

March 14, 1994

Docket Nos. 50-010, 50-237,
50-249, 50-373,
50-374, 50-254,
and 50-265

LICENSEE: Commonwealth Edison Company (CECo)

FACILITIES: Dresden Station, Units 1, 2, and 3; LaSalle Station, Units 1
and 2; and Quad Cities Station, Units 1 and 2

SUBJECT: MEETING SUMMARY OF MARCH 3, 1994

On March 3, 1994, a public meeting was held between the NRC and CECo (the licensee) to discuss the performance at the subject facilities. A list of attendees is enclosed (Enclosure 1).

The licensee stated that they were not pleased with the performance at their three BWR facilities. They proposed an overall BWR improvement strategy and presented measurement standards (metrics) to be used for measuring progress. The NRC indicated that the metrics should be parameters that can be easily measured, and ones that everyone agrees will provide accurate and consistent information about the particular area of performance that is supposed to be measured. While the licensee's proposed strategy and measurement standards program appeared to be acceptable; the NRC emphasized the need to focus on the results and plant performance, and not on the program itself. The NRC proposed quarterly meetings between senior NRR and Region III management with CECo to assess plant progress. The first round of quarterly meetings will be completed by June 1, 1994. Enclosure 2 is a copy of the licensee's handout.

Original Signed By:

George F. Dick, Jr., Project Manager
Project Directorate III-2
Division of Reactor Projects - III/IV/V
Office of Nuclear Reactor Regulation

9403180037 940314
PDR ADDCK 05000010
P PDR

Enclosures:

- 1. List of Attendees
- 2. Licensee Handout

cc w/enclosures:
See next page

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DISTRIBUTION(w/Enclosure 1 only)

WRussell/FMiraglia LReyes JRoe JZwolinski
JDyer TClark OGC EJordan
EJordan ACRS(10) BDean, EDO WRussell
ATHadani SWeiss RDudley PERickson

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Docket File NRC & Local PDRs PDIII-2 r/f
BClayton, RIII GDick JStang
AGodyJr CPatel

NRC FILE CENTER COPY

OFC	LA:PDIII-2	PM:PDIII-2	D:PDIII-2			
NAME	TCLARK <i>SLC</i>	GDICK <i>JA</i>	JDYER <i>JW</i>			
DATE	3/11/94	3/11/94	3/14/94	1/94	1/94	1/94
COPY	YES/NO	YES/NO	YES/NO	YES/NO	YES/NO	YES/NO

Dick

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UNITED STATES
NUCLEAR REGULATORY COMMISSION

WASHINGTON, D. C. 20555-0001

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George F. Dick, Jr., Project Manager
Project Directorate III-2
Division of Reactor Projects - III/IV/V
Office of Nuclear Reactor Regulation

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Commonwealth Edison Company

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Commonwealth Edison Company

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Unit Nos. 1 and 2

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Commonwealth Edison Company

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Unit Nos. 1 and 2

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Illinois Department of Nuclear Safety
Office of Nuclear Facility Safety
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Springfield, Illinois 62704

Regional Administrator
U. S. NRC, Region III
801 Warrenville Road
Lisle, Illinois 60532-4351

LIST OF MEETING ATTENDEES
FOR MARCH 3, 1994Commonwealth Edison Company

M. Wallace - Senior Vice President & Chief Nuclear Officer
L. DelGeorge - Vice President Nuclear Oversight and Regulatory Services
M. Lyster - Dresden Site Vice President
G. Spedl - Dresden Station Manager
B. Palagi - Dresden, Unit 1 Project Manager
W. Murphy - LaSalle Site Vice President
D. Ray - LaSalle Station Manager
R. Pleniewicz - Quad Cities Site Vice President (current)
E. Kraft - Quad Cities Site Vice President (incoming)
J. Abel - Engineering Performance & Improvement Superintendent
I. Johnson - Director, Licensing Operations
D. Saccomando - Nuclear Licensing Assistant

NRC

W. Russell - Director, NRR
L. Reyes - Associate Director for Projects (A)
A. Ibadani - Associate Director for Inspection and Technical Assessment
J. Roe - Director, Division of Reactor Projects - III/IV/V
J. Zwolinski - Assistant Director for Region III Reactors
J. Dyer - Director, Project Directorate III-2
S. Weiss - Chief, Non-Power Reactors and Decommissioning Branch
R. Dudley - Chief, Decommissioning Section
P. Erickson - Project Manager, Dresden 1
J. Stang - Project Manager, Dresden 2 and 3
A. Gody - Project Manager, LaSalle
C. Patel - Project Manager, Quad Cities
G. Dick - Project Manager, Commonwealth Edison Corporate

**COMMONWEALTH EDISON
PRESENTATION TO THE
NUCLEAR REGULATORY COMMISSION**

FEBRUARY 28, 1994

AGENDA

J. O'CONNOR

CORPORATE COMMITMENT TO NUCLEAR
SAFETY

CORPORATE FINANCIAL OVERVIEW

M. WALLACE

OVERVIEW OF NUCLEAR DIVISION
PERFORMANCE

NUCLEAR DIVISION CHALLENGE

INTEGRATED BWR STRATEGY

COMMITMENT TO IMPROVEMENT

J. O'CONNOR

CLOSING REMARKS

CORPORATE COMMITMENT TO NUCLEAR SAFETY

- CECO IS A NUCLEAR UTILITY
 - SAFE RELIABLE OPERATION IS ESSENTIAL
- NUCLEAR PLANTS ARE CORNERSTONE
 - 75% OF CUSTOMER LOAD IS SERVED BY NUCLEAR
- BOARD OF DIRECTORS ATTENTION COMMENSURATE WITH IMPORTANCE OF NUCLEAR
 - ACTIVE INVOLVEMENT BY NUCLEAR OPERATIONS COMMITTEE

CORPORATE COMMITMENT TO NUCLEAR SAFETY (continued)

- **BOARD OF DIRECTORS IS COMMITTED TO CONSISTENT HIGH LEVELS OF PERFORMANCE**
 - **CONSISTENT, SAFE, RELIABLE PERFORMANCE IS OUR NUMBER ONE PRIORITY**

- **RECOGNIZE NUCLEAR DIVISION PERFORMANCE SPANS THE SPECTRUM**
 - **BYRON SETS OUR BENCHMARK**
 - **NOT SATISFIED WITH BWR PERFORMANCE**

- **CECO WELCOMES THE OPPORTUNITY TO DISCUSS OUR PROGRAM**

CORPORATE RESOURCES

- AVAILABLE TO SUPPORT HIGH LEVEL OF PERFORMANCE
- 1993 RATE CASE SETTLEMENT
 - \$ 1.3 BILLION
 - NO IMPACT ON NUCLEAR DIVISION
- 1994 RATE REQUEST
 - 8% INCREASE
 - BRINGS BYRON 2 AND BRAIDWOOD 1 AND 2 FULLY INTO RATE BASE
- FORMATION OF PROPOSED HOLDING COMPANY
 - SUBMITTED FOR NRC REVIEW
 - SHAREHOLDER VOTE MAY 10, 1994
 - NO IMPACT ON NUCLEAR DIVISION

OUR NUCLEAR PERFORMANCE TODAY SPANS THE SPECTRUM

- BYRON CONSISTENTLY GOOD PERFORMER
 - DESIGNATED "GOOD PERFORMER" BY NRC
 - CONSISTENTLY HIGH SALP SCORES

- BRAIDWOOD SOLID PERFORMER
 - AGGRESSIVELY PURSUING PERFORMANCE ENHANCEMENTS

- ZION CONTINUES TO IMPROVE
 - STRONG FOCUS ON IMPROVEMENT STRATEGY

NUCLEAR PERFORMANCE (CONTINUED)

- DRESDEN RATE OF IMPROVEMENT NEEDS TO ACCELERATE
 - LONG STANDING EQUIPMENT PROBLEMS IMPROVING
 - MORE WORK NEEDED ON PLANNING/SCHEDULING
- QUAD CITIES PERFORMANCE DECLINING
 - MATERIAL CONDITION KEY ISSUE
 - ACCEPTANCE OF EQUIPMENT PROBLEMS/WORK AROUNDS
- LASALLE PERFORMANCE INCONSISTENT
 - PREVIOUS HIGH PERFORMANCE LEVEL NOT MAINTAINED

RECENT EVENTS CONFIRM CECO SENSE OF URGENCY TO IMPROVE BWR OPERATION

- MATERIAL CONDITION HAS DECLINED
 - QUAD CITIES DIAGNOSTIC EVALUATION TEAM REPORT
 - LASALLE BUSINESS DEVELOPMENT TEAM REPORT
- HUMAN PERFORMANCE IS INCONSISTENT
 - LASALLE EMPLOYEE RADIATION EVENTS
 - INCREASED RATE OF PERSONNEL ERRORS AT BWRS
- MANAGEMENT EFFECTIVENESS NEEDS IMPROVEMENT
 - CYCLIC PERFORMANCE OF PLANTS
 - QUAD CITIES DIAGNOSTIC EVALUATION TEAM REPORT
 - LASALLE BUSINESS DEVELOPMENT TEAM REPORT
 - DRESDEN UNIT ONE

OPPORTUNITIES FOR IMPROVEMENT HAVE BEEN IDENTIFIED

- MULTIPLE ORGANIZATION EFFECTIVENESS STUDIES
(DET, BDT, LBDT, TENERA, INPO, SRM, FPI)
- ROOT CAUSES OF INCONSISTENT PERFORMANCE IDENTIFIED
 - INEFFECTIVE CORPORATE LEADERSHIP, OVERSIGHT,
INVOLVEMENT, AND FOLLOW THROUGH
 - SITE MANAGEMENT DOES NOT ASSURE RESOLUTION OF
IDENTIFIED SAFETY PROBLEMS
 - LOW STANDARDS OF PERFORMANCE ARE SET
 - SITE MANAGEMENT FAILS TO EXERCISE EFFECTIVE
LEADERSHIP

CECO OBJECTIVE

- **SET AND ATTAIN CONSISTENT HIGH LEVEL SAFE PERFORMANCE AT ALL NUCLEAR STATIONS**

NUCLEAR DIVISION CHALLENGE TO ACHIEVE OBJECTIVE

- **FOCUS ACCOUNTABILITY AND RESPONSIBILITY FOR EFFECTIVE LEADERSHIP AT THE SITES**
- **IMPROVE EFFECTIVENESS OF CORPORATE LEADERSHIP, OVERSIGHT, INVOLVEMENT AND FOLLOW THROUGH**
- **ENSURE EFFECTIVE ALLOCATION OF RESOURCES TO IMPROVE MATERIAL CONDITION**
- **FACILITATE SHARING OF EXPERIENCE/INFORMATION AMONG THE SITES**

MEETING THE NUCLEAR DIVISION CHALLENGE

- NOD RESTRUCTURED TO CLARIFY RESPONSIBILITY AND ACCOUNTABILITY
 - SITE FOCUS
 - CORPORATE COORDINATION
- CNO FOCUS FOR HIGH LEVEL SAFE PERFORMANCE
- LEADERSHIP DEVELOPMENT/SUCCESSION PLANNING
- INTEGRATED BWR STRATEGY

MEETING THE NUCLEAR DIVISION CHALLENGE

NUCLEAR OPERATIONS DIVISION RESTRUCTURED

- REALIGNED/REFOCUSED TO STRENGTHEN SITE RESPONSIBILITY AND ACCOUNTABILITY
 - ESTABLISHMENT OF SITE VICE-PRESIDENTS
 - ENGINEERING FUNCTION AND RESOURCES TRANSFERRED TO SITE VICE-PRESIDENTS
 - SITE QUALITY VERIFICATION STRENGTHENED AND EXPANDED
 - SITE SAFETY REVIEW BOARDS ESTABLISHED

**MEETING THE NUCLEAR DIVISION CHALLENGE
NUCLEAR OPERATIONS DIVISION RESTRUCTURED
(continued)**

- **REALIGNED/REFOCUSED TO STRENGTHEN CORPORATE
OVERSIGHT/SITE COORDINATION**
 - **NUCLEAR OPERATING COMMITTEE (NOC) ESTABLISHED**
 - **NOC PRIORITIES FORM FOUNDATION FOR CONSISTENCY**
 - . **SELF ASSESSMENT**
 - . **WORK CONTROL SYSTEM**
 - . **MAINTENANCE STRATEGY**
 - **NUCLEAR OVERSIGHT MANAGER REPORTS TO CNO**

MEETING THE NUCLEAR DIVISION CHALLENGE

CHIEF NUCLEAR OFFICER FOCUS FOR HIGH LEVEL SAFE PERFORMANCE

- CNO KEY FOCUS AREAS FOR 1994
 - SAFE OPERATION
 - PERSONNEL DEVELOPMENT
 - COST COMPETITIVENESS

LEADERSHIP DEVELOPMENT ACTIONS WILL ASSURE LONG TERM IMPROVED PERFORMANCE

- **A NUMBER OF KEY POSITIONS FILLED BY OUTSIDE MANAGERS TO BROADEN EXPERIENCE BASE**
 - **SITE VICE PRESIDENTS - 3 SITES**
 - **STATION MANAGERS - 2 SITES**
 - **TECHNICAL SUPERINTENDENTS - 2 SITES**
 - **SENIOR SYSTEM ENGINEERS - IN PROGRESS AT ALL SITES**
 - **OTHER "SEARCH ACTIVITIES" IN PROGRESS**

- **INTERNAL MANAGEMENT REASSIGNMENTS TO BROADEN EXPERIENCE OF CECO PERSONNEL**

- **LEADERSHIP DEVELOPMENT AND SUCCESSION PLANNING TO INCREASE "BENCH DEPTH"**

INTEGRATED BWR STRATEGY

- IMMEDIATE - FOCUS ON CURRENT MANIFESTATIONS OF ROOT CAUSES
- MID TERM - STATION MANAGEMENT/BUSINESS UNIT PLANS TO COMPLETE ACTIONS ON ROOT CAUSES
- LONG TERM - NOD STRATEGIES TO BRING ALL STATIONS TO HIGH LEVEL OF PERFORMANCE

BWR IMMEDIATE IMPROVEMENT STRATEGY

- IMMEDIATE IMPROVEMENT INITIATIVES TO ARREST THE DECLINE
IN THE FOUR CRITICAL AREAS
 - MATERIAL CONDITION
 - RADIATION PROTECTION
 - PROBLEM IDENTIFICATION
 - HUMAN PERFORMANCE

BWR IMMEDIATE IMPROVEMENT STRATEGY (continued)

- ESTABLISHING TARGETS TO MEASURE RESULTS, AND ASSURE ADEQUATE RATE OF IMPROVEMENT AND REVERSAL OF ADVERSE TRENDS
- WILL APPLY APPROPRIATE "METRICS" FOR MEASURING PROGRESS
- "METRICS" ESTABLISH MEASUREMENT STANDARDS AGAINST WHICH WE WILL HOLD OURSELVES ACCOUNTABLE
- THRESHOLD LEVELS AND STRETCH GOALS ESTABLISHED FOR EACH METRICS ELEMENT

BWR IMMEDIATE IMPROVEMENT STRATEGY (continued)

ISSUE: MATERIAL CONDITION

- OBJECTIVE:
 - IMPROVE MATERIAL CONDITION TO RESTORE SAFETY MARGIN

- RECENT ACTIONS:
 - DRESDEN PROGRESS ON LONG-STANDING EQUIPMENT PROBLEMS
 - QUAD CITIES PLANNED MAINTENANCE OUTAGES
 - LASALLE INTEGRATED MINOR MAINTENANCE TEAM

BWR IMMEDIATE IMPROVEMENT STRATEGY (continued)

- METRICS:
 - TEMPORARY ALTERATIONS, NUCLEAR WORK REQUESTS (NWR'S), CONTROL ROOM NWR'S, MOV WORK COMPLETED, % PLANNED OUTAGE WORK COMPLETED, SAFETY SYSTEM PERFORMANCE AND REDUCTION IN OPERATOR WORK AROUNDS

BWR IMMEDIATE IMPROVEMENT STRATEGY (continued)

ISSUE: RADIATION PROTECTION

● OBJECTIVE:

- **REDUCE PERSONNEL CONTAMINATIONS, REDUCE SOURCE TERM, AND ENHANCE WORKER RESPECT FOR LOW-LEVELS OF RADIATION**

● RECENT ACTIONS:

- **DRESDEN/LASALLE ADDITION OF INPO REVERSE LOANEE**
- **QUAD CITIES ACTION PLAN TO REDUCE HOT SPOTS CONTRIBUTION TO SOURCE TERM**
- **LASALLE ZINC INJECTION PROGRAM**

BWR IMMEDIATE IMPROVEMENT STRATEGY (continued)

- METRICS:

- REDUCTION IN COLLECTIVE EXPOSURE, HOT SPOT REDUCTION, SOURCE TERM REDUCTION, REDUCTION IN RAD WORKER PRACTICES/ADHERENCE EVENTS, RP RELATED PIF'S, HIGH RAD DOOR AND RAD MATERIAL VIOLATIONS, SHOE AND CONTAMINATED AREA REDUCTION AND PERSONNEL CONTAMINATION EVENTS

BWR IMMEDIATE IMPROVEMENT STRATEGY (continued)

ISSUE: PROBLEM IDENTIFICATION AND CORRECTIVE ACTIONS

● **OBJECTIVE:**

- **DEVELOP A SELF CRITICAL CORRECTIVE ACTION CULTURE THAT PROMOTES TIMELY IDENTIFICATION AND RESOLUTION OF PROBLEMS**

● **RECENT ACTIONS:**

- **QUAD CITIES/LASALLE DEDICATED ROOT CAUSE ANALYSIS GROUP**
- **DRESDEN IMPROVED INTEGRATED REPORTING PROGRAM**

BWR IMMEDIATE IMPROVEMENT STRATEGY (continued)

- METRICS:
 - NUMBER OF PIF'S, AVERAGE PIF AGE, LEVEL 1, 2, AND 3 INVESTIGATIONS, COMPLETION OF QA RELATED FINDINGS, RECURRING/REPEAT PROBLEMS, AND SELF IDENTIFIED VIOLATIONS

BWR IMMEDIATE IMPROVEMENT STRATEGY (continued)

ISSUE: HUMAN PERFORMANCE

- **OBJECTIVE:**
 - **ERROR FREE OPERATION**
- **RECENT ACTIONS:**
 - **QUAD CITIES/LASALLE STANDOWNS HEIGHTEN TOTAL STATION AWARENESS OF PERSONNEL ERRORS**
 - **DRESDEN DEMONSTRATED PERSONAL ACCOUNTABILITY FOR ADHERENCE TO RP PROCEDURES**

BWR IMMEDIATE IMPROVEMENT STRATEGY (continued)

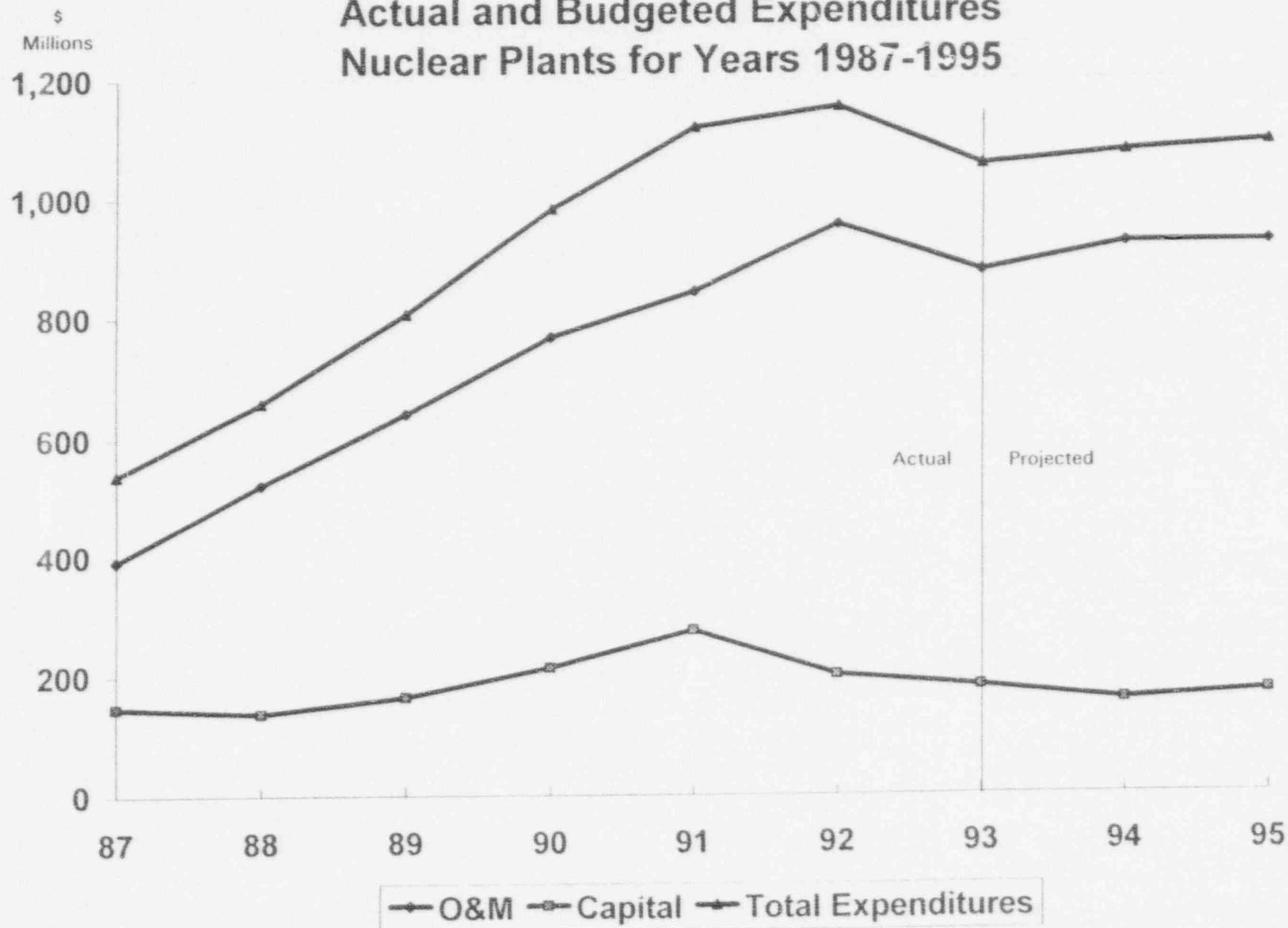
- METRICS:
 - PERSONNEL ERROR EVENTS, INDUSTRIAL SAFETY ACCIDENT RATE, REACTIVITY EVENTS AND PROCEDURE ADHERENCE EVENTS

OVERSIGHT OF BWR IMPROVEMENT INITIATIVES

- OFFICER LEVEL OVERSIGHT FOCUSED ON BWRS
- ENHANCED CORPORATE INVOLVEMENT IN MONITORING PROGRESS OF BWR IMMEDIATE IMPROVEMENT STRATEGY
- MANAGEMENT PLAN OVERSIGHT TEAM (INDEPENDENT ASSESSORS) INVOLVED IN DAY TO DAY OVERSIGHT OF QUAD CITIES
- DISCUSS DETAILS WITH MESSRS. TAYLOR AND RUSSELL ON MARCH 3, 1994
- DISCUSS PROGRESS IN SUBSEQUENT MEETINGS WITH NRC STAFF

ADEQUATE RESOURCES AVAILABLE

Commonwealth Edison Company Actual and Budgeted Expenditures Nuclear Plants for Years 1987-1995



COMMITMENT TO IMPROVEMENT

- BWR INTEGRATED IMPROVEMENT STRATEGIES CHART COURSE TO EXPECTED PERFORMANCE LEVELS
- OUR PAST STANDARDS HAVE BEEN TOO LOW
- TAKING IMMEDIATE STEPS TO ACHIEVE RESULTS THAT DEMONSTRATE NEW DIRECTION
- FUNDAMENTAL CHANGES IN CULTURE AND OUR OWN EXPECTATIONS FOR PERFORMANCE ARE THE GOALS

CLOSING

J. O'CONNOR

JOIC

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CNO Organization

