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JUN 10 1994

Docket No. 50-443

Mr. Ted C. Feigenbaum  
Senior Vice President and Chief Nuclear Officer  
North Atlantic Energy Service Corporation  
Post Office Box 300  
Seabrook, New Hampshire 03874

Dear Mr. Feigenbaum:

**SUBJECT: SEABROOK INDEPENDENT OVERSIGHT AND SELF-ASSESSMENT  
TEAM INSPECTION, NRC REGION I  
INSPECTION REPORT NO. 50-443/94-80**

This letter transmits the report of the Independent Oversight and Self-Assessment Team Inspection, conducted from April 18-May 13, 1994, at the Seabrook Station. The inspection was led by Mr. William Raymond of this office and consisted of staff from Region I. At the conclusion of the inspection, the team findings were discussed with you and members of your staff, at an inspection exit meeting on May 13, 1994.

The objective of this review was to conduct a performance-based inspection of the self-assessment program at Seabrook, with a focus on the independent oversight provided by the review committees, the independent safety engineering group, and the quality assurance program. The team focused its initial inspection on the activities of the electrical, mechanical and instrumentation and controls maintenance groups, to gain insights on performance. The team then reviewed the activities of the line organization and the independent oversight groups to determine how these groups identified and addressed performance issues. Within these areas, the inspection consisted of selective examinations of procedures and the work control process, a review of the program to identify and trend deficiencies and the corrective action process, interviews with personnel, and observations by the inspectors.

The team found that plant activities and programs were being conducted in a safe and controlled manner, and the independent oversight function is generally effective. The management oversight of programs and processes was satisfactory. The team noted recent initiatives designed to address performance weaknesses in several areas. These initiatives included actions taken to minimize the occurrence of personnel errors, to improve the work control process, to improve the relationship between the line organization and the quality organization, and to enhance the quality program processes. While the program improvements planned or in place appear to have the right features for success, more experience in the revised programs is needed before NRC can fully assess the effectiveness

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of the corrective action process. The team noted that the line organization finds problems and identifies solutions, but was not always fully effective in implementing corrective actions. The team observed symptoms of organizational stress within the line organization, such as excessive outage workload, excessive procedure reviews, and the developing backlog from the problem identification systems. These symptoms appear to be exacerbated by the outage in progress, but were not entirely due to the extra demands of the outage. NAESCo management should monitor organizational stress to assure that the line organization has adequate structure and support to successfully implement and monitor the improvements resulting from the various sources of assessment.

Based on the results of this inspection, one violation was identified by the team regarding the quorum requirements for the site operations review committee (SORC). While the SORC otherwise met its quorum requirements, an exception occurred when the Assistant Operations Manager acted as a member for two meetings in April 1994, contrary to the requirements of the technical specifications. We note actions were taken to address this matter. This violation was not cited because the criteria specified in Section VII.B.1 of the Enforcement Policy were satisfied.

No response to this letter is required. In accordance with 10 CFR 2.790 of the NRC's "Rules of Practice," a copy of this letter and its enclosure will be placed in the NRC Public Document Room. Should you have any questions concerning this inspection, we will be pleased to discuss them with you.

Your cooperation with us in this matter is appreciated.

Sincerely,

*Original Signed  
By: Randy Blough*

James T. Wiggins, Acting Director  
Division of Reactor Safety

Enclosure: Inspection Report No. 50-443/94-80 w/Attachment 1

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Mr. Ted C. Feigenbaum

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cc w/encl:

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