

MAY - 3 1994

Docket Nos. 50-321, 50-366
License Nos. DPR-57, NPF-5

Georgia Power Company
ATTN: Mr. J. T. Beckham, Jr.
Vice President, Plant Hatch
Nuclear Operations
P. O. Box 1295
Birmingham, AL 35201

Gentlemen:

SUBJECT: MEETING SUMMARY - GEORGIA POWER COMPANY

This refers to the management meeting conducted in the Region II office on April 29, 1994. This meeting was held at your request to discuss modifications planned by the Georgia Power Company to enhance maintenance procedures at the Hatch and Vogtle Nuclear Stations. A list of attendees and a copy of your handout is enclosed.

It is our opinion that the meeting was mutually beneficial. We will evaluate the effectiveness of your actions during future inspections.

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

Should you have any questions concerning this letter, please contact us.

Sincerely,



Jon R. Johnson, Acting Director
Division of Reactor Projects

Enclosures:

1. Management Meeting
Presentation Material
2. List of Attendees

cc w/encls:

J. D. Woodard
Senior Vice President
Georgia Power Company
Nuclear Operations
P. O. Box 1295
Birmingham, AL 35201

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Georgia Power Company

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cc w/encls: Continued
H. L. Sumner, Jr.
General Manager, Plant Hatch
Georgia Power Company
Route 1, Box 439
Baxley, GA 31513

S. J. Bethay
Manager Licensing - Hatch
Georgia Power Company
P. O. Box 1295
Birmingham, AL 35201

Ernest L. Blake, Esq.
Shaw, Pittman, Potts and
Trowbridge
2300 N Street, NW
Washington, D. C. 20037

Charles H. Badger
Office of Planning and Budget
Room 610
270 Washington Street, SW
Atlanta, GA 30334

Harold Reheis, Director
Department of Natural Resources
205 Butler Street, SE, Suite 1252
Atlanta, GA 30334

Thomas Hill, Manager
Radioactive Materials Program
Department of Natural Resources
4244 International Parkway
Suite 114
Atlanta, GA 30354

Chairman
Appling County Commissioners
County Courthouse
Baxley, GA 31513

Dan H. Smith
Vice President
Power Supply Operations
Oglethorpe Power Corporation
2100 E. Exchange Place
Tucker, GA 30085-1349

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Georgia Power Company

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cc w/encls: Continued
Charles A. Patrizia, Esq.
Paul, Hastings, Janofsky & Walker
12th Floor
1050 Connecticut Avenue, NW
Washington, D. C. 20036

bcc w/encls:
K. N. Jabbour, NRR
M. V. Sinkule, RII
P. H. Skinner, RII
D. A. Seymour, RII
Document Control Desk

NRC Senior Resident Inspector
U.S. Nuclear Regulatory Commission
11030 Hatch Parkway North
Baxley, GA 31513

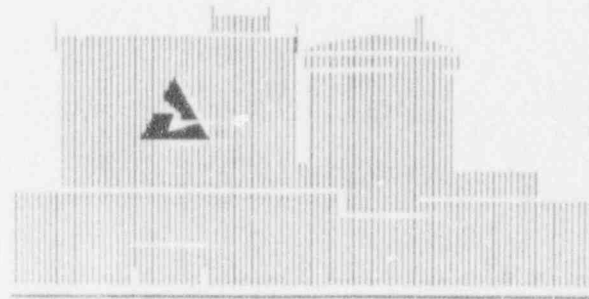
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Reengineering

Briefing for the NRC



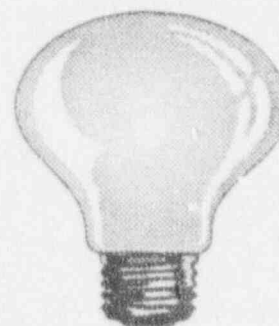
Our Reengineering Process



Dennis Read
Assistant General Manager
Plant Patch



Vision



Work Control Reengineering

- dramatic performance improvement
 - reduce
 - cost of product
 - frustration
 - increase employee versatility
 - improve plant material condition
- improve safety

Broad Industry Review



Practice & Process

- Commonwealth Edison
- Duke
- DOEL, Belgium
- EDF, France
- ALWR Program
- Leibstadt, Switzerland
- INPO
- Ernst & Young

- Disney
- Westinghouse
- Southern California Edison
- NRC
- NUMARC
- IPP, AES - Thames
- Xerox, FP&L
- Price Waterhouse
- Michael Hammer

Our Reengineering Process

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- ✓ Concept Team
- ✓ Baseline Teams
- ✓ Process Teams
- ★ Implementation Team
- ★ Short term improvements

Initial Reengineering Baseline Results

- More complicated than even our experts expected
- Current process
 - 356 - 443 work-years / year
 - 50% or less involved in "hands on work"
 - 322 - 637 activities
 - less than 10% involved in "hands on work"
- Reengineering is needed
- Short term improvements being implemented

Reengineering Work Control Target **50% efficiency improvement by 12/96**

- \$40 million/year cost reduction opportunity
- 50% reduction in process work hours
 - contractors
 - overtime
 - employees
- Reduction of process activities to <100
- 50% reduction in total cycle time

Process Teams or Redesign Phases Completed

- New, fully integrated process model
 - New process steps reduced to 52
 - Controls and change impact detailed
 - Comparisons to baseline suggest that goals will be met
- Controlled implementation planned
 - clear procedural guidance and briefings / training before implementation
 - most controls similar to today's system
 - low risk pilots first
 - schedule permits time for course corrections

Process Improvements

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Gus Williams

Work Planning & Control Supervisor

Plant Vogtle

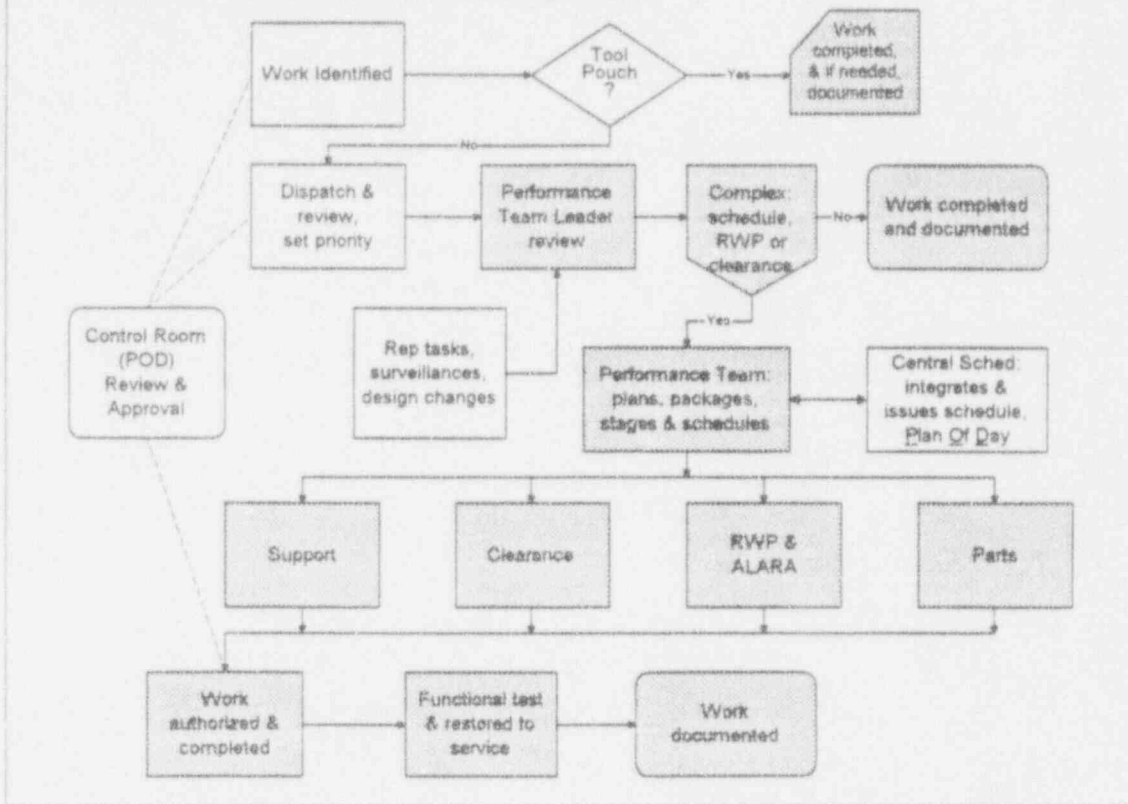


Proposed New Work Control Process

Safety Assured by Appropriate Controls

- Problem Identification
 - Tool Pouch Work
 - Dispatcher
- Planning & Work
 - Performance Teams
- Schedule
 - Central Schedule Group
 - Coordination & Dispatch
- Clearance
 - Personal Tags
 - Performance Team Tagging
- RWP & ALARA
 - Self HP Monitoring
- Equipment History & Trend
 - Electronic Documentation
 - Appropriate Documentation
 - Smart Software

OVERVIEW WORK FLOW CHART



Work Control Enablers

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Carolyn Tynan
Procedures Supervisor
Plant Vogtle



Change is Multi-Dimensional

- **Process redesign is only the start of reengineering**
- **New processes must be supported by:**
 - new jobs
 - new organizational structures
 - new management systems
 - new value systems
- **Two key factors for our new process**
 - information technology
 - human performance

Smart Work Practices

- **High performance work environment**
 - Safety never compromised
 - "Closed Loop" communications
 - Positive learning experiences from personnel errors
 - Accountable workers who "own" their plant
 - Expanded worker skills and qualifications
 - Teamwork across traditional lines
 - Leadership at all levels
 - Continuous management support and involvement
 - Labor/Management relations focused on what makes sense

Smart Work Practices

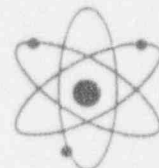
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- Efficiency and better business practices
 - Jobs performed safely by one worker
 - Common language for teams and plants
 - Direct access to tools, information and materials
 - Workers help each other within their skills and qualifications
 - Continuous improvement (PIT Crews)

Controls, Enhanced Safety, & Managed Change

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John Osterholtz
Assistant General Manager
Plant Farley



Safety & Process Controls

- Addressed in the same or similar fashion
 - Personnel Safety
 - Nuclear Safety
 - Radiation Exposure
 - Work Quality
 - Reliability and Availability (equipment)
 - Regulatory Compliance

Pilots & Phase-ins, Approach & Requirements

- Procedures in place prior to initiation of concept
- Shared development of procedures
- Shared development of any new training requirements
- Involved personnel receive all required training before carrying out new tasks
- Frequent combined reviews of programs and problems to make course corrections

Pilots & Phase-ins, Schedule

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- April, 94
 - Commence IR evaluation
 - Initiate Performance Improvement Teams (PIT crews)
- May, Initiate Performance Team Pilots
 - Vogtle - fire protection, security
 - Hatch - radwaste
 - Farley - fire protection, security, radiation monitors
- June - September
 - Initiate limited self monitoring, dispatcher and tool pouch work
- August
 - IR recommendations to executives

Pilots & Phase-ins, Schedule

- October, 94 to January, 95
 - expanded number of performance teams at each site
- February to June, 95
 - tool pouch, dispatcher, central scheduling, team tagging, in place at all sites
- July to October, 95
 - all performance teams in place
- September, 95
 - self monitoring in place at all sites
- March to May 96
 - new computer systems in place
 - parallel processing on computer systems
- June, 96, All electronic documentation

Summary

■ Process Goals

- > 50% in process work hour reduction
- 52 process steps
- positive effect on safety
 - improved accountability, efficiency and material condition
 - reduced cycle time and hand-offs

■ Managed Change

- pilots & phase-ins
- time for course corrections

ENCLOSURE 2

LIST OF ATTENDEES

U.S. NUCLEAR REGULATORY COMMISSION

S. D. Ebnetter, Regional Administrator, Region II (RII)
E. W. Merschhoff, Acting Deputy Regional Administrator, RII
J. R. Johnson, Acting Director, Division of Reactor Projects (DRP), RII
J. P. Jaudon, Deputy Director, DRP, RII
A. F. Gibson, Director, Division of Reactor Safety (DRS), RII
D. B. Matthews, Director, Project Directorate II-3 (PD II-3), Office of Nuclear Reactor Regulation (NRR)
M. V. Sinkule, Chief, Reactor Projects Branch 3, DRP, RII
P. H. Skinner, Chief, Projects Section 3B, DRP, RII
D. A. Seymour, Project Engineer, Projects Section 3B, DRP, RII
L. D. Wert, Jr., Senior Resident Inspector, Hatch, DRP, RII
B. L. Holbrook, Resident Inspector, Hatch, DRP, RII
P. A. Balmain, Resident Inspector, Hatch, DRP, RII
L. L. Wheeler, Senior Project Manager, Vogtle, PD II-3, RII
B. L. Siegel, Senior Project Manager, Farley, PD II-1, NRR
M. J. Morgan, Resident Inspector, Farley, DRP, RII
R. C. Haag, Resident Inspector, Summer, DRP, RII
W. H. Rankin, Chief, Facilities Radiation Protection Section, Division of Radiation Safety and Safeguards, RII
J. J. Blake, Chief, Materials and Processes Section, DRS, RII

GEORGIA POWER COMPANY AND SOUTHERN NUCLEAR OPERATING COMPANY INC.

J. D. Woodard, Senior Vice President, Georgia Power Company (GPC); Executive Vice President, Southern Nuclear Operating Company (SNC)
J. T. Beckham, Jr., Vice President, Hatch Project, GPC
D. Read, Assistant General Manager, Hatch, GPC
J. K. Osterholtz, Assistant General Manager, Farley, SNC
D. Morey, Vice President, Farley Project, SNC
C. K. McCoy, Vice President, Vogtle Project, GPC
P. Bryan, General Manager, Human Resources, SNC
G. Bockhold, General Manager Nuclear Technical Services, SNC
S. Parker, IBEW/Maintenance, GPC
C. Tynan, Procedures Supervisor, GPC
J. Williams, Work Planning Supervisor, GPC