

March 19, 1986

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MEMORANDUM FOR: Thomas E. Murley, Regional Administrator, Region I
J. Nelson Grace, Regional Administrator, Region II
James G. Keppler, Regional Administrator, Region III
Robert D. Martin, Regional Administrator, Region IV
John B. Martin, Regional Administrator, Region V

FROM: James M. Taylor, Director
Office of Inspection and Enforcement

SUBJECT: EDO SENIOR MANAGEMENT MEETING DISCUSSION OF
OPERATIONAL PERFORMANCE PROBLEMS

A significant portion of the EDO Senior Management meeting scheduled to be held in Chicago on April 23-24 will be dedicated to a management discussion of operating performance problems at selected sites. The enclosure to this memorandum provides guidance for preparing talking papers on selected facilities for discussion. Regional Administrators should provide copies of these papers to other Regional Administrators and to EDO, DEDROGR, NRR, AEOD, NMSS, RES, ELD and IE by April 14, 1986.

Original Signed By:
James M. Taylor

James M. Taylor, Director
Office of Inspection and Enforcement

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EDO SENIOR MANAGEMENT MEETING DISCUSSION
OF OPERATIONAL PERFORMANCE PROBLEMS

- The overall objective of this portion of the management meeting is to thoroughly discuss specific operating problems and issues at power reactor facilities and to make collective decisions on the courses of NRC action.
- The plants to be discussed will be recommended by each Regional Administrator. The only criterion is that these plants' problems represent the Regional Administrator's most serious concerns in terms of continued operational nuclear safety.
- It is expected that Regions I, II, and III will each nominate about two sites for discussion and that Regions IV and V will each nominate one or two sites. In view of the management attention already being devoted to TVA facilities, these plants should not be scheduled for further discussion at this initial meeting.
- In the time available, all plants suggested by the Regional Administrators may not be able to be discussed in detail. Following receipt of the talking papers described below, IE, in consultation with EDO, will set the order of priority and notify all participants.
- Regional Administrators should prepare brief talking papers for study by the management participants prior to the meeting. While any supporting material may be attached, the basic talking papers should not be longer than three pages for each plant. These papers should be prepared in the following format and should be marked as "Draft Predecisional":
 1. A summary of the most recent SALP. Provide dates, categories assigned in key areas, major findings, licensee actions, and planned date for next SALP.
 2. A summary description of the kinds of operating problems or NRC findings being currently experienced which are cause for NRC management concern. As always, these should go beyond the area of mere compliance.
 3. To what basic reason might these problems be attributed? (Licensee resources; corporate support for the site; competence of operational and technical staff, plant management or corporate management; management attitude toward nuclear safety or toward NRC regulation.) If the root of the problem is known with some confidence, then it should be described. If there is uncertainty, then the discussion will be facilitated by noting that the root of the problem is not known.

4. What kinds of regulatory approaches or sanctions have already been tried? Have approaches been uniformly unsuccessful in achieving lasting improvements? How have the following been used and to what degree of success: Management Meetings, Enforcement Meetings, Civil Penalties, Orders, Regulatory Improvement Programs, Outside Management Audits, 50.54(f) letters, EDO/Commission Direct Involvement, etc.
5. Based upon the performance history as summarized in Items 1-4, what should be the next step or direction taken by NRC?
6. Is the "Licensing Contract" (Tech Specs, License Conditions, FSAR, other submittals and commitments) adequate to provide a foundation for the next step or direction? If not, what is needed and who should arrange it?
7. Is significantly more inspection appropriate? If the root cause of the problem is not well known, how should inspections be structured to determine it?

° Each plant discussion will be initiated by the appropriate Regional Administrator. For all other participants, keep in mind that this is not a critique of the Region's past actions. Each participant should be prepared to speak to their own office involvement and experience in the case as an input to the discussion.