



UNITED STATES  
NUCLEAR REGULATORY COMMISSION

REGION IV

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

JUN 21 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 MEETING

This refers to the public meeting conducted at the Cooper Nuclear Station training building on May 26, 1994. This meeting was held to discuss the progress made by the licensee to implement the Integrated Enhancement Plan, which has been developed by the licensee to improve overall performance at the facility. In addition, a public exit meeting was held to discuss the review of the special inspections that were performed in the areas of undervoltage testing of breakers and maintaining the pressure integrity of the control room envelope. The results of these special inspections will be discussed in NRC Inspection Report 50-298/94-16.

The meeting was mutually beneficial in that it provided a forum where the NRC was able to express its concerns regarding the safe operation of the Cooper Nuclear Station, and the licensee was able to discuss its position about the NRC concerns. As a result of the interactions between the licensee and the NRC, a better understanding of the NRC's specific issues with respect to overall licensee performance was established.

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 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,

*J. Meyer*  
for A. Bill Beach, Director  
Division of Reactor Projects

Attachments:  
1. Attendance List  
2. Licensee Presentation

9406270116 940621  
PDR ADOCK 05000298  
P PDR

LEAS  
1/1

cc:

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

Kansas Radiation Control Program Director

JUN 21 1994

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

Leah Tremper, OC/LFDCB, MS: MNBB 4503

DRSS-FIPB

Project Engineer (DRP/C)

Senior Resident Inspector - River Bend

RIV:C:DRP/C	D:DRP			
<i>[Signature]</i>	<i>[Signature]</i> ABBeach <i>[Signature]</i>			
6/21/94	6/21/94			

JUN 21 1994

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RIV:C:DRP/C	D:DRP			
<i>PHH</i>	<i>ABBeach JM</i>			
6/21/94	6/21/94			

ATTACHMENT 1

ATTENDANCE LIST

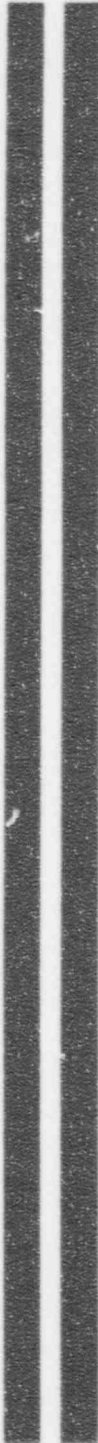
Licensee Personnel

R. Gardner, Plant Manager  
G. Horn, Vice President - Nuclear  
J. Lynch, Plant Engineering Manager  
E. Mace, Senior Manager, Site Support  
J. Meacham, Senior Division Manager, Safety Assessment  
G. Smith, Nuclear Licensing Manager  
D. Whitman, Division Manager of Nuclear Support  
R. Wilbur, Division Manager, Nuclear Engineering and Construction  
V. Wolstenholm, Division Manager, Quality Assurance

NRC Personnel

R. Barr, Senior Resident Inspector, WNP-2  
B. Beach, Director, Division of Reactor Projects  
J. Callan, Regional Administrator  
P. Harrell, Chief, Projects Branch C  
R. Kopriva, Senior Resident Inspector, Cooper Nuclear Station  
M. Miller, Senior Resident Inspector, Diablo Canyon  
R. Scarano, Deputy Director, Division of Reactor Safety and Safeguards  
W. Walker, Resident Inspector, Cooper Nuclear Station

In addition to the personnel listed above, other licensee personnel, members of the public, and representatives from the media attended the meeting.



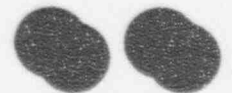
NEBRASKA PUBLIC POWER  
DISTRICT/  
NUCLEAR REGULATORY  
COMMISSION

PROGRESS MEETING

MAY 26, 1994



"DO IT RIGHT the First Time, Every Time"



NPPD/NRC PROGRESS MEETING

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G. R. HORN

VICE PRESIDENT - NUCLEAR



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# HISTORY

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## NPG HEALTH ASSESSMENTS (IEP INPUTS)

CNS Performance Assessment Project

CNS Corrective Action Program Self-Assessment

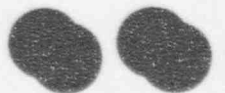
Enforcement Issues Investigation

Common Cause Analysis Study

Engineering Department Effectiveness/Organization  
Assessment



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# HISTORY

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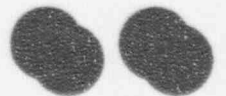
## IDENTIFIED AREAS OF WEAKNESS

### Management

- Communication of Expectations
- Performance Monitoring/Feedback
- Empowerment/Accountability
- Skill Level



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# HISTORY

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## IDENTIFIED AREAS OF WEAKNESS

Questioning Attitude/Culture

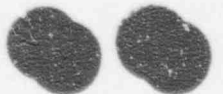
Identification of Problems and Implementation of  
Corrective Action

Procedure and Program Adequacy

Integrated Goals and Objectives



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# HISTORY

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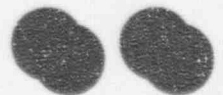
## MANAGEMENT STRATEGY

Short Term - Integrated Enhancement Program

- Internal Inputs
- External Inputs
- Developed Integrated Plan



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# HISTORY

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## INDUSTRY BENCHMARKS

Empowerment/Accountability

Teamwork/Communications

Clear Strategies/Vision

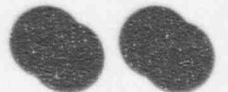
Strong, Visible Leadership

Value-Added Focus

Effective Use of Contractors



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# HISTORY

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WE ARE WORKING HARD THROUGH OUR UPGRADE  
EFFORTS TO OVERCOME

Old Culture

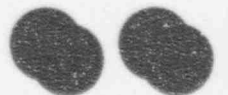
Old Problems with Inadequate Solutions

Procedure & Program Inadequacies

Old Expectations & Traditional Solutions



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# PRESENTATIONS

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Presentations on Progress/Results will be Provided in the Following Order:

Organizational Changes  
Nuclear Support  
Quality Assurance  
Site Support  
Safety Assessment  
Operations

G. R. Horn  
D. A. Whitman  
V. L. Wolstenholm  
E. M. Mace  
J. M. Meacham  
R. L. Gardner  
J. E. Lynch

Closing Remarks

G. R. Horn



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# OVERVIEW OF NPPD ORGANIZATIONAL CHANGES

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## CHANGES MADE

### Relocated

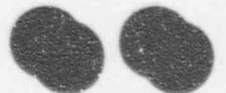
- VP - Nuclear
- Quality Assurance
- Licensing

### Created

- Senior Manager Safety Assessment
- Independent Review Group
- Industry Advisory Group
- Emergency Planning Manager



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# OVERVIEW OF NPPD ORGANIZATIONAL CHANGES

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## CHANGES MADE

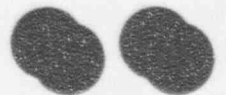
INPO Loaned Executive as Plant Engineering Manager

Staffing Levels Increased in Key Areas

Additional Organizational Changes Planned



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# NPPD/NRC PROGRESS MEETING

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D. A. WHITMAN

DIVISION MANAGER  
NUCLEAR SUPPORT



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# LICENSING IMPROVEMENTS

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## ISSUES

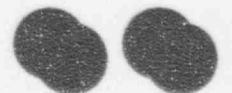
Traditional Licensing Function

Expanded Licensing Support Role Needed at CNS

Expanded Interface Capability with NRC Region IV Staff



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# LICENSING IMPROVEMENTS

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## PROGRESS/RESULTS

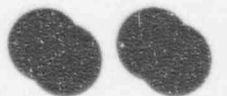
Utility Survey Conducted

Reorganization Plan Developed and Approved

Personnel Search in Progress



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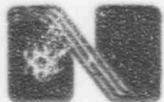


# LICENSING IMPROVEMENTS

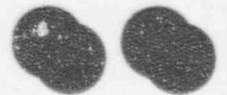
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## CHALLENGE

Just do it



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# LICENSING IMPROVEMENTS

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## FUTURE ACTIVITIES

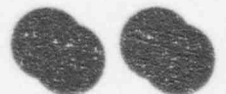
Develop & Implement a Regulatory Interface Strategy

Develop & Implement a Regulatory Issues Response Strategy

Conduct a Follow-Up Assessment of Licensing Performance



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NPPD/NRC PROGRESS MEETING

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V. L. WOLSTENHOLM

DIVISION MANAGER  
QUALITY ASSURANCE



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# QUALITY ASSURANCE

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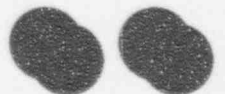
## ISSUE

Quality Assurance was not always effective in providing Management with the critical insights into the performance of the Plant and Operating Staff

- Audit Effectiveness
- Oversight of Plant Events and Problems



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# QUALITY ASSURANCE

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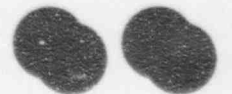
## PROGRESS/RESULTS

### Process Changes

- Internal Audit and Surveillance Program
  - Improved Depth
  - Optimized Scheduling
- QA Assessment/Evaluation Program
  - Extensive Overview of Recent Plant Events/Problems
  - Identification of Real Time Issues for Assessment/Evaluation



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# QUALITY ASSURANCE

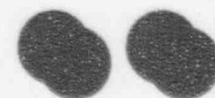
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## CHALLENGE

Transition from a Primarily Compliance Based Program to  
an Aggressive Performance Based Program



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# QUALITY ASSURANCE

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## FUTURE ACTIVITIES

Staff Skill Base Training

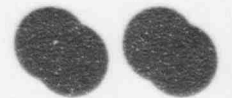
Industry Comparisons

QA Process Re-Engineering

Effectiveness Validation of QA Program Changes



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NPPD/NRC PROGRESS MEETING

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E. M. MACE

SENIOR MANAGER  
SITE SUPPORT



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# MANAGEMENT SKILLS DEVELOPMENT

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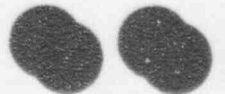
## ISSUES

### Weak Management/Supervisory Skills

- Teamwork
- Communications
- Fundamental Management Skills



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# MANAGEMENT SKILLS DEVELOPMENT

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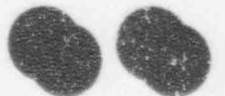
## PROGRESS/RESULTS

### Progress

- Management Development Program
- Management Meetings
- Management by Walking Around



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# MANAGEMENT SKILLS DEVELOPMENT

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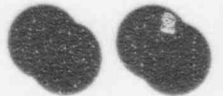
## PROGRESS/RESULTS

### Results

- QA Monthly Survey
- 2 Hour Walkabouts
- Dialoguing Sessions



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# MANAGEMENT SKILLS DEVELOPMENT

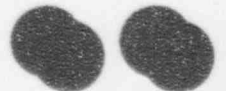
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## CHALLENGE

Achieve Necessary Management Skill Level Improvement



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# MANAGEMENT SKILLS DEVELOPMENT

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## FUTURE ACTIVITIES

Assess/Develop/Present

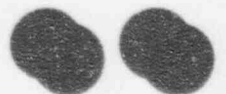
Monitoring Managerial Performance

Effectiveness Assessments

Plant Visits



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NPPD/NRC PROGRESS MEETING

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J. M. MEACHAM

SENIOR NUCLEAR DIVISION  
MANAGER OF SAFETY  
ASSESSMENT



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# PROBLEM IDENTIFICATION/RESOLUTION (FIND AND FIX OUR OWN PROBLEMS)

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## ISSUES

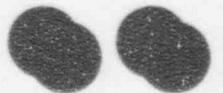
Failure to Find and Fix Problems the First Time

- Cumbersome Procedures
- High Threshold
- Inadequate Management Involvement
- Lack of Problem Ownership and Accountability
- Inadequate Root Cause Evaluations
- Resources Not Correlated to Significance
- Weak Trending Program

Not Keeping Abreast of Emerging Industry Issues



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# PROBLEM IDENTIFICATION/RESOLUTION (FIND AND FIX OUR OWN PROBLEMS)

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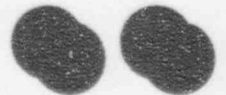
## PROGRESS/RESULTS

### Progress

- Implemented New Corrective Action Program
- Created Independent Review Group
- Created Industry Advisory Group
- Improved NPG Self-Assessment Program



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# PROBLEM IDENTIFICATION/RESOLUTION (FIND AND FIX OUR OWN PROBLEMS)

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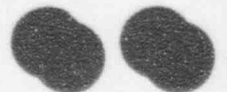
## PROGRESS/RESULTS

### Results

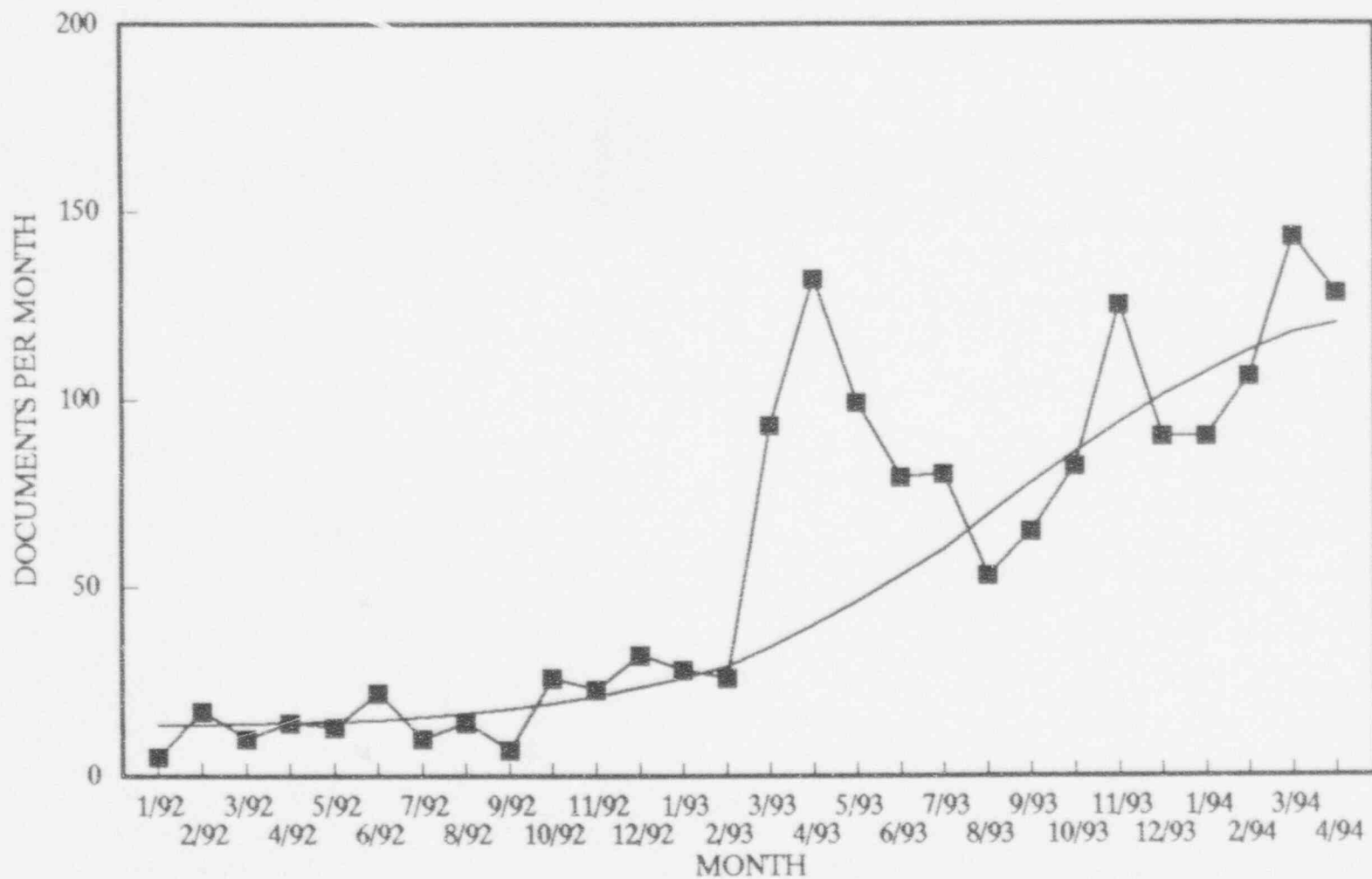
- Significant Increase in Problem Reporting
- Increased CAP Usage by Non-Supervisory Personnel
- Improved Management Awareness and Involvement
- Higher Awareness of Operability Concerns
- Several Major Self-Assessments Performed
- Numerous Specific Area Assessments Performed



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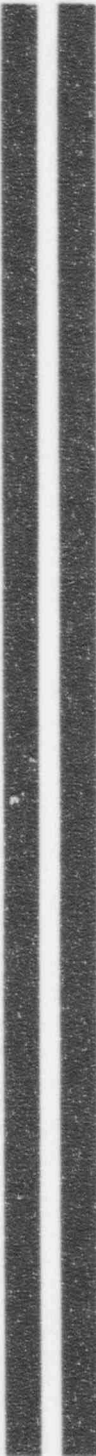


# CORRECTIVE ACTION PROGRAM TREND



■ CAP DOCUMENTS    — DATA FIT CURVE\*

\*EXCLUDES OUTAGE DATA MARCH - JULY



# PROBLEM IDENTIFICATION/RESOLUTION (FIND AND FIX OUR OWN PROBLEMS)

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## GENERATION RATE

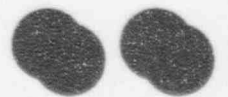
20.9 Per Day  
30.0 Per CRG Meeting

## CATEGORIZATION

5 Category 1 (0.5 %)  
14 Category 2 (1.6 %)  
131 Category 3 (14.6 %)  
71 Category 4 (7.9 %)  
679 Category 5 (75.4 %)



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# PROBLEM IDENTIFICATION/RESOLUTION (FIND AND FIX OUR OWN PROBLEMS)

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## ORIGINATION BY DEPARTMENT

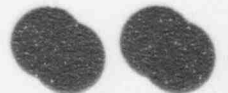
44 % Operations  
17 % Maintenance  
12 % CNS Engineering  
8 % Radiological  
5 % QA  
3 % NED  
11 % Others

## BY POSITION

96 % Non-Supervisory  
3 % Supervisor  
1 % Other



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# PROBLEM IDENTIFICATION/RESOLUTION (FIND AND FIX OUR OWN PROBLEMS)

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## CHALLENGES

Consistent Utilization of the Corrective Action Program

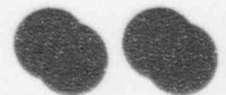
Increased Emphasis on Human Performance

Further Streamlining of the CAP Process

Root Cause Analysis Proficiency



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# PROBLEM IDENTIFICATION/RESOLUTION (FIND AND FIX OUR OWN PROBLEMS)

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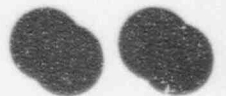
## FUTURE ACTIVITIES


### Improve Root Cause Program

- Enhance Procedural Guidance
- Assess Ongoing Training Needs
- Establish In-House Root Cause Mentors



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# PROBLEM IDENTIFICATION/RESOLUTION (FIND AND FIX OUR OWN PROBLEMS)

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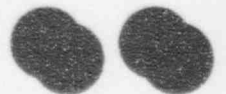
## FUTURE ACTIVITIES

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# PROBLEM IDENTIFICATION/RESOLUTION (FIND AND FIX OUR OWN PROBLEMS)

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## FUTURE ACTIVITIES

Define and Implement Continuous Performance  
Monitoring for CAP

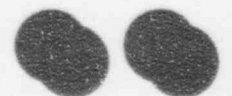
- Assess Ability to Fix it Right the First Time
- Monitor Process Effectiveness

Institutionalize IRG and IAG

Conduct Self-Assessment of Programmatic Improvements



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NPPD/NRC PROGRESS MEETING

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R. L. GARDNER

PLANT MANAGER



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# CULTURE

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## ISSUES

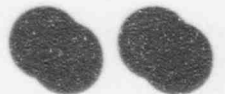
Lacked Sufficient Questioning Attitude and Rigorous Approach to Problem Identification and Resolution

Management Expectations

- Communications
- Problem Identification and Resolution
- Empowerment/Ownership/Accountability



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# CULTURE

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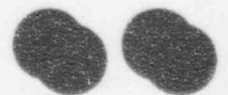
## PROGRESS/RESULTS

Strategies for Long Term Cultural Improvement

- Integrated Enhancement Program
- Vision, Mission, Values
- Business Plan
- Communication of Management Expectations



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# CULTURE

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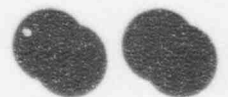
## PROGRESS/RESULTS

### Communication and Implementation of Strategies

- Meetings
- Newsletters
- Management by Walking Around
- Management Development Program
- Employee Feedback
- Corrective Action Program



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# CULTURE

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## CHALLENGES

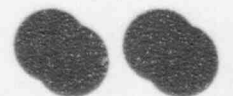
Long Term, Continuing Process

Effectiveness Monitoring

Organizational Acceptance



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# CULTURE

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## FUTURE ACTIVITIES

Maintain Current Efforts

Effectiveness Reviews

Continued Reinforcement/Adjustment

Industry Performance Awareness



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# MAINTENANCE PROGRAM UPGRADES

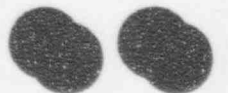
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## ISSUE

Provide Sufficient Detail in Preventative Maintenance and  
Corrective Maintenance Work Instructions



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# MAINTENANCE PROGRAM UPGRADES

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## PROGRESS/RESULTS

### Progress

- Review Teams for Both PMs and Corrective Maintenance Procedures
- Determined "Skill-of-the-Craft" to be Used as Baseline for Procedure Content
- Published Guidelines for Procedures Content Reviews



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# MAINTENANCE PROGRAM UPGRADES

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## PROGRESS/RESULTS

### Results

- PM Program Reviews & Upgrades Over 60% Complete
- Corrective Maintenance Procedure Reviews & Upgrades About 12% Complete



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# MAINTENANCE PROGRAM UPGRADES

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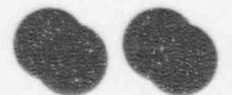
## CHALLENGES

Prevention of Performance Problems While Upgrades Proceed

Expeditious Completion of Upgrades



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# MAINTENANCE PROGRAM UPGRADES

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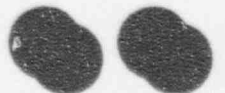
## FUTURE ACTIVITIES

Continue Procedure Review and Upgrade Processes

Perform Training on Upgraded Procedures



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NPPD/NRC PROGRESS MEETING

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J. E. LYNCH

ENGINEERING MANAGER



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# ENGINEERING DEPARTMENT UPGRADES

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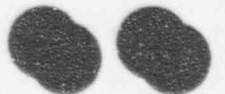
## ISSUE

Improve Engineering Capabilities for

- Workload Management
- System Performance Monitoring
- Program Performance Monitoring



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# ENGINEERING DEPARTMENT UPGRADES

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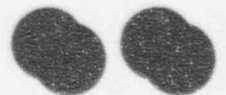
## PROGRESS/RESULTS

### Progress

- Engineering Department Assessment Complete
- Work Prioritization Criteria Developed
- Backlog Work and Incoming Work Prioritized
- Engineering Department Performance Indicators Developed
- System and Program Report Cards
- Augmented CNS Engineering Staff with 23 Contractors



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# ENGINEERING DEPARTMENT UPGRADES

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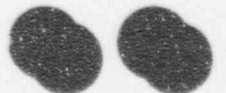
## PROGRESS/RESULTS

### Results

- Backlog Trend has Leveled Off; Not Yet Falling
- Management Monitoring Capability



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# ENGINEERING DEPARTMENT UPGRADES

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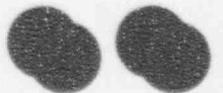
## CHALLENGES

Schedule for System and Program Report Cards has Slipped

Continued Improvements in Safety Culture/Conscience and Professionalism



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# ENGINEERING DEPARTMENT UPGRADES

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## FUTURE ACTIVITIES

Set Goals for Department Performance Indicators

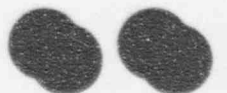
Enhance Self-Assessment Capability

Succession Planning, Staff Development

Comprehensive Plan for Efficiency Improvements Needs to  
be Developed



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# CLOSING REMARKS

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Managing IEP Schedules

Consistency in Addressing Plant Problems

Culture in Some Areas Lagging

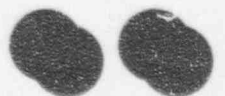
Improvements in Performance Monitoring Not Yet Implemented

Work Processes too Complex

Adequacy of Management Skills



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## CLOSING REMARKS

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NPPD IS STEADILY IMPROVING COOPER'S  
PERFORMANCE THROUGH THE INTEGRATED  
ENHANCEMENT PROGRAM - WHILE CONTINUING TO  
SAFELY OPERATE THE PLANT



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Cooper Nuclear Station - Schedule for Integrated Enhancement Program

ID	Name	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			1st Quarter				
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	
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	▶			▶			▶										
24	JMM 94-05, Develop Independent Review Group	▶			▶			▶										
25	JMM 94-06, Develop NPG-Wide Priority System	▶			▶			▶										
26	JMM 94-07, Implement Industry Advisory Group	▶			▶			▶										

Date: 5/24/94

Critical  Progress  Summary   
 Noncritical  Milestone  Rolled Up 

Cooper Nuclear Station - Schedule for Integrated Enhancement Program

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

Date: 5/24/94

Critical Progress Summary   
 Noncritical Milestone Rolled Up