

UNITED STATES NUCLEAR REGULATORY COMMISSION WASHINGTON, D. C. 20555

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NOTE TO: Larry Nicholson, RI Walt Rogers, RII Chris Caldwell, RV Bruce Bartlett, RIII Bob Haag, RII Pete Prescott, AEOD Alan Madison, AEOD Sada Pullani, AEOD John Thompson, AEOD Henry Bailey, AEOD Ron Lloyd, AEOD Michelle Smith, AEOD

FROM: Bill Hehl, Manager South Texas Project Diagnostic Evaluation Team

SUBJECT: TEAM MEETING AGENDA, REVISION 1

A copy of the revised agenda for the second team meeting is enclosed for your information. The purpose of this meeting is to primarily review the functional area evaluation plans, identify the initial schedule of formal interviews and meetings during the first week onsite.

I will keep you informed of any schedule changes.

Bill Hehl, Manager South Texas Project Diagnostic Evaluation Team

Enclosure: As stated

cc w/encl: E. L. Jordan R. L. Spessard A. B. Beach, IV

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SOUTH TEXAS PROJECT DIAGNOSTIC EVALUATION PLANNING AND INTERFACE MEETING

Wednesday, March	24, 1993 MNBB - Conference Rm 9104					
1:00 p.m.	Introduction (Hehl)					
	Review/Presentation of Functional Area Plans					
1:10 p.m.	Management and Organization (Bailey)					
	 Evaluation Plan functional area tasks/assignment preidentified issues/areas of emphasis areas requiring assistance from other functional areas onsite schedule 					
2:00 p.m.	Break					
2:10 p.m.	Operations/Training (Nicholson)					
	 Evaluation Plan functional area tasks/assignment preidentified issues/areas of emphasis mreas requiring assistance from other functional areas onsite schedule 					
3:00 p.m.	Break					
3:10 p.m.	Maintenance/Testing (Rogers)					
	 Evaluation Plan functional area tasks/assignment preidentified issues/areas of emphasis areas requiring assistance from other functional areas onsite schedule 					
4:00 p.m.	Break					
4:10 p.m.	Engineering/Technical Support (Lloyd)					
	 Evaluation Plan functional area tasks/assignment preidentified issues/areas of emphasis areas requiring assistance from other functional areas onsite schedule 					
5:00 p.m.	Adjourn					

SOUTH TEXAS PROJECT DIAGNOSTIC EVALUATION PLANNING AND INTERFACE MEETING

Thursday, March 2	5, 199	3 MNBB - Conference Rm 9104
7:30 - 10:00 a.m.	Funct	ional Area Team Breakout Meetings
		Performance/Background Material Review
10:00 a.m.	Final	Team Meeting (Heh1/Smith)
	:	Guidance on Conduct of Interview (Lloyd) Guidance on Preparing DEOs (Lloyd)
	•	Update on licensee/plant activities - plant conditions - entrance meeting - initial schedule of formal interviews and meetings during first few days onsite
	•	Update on administrative requirements - plane schedules - rental cars

- badging/site access training document control
- interview scheduling

SOUTH TEXAS DIAGNOSTIC EVALUATION TEAM

ENTRANCE MEETING

MARCH 29, 1993

1.

BIR

South Texas Project Diagnostic Evaluation Team



DIAGNOSTIC EVALUATION PROGRAM

BROAD-BASED AND INDEPENDENT EVALUATION OF SAFETY PERFORMANCE

OVERALL PROGRAM GOALS

- IMPROVE UNDERSTANDING OF LICENSEE PERFORMANCE
- PROVIDE AN INDEPENDENT ASSESSMENT OF LICENSEE PERFORMANCE

TEAM OBJECTIVES

- ASSESS SAFETY PERFORMANCE
- EVALUATE PROGRAM QUALITY AND EFFECTIVENESS
- EVALUATE MANAGEMENT CONTROLS AND PRACTICES
- DETERMINE THE ROOT CAUSES OF IDENTIFIED PROBLEMS

DIAGNOSTIC EVALUATION PROGRAM

SPECIAL FEATURES OF A DIAGNOSTIC EVALUATION

- EDO APPROVES THE TEAM AND EVALUATION PLAN
- TEAM INDEPENDENT OF SIGNIFICANT PRIOR INVOLVEMENT
- PERFORMANCE BASED
- PLANT AND CORPORATE OFFICE ACTIVITIES ARE EVALUATED
- PERSONNEL INTERVIEWS ARE USED EXTENSIVELY
- ROOT CAUSES FOR PERFORMANCE PROBLEMS ARE IDENTIFIED
- NRC CONTRIBUTING CAUSES ARE IDENTIFIED

PLANT SELECTION

- DISCUSSION AT THE NRC SENIOR MANAGERS' MEETING
 - -- SALP DATA
 - -- PERFORMANCE INDICATOR (PI) TRENDS
 - -- INSPECTION REPORTS
 - -- SENIOR MANAGERS' PERSPECTIVES
- SENIOR MANAGERS MAKE RECOMMENDATIONS
- EDO SELECTS THE PLANT(S) FOR A DIAGNOSTIC EVALUATION

FUNCTIONAL AREAS EVALUATED

- PLANT OPERATIONS
- TRAINING
- MAINTENANCE
- SURVEILLANCE AND TESTING
- ENGINEERING SUPPORT
- MANAGEMENT CONTROLS
- ORGANIZATIONAL EFFECTIVENESS

SOURCES OF INFORMATION

- DOCUMENT REVIEWS
- OBSERVATIONS
- PERSONNEL INTERVIEWS

MANAGEMENT/STAFF INTERVIEWS

- 50-75 FORMAL INTERVIEWS
- USED TO UNDERSTAND AND EVALUATE:
 - -- TECHNICAL PROGRAMS
 - -- WORK PROCESS
 - -- PERFORMANCE ISSUES
 - -- MANAGEMENT PRACTICES
 - -- ORGANIZATIONAL ISSUES
- CONDUCTED BY ALL TEAM MEMBERS
- CHAIRMAN TO WORKING LEVEL
- INTERVIEWS ONE-TO-TWO HOURS EACH
- SCHEDULES BASED ON INTERVIEWEE AVAILABILITIES

COMMUNICATIONS OF TEAM OBSERVATIONS AND FINDING

TECHNICAL

- DAILY FEEDBACK BETWEEN FUNCTIONAL AREA COUNTERPARTS
- DAILY FEEDBACK BY TEAM MANAGER STP POINT OF CONTACT
- INFORMAL "EXIT" AFTER 2 WEEKS TO REVIEW STATUS OF TECHNICAL FINDINGS
- INFORMAL "EXIT" AFTER THIRD WEEK TO REVIEW STATUS OF TECHNICAL FINDINGS

SAFETY ISSUES SUCH AS THOSE AFFECTING EQUIPMENT OPERABILITY

WILL BE IDENTIFIED/RESOLVED PROMPTLY WITH REGIONAL INVOLVEMENT

8.

COMMUNICATIONS OF TEAM OBSERVATIONS AND FINDINGS

TECHNICAL; MANAGEMENT AND ORGANIZATION; ROOT CAUSES

- FORMAL EXIT ON INTEGRATED RESULTS ATTENDED BY NRC SENIOR MANAGEMENT
- EDO TRANSMITS TEAM REPORT AND REQUESTS RESPONSE

ITEMS OF NONCOMPLIANCE

- IDENTIFIED BY REGION THROUGH REVIEW OF THE TEAM REPORT
- REGIONAL FOLLOW-UP PER NRC ENFORCEMENT POLICY

DIAGNOSTIC EVALUATION SCHEDULE

OVERALL SCHEDULE

ENTRAINCE MEETING

DET ON-SITE

MARCH 29, 1993

MARCH 29-APRIL 9, 1993 APRIL 26-30, 1993

FORMAL EXIT MEETING

DET REPORT TO EDO

MAY 26, 1993

JUNE 11, 1993

DAILY SCHEDULE

NORMAL WORKING HOURS SHIFT COVERAGE COUNTERPART FEEDBACK NIGHTLY TEAM MEETINGS TEAM MANAGER FEEDBACK

7:30 AM-6:00 PM [AFTER HOURS TBD] 4:00 PM 5:00 PM-6:00 PM 9:30 AM

ENTRANCE NOTES - 3/29/93

THANK YOU MR. HALL AND MR. SYKORA FOR YOUR COMMENTS.

ON BEHALF OF THE TEAM, I WOULD LIKE TO WELCOME YOU TO THIS ENTRANCE MEETING. THE PURPOSE OF THIS MEETING IS TO INTRODUCE YOU TO THE TEAM MEMBERS, DISCUSS THE PURPOSE AND SCOPE OF THE EVALUATION, EVALUATION TECHNIQUES USED, EVALUATION OBJECTIVES AND SCHEDULE, ESTABLISH COMMUNICATIONS CHANNELS AND PROTOCOL, AND SOLICITE YOUR ASSISTANCE IN EXTRACTING THE MAXIMUM BENEFIT, FOR BOTH SOUTH TEXAS AND THE NRC, FROM THIS EVALUATION.

SO, LET ME BEGIN BY INTRODUCING THE TEAM: (slide #1a)

OPERATIONS AND TRAINING LARRY NICHOLSON - TEAM LEADER, REGION I JOHN THOMPSON, AEOD (BETHESDA, MD) CHRIS CALDWELL, REGION V MAINTENANCE AND TESTING WALT RODGERS - TEAM LEADER, REGION II PETE PRESCOTT, AEOD BRUCE BARTLETT, REGION III BOB HAAG, REGION II ENGINEERING SUPPORT RON LLOYD - TEAM LEADER, AEOD SADA PULLANI, AEOD JOHN DARBY, CONTRACTOR DAVID SCHULTZ, CONTRACTOR MANAGEMENT AND ORGANIZATION HENRY BAILEY - TEAM LEADER, AEOD ALAN MADISON, AEOD BRIAN HAAGENSEN, CONTRACTOR FRANK WADSWORTH, CONTRACTOR ADMINISTRATIVE ASSISTANT - MICHELLE SMITH, AEOD

ON FEBRUARY 12, 1993, MR. JAMES TAYLOR, EXECUTIVE DIRECTOR FOR OPERATIONS FOR THE NRC, INFORMED HOUSTON LIGHTING & POWER COMPANY OF THE NRC'S INTENTION TO PERFORM A DIAGNOSTIC EVALUATION AT SOUTH TEXAS.

DETERMINE THE EFFECTIVENESS OF SAFETY IMPROVEMENT PROGRAMS AND INITIATIVES AND THE NEED FOR ADDITIONAL CORRECTIVE ACTIONS.

DETERMINE ROOT CAUSES OF SAFETY PERFORMANCE PROBLEMS.

(slide #3)

A FEW OF THE SOMEWHAT UNIQUE FEATURES OF A DIAGNOSTIC EVALUATION ARE HIGHLIGHTED ON THE SCREEN. THE DET MEMBERS ARE SPECIALLY SELECTED, I THINK FROM AMOUNG THE BEST THE NRC HAS, AND THE TEAM WORKS DIRECTLY FOR THE HIGHEST LEVEL OF AGENCY MANAGEMENT.

PERSONNEL INTERVIEWS, WHICH I WILL TALK MORE ABOUT LATER, ARE USED EXTENSIVELY TO GATHER INFORMATION.

AS INFORMATION IS COLLECTED, THE TEAM WILL WORK TO DETERMINE THE ROOT CAUSES FOR NOTABLE PERFORMANCE WEAKNESSES.

AND PERHAPS EQUALLY UNIQUE, THE EVALUATION WILL ALSO BE LOOKING FOR NRC CONTRIBUTING CAUSES.

(slide #4)

IN MY INTRODUCTION I MENTIONED THAT SOUTH TEXAS WAS SELECTED FOR THIS EVALUATION AS A RESULT OF DISCUSSION AT A RECENT MEETING OF THE NRC'S SENIOR MANAGEMENT. THIS NRC SENIOR MANAGEMENT MEETING, WHICH OCCURS TWICE-A-YEAR, INCLUDES A DISCUSSION OF PERFORMANCE AT SELECTED FACILITIES. AS A RESULT OF DISCUSSIONS AT THE JANUARY 1993 SMM'S MEETING STP WAS SELECTED.

(slide #5)

AS ONE MIGHT DEDUCE FROM OUR PREVIOUS DISCUSSION OF THE TEAM ORGANIZATION, OUR PLAN IS TO EVALUATE PERFORMANCE IN THE FUNCTIONAL AREAS DEPICTED ON THE SCREEN. IN EACH OF THESE AREAS, WE WILL BE GATHERING INFORMATION FROM WHICH WE CAN ASSESS BOTH YOUR STRENGTHS AND WEAKNESSES.

(slide #6)

WE BEGAN THE INFORMATION GATHERING PROCESS SEVERAL WEEK AGO BY REVIEWING A WIDE VARIETY OF DOCUMENTS. DURING THE ONSITE PHASES OF OUR EVALUATION, WE WILL BE SUPPLEMENTING THOSE DOCUMENT REVIEWS WITH INTERVIEWS AND OBSERVATIONS OF WORK IN PROGRESS.

AS PART OF THIS EVALUATION, WE WILL BE DOING A VERTICAL SLICE TYPE ASSESSMENT OF AN IMPORTANT SAFETY SYSTEM. THROUGH AN IN-DEPTH REVIEW OF THE MECHANICAL, ELECTRICAL AND INSTRUMENT AND CONTROLS ASPECTS OF THE SYSTEM, WE HOPE TO GAIN INSIGHTS INTO THE AREAS OF COMMUNICATIONS, COORDINATION, AND INTERFACES; ASIDE FROM ASSESSING THE SYSTEM'S ABILITY TO PERFORM ITS INTENDED FUNCTION. THE ESSENTIAL CHILLED WATER SYSTEM HAS BEEN CHOSEN FOR THAT REVIEW.

IN ADDITION TO THE VERTICAL SLICE ASSESSMENT, WE WILL ALSO BE DOING WHAT WE CALL CASE STUDY REVIEWS OF SELECTED ASPECTS OF SEVERAL OTHER SYSTEMS.

(slide #7)

AS I HAVE MENTIONED PREVIOUSLY, MANAGEMENT AND STAFF INTERVIEWS ARE A VERY IMPORTANT PART OF THIS EVALUATION. THERE WILL BE A SIGNIFICANT NUMBER INTERVIEWS PERFORMED AND AT ALL LEVELS OF THE ORGANIZATION. NOT ALL WILL BE INTERVIEWED, BUT SOME OF YOU WILL BE INTERVIEWED MORE THAN ONCE OVER THE COURSE OF THIS EVALUATION. WE RECOGNIZE THE STATUS OF THE UNITS AND WE ARE SENSITIVE TO THE RESOURCE IMPACT OF THESE INTERVIEWS. WE WILL WORK WITH YOU TO MINIMIZE THE IMPACT, BUT THESE INTERVIEWS ARE, AS I SAID, A VERY IMPORTANT PART OF THE DIAGNOSTIC EVALUATION PROCESS. WE WILL BE WORKING THROUGH YOUR DIAGNOSTIC EVALUATION SUPPORT TEAM TO SCHEDULE THESE INTERVIEWS.

IN ADDITION TO THOSE INDIVIDUALS WE ASK TO INTERVIEW, WE WOULD BE GLAD TO HEAR FROM ANYONE WHO FEELS THEY MAY HAVE IN-SIGHTS THAT WILL ASSIST THE TEAM IN GAINING A BETTER UNDERSTANDING OF THE SOUTH TEXAS PROJECT. I ENCOURAGE EACH OF YOU TO BE OPEN AND FORTH-RIGHT WITH THE EVALUATORS DURING THESE INTERVIEWS, SHARING YOUR IN-SIGHTS INTO THE STRENGTHS AND WEAKNESSES OF ACTIVITIES AT STP.

(slide #8)

WE WILL BE SHARING OUR ISSUES, CONCERNS, AND FINDINGS WITH OUR HL&P COUNTERPARTS AS THEY EVOLVE. ANY ISSUES INVOLVING OPERABILITY WILL BE IMMEDIATELY COMMUNICATED TO HL&P AND THE RESIDENT INSPECTORS FOR FOLLOWUP AND RESOLUTION.

WE PLAN TO HOLD AN INFORMAL "EXIT" AT END OF EACH ON-SITE PERIOD. THESE MEETINGS WILL BE FOR THE PURPOSE OF SUMMARIZING THE STATUS OF TECHNICAL ISSUES TO ENSURE WE HAVE A COMMON UNDERSTANDING. DURING THE 2-WEEKS BETWEEN THE ON-SITE PERIODS WE WILL CONTINUING THE EVALUATION BACK IN BETHESA, MD. WE RECOGNIZE THAT APRIL 9th IS A COMPANY HOLIDAY, SO AGAIN WE WILL BE WORKING WITH YOU TO MINIMIZE THE IMPACT ON YOUR PEOPLE.

(slide #9)

THERE WILL BE A FORMAL EXIT ON THE INTEGRATED RESULTS OF THE DIAGNOSTIC EVALUATION. WE ARE CURRENTLY TARGETING MAY 26th AS A LIKELY DAY FOR THE FORMAL EXIT. THE DIAGNOSTIC EVALUATION REPORT IS SCHEDULED TO BE TO THE EDO BY JUNE 11th, SO I WOULD EXPECT YOU WOULD SEE IT SHORTLY AFTER THAT TIME.

THIS IS AN EVALUATION, NOT A COMPLIANCE INSPECTION. WE ARE LOOKING FOR IN-SIGHTS INTO PERFOMANCE. THERE WILL BE NO NOTICES OF VIOLATION IN THE DIAGNOSTIC EVALUATION REPORT. HOWEVER, THE NRC WILL EVENTUALLY EXERCISE ITS REGULATORY RESPONSIBILITY WITH REGIONAL FOLLOW-UP OF SIGNIFICANT ENFORCEMENT ISSUES.

(slide #10)

FINALLY, I WOULD LIKE TO SHARE WITH YOU THE DIAGNOSTIC EVALUATION SCHEDULES. I THINK I HAVE COVERED MOST OF THE ITEMS ON THIS SLIDE SO AT THIS TIME I WOULD BE PLEASED TO ANSWER ANY QUESTIONS MIGHT HAVE ON ANY OF THE THINGS I HAVE COVERED.

(QUESTIONS)

BEFORE I TURN THIS MEETING BACK TO MR. HALL FOR HIS CLOSING THOUGHTS, I WOULD LIKE TO SAY THAT ALL OF US ARE LOOKING FORWARD TO GETTING TO KNOW YOU AND YOUR ORGANIZATION BETTER. I WOULD LIKE TO EMPHASIZE THAT THERE CAN BE SIGNIFICANT BENEFITS TO YOUR ORGANIZATION FROM THE IN-SIGHTS GAINED THROUGH THIS EVALUATION...BUT A LOT DEPENDS ON THE OPENNESS OF COMMUNICATIONS WITH THE TEAM. THE TEAM IS DEDICATED TO GIVING SOUTH TEXAS A VERY THOROUGH AND FAIR EVALUATION.

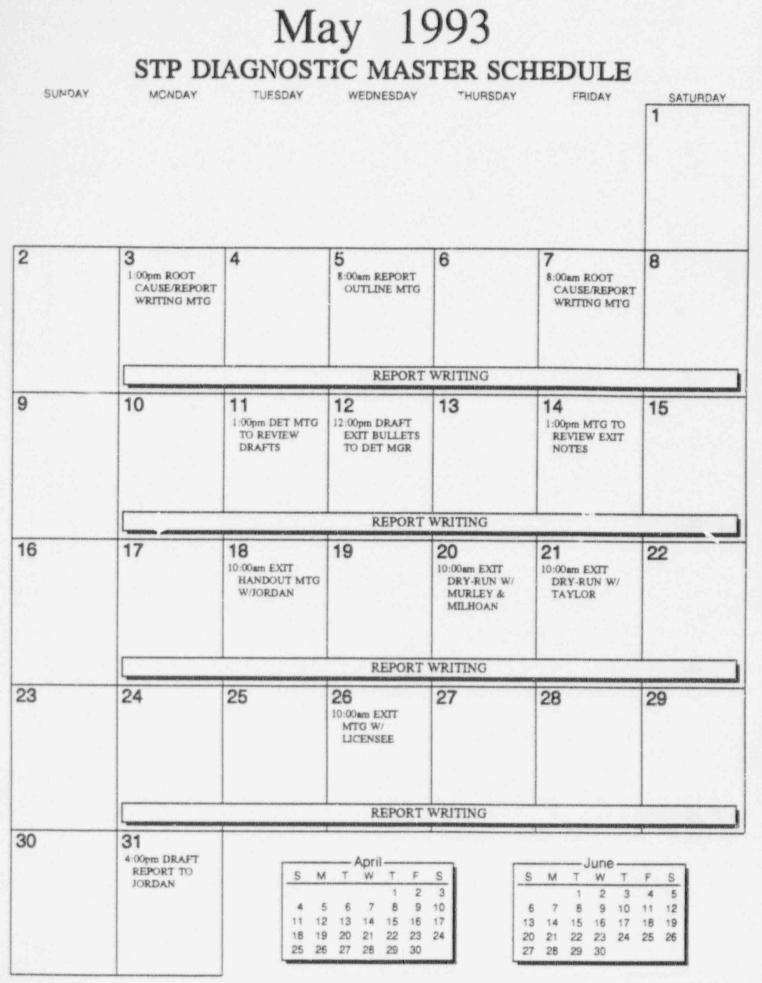
THANK YOU ... MR. HALL YOU HAD SOME CLOSING THOUGHTS.

DET MASTER SCHEDULE

May 2 - June 12, 1993

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY		
May 2	May 3 DEO CONSOLID- ATION AND REFINEMENT	May 4 1:00pm REPORT FORMAT MTG - DET	May 5 5:00pm DRAFT AREA OUTLINES DUE TO TM MGR	May 6 10:00am REPORT OUTLINE MTG TM LDRS/MGR	May 7	May 8 8:00mm ROOT CAUSES MTG DET		
			REPORT WRITING					
May 9	May 10	May 11	May 12 8:00am F/A FIRST DRAFTS DISTRIBUTED	May 13 8:00 mtg to CRITIQUE F/A FIRST DRAFTS - DET	May 14 8:00am ROOT CAUSE REFINEMENT MTG - TM LDRS/MGR	May 15		
	REPORT WRITING							
May 16	May 17 5:00pm draft Exit notes due to tm mgr	May 18	May 19 8:00am EXIT NOTES MTG - TM LDRS/MGR	May 20 8:00am F/A SECOND DRAFTS DISTRIBUTED	May 21 8:00am MTG TO REVIEW REPORT ORAFTS	May 22		
	REPORT WRITING							
May 23	May 24 1:00pm EXIT HANDOUT MTG W/JORDAN - TM MGR DET REPORT TO TECH EDITOR	May 25	May 26	May 27 3:30pm EXIT DRY-RUN W/ TAYLOR, JORDAN, MURLEY, MILHOAN	May 28 8:00am STAFF ACTIONS/ LESSONS LEARNED MTG W/TM LDRS	May 29		
May 30	May 31	June 1	June 2	June 3 8:30am EXTI' MTG W/LICENSEE	June 4 DRAFT REPORT TO JORDAN	June 5		
June 6	June 7	June 8	June 9 REPORT TO TAYLOR FOR SIGNATURE	June 10	June 11 STAFF ACTIONS MEMO TO JORDAN LESSONS LEARNED MEMO TO JORDAN	June 12 B/17		

5/4/1993



4/14/1993

