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Docket Nos. 50-280, 50-281 License Nos. DPR-32, DFR-37

Virginia Electric and Power Company ATTN: Mr. W. L. Stewart Senior Vice President - Power 5000 Dominion Boulevard Glen Allen, VA 23060

Gentlemen:

SUBJECT: MANAGEMENT MEETING SUMMARY - SURRY

This letter refers to two Management Meetings held on August 7, 1989, at the Region II Office. The meetings concerned activities authorized for your Surry facility. The first meeting involved a discussion on several recent operations related events at the station. The second meeting involved a self-evaluation pre-SALP briefing. A list of attendees, meeting summaries, and copies of your handouts are enclosed.

In accordance with 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 matter, please contact us.

Sincerely,

Original signed by

Stewart D. Ebneter Regional Administrator

Enclosures:

- 1. List of Attendees
- 2. Meeting Summary: Operations Issues
- 3. Meeting Summary: Pre-SALP Briefing
- 4. Handout: Operations Issues
- 5. Handout: Pre-SALP Briefing

cc w/encls:

- W. R. Cartwright, Vice
- President Nuclear Operations
- J. P. O'Hanlon, Vice President - Nuclear Services

R. F. Saunders, Manager - Nuclear Licensing

M. R. Kansler, Station Manager Commonwealth of Virginia

bcc w/encls: NRC Resident Inspector NRC Section Chief NRC Project Inspector Document Control

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ENCLOSURE 1

MANAGEMENT MEETINGS LIST OF ATTENDEES

Virginia Electric and Power Company

W. Stewart, Senior Vice President, Nuclear

W. Cartwright, Vice President, Nuclear Operations

F. Moore, Vice President, Power Engineering Services

J. O'Hanlon, Vice President - Nuclear Services

M. Kansler, Station Manager, Surry

J. McCarthey, Superintendent of Operations, Surry

R. Saunders, Manager, Licensing

D. Sommers, Supervisor, Nuclear Licensing

Nuclear Regulatory Commission

S. Ebneter, Regional Administrator, Region II (RII)

G. Lainas, Assistant Director for Region II Reactors, NRR

L. Reyes, Director, Division of Reactor Projects (DRP), RII

C. Hehl, Deputy Director, DRP, RII

H. Berkow, Director, Project Directorate II-2, NRR

M. Sinkule, Branch Chief, DRP, RII

#D. Collins, Chief, Emergency Preparedness and Radiological Protection Branch, Division of Radiation Safety and Safeguards

#C. Julian, Chief, Engineering Branch, Division of Reactor Safety (DRS)

*J. Knight, Section Leader, NRR

P. Fredrickson, Section Chief, DRP, RII

#P. Kellogg, Chief, Operational Programs Section, DRS

J. Caldwell, Senior Resident Inspector, DRP, RII

*W. Holland, Senior Resident Inspector, DRP, RII

B. Buckley, Project Manager, NRR

J. York, Resident Inspector, DRP, RII

#L. Nicholson, Resident Inspector, DRP, RII

*W. LeFave, Senior Reviewer, NRR

*Conference Call Attendees #Attended Pre-SALP Briefing Only

ENCLOSURE 2

MEETING SUMMARY: OPERATIONAL ISSUES

An NRC and Virginia Electric and Power Company (VEPCO) management meeting was conducted at the Region II Office on August 7, 1989, to discuss several operational issues and their impact on the operation of Unit 1 and the restart of Unit 2. The Senior Vice President (VP) - Nuclear, opened the meeting by stating that the primary reason for the events were lack of attention to detail and inconsistent management involvement and followup. The Station Manager added that he believed that the events were not indicative of a major plant-wide problem, but that he did need to ensure that the entire plant has the proper sensitivity to procedural adherence and attention to detail.

Using the handout from Enclosure 4, the Superintendent of Operations discussed each event and the corrective actions. The first event, an intake canal level Technical Specification (TS) violation, was caused initially by a procedure which eliminated a 10 CFR 50.59 review that probably would have identified the TS relationship to the planned temporary modification. In addition, operators could have been more attentive to changing control room annunciators. The corrective action included changing the affected procedure and providing operating training.

The component cooling water(CCW) problem, involving a loss of level in a CCW head tank, was due to a good auxiliary operator not receiving proper guidance on a delicate operation and also due to not having a specific procedure for the evolution. The evolution is planned to be proceduralized as part of the corrective action.

The lowering of the condensate storage tank (CST) event was another example of lack of attention to detail for both the senior reactor operator and reactor operator involved in the fill and drain evolution. VEPCO is looking at raising the CST tank alarm to ensure that this type of problem does not reoccur.

The last two events involved the same problem, air entrainment resulting in tripping of several service water pumps. The first event was totally unexpected and resulted in the licensee taking several precautions prior to the second event. Apparently, even these precautions were not sufficient. VEPCO is continuing to review the cause for both events, but a most probable contributor comes from Unit 2 being shutdown with a partial draining of the unit's service water system.

At this point, a discussion ensued over the 10 CFR 50.72 reportability of these events and, also, TS related charging pump operability determinations. VEPCO believed that as the unit was never actually outside the design basis during the events, that the affected pumps could be recovered in a short time and that TS 3.0.1 covers this type of event, neither reportability nor charging pump operability were an issue. The NRC stated that these concerns were under review.



Enclosure 2

The Station Manager summarized the presentation by stating that station personnel were returning to the correct operations attitude, that operation personnel feedback and self-critiques were being solicited, and that other efforts were underway to ensure that operating crews were trained, motivated, and displayed the proper attitude for safe operations.

The Division of Reactor Projects' Director stated that although the NRC is aware that VEPCO is taking these issues seriously, Surry, being a problem plant, gets close scrutiny; and that mainly bad news has been heard from Surry in the last month. He emphasized that the next several weeks would be very critical for Surry and a challenge to ensure events are minimized. The Senior VP - Nuclear, concluded the meeting by stating that the plant staff has been sensitized to the events and the necessity to operate the units safely.

ENCLOSURE 3

MEETING SUMMARY: PRE-SALP BRIEFING

An NRC and VEPCO management meeting was conducted at the Region II Office on August 7, 1989, to discuss VEPCO's pre-SALP evaluation for the Surry facility. The Senior VP - Nuclear, opened the meeting by stating that, at present, Surry was in good material condition, with personnel having good morale and good safety awareness. He believed that the plant staff had risen to lower expectations in the past, and that the problem now was raising management's expectations.

The Station Manager, using the handout from enclosure 5, first discussed the restart readiness confirmation effort conducted for the Unit 1 restart. The effort closely paralleled the Systematic Assessment of Licensee Performance (SALP) functional areas. A discussion then ensued on engineering work request (EWR) backlogs. VEPCO stated that a concerted effort was underway to lower the EWR backlog at both units, with more emphasis at North Anna than Surry.

The Assistant Station Manager then presented the VEPCO performance assessment using the NRC SALP categories. Both strengths and weaknesses from the handout were discussed. The Vice President - Nuclear Operations, concluded by stating that the SALP period began very roughly for Surry and that the period was more an outage SALP than an operations one. He also stated that the trend appears to be up with regards to site performance and that there has been significant management changes, an outside evaluation, and the initiation of many programmatic improvements. The DRP Director closed the meeting by stating that he appreciated the visit and briefing and that it is important to have a perspective that many good things are ongoing at Surry. He also stated that the apparent people problem needs to be addressed immediately and that it may have been neglected through all the hardware fixes completed during the dual-unit outage. He also advised VEPCO to look at the procedures upgrade program and to ensure that the scope and schedule are realistic enough to provide a good product.

AGENDA

ENCLOSURE 4

NRC/VIRGINIA POWER MANAGEMENT MEETING AUGUST 7, 1989

W. L. STEWART **OPENING REMARKS** M. R. KANSLER INTRODUCTIONS J. H. McCARTHY **OPERATIONS EVENT REVIEW** Channel III Intake Canal Minimum Level Trip **Circuit Not Placed in a Tripped Condition** When Stop Logs Installed Loss of Component Cooling Water System Head Tank Level During Filling of Heat Exchanger 1-CC-E-1B Unit 2 Emergency Condensate Tank Less Than Tech Spec Minimum Level Required for Unit 1 Cross Connect Service Water Supply to MCR/ESGR Chillers and Charging Pump Service Water

SUMMARY OF ACTIONS

M. R. KANSLER



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CHARGING PUMP SERVICE WATER

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ENCLOSURE 5

VIRGINIA POWER



SURRY PRE - SALP

PRESENTATION TO NRC REGION II

AUGUST 7, 1989

AGENDA

SURRY PRE - SALP BRIEFING TO NRC

AUGUST 7, 1989

• OPENING REMARKS

W. L. STEWART

- RESTART READINESS CONFIRMATION
- PERFORMANCE ASSESSMENT
 BY SALP CATEGORIES
- CLOSING REMARKS

M. R. KANSLER

E. S. GRECHECK

W. R. CARTWRIGHT

VIRGINIA POWER



OPENING REMARKS

W. L. STEWART

VIRGINIA POWER



RESTART READINESS CONFIRMATION

M. R. KANSLER

OUTAGE SUMMARY

- DUAL UNIT OUTAGES IN SEPTEMBER 1988
 - UNIT 1 VOLUNTARY SHUTDOWN DUE TO EDG LOAD SEQUENCING CONCERN
 - RETURNED TO SERVICE ON JULY 7, 1989
 - UNIT 2 SCHEDULED REFUELING
 - PROJECTED ON-LINE MID-AUGUST 1989

ISSUES ADDRESSED DURING OUTAGES

- EDG LOAD SEQUENCING CONCERN
- SERVICE WATER SSFI FINDINGS
- REACTOR CAVITY SEAL MODIFICATIONS
- MOTOR OPERATED VALVE PROGRAM
- MAIN CONTROL ROOM AND ESGR AIR CONDITIONING
- GAS BINDING OF CHARGING PUMPS
- EROSION / CORROSION SECONDARY PIPE THINNING
- SOCKET WELD INTEGRITY
- POWER TERMINATIONS

ISSUES ADDRESSED DURING OUTAGES (CONTINUED)

- NON-ORIGINAL EQUIPMENT MANUFACTURER PARTS
- 4160 VOLT BREAKERS
- INSTRUMENT AIR
- CONTROL ROOM HABITABILITY
- ELECTRICAL CABLE SEPARATION
- COMPONENT COOLING SYSTEM
- CABLE TRAY COVERS
- INSTRUMENT CABLE REPLACEMENTS

OPERATIONAL READINESS PROGRAM

- SYSTEM WALKDOWNS
- POWER SUPPLY AND TRAIN INDEPENDENCE
- ASSESSMENT OF OUTSTANDING ISSUES
- ESF TESTING

RESTART READINESS CONFIRMATION -FUNCTIONAL AREAS ASSESSED

- OPERATIONAL ITEMS (INCLUDING MATERIAL CONDITION, HOUSEKEEPING, EQUIPMENT STATUS AND AVAILABILITY)
- MAINTENANCE (INCLUDING INSTRUMENTATION AND PLANNING)
- SURVEILLANCE
- ENGINEERING
- RADIOLOGICAL CONTROLS
- SAFETY ASSESSMENT
- QUALITY VERIFICATION

OPERATIONAL ITEMS ASSESSED

- MATERIAL CONDITION WALKDOWNS
- HOUSEKEEPING WALKDOWNS
- SAFETY SYSTEM LINE-UPS
- SELECTED CRITICAL VALVE THIRD CHECKS
- CHEMISTRY CONTROL READINESS
- ANNUNCIATOR REVIEW
- SYSTEM STATUS LOG
- ACTION STATEMENT LOG
- **TEMPORARY MODIFICATION (TM) LOG STATUS**
- POST MAINTENANCE TESTING
- STARTUP TRAINING COMPLETED, AS APPROPRIATE

MAINTENANCE ITEMS ASSESSED

- MATERIAL CONDITION WALKDOWNS
- WORK ORDER BACKLOG
- MOV ISSUES PHYSICAL WORK
- CHECK VALVE ISSUES
- STEAM GENERATOR ISSUES
- **PREVENTATIVE MAINTENANCE (PM) STATUS**
- 4160 VOLT BREAKERS
- 480 VOLT BREAKERS

SURVEILLANCE ITEMS ASSESSED

- PERIODIC TESTING PROGRAM
- ASME XI PROGRAM
- EROSION / CORROSION PROGRAM
- TYPE B AND C TESTING
- SPECIAL TESTING

ENGINEERING ITEMS ASSESSED

- EWR BACKLOG
- TYPE 1 BACKLOG
- TECHNICAL REVIEWS OF DCPs AND EWRs
- MOV ISSUES TECHNICAL WORK AND CLOSEOUT
- SNUBBER SURVEILLANCE
- POWER TERMINATIONS
- INSTRUMENT AIR SYSTEM
- DRAWING UPDATES
- CABLE SEPARATION

RADIOLOGICAL ITEMS ASSESSED

- CONTAMINATED AREA
- PERSONNEL CONTAMINATION REPORTS
- EXPOSURE EVALUATION
- HOT SPOT REDUCTION
- CONTAMINATION CONTROLS
- TEMPORARY SHIELDING REMOVED
- HP TECH AVAILABILITY AND EFFECTIVENESS
- ENGINEERING CONTROLS

SAFETY ITEMS ASSESSED

- CONFIRMATION OF ACTION LETTER ITEMS
- SOERs
- LERs
- NRC COMMITMENTS
- COMMITMENT TRACKING SYSTEM ITEMS
- OPERATIONAL EVENTS
- HPES RECOMMENDATIONS
- INDUSTRY EXPERIENCE
- NAPS STARTUP ISSUES REVIEW FOR APPLICABILITY (E.G., STEAM GENERATOR TUBE LEAK)
- REVIEW OF DEVIATION BACKLOG
- JCOs
- EMERGENCY PREPAREDNESS

QUALITY VERIFICATION ITEMS ASSESSED

- AUDITS
- PERFORMANCE EVALUATION
- RISK RELEASE STATUS
- QA INVOLVEMENT IN OPERATIONAL READINESS PROGRAM

MANAGEMENT INVOLVEMENT

- **KEY OUTAGE ACTIVITIES**
- OPERATIONAL READINESS PROGRAM
- MANAGEMENT INSPECTIONS
- MANAGEMENT BACKSHIFT INSPECTIONS
- COMMUNICATIONS
- FOCUS OF SUPPORT GROUPS
- PARTICIPATION IN MATERIAL CONDITION WALKDOWNS
- MANAGEMENT ON ROTATING SHIFTS FROM
 200 DEGREES TO CRITICAL
- AUTHORIZED ALL MODE CHANGES

VIRGINIA POWER



PERFORMANCE ASSESSMENT BY SALP CATEGORIES

E. S. GRECHECK

SALP FUNCTIONAL AREAS

- OPERATIONS
- RADIOLOGICAL CONTROLS
- MAINTENANCE / SURVEILLANCE
- EMERGENCY PREPAREDNESS
- SECURITY
- ENGINEERING / TECHNICAL SUPPORT
- SAFETY ASSESSMENT / QUALITY VERIFICATION
- OUTAGE

OPERATIONS STRENGTHS AND WEAKNESSES

STRENGTHS

- OPERATIONAL READINESS PROGRAM
- OVERALL PERFORMANCE OF OPERATORS
- OPERATOR TRAINING PROGRAMS ACCREDITED BY INPO
- MANAGEMENT INVOLVEMENT
- DEVIATION REPORTS AND WORK REQUESTS USED TO IDENTIFY AND RESOLVE TECHNICAL ISSUES

- ACTIONS TO CORRECT PERSONNEL ERRORS / IMPROVED USE OF PROCEDURES NOT FULLY EFFECTIVE
- ATTENTION TO DETAIL
- QUALITY OF PROCEDURES

RADIOLOGICAL CONTROLS STRENGTHS AND WEAKNESSES

STRENGTHS

- HIGH PRIORITY AND EMPHASIS ON RADIOLOGICAL CONTROLS AND ALARA GOALS
- PRE-JOB BRIEFS, ALARA REVIEWS AND SNSOC REVIEWS FOR HIGH RISK RADIOLOGICAL RELATED WORK
- RADIOLOGICAL PROTECTION PROGRAM
- HP TRAINING PROGRAMS ACCREDITED BY INPO
- REALISTIC GET / GER PRACTICAL FACTORS TRAINING
- SOURCE TERM AND LEAK RATE REDUCTION PROGRAMS
- HP RADIOLOGICAL ENGINEERING FUNCTION
- SIGNIFICANT REDUCTION IN PCEs
- RADIOLOGICAL ASSESSOR POSITION
- HIGH MORALE AND POSITIVE ATTITUDE IN HP DEPARTMENT

RADIOLOGICAL CONTROLS STRENGTHS AND WEAKNESSES

- RADIATION WORKER RESPONSIBILITY / ACCOUNTABILITY
- FIRST LINE SUPERVISION INVOLVEMENT
- JOB COVERAGE EXPERIENCE
- **ATTENTION TO DETAIL**

MAINTENANCE / SURVEILLANCE STRENGTHS AND WEAKNESSES

STRENGTHS

- SUBSTANTIAL IMPROVEMENT IN MATERIAL CONDITION OF
 PLANT
- QUALITY MAINTENANCE TEAM (QMT) PROGRAM
- MAINTENANCE TRAINING PROGRAMS ACCREDITED BY INPO
- USE OF PREDICTIVE ANALYSIS AND ENGINEERING
- MOV PROGRAM

MAINTENANCE / SURVEILLANCE STRENGTHS AND WEAKNESSES

- UNACCEPTABLE NUMBER OF REPORTABLE EVENTS AND VIOLATIONS DUE TO MAINTENANCE / SURVEILLANCE ACTIVITIES
- FORMAL ROOT CAUSE PROGRAM NOT FULLY IMPLEMENTED
- POST MAINTENANCE TESTING PROGRAM
- PREVENTATIVE MAINTENANCE (PM) PROGRAM
- WORK CONTROL PROCESS INEFFICIENT
- ATTENTION TO DETAIL
- QUALITY OF PROCEDURES

SECURITY STRENGTHS AND WEAKNESSES

STRENGTHS

- NO BREACHES OF SECURITY
- NO NRC IDENTIFIED VIOLATIONS OR REPORTABLE EVENTS
- HIGH LEVEL OF STAFF PROFESSIONALISM AND QUALIFICATION
- COMPENSATORY MEASURES TIMELY AND EFFECTIVE
- PERIMETER SURVEILLANCE EQUIPMENT UPGRADED
- MULTI INTEGRATED LASER ENGAGEMENT SYSTEM (MILES)
 USED IN TACTICAL TRAINING

WEAKNESSES

 SECURITY SURVEILLANCE AND MONITORING EQUIPMENT NOT STATE OF THE ART

ENGINEERING / TECHNICAL SUPPORT STRENGTHS AND WEAKNESSES

STRENGTHS

- CONSOLIDATION OF ENGINEERING
- ENGINEERING EFFECTIVE IN RESOLVING IDENTIFIED PROBLEMS
- COMPREHENSIVE CONFIGURATION MANAGEMENT PROJECT
- EFFECTIVE CHEMISTRY PROGRAMS
- **EROSION / CORROSION INSPECTION AND REPLACEMENT PROGRAM** (INPO GOOD PRACTICE)

ENGINEERING / TECHNICAL SUPPORT STRENGTHS AND WEAKNESSES

- CONFIGURATION CONTROL PROCESS
- FORMAL ROOT CAUSE PROGRAM NOT FULLY IMPLEMENTED
- ENGINEERING STAFFING LEVELS
- OPERATIONAL EXPERTISE IN ENGINEERING

SAFETY ASSESSMENT / QUALITY VERIFICATION STRENGTHS AND WEAKNESSES

STRENGTHS

- AGGRESSIVE POSTURE TO RESOLVE ISSUES
- PERFORMANCE-BASED QA SURVEILLANCES AND AUDITS
- AUGMENTING SAFETY AND LICENSING STAFF
- MANAGEMENT SAFETY REVIEW COMMITTEE (MSCR) ESTABLISHED
- NUCLEAR OVERVIEW BOARD ESTABLISHED
- ENHANCED COMMUNICATIONS

- OVERALL INTEGRATION OF VARIOUS SELF-ASSESSMENT ACTIVITIES
- TRENDING / ANALYSIS
- STAFFING LEVELS

OUTAGE STRENGTHS AND WEAKNESSES

STRENGTHS

- OPERATIONAL READINESS PROGRAM
- EXTENSIVE SCOPE
- MANAGEMENT INVOLVEMENT
- OUTAGE MANAGEMENT ORGANIZATION ESTABLISHED

- OPERATIONAL EVENTS
- PLANNING AND COORDINATION OF EFFORTS

EMERGENCY PREPAREDNESS STRENGTHS AND WEAKNESSES

STRENGTHS

- EARLY WARNING SIREN CONTROL SYSTEM UPGRADE
- NUCLEAR TRAINING PROGRAM GUIDE FOR EMERGENCY PREPAREDNESS
- VIRGINIA DEPARTMENT OF EMERGENCY SERVICES SUPPORT / INTERFACE
- SELF-ASSESSMENT PERFORMED

- EMERGENCY PLANNING STAFFING LEVELS
- AUGMENTATION TIMES
- EXERCISE PERFORMANCE

VIRGINIA POWER



CLOSING REMARKS

W. R. CARTWRIGHT