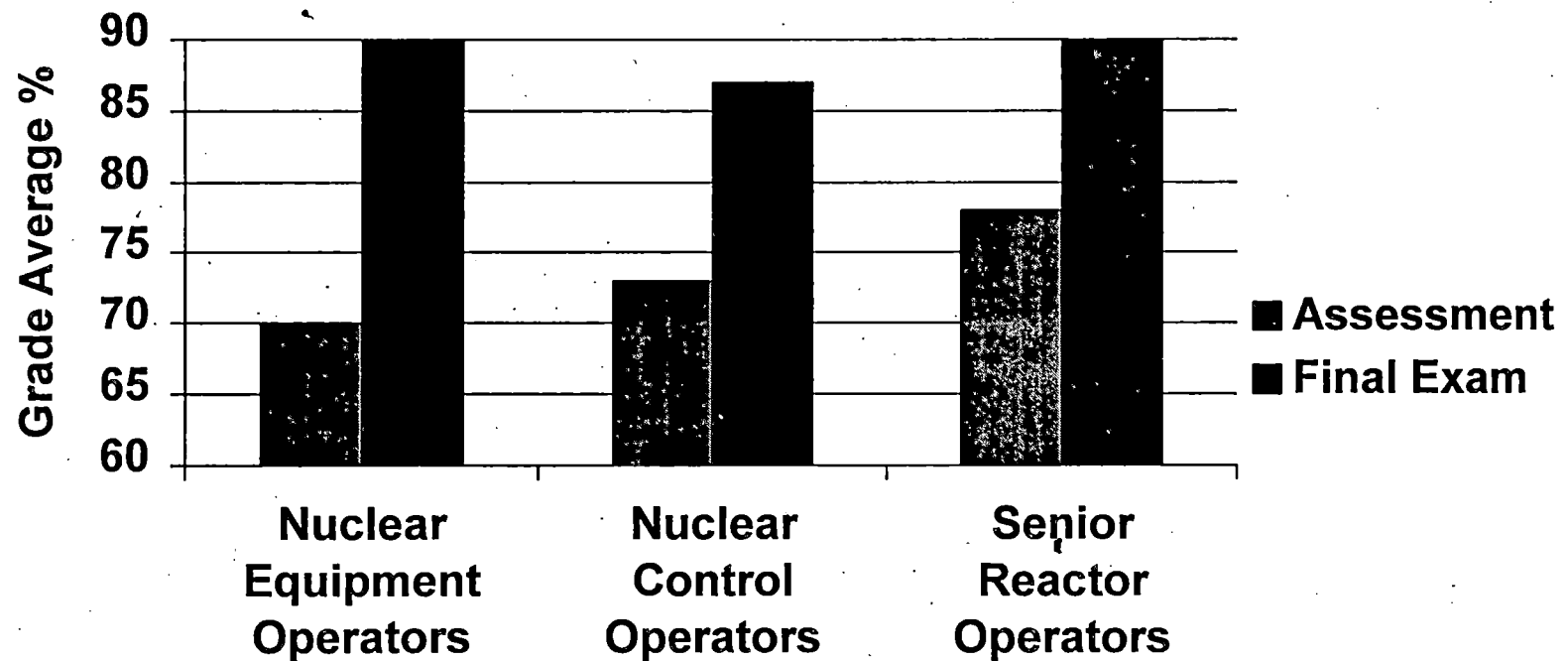


- **Historical Perspective**
- **Intervention**

# OPERATIONS INTERVENTION



- **Comparative results - Groups 1 & 2**  
**Written Evaluations**



# OPERATIONS

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- **Historical Perspective**
- **Intervention**
- **Operations Leadership**
- **Controlled & Deliberate Evolutions**

**Restoring Conservative Operations**

# INDEPENDENT OVERSIGHT

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- Oversight Plan
- Current Results

# **CURRENT ISSUES FOR RESTART**

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- **Organizational Performance**
- **Containment Fan Coil Units**
- **Ventilation**
- **Power Operated Relief Valves**
- **Chilled Water**
- **Component Cooling Water**

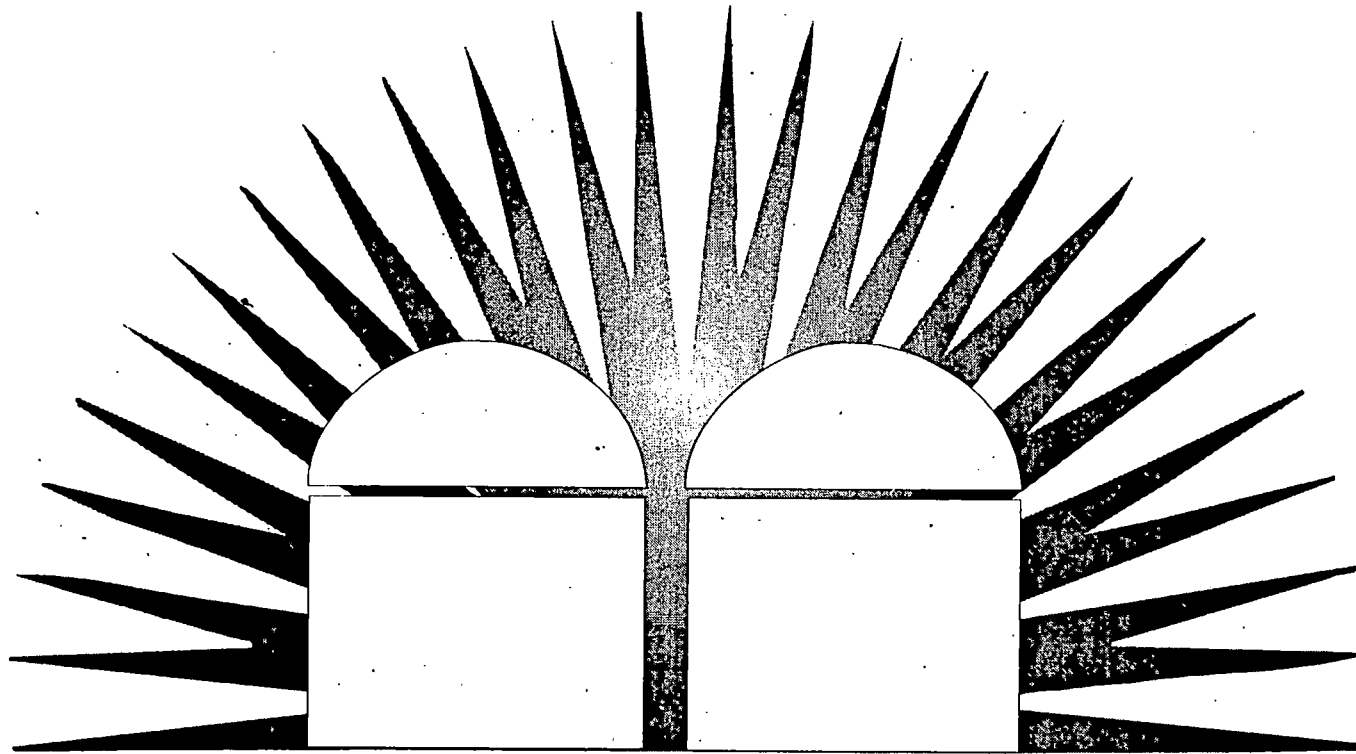
# NEXT STEPS

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- **Transition to Mode 4**
- **Return to Mode 5 - Complete CFCU Modification**
- **Affirm Restart Readiness**
- **Request RATI**
- **Commence Start-up & Power Ascension Activities**





SALEM