



UNITED STATES  
NUCLEAR REGULATORY COMMISSION  
REGION III  
755 ROOSEVELT ROAD  
GLEN ELLYN, ILLINOIS 60137

MAR 03 1993

Docket No. 50-155

Consumers Power Company  
ATTN: William L. Beckman  
Plant Manager  
Big Rock Point Nuclear Plant  
10269 US 31 North  
Charlevoix, MI 49720

Dear Mr. Beckman:

Enclosed for your review, before our scheduled meeting of March 18, 1993, is the Initial SALP 11 Report for the Big Rock Point Nuclear Plant, covering the period October 1, 1991 through December 31, 1992.

In accordance with NRC policy, I have reviewed the SALP Board Assessment and concur with their ratings. It is my view that your conduct of nuclear activities in connection with the Big Rock Point facility was acceptable. One of the organizational strengths identified across all SALP functional areas was the experience and stability of the staff. Category 2 ratings were retained in the areas of Operations, Radiological Controls, Security, and Safety Assessment and Quality Verification. Ratings declined in several areas. Engineering and Technical Support declined from Category 2 to Category 3, Maintenance and Surveillance declined from Category 2 to Category 3 with an improving trend, and Emergency Preparedness declined from Category 1 to Category 2. I note that in the areas of Engineering and Technical Support and Maintenance, we are continuing to hold periodic meetings with you to monitor your actions to improve performance.

In the Engineering and Technical Support area, the Board concluded that the weaknesses discussed probably existed in the past and were identified this assessment period through the special, in-depth inspections and evaluations conducted by the NRC. Weaknesses in performance were identified concerning the lack of adequate analysis and trending, poor interdepartmental communications, strained engineering resources, poor support for the motor operated valve program, and deficiencies in the operator licensing requalification program. I support the Board's recommendation regarding the need to improve engineering capabilities and involvement in operations and maintenance activities.

In the Maintenance and Surveillance area, the Board concluded that a decline in performance occurred early in the assessment period and that initiatives implemented to improve performance had a positive impact by the end of the period. Low corrective maintenance backlog and surveillance implementation were identified as strengths. Specific weaknesses that resulted in the rating decline included excessive rework, shortcomings in the predictive and planned maintenance program, lack of effective root cause analysis, and weaknesses in

9303090201 930303  
PDR ADDCK 05000155  
G PDR

JE401

MAR 03 1993

Docket No. 50-155

Consumers Power Company  
ATTN: William L. Beckman  
Plant Manager  
Big Rock Point Nuclear Plant  
10269 US 31 North  
Charlevoix, MI 49720

Dear Mr. Beckman:

Enclosed for your review, before our scheduled meeting of March 18, 1993, is the Initial SALP 11 Report for the Big Rock Point Nuclear Plant, covering the period October 1, 1991 through December 31, 1992.

In accordance with NRC policy, I have reviewed the SALP Board Assessment and concur with their ratings. It is my view that your conduct of nuclear activities in connection with the Big Rock Point facility was acceptable. One of the organizational strengths identified across all SALP functional areas was the experience and stability of the staff. Category 2 ratings were retained in the areas of Operations, Radiological Controls, Security, and Safety Assessment and Quality Verification. Ratings declined in several areas. Engineering and Technical Support declined from Category 2 to Category 3, Maintenance and Surveillance declined from Category 2 to Category 3 with an improving trend, and Emergency Preparedness declined from Category 1 to Category 2. I note that in the areas of Engineering and Technical Support and Maintenance, we are continuing to hold periodic meetings with you to monitor your actions to improve performance.

In the Engineering and Technical Support area, the Board concluded that the weaknesses discussed probably existed in the past and were identified this assessment period through the special, indepth inspections and evaluations conducted by the NRC. Weaknesses in performance were identified concerning the lack of adequate analysis and trending, poor interdepartmental communications, strained engineering resources, poor support for the motor operated valve program, and deficiencies in the operator licensing requalification program. I support the Board's recommendation regarding the need to improve engineering capabilities and involvement in operations and maintenance activities.

In the Maintenance and Surveillance area, the Board concluded that a decline in performance occurred early in the assessment period and that initiatives implemented to improve performance had a positive impact by the end of the period. Low corrective maintenance backlog and surveillance implementation were identified as strengths. Specific weaknesses that resulted in the rating decline included excessive rework, shortcomings in the predictive and planned maintenance program, lack of effective root cause analysis, and weaknesses in

MAR 03 1993

procedural adequacy and adherence. I concur with the Board's recommendations that you should continue with the implementation of the maintenance improvement initiatives that you developed.

The decline in Emergency Preparedness was due to incomplete corrective actions involving communications and coordination with the State identified during the 1992 exercise.

Although Operations retained its rating of Category 2, performance was mixed. While strengths were noted in the stability and experience of the staff and in the response to operational events, weaknesses were identified in the areas of interdepartmental communications, procedural adequacy and adherence, and slow implementation of Emergency Operating Procedures deficiency corrective actions.

At the SALP meeting, you should be prepared to discuss our assessments and your plans to improve performance in the area of Engineering and Technical Support. The meeting is intended to be a candid dialogue wherein any comments you may have regarding our report are discussed. Additionally, you may provide written comments within 30 days after the meeting. Your comments, a summary of our meeting, and my disposition of your comments will be issued as the Final SALP Report.

In accordance with Section 2.790 of the NRC's "Rules of Practice," Part 2, Title 10, Code of Federal Regulations, a copy of this letter and the Initial SALP Report will be placed in the NRC's Public Document Room.

Should you have any questions concerning the Initial SALP Report, we would be pleased to discuss them with you.

Sincerely,

*Original Signed by*  
A. Bert Davis *H. J. Miller*  
Regional Administrator

Enclosure: Initial SALP 11  
Report No. 50-155/93001

cc w/enclosure:

David P. Hoffman, Vice President - Nuclear Operations

DCD/DCB (RIDS)

OC/LFDCB

Resident Inspector, RIII

RIII

RIII

RIII

RIII

RIII

RIII

Tongue/ml

Phillips

Brown

Hasse

Shafer

Greenman

RIII

RIII

RIII

RIII

Martin

Norelius

Miller

Davis

3/3/93

3/3/93

MAR 03 1993

excessive rework, shortcomings in the predictive and planned maintenance program, lack of effective root cause analysis, and weaknesses in procedural adequacy and adherence. I concur with the Board's recommendations that you should continue with the implementation of the maintenance improvement initiatives that you developed.

The decline in Emergency Preparedness was due to incomplete corrective actions involving communications and coordination with the State identified during the 1992 exercise.

Although Operations retained its rating of Category 2, performance was mixed. While strengths were noted in the stability and experience of the staff and in the response to operational events, weaknesses were identified in the areas of interdepartmental communications, procedural adequacy and adherence, and slow implementation of Emergency Operating Procedures deficiency corrective actions.

At the SALP meeting, you should be prepared to discuss our assessments and your plans to improve performance in the area of Engineering and Technical Support. The meeting is intended to be a candid dialogue wherein any comments you may have regarding our report are discussed. Additionally, you may provide written comments within 30 days after the meeting. Your comments, a summary of our meeting, and my disposition of your comments will be issued as the Final SALP Report.

In accordance with Section 2.790 of the NRC's "Rules of Practice," Part 2, Title 10, Code of Federal Regulations, a copy of this letter and the Initial SALP Report will be placed in the NRC's Public Document Room.

Should you have any questions concerning the Initial SALP Report, we would be pleased to discuss them with you.

Sincerely,

A. Bert Davis  
Regional Administrator

Enclosure: Initial SALP 11  
Report No. 50-155/93001

cc w/enclosure:

David P. Hoffman, Vice President - Nuclear Operations  
DCD/DCB (RIDS)

OC/LFDCB

Resident Inspector, RIII

RIII

RIII

RIII

RIII

RIII

RIII

Tongue/ml

Phillips

Brown

Hasse

Shafer

Green

RIII

RIII

RIII

RIII

Martin

Norelius

Miller

Davis

MAR 03 1993

performance declined due to excessive rework shortcomings in the predictive and planned maintenance program, lack of effective root cause analysis, and weaknesses in procedural adequacy and adherence. I concur with the Board's recommendations that you continue with the implementation of the maintenance improvement initiatives that you developed.

Although Operations retained its rating of Category 2, performance was mixed. Where strengths were noted in the stability and experience of the staff and in the response to operational events, weaknesses were identified in the areas of interdepartmental communications, procedural adequacy and adherence, and slow implementation of Emergency Operating Procedures deficiency corrective actions.

At the SALP meeting, you should be prepared to discuss our assessments and your plans to improve performance in the area of Engineering and Technical Support. The meeting is intended to be a candid dialogue wherein any comments you may have regarding our report are discussed. Additionally, you may provide written comments within 30 days after the meeting. Your comments, a summary of our meeting, and my disposition of your comments will be issued as the Final SALP Report.

In accordance with Section 2.790 of the NRC's "Rules of Practice," Part 2, Title 10, Code of Federal Regulations, a copy of this letter and the Initial SALP Report will be placed in the NRC's Public Document Room.

Should you have any questions concerning the Initial SALP Report, we would be pleased to discuss them with you.

Sincerely,

A. Bert Davis  
Regional Administrator

Enclosure: Initial SALP 11  
Report No. 50-155/93001

cc w/enclosure:

David P. Hoffman, Vice President - Nuclear Operations  
DCD/DCB (RIDS)  
OC/LFDCB  
Resident Inspector, RIII

RIII

RIII *yes*

RIII

RIII RIII

RIII

*Tongue/ml*

*Phillips*

*Brown*

*Hasse Shafer*

*Greenman*

RIII

RIII

RIII

RIII

Martin

*Norman*

Miller

Davis

MAR 03 1993

performance declined due to excessive rework shortcomings in the predictive and planned maintenance program, lack of effective root cause analysis, and weaknesses in procedural adequacy and adherence. I concur with the Board's recommendations that you continue with the implementation of the maintenance improvement initiatives that you developed.

Although Operations retained its rating of Category 2, performance was mixed. Where strengths were noted in the stability and experience of the staff and in the response to operational events, weaknesses were identified in the areas of interdepartmental communications, procedural adequacy and adherence, and slow implementation of Emergency Operating Procedures deficiency corrective actions.

At the SALP meeting, you should be prepared to discuss our assessments and your plans to improve performance in the area of Engineering and Technical Support. The meeting is intended to be a candid dialogue wherein any comments you may have regarding our report are discussed. Additionally, you may provide written comments within 30 days after the meeting. Your comments, a summary of our meeting, and my disposition of your comments will be issued as the Final SALP Report.

In accordance with Section 2.790 of the NRC's "Rules of Practice," Part 2, Title 10, Code of Federal Regulations, a copy of this letter and the Initial SALP Report will be placed in the NRC's Public Document Room.

Should you have any questions concerning the Initial SALP Report, we would be pleased to discuss them with you.

Sincerely,

A. Bert Davis  
Regional Administrator

Enclosure: Initial SALP 11  
Report No. 50-155/93001

cc w/enclosure:

David P. Hoffman, Vice President - Nuclear Operations  
DCD/DCB (RIDS)  
OC/LFDCB  
Resident Inspector, RIII

RIII

RIII <sup>res</sup>

RIII

RIII RIII

RIII

Tongue/ml  
RIII

Phillips  
RIII

Brown  
RIII

Hasse Shafer  
RIII

Greenman

Martin  
2/26

Norelius

Miller

Davis



MAR 03 1993

performance declined due to excessive rework shortcomings in the predictive and planned maintenance program, lack of effective root cause analysis, and weaknesses in procedural adequacy and adherence. I concur with the Board's recommendations that you continue with the implementation of the maintenance improvement initiatives that you developed.

Although Operations retained its rating of Category 2, performance was mixed. Where strengths were noted in the stability and experience of the staff and in the response to operational events, weaknesses were identified in the areas of interdepartmental communications, procedural adequacy and adherence, and slow implementation of Emergency Operating Procedures deficiency corrective actions.

At the SALP meeting, you should be prepared to discuss our assessments and your plans to improve performance in the area of Engineering and Technical Support. The meeting is intended to be a candid dialogue wherein any comments you may have regarding our report are discussed. Additionally, you may provide written comments within 30 days after the meeting. Your comments, a summary of our meeting, and my disposition of your comments will be issued as the Final SALP Report.

In accordance with Section 2.790 of the NRC's "Rules of Practice," Part 2, Title 10, Code of Federal Regulations, a copy of this letter and the Initial SALP Report will be placed in the NRC's Public Document Room.

Should you have any questions concerning the Initial SALP Report, we would be pleased to discuss them with you.

Sincerely,

A. Bert Davis  
Regional Administrator

Enclosure: Initial SALP II  
Report No. 50-155/93001

cc w/enclosure:  
David P. Hoffman, Vice President - Nuclear Operations  
DCD/DCB (RIDS)  
OC/LFDCB  
Resident Inspector, RIII

RIII

Tongue/ml  
RIII

Martin

RIII

Phillips  
RIII

Norelius

RIII

Brown  
RIII

Miller

RIII

Hasse  
2/RIII  
2/28/93

Davis

RIII

Shafer  
2/26/93

RIII

Greenman

MAR 03 1993

Distribution Continued

James R. Padgett, Michigan Public  
Service Commission  
Michigan Department of  
Public Health  
L. N. Olshan, LPM, NRR  
SRI, Palisades  
INPO

The Chairman  
K. C. Rogers, Commissioner  
J. R. Curtiss, Commissioner  
F. J. Remick, Commissioner  
E. G. de Planque, Commissioner  
J. H. Snizek, DEDR  
T. E. Murley, Director, NRR  
Chief, RPEB, NRR (2 copies)  
L. B. Marsh, Director, Project Directorate III-1, NRR  
J. Lieberman, Director, Office of Enforcement  
C. D. Pederson, RIII  
L. L. Cox, RIII (2 copies)  
TSS, RIII  
RIII Files  
RIII PRR



MAR 11 1993

procedural adequacy and adherence. I concur with the Board's recommendations that you should continue with the implementation of the maintenance improvement initiatives that you developed.

The decline in Emergency Preparedness was due to incomplete corrective actions involving communications and coordination with the State identified during the 1992 exercise.

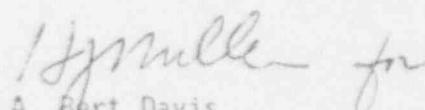
Although Operations retained its rating of Category 2, performance was mixed. While strengths were noted in the stability and experience of the staff and in the response to operational events, weaknesses were identified in the areas of interdepartmental communications, procedural adequacy and adherence, and actions to correct Emergency Operating Procedure deficiencies.

At the SALP meeting, you should be prepared to discuss our assessments and your plans to address weaknesses we have identified. The meeting is intended to be a candid dialogue wherein any comments you may have regarding our report are discussed. Additionally, you may provide written comments within 30 days after the meeting. Your comments, a summary of our meeting, and my disposition of your comments will be issued as the Final SALP Report.

In accordance with Section 2.790 of the NRC's "Rules of Practice," Part 2, Title 10, Code of Federal Regulations, a copy of this letter and the Initial SALP Report will be placed in the NRC's Public Document Room.

Should you have any questions concerning the Initial SALP Report, we would be pleased to discuss them with you.

Sincerely,



A. Bert Davis  
Regional Administrator

Enclosure: Initial SALP II  
Report No. 50-155/93001

cc w/enclosure:

David P. Hoffman, Vice President - Nuclear Operations

DCD/DCB (RIDS)

OC/LFDCB

Resident Inspector, RIII

MAR 03 1983

Distribution Continued

James R. Padgett, Michigan Public  
Service Commission  
Michigan Department of  
Public Health  
L. N. Olshan, LPM, NRR  
SRI, Palisades  
INPO

The Chairman  
K. C. Rogers, Commissioner  
J. R. Curtiss, Commissioner  
F. J. Remick, Commissioner  
E. G. de Planque, Commissioner  
J. H. Snizek, DEDR  
T. E. Murley, Director, NRR  
Chief, RPEB, NRR (2 copies)  
L. B. Marsh, Director, Project Directorate III-1, NRR  
J. Lieberman, Director, Office of Enforcement  
C. D. Pederson, RIII  
L. L. Cox, RIII (2 copies)  
TSS, RIII  
RIII Files  
RIII PRR