



UNITED STATES
NUCLEAR REGULATORY COMMISSION

REGION IV

611 RYAN PLAZA DRIVE, SUITE 400
ARLINGTON, TEXAS 76011-8064

APR - 8 1994

Docket: 50-298
License: DPR-46

Nebraska Public Power District
ATTN: Guy R. Horn, Vice President - Nuclear
P.O. Box 98
Brownville, Nebraska 68321

SUBJECT: PUBLIC MEETINGS HELD FEBRUARY 14 AND APRIL 4, 1994

This refers to the management meetings, open to public observation, conducted on February 14 and April 4, 1994, at the Region IV office in Arlington, Texas, concerning activities authorized by NRC License DPR-46 for the Cooper Nuclear Station. Attendees at the meetings are listed in Attachments 1 and 2.

The purpose of the meetings was for you to present to the NRC your progress in developing and implementing the Near Term Integrated Enhancement Program. The Near Term Integrated Enhancement Program was initially formulated in February 1994. During the February 14 meeting, some of the most significant items in the enhancement program were discussed; however, due to time constraints, the discussions were delayed and it was agreed that a followup meeting would be scheduled to complete the discussions. During the April 4 meeting, it was agreed that periodic updates would be provided to the NRC staff concerning your progress in implementing the performance improvement activities. The next meeting was tentatively scheduled to be at the Cooper Nuclear Station in May 1994.

At these meetings, you presented to the NRC the results of your internal assessment activities, the purpose of the Near Term Integrated Enhancement Program, how you plan to maintain the Near Term Integrated Enhancement Program, and various problems you have encountered in implementing the program. The focus of the February 14 meeting was your response to our concern regarding current management's ability to effect the changes needed in the performance of activities at Cooper Nuclear Station. You addressed the realignment of the current management structure but, with one exception, had made no changes in the managers comprising the management team at Cooper Nuclear Station. You also noted that additional changes were planned at the supervisory levels. During the April 4 meeting we were not provided with additional information regarding the management changes you stated were needed to achieve the objectives of the improvement efforts at Cooper Nuclear Station.

Regarding the Near Term Integrated Enhancement Program, you presented the status of specific actions and the progress to date in implementing the overall goals of your upgrade effort. During the discussions, you outlined some of the challenges that you faced in implementing the integrated

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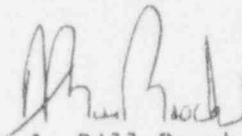
enhancement program (i.e., changing of culture in the maintenance department, employee ownership of required improvements, and rigor and consistency in handling of reactive issues) and discussed in general terms the actions you have initiated to address the challenges. The NRC staff expressed particular interest in your progress on the Nuclear Power Group Business Plan, which is under development and will contain the elements necessary to ensure that the performance improvements realized by the Near Term Integrated Enhancement Program are maintained and that your overall performance continues to improve in all areas important to safe operation of Cooper Nuclear Station. A summary of the information you provided is in Attachments 3 and 4.

It is our opinion that these meetings were beneficial and have provided our staff with a better understanding of your progress in implementing the Near Term Integrated Enhancement Program and the efforts you have applied to implement this program.

In accordance with 10 CFR 2.790 of the NRC's "Rules of Practice," a copy of this letter will be placed in the NRC's Public Document Room.

Should you have any questions concerning this matter, we will be pleased to discuss them with you.

Sincerely,



A. Bill Beach, Director
Division of Reactor Projects

Attachments:

1. Attendance List February 14
2. Attendance List April 4
3. Near Term Integrated Enhancement Program
4. Cooper Nuclear Station Performance Improvement

cc w/attachments:

Nebraska Public Power District
ATTN: G. D. Watson, General Counsel
P.O. Box 499
Columbus, Nebraska 68602-0499

Nebraska Public Power District
ATTN: Mr. David A. Whitman
P.O. Box 499
Columbus, Nebraska 68602-0499

Nebraska Department of Environmental
Quality

ATTN: Randolph Wood, Director
P.O. Box 98922
Lincoln, Nebraska 68509-8922

Nemaha County Board of Commissioners

ATTN: Larry Bohken, Chairman
Nemaha County Courthouse
1824 N Street
Auburn, Nebraska 68305

Nebraska Department of Health

ATTN: Harold Borchert, Director
Division of Radiological Health
301 Centennial Mall, South
P.O. Box 95007
Lincoln, Nebraska 68509-5007

Department of Natural Resources

ATTN: Ronald A. Kucera, Department Director
of Intergovernmental Cooperation
P.O. Box 176
Jefferson City, Missouri 65102

Kansas Radiation Control Program Director

E-Mail report to D. Sullivan (DJS)

bcc to DMB (IE45)

bcc distrib. by RIV:

L. J. Callan

Branch Chief (DRP/C)

MIS System

Branch Chief (DRP/TSS)

RIV File

Senior Resident Inspector - Fort Calhoun

Resident Inspector

Lisa Shea, RM/ALF, MS: MNBB 4503

DRSS-FIPB

Project Engineer (DRP/C)

Senior Resident Inspector - River Bend

with comment

RIV:C:DRP/C	D:DRS <i>JCF</i>	D:DRP		
JGagliardo;df	TPGwynn	ABBeach		
4/10/94 <i>JCF</i>	4/06/94	4/18/94		

E-Mail report to D. Sullivan (DJS)

bcc to DMB (IE45)

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L. J. Callan
Branch Chief (DRP/C)
MIS System
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Senior Resident Inspector - Fort Calhoun

Resident Inspector
Lisa Shea, RM/ALF, MS: MNBB 4503
DRSS-FIPB
Project Engineer (DRP/C)
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with comment

RIV:C:DRP/C	D:DRS <i>Jag</i>	D:DRP		
JGagliardo;df	TPGwynn	ABBeach		
4/10/94 <i>J for</i>	4/26/94	4/18/94		

MEETING: PUBLIC MANAGEMENT MEETING - COOPER

SUBJECT: INTEGRATED ENHANCEMENT PLAN

DATE: April 4, 1994

ATTENDANCE LIST

NAME	ORGANIZATION	POSITION TITLE
PETER KOLTAY	NRC	Section Chief NRR/SIB
Paulo J. Korriva	NRC	Cooper Senior Licensee Inspector
William Beckner	NRC	DIRECTOR PDW-1
Kevin A. Connaughton	NRC/NRR	Project Manager
C. J. Fowlk	NRC RIV	Reactor Inspector
EE COLLINS	NRC RIV	TEAM LEADER
JOSEPH I. TAPIA	NRC	ACTING PROJECT ENGINEER
Paula A. Goldberg	NRC	Reactor Inspector
T. F. Westerman	NRC/RIV	Chief, Eng. Branch
RYAN E. LANTZ	NRC/RIV	REACTOR ENGINEER
JAMES C. PARKER	MIDWEST POWER	SR. ENGINEER
VERNEL WOLSTENHOLM	NPPD	DIV MGR - QA
JAMES E. LYNCH	NPPD	PLANT ENGINEERING MGR
Nick Gardner	NPPD	Plant Manager
E. M. MACE	NPPD	SR. MGR. SITE SUPPORT
J. M. MEACHAM	NPPD	SR. NUC DIV MGR SAFETY ASSUR.
Wayne C Walker	NRC	Resident Inspector - CNS
Jocelyn Mitchell	USNRC	Acting Deputy, Dir, DRS
T. P. Gwyon	NRC RIV	Director, DRS
P. Harrell	NRC RIV	Acting Director, DRP
J. E. Gagliardo	NRC RIV	Branch Chief, DRP
L. J. Callan	NRC RIV	Regional Administrator

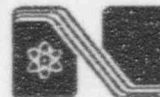
COOPER NUCLEAR STATION
NEAR TERM INTEGRATED ENHANCEMENT PROGRAM

COOPER NUCLEAR STATION MANAGEMENT

MEETING WITH

NUCLEAR REGULATORY COMMISSION

APRIL 4, 1994



NPPD/NRC MANAGEMENT MEETING

- *INTRODUCTION*
- *NPPD INTERNAL ASSESSMENT ACTIVITIES*
- *PURPOSE OF NEAR TERM INTEGRATED ENHANCEMENT PROGRAM*
- *DEVELOPMENT/MAINTENANCE OF INTEGRATED ENHANCEMENT PROGRAM*
- *STATUS OF INTEGRATED ENHANCEMENT PROGRAM ITEMS*
- *RESULTS*
- *PROBLEMS*



NPPD INTERNAL ASSESSMENT ACTIVITIES

- *INTEGRATED ENHANCEMENT PROGRAM INPUTS*
 - *CNS PERFORMANCE ASSESSMENT PROJECT*
 - *CNS CORRECTIVE ACTION PROGRAM SELF ASSESSMENT*
 - *ENFORCEMENT ISSUES INVESTIGATION TEAM*
 - *COMMON CAUSE ANALYSIS STUDY*
 - *CNS ENGINEERING PERFORMANCE ASSESSMENT*



NPPD INTERNAL ASSESSMENT ACTIVITIES

- *OTHER ASSESSMENTS PERFORMED*
 - *OUTAGE PERFORMANCE ASSESSMENT*
 - *HUMAN PERFORMANCE ASSESSMENT*
 - *FIRE PROTECTION ASSESSMENT*
 - *MOV ASSESSMENT*
 - *DESIGN CHANGE ASSESSMENT*

- *PLANNED ASSESSMENTS FOR 1994*
 - *DESIGN ENGINEERING*
 - *MAINTENANCE*
 - *VARIOUS EXISTING PROGRAMS*



NPPD INTERNAL ASSESSMENT ACTIVITIES

IDENTIFIED AREAS OF WEAKNESS

- *MANAGEMENT*
 - *ESTABLISH/COMMUNICATE EXPECTATIONS*
 - *MONITOR PERFORMANCE*
 - *FEEDBACK/ACCOUNTABILITY*

- *QUESTIONING ATTITUDE*

- *IDENTIFICATION OF PROBLEMS AND IMPLEMENTATION OF CORRECTIVE ACTION*

- *PROCEDURE AND PROGRAM ADEQUACY/ADHERENCE*



PURPOSE OF NEAR TERM INTEGRATED ENHANCEMENT PROGRAM

- *PRIORITIZE NPPD ASSESSMENT FINDINGS AND NRC CONCERNS*
- *PLAN AND SCHEDULE THE ACCOMPLISHMENT OF PRIORITY ISSUES*
- *MONITOR AND MEASURE PERFORMANCE IMPROVEMENT AND EFFECTIVENESS*
- *ENHANCE EMPLOYEE AWARENESS AND GOAL SETTING*
- *PROVIDE INPUT FOR BUSINESS PLAN (LONG TERM PLAN)*



DEVELOPMENT/MAINTENANCE OF INTEGRATED ENHANCEMENT PROGRAM

- *DEVELOPED BY IDENTIFYING AND PRIORITIZING KNOWN ISSUES*
 - *NPPD INTERNAL ASSESSMENT RESULTS*
 - *NRC CONCERNS*
- *INDEPENDENT OUTSIDE REVIEW TO VERIFY ADEQUACY*
- *MAINTAINED THROUGH*
 - *MONTHLY HARD COPY UPDATES*
 - *SEMI-MONTHLY STAFF REVIEW UPDATES*
 - *MONTHLY MANAGEMENT REPORTS*



INTEGRATED ENHANCEMENT PROGRAM STATUS

- *QUALITY ASSURANCE*
- *SITE SUPPORT*
- *SAFETY ASSESSMENT*
- *OPERATIONS*
- *MANAGEMENT*
- *NUCLEAR POWER GROUP*



RESULTS

- *INTEGRATED ENHANCEMENT PROGRAM SCHEDULE*
- *MANAGEMENT*
 - *MENTORS BEING USED*
 - *EMPHASIS ON EMPLOYEE AND NRC COMMUNICATIONS*
 - *QA SURVEY INDICATES PROGRESS*
 - *MANAGEMENT DEVELOPMENT WORKSHOPS*
 - *PRIORITIZATION OF ENGINEERING BACKLOG*
 - *STAFFING ADDITIONS*



RESULTS

- **QUESTIONING ATTITUDE/IDENTIFICATION OF PROBLEMS AND IMPLEMENTATION OF CORRECTIVE ACTION**
 - **RHR-27A LEAKAGE DISCOVERED DURING SURVEILLANCE**
 - **CONSERVATIVE DECISION PROCESS**
 - **APPROACH TO OUTAGE SAFETY - PROTECTED SYSTEMS**
 - **USED AS AN EXAMPLE FOR FUTURE PLANT PROBLEMS**
 - **INCREASED USE OF PROBLEM RESOLUTION TEAMS TO FOCUS EFFORTS ON SIGNIFICANT PROBLEMS**
 - **1993 - 5**
 - **1994 - 5**



RESULTS

- *PROCEDURE AND PROGRAM ADEQUACY/ADHERENCE*
 - *COMMUNICATED MANAGEMENT EXPECTATIONS REGARDING INADEQUATE PROCEDURES AND WORK AROUNDS*
 - *INITIATED MAINTENANCE PROCEDURE UPGRADE, WHICH INCLUDES DEFINING SKILL-OF-THE-CRAFT*
 - *IMPLEMENTED PLAN FOR PROGRAM ASSESSMENT*
 - *RECOGNIZED NEED FOR PROGRAM MANAGERS*



PROBLEM AREAS

- ***CULTURE IN THE MAINTENANCE DEPARTMENT***
- ***MANAGEMENT BY WALKING AROUND***
- ***EMPLOYEE OWNERSHIP OF REQUIRED IMPROVEMENTS***
- ***PERFORMANCE MONITORING CAPABILITIES***
 - ***TRENDS AND FEEDBACK IN INTERIM***
- ***RIGOR AND CONSISTENCY IN HANDLING REACTIVE ISSUES***
- ***OVERLY COMPLICATED KEY WORK PROCESSES***



Cooper Nuclear Station Near Term Integrated Enhancement Program

ID	Name	Qtr 1, 1994			Qtr 2, 1994			Qtr 3, 1994			Qtr 4, 1994			Qtr 1, 1995		
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
1	GRH 94-01, Establish Periodic Communications Meetings	█														
2	GRH 94-02, "One Over One"		█	█	█	█	█									
3	GRH 94-03, Supervisor Meeting with Subordinates		█	█	█	█										
4	GRH 94-04, Management Mentors in Key Areas		█	█	█											
5	GRH 94-05, Conduct Study for Appropriate Staffing at CNS	█	█													
6	GRH 94-06, Additional Personnel to Meet Needs of NPG	█	█													
7	GRH 94-07, VP Meetings on Staffing Study		█	█	█											
8	MGMT 94-01, Strengthen CNS Safety Culture		█	█	█	█										
9	MGMT 94-02, Develop an NPG Business Plan	█	█	█	█											
10	MGMT 94-03, Prioritize Outstanding Work		█	█												
11	RLG 94-01, Develop Program to Review Maintenance Procedures	█	█	█	█	█	█	█	█	█	█	█	█	█	█	
12	RLG 94-02, Review PM Task Assignments for Adequate Instructions	█	█	█	█	█	█	█	█	█	█	█	█	█	█	
13	RLG 94-03, Upgrade System Engineer Program	█	█	█	█	█	█	█	█	█	█	█	█	█	█	
14	RLG 94-04, Complete Maintenance Department Reorganization	█	█	█	█	█	█	█	█	█	█	█	█	█	█	
15	RLG 94-05, Evaluate PIV, ISI, IST and LLRT Programs	█	█	█	█	█	█	█	█	█	█	█	█	█	█	
16	RLG 94-06, Engineering Backlog	█	█	█	█											
17	RLG 94-07, Maintenance Backlog	█	█	█	█	█	█	█	█	█	█	█	█	█	█	
18	RLG 94-08, Review Qual. & Training of CNS Sys. Eng.; Determine Training Required	█	█	█	█	█	█	█	█	█	█	█	█	█	█	
19	RLG 94-09, Improve Operations Communications	█	█	█	█	█	█	█	█	█	█	█	█	█	█	
20	JMM 94-01, Upgrade Corrective Action Program	█	█	█	█	█	█	█	█	█	█	█	█	█	█	
21	JMM 94-02, Improve Operating Experience Review Program	█	█	█	█	█	█	█	█	█	█	█	█	█	█	
22	JMM 94-03, Enhance Human Performance Evaluation Program	█	█	█												
23	JMM 94-04, Review/Revise Operability Determination Process	█	█	█	█	█	█	█	█	█	█	█	█	█	█	

Date: 3/31/94

Critical	Progress	Summary
Noncritical	Milestone	Rolled Up

Cooper Nuclear Station Near Term Integrated Enhancement Program

ID	Name	Qtr 1, 1994			Qtr 2, 1994			Qtr 3, 1994			Qtr 4, 1994			Qtr 1, 1995		
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
24	JMM 94-05, Develop Independent Review Group	Critical			Progress											
25	JMM 94-06, Develop NPG-Wide Priority System	Critical			Progress											
26	JMM 94-07, Implement Industry Advisory Group	Critical			Progress											
27	EMM 94-01, NPG Manager & Supervisor Management Skills Training	Critical			Progress			Critical			Progress					
28	EMM 94-02, Develop User-Friendly Tracking System for Training & Certification	Critical			Progress			Critical			Progress					
29	EMM 94-03, Develop Comprehensive System Engineer Training Program for CNS	Critical			Progress			Critical			Progress					
30	EMM 94-04, Root Cause Training	Critical			Progress			Critical			Progress					
31	EMM 94-05, CAP Training	Critical			Progress											
32	EMM 94-06, Implement Recommendations of Fire Protection Assessment	Critical			Progress			Critical			Progress					
33	EMM 94-07, Conduct Compliance Review of CNS Training Program	Critical			Progress			Critical			Progress					
34	DAW 94-01, Evaluate Licensing Department Organization	Critical			Progress											
35	DAW 94-02, Issue NPG Directives Supporting SPPI	Critical			Progress											
36	REW 94-01, Engineering Program Responsibility Assignment	Critical			Progress			Critical			Progress					
37	REW 94-02, Nuclear Engineering & Construction Division Self-Assessment	Critical			Progress			Critical			Progress					
38	REW 94-03, Evaluate NPG Configuration Control & Design Change Process	Critical			Progress			Critical			Progress					
39	VLW 94-01, Revise Self-Assessment Program	Critical			Progress											
40	VLW 94-02, Enhance CAP Audits/QA Trend Report	Critical			Progress			Critical			Progress					
41	VLW 94-03, Establish QA Assessment/Evaluation Program	Critical			Progress			Critical			Progress					
42	VLW 94-04, Upgrade Internal Audit & Surveillance Program	Critical			Progress			Critical			Progress					

Date: 3/31/94

Critical



Progress



Summary



Noncritical



Milestone



Rolled Up

