



UNITED STATES  
NUCLEAR REGULATORY COMMISSION

REGION IV

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

JUL 13 1994

Docket: 50-458  
License: NPF-47

Entergy Operations, Inc.  
ATTN: John R. McGaha, Vice President -  
Operations, River Bend Station  
P.O. Box 220  
St. Francisville, Louisiana 70775

SUBJECT: PERFORMANCE IMPROVEMENT PLAN MEETING

This refers to the meeting conducted in the Region IV office on July 8, 1994. This meeting was held at the licensee's request to update the NRC on the status of the implementation of their Performance Improvement Plan.

The meeting provided a forum for discussion of the actions that the licensee had completed toward implementation of the short- and long-term Performance Enhancement Plans. The meeting was beneficial in that it allowed discussions between the NRC and the licensee about the status of the plans, as well as the challenges that remain for the licensee to improve overall safety performance at the River Bend Station.

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,

A handwritten signature in cursive script, appearing to read "A. Beach".

A. Bill Beach, Director  
Division of Reactor Projects

Attachments:

1. Attendance List
2. Licensee Presentation

cc: (see next page)

9407260071 940718  
PDR ADOCK 0500045B  
P PDR

Entergy Operations, Inc.

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cc:

Entergy Operations, Inc.

ATTN: Harold W. Keiser, Executive Vice  
President and Chief Operating Officer

P.O. Box 31995

Jackson, Mississippi 39286-1995

Entergy Operations, Inc.

ATTN: Jerrold G. Dewease, Vice President  
Operations Support

P.O. Box 31995

Jackson, Mississippi 39286-1995

Entergy Operations, Inc.

ATTN: Michael B. Sellman, General Manager  
Plant Operations

P.O. Box 220

St. Francisville, Louisiana 70775

Entergy Operations, Inc.

ATTN: James J. Fisicaro, Director  
Nuclear Safety  
River Bend Station

P.O. Box 220

St. Francisville, Louisiana 70775

Wise, Carter, Child & Caraway

ATTN: Robert B. McGehee, Esq.

P.O. Box 651

Jackson, Mississippi 39205

Winston & Strawn

ATTN: Mark J. Wetterhahn, Esq.

1401 L Street, N.W.

Washington, D.C. 20005-3502

Entergy Operations, Inc.

ATTN: Otto P. Bulich, Manager  
Nuclear Licensing

P.O. Box 220

St. Francisville, Louisiana 70775

The Honorable Richard P. Ieyoub

Attorney General

P.O. Box 94095

Baton Rouge, Louisiana 70804-9095

Entergy Operations, Inc.

-3-

H. Anne Plettinger  
3456 Villa Rose Drive  
Baton Rouge, Louisiana 70806

President of West Feliciana  
Police Jury  
P.O. Box 1921  
St. Francisville, Louisiana 70775

Cajun Electric Power Coop. Inc.  
ATTN: Philip G. Harris  
10719 Airline Highway  
P.O. Box 15540  
Baton Rouge, Louisiana 70895

William H. Spell, Administrator  
Radiation Protection Division  
P.O. Box 82135  
Baton Rouge, Louisiana 70884-2135

JUL 18 1994

cc to DMB (IE01)

bcc distrib. by RIV:

L. J. Callan

Branch Chief (DRP/C)

Project Engineer, DRP/C

MIS System

RIV File

Senior Resident Inspector, Cooper

Resident Inspector

Leah Tremper, OC/LFDCB, MS: MNBB 4503

Senior Resident Inspector, Grand Gulf

DRSS-FIPB

Branch Chief (DRP/TSS)

RIV:PE:DRP/C	C:DRP/C	D:DRP		
RCStewart,df	PHHar	ABBeach		
7/11/94	7/16/94	7/18/94		



JUL 18 1994

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RIV:PE:DRP/C	C:DRP/C	D:DRP. <i>Leah</i>		
RCStewart <i>df</i>	PHH <i>df</i>	ABBeach		
7/11/94	7/16/94	7/18/94		

250089

ATTENDANCE LIST

Entergy Operations, Inc.

- G. Davant, Senior Staff Engineer
- J. Douet, Director, Plant Projects & Support
- J. Fisticaro, Director, Nuclear Safety
- J. Leavines, Manager, Nuclear Safety Assessment
- C. Pardi, Coordinator, Operations Support
- M. Sellman, General Manager, Plant Operations
- G. Sutherland, Project Manager

NRC

- A. Beach, Director, Division of Reactor Projects (DRP)
- T. Gwynn, Director, Division of Reactor Safety
- E. Baker, Project Manager, NRR
- T. Reis, Acting Chief, Project Branch B, DRP
- R. Stewart, Project Engineer, Project Branch C, DRP

**RBS / NRC  
MANAGEMENT  
MEETING**



**JULY 8, 1994**

# RBS / NRC MANAGEMENT MEETING AGENDA

- |                                |   |
|--------------------------------|---|
| I. OPENING REMARKS             | MIKE SELLMAN<br>General Manager -<br>Plant Operations   |
| II. OUTAGE REVIEW              | MIKE SELLMAN<br>General Manager -<br>Plant Operations   |
| III. CORRECTIVE ACTION PROGRAM | JOE LEAVINES<br>Manager - Nuclear<br>Safety Assessment  |
| IV. HUMAN PERFORMANCE          | CLAY SUTHERLAND<br>Project Manager  |
| V. PROCEDURE IMPROVEMENTS      | RANDY DOUET<br>Director - Plant<br>Projects & Support<br><br>CHARLIE PARDI<br>Coordinator -<br>Operations Support |
| VI. SUMMARY & CONCLUSION       | MIKE SELLMAN<br>General Manager -<br>Plant Operations   |

# **OPENING REMARKS**

**MIKE SELLMAN**  
**General Manager -**  
**Plant Operations**

# PURPOSE OF MEETING

- OUTAGE REVIEW
- REVIEW SPECIFIC LTPIP PROGRAMS
  - CORRECTIVE ACTION PROGRAM
  - HUMAN PERFORMANCE EFFECTIVENESS IMPROVEMENTS
  - PROCEDURE IMPROVEMENTS
- RBS IMPROVEMENT PROGRESS
  - THREE YEAR IMPROVEMENT PLAN
  - CONTINUOUS STEADY IMPROVEMENT
    - » EMPLOYEES EMBRACING EOI CULTURE
    - » PERFORMANCE MEASURES
  - USE PERFORMANCE RESULTS DURING CURRENT OUTAGE TO CHECK AND ADJUST

# **OUTAGE REVIEW**

**MIKE SELLMAN**  
**General Manager -**  
**Plant Operations**

# MANAGEMENT FOCUS ON KEY AREAS

- NUCLEAR SAFETY
- INDUSTRIAL SAFETY
- PLANT RELIABILITY
- ALARA



# RESULTS

- IMPROVED SHUTDOWN COOLING PERFORMANCE
- PERSONNEL EXPOSURE SIGNIFICANTLY LOWER THAN OUTAGE ALARA GOALS
- NO MAJOR INJURIES
- COMPLETED SCHEDULED WORK
- ADDED WORK SCOPE TO ENSURE SAFETY AND PLANT RELIABILITY

<u>ACTIVITY</u>	<u>SCHEDULED</u>	<u>WORKED</u>
MRs	43	44
MINOR MRs	38	47
MWOs	1618	2779

# RESULTS

- EMERGENT WORK ACTIVITIES
  - SUPPRESSION POOL CLEAN-UP
  - RHR HEAT EXCHANGER INSPECTION
  - HPCS BATTERY REPLACEMENT
  - DIVISION I AND II POWER LINE  
CONDITIONER CAPACITOR  
REPLACEMENT

# **CORRECTIVE ACTION PROGRAM**

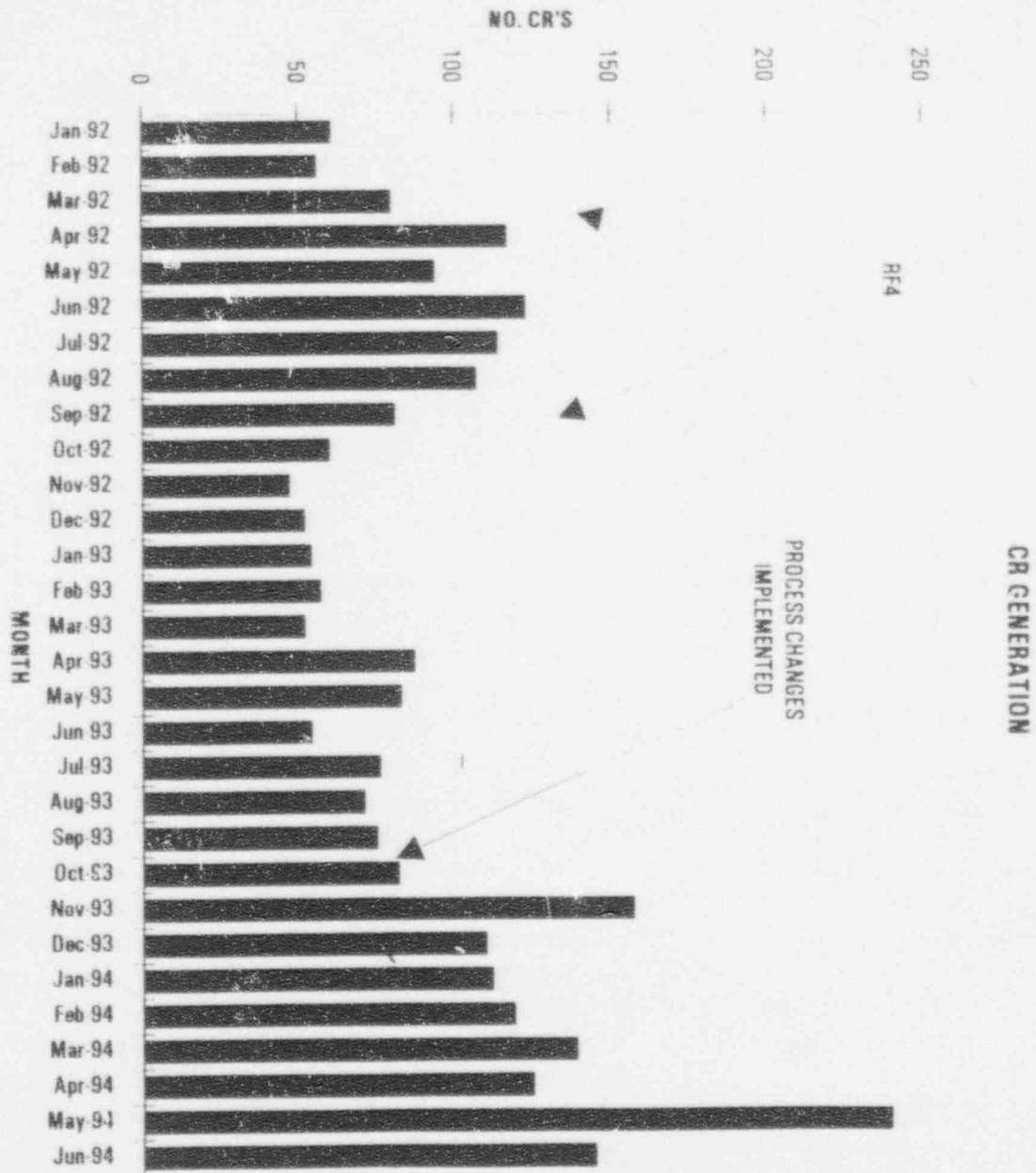
**JOE LEAVINES  
Manager -  
Nuclear Safety  
Assessment**

# CORRECTIVE ACTION PROGRAM

- ACTIONS TAKEN AND RESULTS TO DATE
  - PROBLEM IDENTIFICATION AND ROOT CAUSE EVALUATION
    - » PROBLEM IDENTIFICATION
    - » CONDITION REPORT PROCESS
- ADDITIONAL IMPROVEMENTS PLANNED
  - PROBLEM IDENTIFICATION AND ROOT CAUSE EVALUATION. - TAB 10
  - CLOSURE OF PROBLEMS - TAB 11
  - OVERSIGHT OF PROBLEM SOLVING SYSTEMS - TAB 12
- CONCLUSIONS

# IDENTIFYING PLANT PROBLEMS

- ACTIONS TAKEN
  - SITE V.P. ISSUED EXPECTATIONS ON PROBLEM IDENTIFICATION
  - PROBLEM IDENTIFICATION EMPHASIZED IN PROCEDURE TRAINING AND TOOL BOX SESSIONS
  - REINFORCED AT ALL EMPLOYEE MEETINGS
  - EMPLOYEE INPUT TO NTPIP AND LTPIP
- RESULTS
  - CR GENERATION RATE INCREASED
  - INCREASED SELF CRITICAL ATTITUDE
  - LOWER THRESHOLD FOR CRs SEEN IN CRG

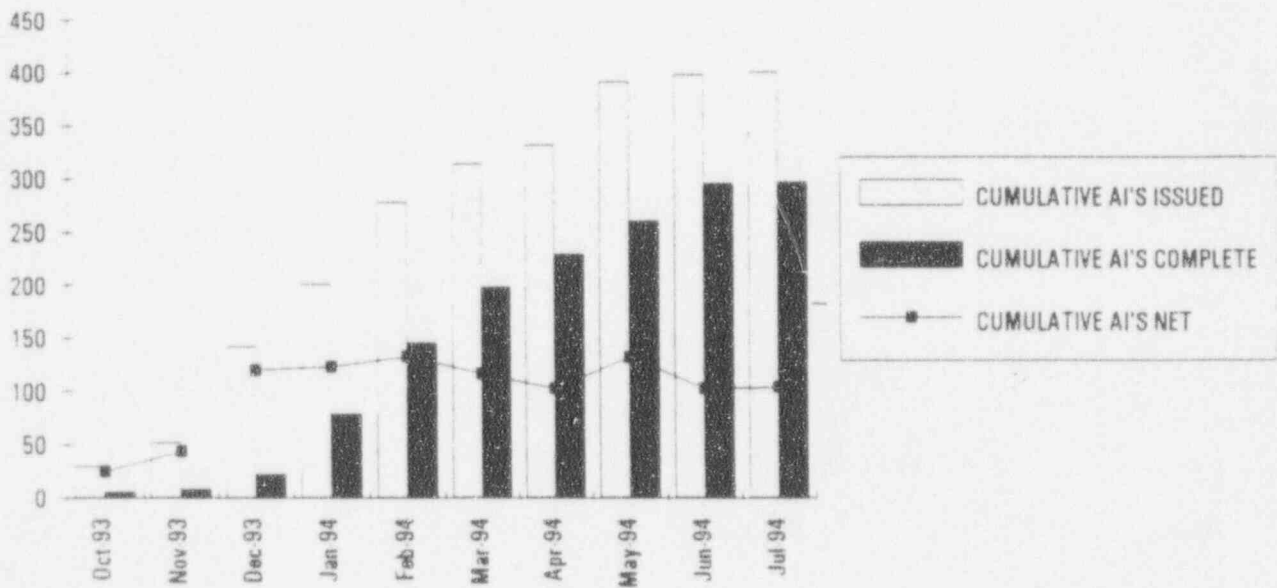


RFA

# CONDITION REPORT PROCESS

- ACTIONS TAKEN
  - CRG/CARB PROCESS IMPLEMENTED 10/93 - SENIOR MANAGEMENT FULLY INVOLVED
  - EFFECTIVENESS OF ROOT CAUSE AND CORRECTIVE ACTION PLANS ENHANCED THROUGH CRITICAL INDEPENDENT REVIEW
  - CRs NOT CLOSED UNTIL ACTIONS TRACKED TO COMPLETION
  - HISTORICAL BACKLOG OF CRs REVIEWED FOR SAFETY SIGNIFICANCE AND POTENTIAL FOR CARB
    - » NO EVIDENCE OF SAFETY ISSUES
    - » SMALL NUMBER MET CRITERIA FOR CARB PROCESS (EST. 10-15)

### CARB ACTION ITEMS CUMULATIVE VALUES





# CONDITION REPORT PROCESS

- RESULTS
  - IMPROVED ROOT CAUSE
  - CRs HELD OPEN FOR PENDING CORRECTIVE ACTION NOW CLEARLY VISIBLE AND CLOSELY TRACKED - 400 AS OF 6/30
  - BACKLOG OF CRs TO BE ANSWERED IS IMPROVED FROM MONTHLY AVERAGE OF 307 TO 131 AS OF 6/30
  - OVERDUE CONDITIONS VIRTUALLY ELIMINATED - NONE OVERDUE AS OF 6/30
  - MEDIAN LIFE OF CRs COMPARABLE TO OTHER ENTERGY SITES
  - CRG REVIEWS FOR REPEAT PROBLEMS

## **ADDITIONAL IMPROVEMENTS PLANNED**

- **PROBLEM IDENTIFICATION AND ROOT CAUSE EVALUATION - TAB 10**
  - **KPMT FOR CORRECTIVE ACTION AND ROOT CAUSE WILL COMPLETE BENCHMARKING OF PROCESS 9/94**
  - **BENCHMARKING IMPROVEMENTS WILL BE INCORPORATED INTO RBS PROGRAM BY 3/95**
  - **BEST TECHNIQUES FOR ROOT CAUSE BEING INCORPORATED INTO A COMMON MANUAL FOR ALL EOI SITES BY 9/94**
  - **TRAINING ON THE BEST TECHNIQUES TO BE IMPLEMENTED AT RBS FOLLOWING ISSUANCE OF MANUAL BY 12/94**
  - **VERIFICATION OF WILLINGNESS TO IDENTIFY PROBLEMS - INTERVIEWS**

# ADDITIONAL IMPROVEMENTS PLANNED

- CLOSURE OF PROBLEMS - TAB 11
  - PROBLEM IDENTIFICATION DOCUMENTS NOT CLOSED UNTIL CORRECTIVE ACTIONS COMPLETE
  - GRADED APPROACH TO VERIFICATION OF CLOSURE OF SIGNIFICANT ISSUES TO BE FULLY IMPLEMENTED BY 11/94
  - EVALUATE LOWER TIER REPORTING SYSTEMS TO ASSURE EFFECTIVENESS IN PROBLEM ID, CLOSURE, AND ESCALATION - COMPLETE
  - CORRECT DEFICIENT REPORTING SYSTEMS BY 8/94

## ADDITIONAL IMPROVEMENTS PLANNED

- OVERSIGHT OF PROBLEM SOLVING SYSTEMS - TAB 12
  - CONSOLIDATE TRENDING - 10/94
    - » TREND PERSONNEL TRANSFERRED TO NUCLEAR SAFETY AND ASSESSMENT
    - » EXECUTIVE SUMMARY REPORT DUE IN AUGUST
  - DEVELOP PRECURSOR TRENDING PROGRAM - 2/95
  - USE KPMT PMs AND OMs TO MONITOR PROGRAM - 1ST REPORT ISSUED
  - DEVELOP SELF ASSESSMENT PROGRAM
    - » GUIDELINES AND SCHEDULE COMPLETE
    - » FIRST ASSESSMENTS IN AUGUST

# CONCLUSIONS

- CULTURE OF SELF IDENTIFICATION OF PROBLEMS APPEARS TO BE SOLIDLY IN PLACE
- CRG/CARB PROCESS HAS SIGNIFICANTLY IMPROVED:
  - ROOT CAUSE DETERMINATION
  - CORRECTIVE ACTION TRACKING AND IMPLEMENTATION
- LTPIP ACTIONS WILL FURTHER IMPROVE:
  - ROOT CAUSE AND CORRECTIVE ACTION PROCESS
  - PROBLEM CLOSURE
  - OVERSIGHT OF PROBLEM SOLVING SYSTEMS

# HUMAN PERFORMANCE

CLAY SUTHERLAND  
Project Manager

# HUMAN PERFORMANCE

- HUMAN PERFORMANCE EFFECTIVENESS -  
TAB 13
  
- ORGANIZATIONAL AND PROGRAMMATIC  
ASSESSMENT OF HUMAN PERFORMANCE  
PERFORMED IN EARLY 1994
  - SUPERVISORY EFFECTIVENESS
  
  - ACCOUNTABILITY
  
  - QUALITY VALIDATION & VERIFICATION  
OF CRITICAL INFORMATION
  
  - CURRENT PROCESSES
  
- LEAD DESIGNATED FOR SITE-WIDE  
IMPROVEMENT IN KEY AREAS
  - HUMAN PERFORMANCE
  
  - INDUSTRIAL SAFETY
  
  - ALARA

# **SUPERVISORY EFFECTIVENESS**

- **ACTIONS TAKEN TO DATE**
  - **GENERAL AND SUPERVISORY COACHING TRAINING**
  - **INPO OBSERVATION TRAINING**
  - **COMMUNICATIONS SKILLS TRAINING FOR FIRST LINE SUPERVISION**
  - **MANAGEMENT COACHING AND TEAM BUILDING**
  - **OBSERVATION PROGRAM**

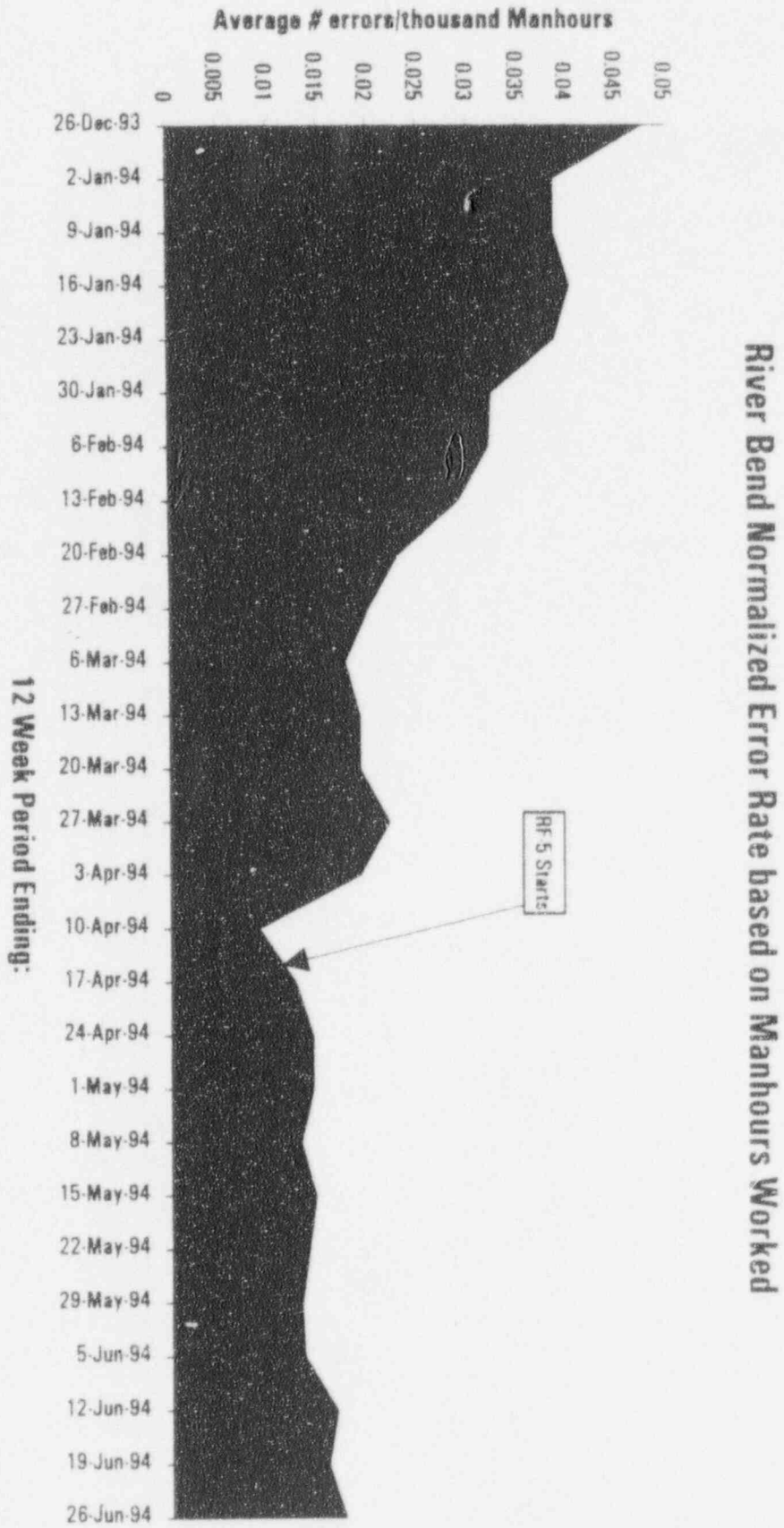


# ACCOUNTABILITY

- ACTIONS TAKEN TO DATE
  - BI-MONTHLY ALL-EMPLOYEE MEETINGS HELD
  - GENERAL MANAGER AND SITE V.P. HOLD ACCOUNTABILITY MEETINGS FOR KEY EVENTS - 4 HELD TO DATE
  - PERSONNEL PERFORMANCE REVIEWS RELATED TO ERROR RATE FOR ACCOUNTABILITY
  - MID-CYCLE PERFORMANCE EVALUATIONS UNDERWAY
  - STAR TRAINING IMPLEMENTED

# QV&V PROCESS

- ACTIONS TAKEN TO DATE
  - EMPHASIZED QUESTIONING ATTITUDE BY WORKERS
  - EMPHASIZED THE NEED TO STOP WHEN IN DOUBT
- RESULTS TO DATE
  - TREND OF SIGNIFICANT HUMAN PERFORMANCE CRs HAS BEEN REDUCED BY FACTOR OF 3
  - RATE OF DECREASE HAS BEEN STEEPER THAN ANTICIPATED



# PROCESS IMPROVEMENTS

- PERSONNEL ACCESS INTO THE RCA
- SELF-COVERAGE FOR SOME JOBS INVOLVING WORK IN RADIOLOGICAL ENVIRONMENTS
- STREAMLINING OTHER PROCESSES AS IDENTIFIED

## **ADDITIONAL IMPROVEMENTS PLANNED**

- SUPERVISOR ASSESSMENT CENTER NOW OPERATIONAL
  - PILOTED BY ANO
  - 10 ASSESSORS QUALIFIED
  - 12 SUPERVISORS EVALUATED
- 2-WEEK MANAGEMENT TRAINING COURSE FOR FIRST-LINE SUPERVISION - 12/94
- ERROR REDUCTION TRAINING FOR MAINTENANCE AND SYSTEM ENGINEERING (INCLUDES QV&V TRAINING)
- CONSOLIDATE QAT/FPI
- PROCESS IMPROVEMENTS IN LTPIP
- PROCEDURE UPGRADE IN LTPIP
- HPES PROGRAM IMPROVEMENTS IN LTPIP

# CONCLUSIONS

- DATA SHOWS A FACTOR OF 3 IMPROVEMENT IN HUMAN PERFORMANCE
- PLANNED ACTIONS WILL FURTHER IMPROVE:
  - SUPERVISORY EFFECTIVENESS
  - ACCOUNTABILITY
  - PROCEDURES
  - WORK PROCESSES
- CONTINUED DECREASE IN THE NUMBER OF ERRORS RELATED TO HUMAN PERFORMANCE IS EXPECTED

# **PROCEDURE IMPROVEMENTS**

**RANDY DOUET**  
Director -  
Plant Projects and Support

and

**CHARLIE PARDI**  
Coordinator -  
Operations Support

# BACKGROUND

- PROBLEMS IDENTIFIED
  - IMPROVED PROCEDURES NEEDED
  - WILLINGNESS TO WORK AROUND PROCEDURAL PROBLEMS
- ROOT CAUSE
  - CUMBERSOME CHANGE PROCESS
  - PROCEDURES NOT CONSISTENTLY MAINTAINED



# BACKGROUND

- IMMEDIATE CORRECTIVE ACTIONS
  - MANAGEMENT EXPECTATIONS TO CONTINUE SAFE OPERATION
    - » IDENTIFY PROBLEMS
    - » PROCEDURAL COMPLIANCE
  - FOCUSED RESOURCES TO REDUCE CHANGE NOTICE BACKLOG
  - REVISED CHANGE PROCESS
  - DEVELOPED WRITERS GUIDE
- BEGAN DEVELOPING COMPREHENSIVE PROCEDURE UPGRADE PROGRAM (PUP) TO IMPLEMENT LONG TERM CORRECTIVE ACTIONS - LTPIP TAB 18

# BACKGROUND

- CHECK AND ADJUST
  - INCREASE MANAGEMENT ATTENTION TO PROCEDURAL PROBLEMS
  - ACCELERATE PUP IMPLEMENTATION
- ESTABLISHED INTERIM PLAN
  - PROVIDE IMMEDIATE FOCUS ON PROCEDURES IMPORTANT TO CONTINUED SAFE OPERATIONS
  - PROVIDE FOUNDATION TO SUPPORT ACCELERATED PUP IMPLEMENTATION

# INTERIM PLAN

- DETERMINED SCOPE AND TYPE OF PROBLEMS
  - JUNE, 1994 STARTED REVIEW OF PROCEDURES
  - RESULTS
    - » MAJORITY OF PROBLEMS ARE EDITORIAL
    - » USABILITY PROBLEMS
- PRIORITIZE PROCEDURES BASED ON IMPORTANCE TO SAFETY
  - PUBLIC HEALTH AND SAFETY
  - REACTIVITY MANAGEMENT
  - ESF EQUIPMENT
  - ALARA

# INTERIM PLAN

- REVISE PROCEDURES
  - RF-5 STARTUP REVIEW
    - » 12 STPs VERIFIED AND VALIDATED
    - » RESULTED IN 5 CHANGES PRIOR TO USE
    - » 200 PRIORITY PROCEDURES IDENTIFIED FOR CHANGE
    - » REVISE PRIORITY PROCEDURES BY 12/94
- ESTABLISH INTERIM ORGANIZATION UNDER PLANT PROJECTS & SUPPORT
  - 13 ADMINISTRATIVE PERSONNEL
  - 21 TECHNICAL EXPERTS

# INTERIM PLAN

- FURTHER STREAMLINE CHANGE PROCESS  
(ELIMINATE BURDEN)
  - ESTABLISH POLICY ON CHANGE  
NOTICE REDUCTION
  - REVISE RBNP-001
  - TRAIN ON NEW PROCESS
  - IMPLEMENT BY 8/1/94
- IMPROVE PROCEDURAL INFORMATION  
DATABASE TO SUPPORT PUP
  - CENTRALIZE SYSTEMS
  - VALIDATE INFORMATION

# IMPLEMENT PUP

- ESTABLISH A SINGLE, WELL DEFINED PROCEDURE HIERARCHY
  - HIERARCHY DESIGNED TO PROVIDE:
    - » PROGRAM AND PROCEDURE OWNERSHIP AND ACCOUNTABILITY
    - » TRACEABILITY OF MANAGEMENT EXPECTATIONS, REGULATORY REQUIREMENTS, AND INDUSTRY STANDARDS
    - » CONTROLS WHICH IDENTIFY INTERFACE RESPONSIBILITIES

# IMPLEMENT PUP

- IMPROVE PROCEDURE DEVELOPMENT AND CONTROL REQUIREMENTS USING A 2-PHASE APPROACH

## – PHASE 1

- » REVISE PROCESS TO CLARIFY RESPONSIBILITIES AND IMPROVE CONTROLS
- » CONTINUE TO DEVELOP STANDARD FORMAT AND CONTENT
- » DEVELOP AND IMPLEMENT V&V PROCESS
- » ACQUIRE AUTOMATED PROCEDURE MANAGEMENT SYSTEM
- » ESTABLISH ENVIRONMENT FOR AUTOMATED MANAGEMENT SYSTEM



# IMPLEMENT PUP

## – PHASE 2

- » IMPLEMENT PUP PLAN
- » DEVELOP AND IMPLEMENT TRANSITION PLAN
- » EVALUATE AND IMPROVE V&V PROCESS
- » IMPLEMENT AUTOMATED PROCEDURE MANAGEMENT SYSTEM

- UPGRADE TECHNICAL PROCEDURES

- TECHNICAL ACCURACY
- FUNCTIONAL ADEQUACY
- HUMAN FACTORS CONSIDERATIONS

- ESTABLISH A PERMANENT PROCEDURES MANAGEMENT ORGANIZATION



# SUMMARY

- INTERIM ACTIVITIES
  - PROVIDE IMMEDIATE FOCUS
  - ESTABLISH FOUNDATION FOR PUP
- PUP INITIATIVES
  - ESTABLISH PERMANENT MANAGEMENT CONTROLS
  - CONTINUE IMPROVEMENT OF SITE PROCEDURES

**SUMMARY  
and  
CONCLUSIONS**

**MIKE SELLMAN  
General Manager -  
Plant Operations**

# SUMMARY

- CONTINUE TO FOCUS ON PLANT, PEOPLE AND PROCESSES
- ESTABLISHED PROJECT MANAGERS TO OVERSEE KEY AREAS OF DEVELOPMENT
  - HUMAN PERFORMANCE
  - PROCEDURES
  - PROCESSES
- HUMAN ERRORS BEING REDUCED
- PROCESSES BEING IMPROVED
- OUTAGE OBJECTIVES MET
- NTPIP COMPLETE
- LTPIP PROGRAMS MAKING PROGRESS

# CONCLUSIONS

- EOI COMMITMENT TO SUCCESS
  - MANAGEMENT EXPECTATIONS ARE BEING CONTINUOUSLY COMMUNICATED
- ELEVATED MANAGEMENT OVERSIGHT
  - MANAGERS IN THE FIELD
  - ALL-HANDS MEETINGS
    - » WORK CULTURE
    - » PERSONNEL ACCOUNTABILITY
- CRITICAL PERFORMANCE AREAS BEING ADDRESSED
  - IMPROVEMENT EVIDENT
  - CONTINUOUS IMPROVEMENT NECESSARY
- DIALOGUE WITH NRC WILL CONTINUE