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FEB 17 1994

Docket No. 50-327, 50-328  
License No. DPR-77, DPR-79

Tennessee Valley Authority  
ATTN: Dr. Mark O. Medford  
Vice President, Technical Support  
3B Lookout Place  
1101 Market Street  
Chattanooga, TN 37402-2801

Gentlemen:

SUBJECT: MANAGEMENT MEETING SUMMARY

On February 11, 1994, the NRC staff met at the Sequoyah site with representatives of the Tennessee Valley Authority (TVA) management staff to discuss the schedule of restart activities regarding Sequoyah Unit 1. Enclosure 1 is a list of the individuals who attended the meeting and Enclosure 2 is the handout material supplied by TVA.

The topics discussed included Unit 1 status, recent operational issues and their effect on schedule, Nuclear Assurance reviews, and overall Unit 1 schedule.

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 its enclosures will be placed in the NRC Public Document Room.

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

Sincerely,

(Original signed by E. Merschoff)

Ellis W. Merschoff, Director  
Division of Reactor Projects

Enclosures:

- 1. List of Attendees
- 2. Presentation Notes

cc w/encs: (See page 2)

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PDR ADDCK 05000327  
P PDR

*TEYS*

Tennessee Valley Authority

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cc w/encls:

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Mr. B. S. Schofield, Manager  
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Mr. Ralph H. Shell  
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Mr. Robert Fenech, Site Vice  
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Mr. O. J. Zeringue, Senior Vice  
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Mr. Michael H. Mobley, Director  
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County Judge  
Hamilton County Courthouse  
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bcc w/encls: (See page 3)

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Tennessee Valley Authority

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bcc w/encls:

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G. C. Lainas, NRR

F. J. Hebdon, NRR

P. J. Kellogg, DRP/RII

S. E. Sparks, DRP/RII

D. E. LaBarge, NRR

NRC Document Control Desk

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Soddy-Daisy, TN 37379

DRP/RII

SES

SSparks:vyg

02/16/94

DRP/RII

PKellogg

02/16/94

ENCLOSURE 1

LIST OF ATTENDEES

NRC

S. D. Ebnetter, Regional Administrator, Region II (RII)  
A. F. Gibson, Director, Division of Reactor Safety, RII  
J. R. Johnson, Deputy Director, Division of Reactor Projects (DRP), RII  
P. J. Kellogg, Section Chief, Branch 4, Section 4A, DRP, RII  
S. E. Sparks, Project Engineer, Branch 4, Section 4A, DRP, RII  
W. E. Holland, Senior Resident Inspector, DRP, RII  
S. M. Shaeffer, Resident Inspector, DRP, RII  
F. J. Hebdon, Director, Project Directorate II-4, Office of Nuclear Reactor  
Regulation (telecon)

TVA

O. D. Kingsley, President, Generating Group  
O. J. Zeringue, Senior Vice President, Nuclear Operations  
M. O. Medford, Vice President, Technical Support  
R. A. Fenech, Site Vice President, Sequoyah  
K. P. Powers, Plant Manager, Sequoyah  
J. S. Baumstark, Operations Manager  
N. Welch, Operations Superintendent  
R. S. Driscoll, Site Quality Manager  
R. H. Shell, Licensing Manager  
D. Keuter, Outage Manager  
R. M. Eytchison, Special Assistant

UNIT 1 STATUS MEETING  
TENNESSEE VALLEY AUTHORITY  
SEQUOYAH NUCLEAR PLANT

February 11, 1994  
Sequoyah Training Center

TVA/NRC  
UNIT 1 STATUS MEETING  
FEBRUARY 11, 1994

AGENDA

- INTRODUCTION R. A. FENECH
- UNIT STATUS/PLANS K. P. POWERS
- OPERATIONS ISSUES J. S. BAUMSTARK
- NUCLEAR ASSURANCE R. F. DRISCOLL
- CLOSING REMARKS R. A. FENECH

# INTRODUCTION

## UNIT STATUS

- Unit 2 Online for 30 Continuous Days
- Unit 1 Restart Work Winding Down

- Remaining Hardware and Testing Items

Work Order - 271 Remaining; 3,866 Complete  
PMTs - 857 Remaining; 3,009 Complete  
Checkoffs - 713 Remaining; 12,253 Complete  
Surveillance Tests  
S/G Enclosure Cable/Conduit Work

- ACCEPTABLE

- Labeling
- MCR Instrumentation
- SI/PI Performances
- SI/PI Reviews
- Overall Backlog Reduction



## ISSUES REQUIRING ATTENTION BEFORE TWO-UNIT OPERATION

- NEEDS IMPROVEMENT

- Configuration Control
- Operations Supervision
- Conduct of Operator Rounds
- MCR Annunciators
- Chemistry Instrumentation
- SI/PI Deficiency Dispositions
- Corrective Action Reviews

- UNACCEPTABLE

- Priority 2 Work Requests
- Radiation Monitors
- Out-of-Specification Readings on AUO Rounds
- Operations' Concerns List
- Equipment in Reduced Status
- Plant Deficiencies Affecting MCR Equipment

## CAUSES

- SITE WAS FOCUSED ON:
  - Unit 2 Operation
  - Overall Backlogs
  - Unit 1 Recovery
  - Unit 2 Cycle 6 Refueling Outage
  - Identification of Issues/Problems
  
- SITE DID NOT SUFFICIENTLY FOCUS ON:
  - Quality of Operations on Unit 1
  - Effectiveness of Corrective Actions for Identified Issues/Problems
  - Quality of Scheduling/Communication
  
- OPERATIONS' OWNERSHIP
  - Personnel Tried to Support Plans and Compensate for Process Deficiencies
  - Errors Highlighted Some Personnel Performance and Process Weaknesses
  - Operations Has Not Accepted the Need to Improve

## CORRECTIVE ACTIONS

- Sequoyah Has Created a Controlled and Focused Atmosphere
  - Focused on Hardware
  - Focused on Cultural Issues
- Additions Have Been Made to the Operations and Maintenance Management Structure to Strengthen These Organizations
  - Operations Unit Managers
  - Maintenance Shift Managers
- A Review of Operations Issues is Being Performed By the Site, with Assistance from Corporate and Another TVA Site, to Evaluate Operations' Performance and Formulate Near-term (Pre-two-unit Operation) and Long-term Actions

## TWO-UNIT OPERATION READINESS PROCESS

- Continue Weekly Site Review with Site Vice President and Senior Vice President of Nuclear Operations to Assess Readiness
- MRRC Will Review All Site Organizations To Ensure Issues Are Understood And At A Manageable Level
- Ongoing Evaluation of These Issues Will Lead to a Quality-of-Work Driven - Not Date-Driven - Schedule
- Mode 4 Readiness is Expected Mid-to-Late March

## OPERATIONS

### UNIT 1 WILL NOT RESTART UNTIL OPERATIONS' PERFORMANCE HAS IMPROVED

- Sequoyah Has Personnel Performance Problems That Must Improve Before Operating Two Units
- Several Significant Events in Last Several Months:
  - Motor Auxiliary Feed Pump Left in Pull-to-Lock
  - TD Auxiliary Feed Pump Left in Manual
  - Hotwell Pump Deadheaded
  - Auxiliary Boiler Overpressurized
  - Loss of RCS Inventory
  - Cold Leg Accumulator Valve Inadvertent Opening
  - No Raw Water Cooling Pump in Auto
  - Use of Info Copy of Clearance to Perform Task
  - L-B ERCW Pump Failed to Start
  - VCT Temperature

## OPERATIONS

- PERSONNEL PERFORMANCE PROBLEM AREAS

- Inadequate Equipment Status Control
- Lack of Supervision Enforcing Standards and Expectations
- Personnel Errors and Poor Attention to Detail
- Lack of Procedural Adherence
- Poor Communications and Turnover
- Poor Logs and Record Keeping
- Inadequate Operator Rounds

- Sequoyah's Operations Personnel Have To Accept Responsibility for These Issues and Work to Resolve These Issues

- ACTION PLAN

Completed

- Operations' Control of the Daily Schedule
- Lessons Learned from Previous Events Were Reviewed With Operations Personnel

In Progress

- Refine Improvement Plan with Real Time Data
- Process Improvements
- Continued Line Management Oversight

# NUCLEAR QUALITY ASSURANCE:

Methodology Of Ensuring Adequate Barrier In Place (Defense In Depth)

Sr. Mgmt Responsibility  
Is To Review Plant Mgmt

NSRB REVIEWS

SR. MANAGEMENT  
Performance Goals, Indicator, Review, Observe, Develop Standards, Long Range Plans, Adequate Resources.

OUTSIDE REVIEWS  
INPO/ANI/NRC

Plant Management Responsibility  
Is To Ensure Adequate Barriers Are In Place & Working

STANDARDS/PRACTICES  
Stds, BPs, Quality Plan, Security Plan, Emerg Plan, etc.

PORC REVIEWS  
Periodic mtgs, Proc, Problems, Events, Safety, etc.

PLANT MANAGEMENT  
Observation, Review, Monitor, Reward, Discipline, Coach, Develop Expectations, Select People Teamwork, Communications, etc.

QUALITY ASSURANCE  
Audits, Surveillances, Reviews, Monitoring CAQs, etc.

CORP OVERSIGHT & ASST  
Prog Review, Team Assmt, Investigations

Barriers To Prevent Bad Things From Happening

PLANT EQUIPMENT  
Design, Maint, Periodic Testing, Monitoring, etc.

ADMIN PROGRAMS  
SSPs, BPs, AIs, Tech Specs

PROCEDURES  
EOIs, SIs, WOs, SOIs, etc.

OPERATIONS  
Status Cntrl, Review, Monitor Priorities, Command Control Emerg Resp, etc.

SUPERVISION  
Png, briefings, observation, accountability, problem solving, etc.

WORKERS  
Trng, Qual, Motivation, Self Checking, etc.

VERIFICATION  
Docmnt, Testing, Double Verify, QC Holds, RP Monitoring, etc.

NOTE: All arrows indicate written and/or verbal communications.  
Poor communication is the main reason for missing barriers.

# SEQUOYAH NUCLEAR PLANT

## UNIT 1 RESTART READINESS ASSESSMENT

- NUCLEAR ASSURANCE OVERSITE -

I. BALANCE OF PLANT	12/13	12/20	12/27	1/3	1/10	1/17	1/24	1/31	2/7	2/14
I.A.1 - UPGRADE WORK PRACTICES	G	G	G	G	G	G	G	G	Y	
I.A.2 - CONTROL OF WORK	Y	Y	G	G	G	G	G	G	G	
I.A.3 - ASSESSMENT & PRIORITIZING OF WORK	G	G	G	G	G	G	G	G	G	
II. OPERATIONS DEPARTMENT										
II.B.1 - CONFIGURATION CONTROL	G	G	G	G	G	G	Y	Y	Y	
II.B.2 - STRENGTHEN OPERATIONS MANAGEMENT	G	G	G	G	G	G	G	G	G	
II.B.3 - CONDUCT OF OPERATIONS	G	G	G	G	G	G	G	G	G	
III. BACKLOGS										
III.C.1 - BACKLOGS/WORK PRIORITIZATION	Y	Y	Y	Y	Y	Y	Y	Y	Y	
IV. PERSONNEL, ORGANIZATION & CULTURE										
IV.D.1 - CULTURE AND OWNERSHIP	Y	Y	Y	Y	Y	Y	Y	Y	Y	

**G** ACCEPTABLE RESULTS

**Y** IMPROVEMENT NEEDED FOLLOW-UP PLANNED

**R** UNACCEPTABLE RESULTS

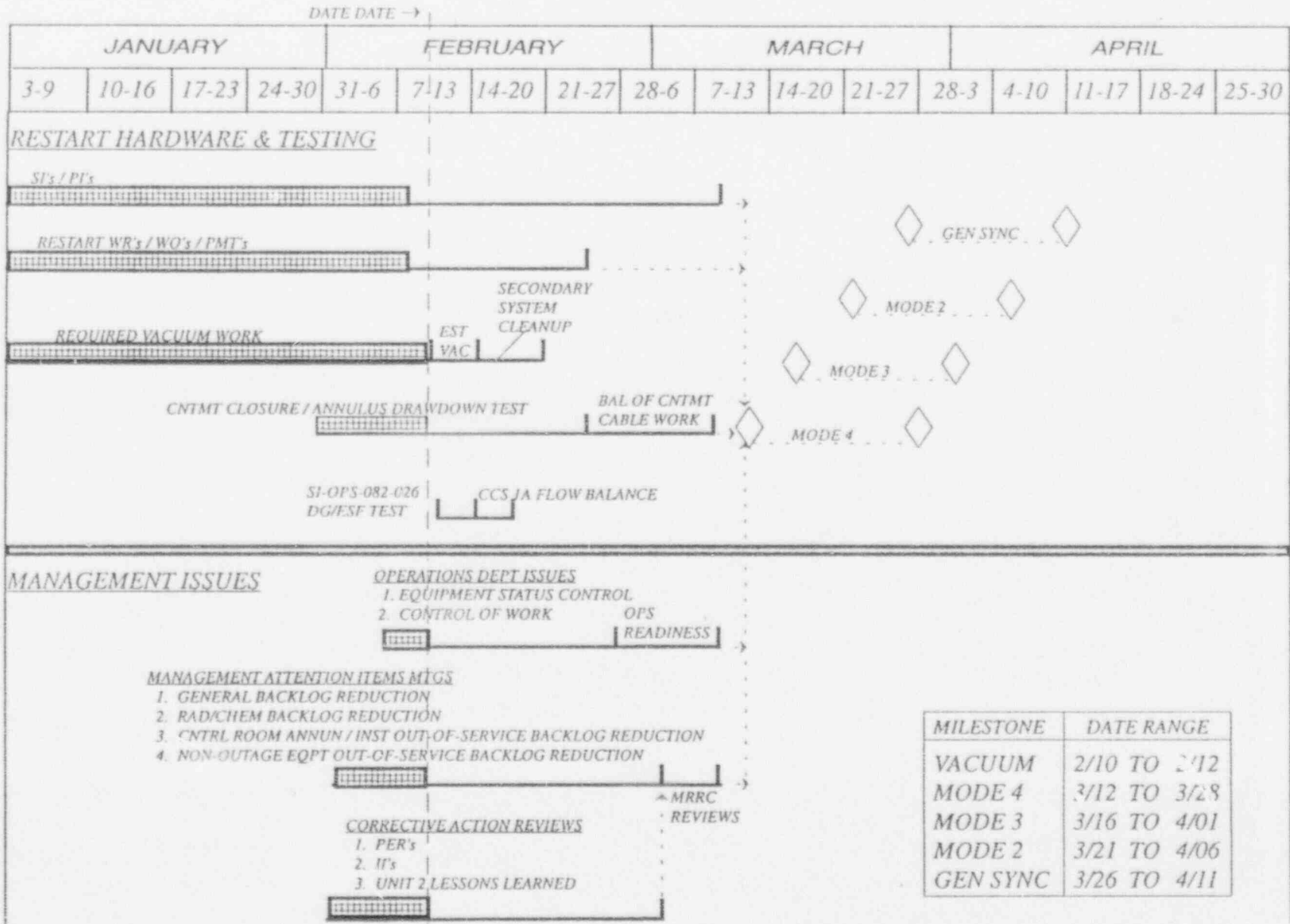
**B** INSUFFICIENT INFORMATION OR NOT EVALUATED

## CLOSING REMARKS

- Sequoyah Had Been Noticing Improving Trends in Key Indicators. However, Over the Last Few Weeks, Some Significant Indicators Started Trending Downward.
- Actions Have Been Taken and Are Continuing In Order to Correct the Subject Issues
- Restart Schedule Will Be Quality-of-Work Driven and Not Date-Driven



# UNIT 1 SCHEDULE OVERVIEW



## II.I MANAGEMENT ATTENTION ISSUES

	MEETING DAY	REQUIRED ATTENDANCE	LAST WEEK'S NUMBERS	TODAY'S NUMBERS	GOAL	GOAL DATE	OWNER
SI's WITH OPEN DEFICIENCIES	MONDAY	OPS/MIG/MEG/MMG/MSM/TPP DNE/PTS/FPU/MAT/PNS	36	33	10*	03/22/94	K. ALLEN
PI's WITH OPEN DEFICIENCIES	MONDAY	OPS/MIG/MEG/MMG/MSM/ DNE/PTS/FPU/MAT/PNS	27	30	TO BE SET 2/14/94	TO BE SET 2/14/94	K. ALLEN
CHEMISTRY INSTRUMENTATION	TUESDAY	MIG/MEG/MMG/MODS/TS/ DNE/CHEM/MATS/PNS	70	84	8	04/01/94	R. RITCHIE
RADIATION MONITORS OUT OF SERVICE	TUESDAY	MIG/MEG/MMG/MODS/TS/ DNE/CHEM/MATS/PNS	28	28	10**	05/01/94	R. RITCHIE
MCR NUISANCE OR LIT ALARMS	WEDNESDAY	MIG/MEG/MMG/TCS/MODS DNE/TS/MAT/PNS	8	8	BLACK BOARD	06/01/94	B. CONWELL
MCR DISABLED ALARMS	WEDNESDAY	MIG/MEG/MMG/TCS/MODS DNE/TS/MAT/PNS	23	23	TO BE SET 2/16/94	TO BE SET 2/16/94	B. CONWELL
MCR INSTRUMENTS OUT OF SERVICE	WEDNESDAY	MIG/MEG/MMG/TCS/MODS DNE/TS/MAT/PNS	11	11	15***	GOAL ACHIEVED	B. CONWELL
FREEZE PROTECTION DEFICIENCIES	THURSDAY	MIG/MEG/MMG/MODS/ FPU/TS/MAT/PNS	24	23	5	10/01/94	S. EMERTT
BORIC ACID HEAT TRACE DEFICIENCIES	THURSDAY	MIG/MEG/MMG/MODS/ FPU/TS/MAT/PNS	6	5	TO BE SET 2/17/94	TO BE SET 2/17/94	D. MURPHY
AUO LOGS OUT OF SPECIFICATION READINGS	FRIDAY	OPS/MIG/MEG/ MMG/PNS	18	28			

NOTE: MEETINGS TO BE HELD IN SOLAR BUILDING WAR ROOM ON SECOND FLOOR AT 12:30 DAILY.

\* NON OUTAGE RELATED

\*\* EXCLUDES CONTINUOUS AIR MONITORS

\*\*\* CORPORATE GOAL - GOAL HAS BEEN ACHIEVED