



UNITED STATES  
NUCLEAR REGULATORY COMMISSION

REGION IV

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

NOV 25 1994

Docket: 50-298  
License: DPR-46

Nebraska Public Power District  
ATTN: Guy R. Horn, Vice President - Nuclear  
P.O. Box 499  
Columbus, Nebraska 68602-0499

SUBJECT: SUMMARY OF PUBLIC EXIT MEETING - NRC SPECIAL EVALUATION TEAM &  
LICENSEE DIAGNOSTIC SELF-ASSESSMENT

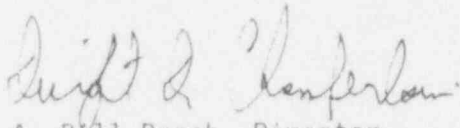
This refers to the meeting conducted at the Cooper Nuclear Station Training Facility on November 17, 1994. The purpose of the meeting was to formally present in a public forum the results of the NRC's Special Evaluation Team Inspection and your Diagnostic Self-Assessment.

A summary of the results of the Special Evaluation Team are provided in Attachment 1. A copy of the the attendees at this public meeting are provided as Attachment 2. A summary of the results of the independent Diagnostic Self-Assessment were not provided at the meeting.

In accordance with 10 CFR 2.790 of the NRC's "Rules of Practice," a copy of this letter and its enclosures 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. Bill Beach, Director  
Division of Reactor Projects

Attachments:

1. Summary of SET Results
2. Attendance List

cc w/attachments:

Nebraska Public Power District  
ATTN: G. D. Watson, General Counsel  
P.O. Box 499  
Columbus, Nebraska 68602-0499

Nebraska Public Power District

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Nebraska Public Power District  
ATTN: John Mueller, Site Manager  
P.O. Box 98  
Brownville, Nebraska 68321

Midwest Power  
ATTN: James C. Parker, Sr. Engineer  
907 Walnut Street  
P.O. Box 657  
Des Moines, Iowa 50303

Lincoln Electric System  
ATTN: Mr. Ron Stoddard  
11th and O Streets  
Lincoln, Nebraska 68508

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

Nebraska Department of Health  
ATTN: Dr. Mark B. Horton, M.S.P.H.  
Director  
P.O. Box 950070  
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

NOV 25 1994

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: TWFN 9E10)

DRSS-FIPB

Project Engineer (DRP/C)

Senior Resident Inspector - River Bend

RIV:DRP/C	C:DRP/C	D:DRP		
TReis: <i>Handwritten: done for</i>	PHHarre: <i>Handwritten: done</i>	ABBeach <i>Handwritten: H</i>		
11/25/94	11/25/94	11/25/94		

NOV 25 1994

bcc to DMB (IE45) *11*

bcc distrib. by RIV:

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RIV:DRP/C	C:DRP/C	D:DRP <i>DRP</i>		
TReis: <i>stand for</i>	PHHarr <i>PHHarr</i>	ABBeach <i>h</i>		
11/25/94	11/25/94	11/25/94		

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## **SELECTION OF COOPER NUCLEAR STATION**

- ▶ **Decline in Performance Noted in the Last Two SALP Reports**
- ▶ **Significant and Repetitive Hardware Problems**
- ▶ **Ineffective Corrective Action Program**
- ▶ **Ineffective Self-Assessment**
- ▶ **Organizational Performance Problems**

## SET GOALS AND OBJECTIVES

- ▶ **Provide Information on CNS Safety Performance To Supplement Other Assessment Data Available to NRC Senior Management.**
- ▶ **Evaluate The Effectiveness of The Licensee's Diagnostic Self-Assessment.**
- ▶ **Evaluate Licensee Management Involvement and Effectiveness With Respect to Safe Plant Operation.**
- ▶ **Determine the Root Causes of Safety Related Equipment and Performance Problems.**

# SET METHODOLOGY

- ▶ **SET Evaluation of DSA**
  - **Four Member Team**
  - **One Week on Site**
    - . **Interviews**
    - . **Observations**
    - . **Review Issues**
  - **Assess DSA Process and Results**

## **SET METHODOLOGY (CONTINUED)**

- ▶ **SET Independent Assessment of CNS**
  - **Eight Member Team**
  - **Extensive Review of Performance Information**
  - **Two Weeks On Site**
    - . **Observe Plant Activities**
    - . **Interview Managers and Staff**
    - . **Assess Validity of DSA Findings**
    - . **Develop Areas Not Addressed By DSA**
  - **Assess CNS Performance and Causes of Significant Safety Problems**



# **RESULTS OF SET EVALUATION OF DSA**

- ▶ **Overall Performance Effective**
- ▶ **DSA Process Weaknesses**
- ▶ **DSA Results**
  - **Insightful Assessment**
  - **Identified Significant Issues**
  - **Effectively Conveyed**

# **RESULTS OF NRC SPECIAL EVALUATION OF COOPER (CONTINUED)**

## **Root Causes:**

- ▶ **Management Weaknesses**
- ▶ **Program and Process Weaknesses**
- ▶ **Weak Independent Oversight and Self-Assessment**

## MANAGEMENT WEAKNESSES

Management did not provide the leadership and direction necessary to maintain appropriate corporate wide standards of performance

- ▶ Acceptance of Long Term Equipment Problems
- ▶ Lack of a Questioning Attitude
- ▶ Poor Planning
- ▶ Backlogs not Effectively Managed
- ▶ Poor Communications

## **PROGRAM AND PROCESS WEAKNESSES**

Major programs and processes were poorly defined, and as implemented, did not assure the consistent and effective accomplishment of program goals and objectives.

- ▶ **Weak Surveillance Program**
- ▶ **Poor Assurance of Equipment Operability**
- ▶ **Weak Engineering Support**
- ▶ **Ineffective Work Control Processes**
- ▶ **Weak Plant Configuration Management**

# **INDEPENDENT OVERSIGHT AND**

## **SELF-ASSESSMENT**

Independent oversight and self assessment were not effective in monitoring ongoing activities, detecting deficiencies, or assuring that identified deficiencies were resolved.

- ▶ **Weak Independent Oversight**
- ▶ **Weak Self-Assessments**
- ▶ **Poor application of Operating Experience**
- ▶ **Ineffective Corrective Action Program**

# Cooper Nuclear Station

## Self-Assessments

DET Issues	Enercon	EHIT and CAP	Common Cause	Staffing	DSA				
▲ 7/92	▲ 1/93	▲ 8/93	▲ 10/93 ▼	▲ 11/93	▲ 1/94	5/94 ▼	6/94 ▼	▲ 8/94	9/94 ▼
			SPPI			IEP	BP		PIP

## Corrective Action Plans

# RESULTS OF NRC SPECIAL EVALUATION OF COOPER

## *Positive Findings:*

- ▶ **New Management Team**
- ▶ **Experienced Staff**

## MEETING: EXIT FOR THE SPECIAL EVALUATION TEAM

DATE: NOVEMBER 17, 1994

## ATTENDANCE LIST

(PLEASE PRINT CLEARLY)

NAME	ORGANIZATION	POSITION TITLE
Harold R. Borchert	Ne Dept. of Health	Director, Division of Radiological Health
P. HARRELL	NRC - REGION IV	CHIEF, BRANCH C, DRP
William BECKNER	NRC / NRR	DIRECTOR, PD IV-1
J. Phil Pusch	NRC / REGION IV	DIRECTOR, DIV REACTOR PHYSICS
Corey, Michael	NRC / DRD	Sr Regional Coordinator
ROY ZIMMERMAN	NRC / NRR	ASSOCIATE DIRECTOR FOR PROJECTS
TERRY REIS	NRC - RIV	PROJECT ENG.
T. Kim	NRC / NRR	Project Eng.
Ronald A. Karpis	NRC / Region IV	SENIOR RESIDENT INSPECTOR
WAYNE C. WALKER	NRC - R IV	RESIDENT INSPECTOR
Wayne C. Sifre	NRC - RIV	Reactor Engineer
Joe Gilliland	NRC - RIV - public affairs	public affairs officer
Jolie Anderson	Omaha World-Herald	reporter
Alene Krasnowsky	Lincoln Star	reporter
Al Lankitis	Lincoln Journal	reporter
Bill Turnbull	Midwest Power	ENG
Rich Singer	Midwest Power	Manager
Harry Shivers	St Joseph's Hospital	Reporter
Walter Conway	Lincoln Electric System	Administrator
RONALD STODDARD	Lincoln Electric System	CHIEF ENGINEER
Don Davis	PRISM	Consultant
Thomas Poindexter	Winston & Strawn	Attorney for MPPD
Eric Treib	NPPD	Assistant Treasurer
Nick Combs	Fidelity Investments	Bond Analyst
Doralene Weed	NPPD	Board Member



NAME	ORGANIZATION	POSITION TITLE
R. HOLZFASTER	NPPD	Bd member
W. VICTOR	CNS-LICENSING	ENGINEER
GAUTAM SEN	NPPD - Licensing	Sr. Staff Safety Lic Engineer
Norana Robinson	NPPD - Licensing	Public Affairs
Ron Bogus	NPPD - Public Affairs	Public Affairs Mgr
4 A Jentzen	NPPD IDC	IDC Supervisor
Sc. Woerth	NPPD HOD	Mgmt. Trainee
B. A. Heywood	NPPD - EA	Regulatory Compliance Technician
T. L. ARGO	NPPD - HP	Health Physics Technician
Tom Corson	NPPD - Mgmt	
Bob Jansky	NPPD	Org. manager
Tom Black	General Electric Co	Site Services
Steve McClure	NPPD	NED Mgr
Jim E. JEFFRIES	PARADIGM / NPPD	CONSULTANT
KEN LIARD	LES	BOARD member
Steve Bowen	LES	Board Members
Donal Isaac	NPPD IDC	IDL Tech I
Morley Wright	NPPD	chem lab
Alce Davis	Environ	Heavy Brigade
MICHAEL S. GRIM	ENVIRONMENTAL SERVICES	DIRECTOR
John Miller	CNS	Trans. Hm. Asst
Joyce Dunn	CNS	Records Specialist
Kevin Tanner	NPPD CNS	Lead Decon Tech
David S. Kimball	NPPD	Lead HP Tech.
Ronald A. Jones	NPPD	Receipt Inspector
Jack Mason	PRISM	Principal
Jay Schuerman	NPPD	Tech. Support Supv.
Joel Smith	NPPD	Welding Program Supervisor
Dave Raabe	NPPD	Mesh Eng. NED
Darrell Wellman	Auburn Newspapers	Managing Editor

NAME	ORGANIZATION	POSITION TITLE
Robert D. Cresson	NPPD Nuclear Training	Senior Operations Training Specialist (Field Coaching Team)
Robert D. Martin	SRAB - Outside Member	
Aldis J. WBL	NPPD	SRAB ADMINISTRATOR
Art R. Wiese	NPPD	Lead Engineer
Steve Johnson	NPPD	MECH. ENGINEER
Brian G. Vanis	NPPD	I & C DESIGN ENGINEER
Terry M. Maxey	PRISM Consulting	PRINCIPAL
J.O. Crockett	PRISM Consulting	PRINCIPAL
Jim Gerweck	Richardson Co. Emergency NA	DIRECTOR
Joe Flash	NPPD/CGO	Public Interaction
KEITH LUDER	NRC PUBLIC RELIN	
Denny Ross	NRC	Dep. Dir, A & O D
Ellis Marshoff	NRC	Team Manager Special Evaluation Team
L. J. Callan	NRC	REGIONAL ADMINISTRATOR
JAMES TAYLOR	NRC	EXECUTIVE DIRECTOR FOR OPERATIONS
James Parker	Midwest Power	Senior Engineer
TERRY BUNDY	Lincoln Electric System	Mgr. Power Supply Div.
GARY THOMPSON	NPPD	BOCC DIRECTORS
Ralph D. Johnson	NPPD	DIRECTOR, NPPD
E.M. MACE	NPPD	OPS. MGR.
Rick Gardner	NYPO	Mgmt. Mgr.
R. E. Jones	NPPD	SR MGR SAFETY ASSESSMENT
K. C. WARREN	NPPD	(ACTING) DIV MGR ENGR' (CONSTRUCTION)
J. T. Herrell	NPPD	Plant Manager
R. A. Sessions	NPPD	DIV MGR QA
ROBERT GORLEY	NPPD	LICENSING MANAGER
JIM CAUSMAN	NSRC	ENG. WORKING MANAGER
CHRIS MOELLER	NPPD	NRC SAFETY SUPP MGR
MICHAEL T. BOYCE	NPPD	Mgr Eng. Support
John MacKinnon	CNS - IAG	Member

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