



POLICY ISSUE

December 20, 1989

(Information)

SECY-89-376

For: The Commissioners

From: James M. Taylor
Executive Director for Operations

Subject: UNIFORMITY OF THE MAINTENANCE TEAM INSPECTIONS

Purpose: To inform the Commission of measures to enhance consistency and uniformity of the maintenance team inspections.

Background: At a briefing on September 14, 1989, regarding the status of the NRC technical training program, the Commission expressed interest in the steps necessary to ensure uniformity in the maintenance team inspections (MTIs). A subsequent staff requirements memorandum dated October 5, 1989, requested an evaluation of the training necessary to ensure uniformity in the conduct of the maintenance team inspections.

Discussion: Consistency in the maintenance team inspections is ensured through centralized direction and oversight of the MTI program. Management and oversight of the MTI program are conducted by NRR. Oversight of the MTI program is directed toward ensuring consistency in the inspections, including (1) development of formal procedures for the conduct of inspections; (2) development and implementation of training on procedures for MTI team leaders and team members; (3) monitoring the conduct of inspections through direct NRR participation in inspections and exit meetings; (4) systematic review of each inspection report to (a) ensure that the inspection procedure is being properly implemented and (b) ensure that selected information is being placed in a computerized data base for use in comparative analyses; and (5) circulation of all maintenance team inspection reports to all regional MTI coordinators for review. Several of these activities are discussed below in further detail.

In the developmental stages of the MTI program, a draft inspection guidance document and a draft temporary instruction (TI 2515/97) were used to conduct pilot inspections at

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Diablo Canyon, Peach Bottom, and Oconee. The pilot inspections were led by a region-based team leader. The team members included future team leaders from all the regions. A week-long training session was conducted before the pilot inspections and attended by the pilot inspection teams. Upon completion of the pilot inspections, a lessons-learned meeting was held to finalize the temporary instruction and the inspection guidance.

The inspection guidance currently in use contains a detailed breakdown of the activities to be evaluated in each functional area of the inspection. The activities are organized logically in the guidance document and presented in a format termed the "maintenance inspection tree" which is used as a tool to guide the inspection and present results. The maintenance inspection tree and the guidance provide for consistency in the areas inspected and the ratings assigned.

Consistency in the conduct of maintenance team inspections has also been enhanced through five formal training sessions conducted by NRR (in addition to the training conducted before the pilot inspections). These 2-day training sessions cover performance-based inspection techniques and use of the inspection guidance and the maintenance inspection tree.

In July 1989, following completion of more than one-third of the inspections, a second lessons-learned meeting was conducted. In that meeting, all regions reported that the temporary instruction was being followed without difficulty. Regional participants also provided feedback on the inspections conducted to date. As a result of this meeting, some minor changes were incorporated in the temporary instruction and the guidance.

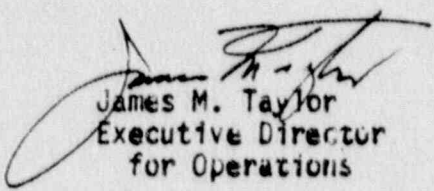
On December 13-14, 1989, a 2-day refresher training session was conducted with experienced team leaders and team members from the regions. The session included a review of the temporary instruction and the inspection guidance, as well as a lessons-learned discussion of how each team leader conducts inspections. The importance of consistency in the maintenance team inspections was emphasized during this session. A second refresher training session will be conducted in January 1990.

To monitor consistency and uniformity in the maintenance team inspections, members of the Performance and Quality Evaluation Branch, NRR, participated directly in MTI activities. This participation involved seven inspections as full team members, including attendance at team evaluation sessions, and exit briefings for seven additional inspections.

Summary:

A number of specific activities have been planned and implemented to ensure consistency of the conduct of maintenance team inspections between the various regions. Some of these items are ongoing and will continue throughout the duration of the inspection program. Additional refresher training sessions will be conducted to ensure that the team leaders are appropriately sensitized to the importance of consistency.

Although the primary focus of maintenance team inspections is to determine whether safety problems exist, the results of the maintenance team inspections will also play an important role in assessing overall industry performance in maintenance. Recognizing this fact, the staff is continuing to focus efforts on ensuring the consistency and uniformity of the inspections.


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