

Official Copy

AUG 31 1995

Tennessee Valley Authority
ATTN: Mr. Oliver D. Kingsley, Jr.
President, TVA Nuclear and
Chief Nuclear Officer
6A Lookout Place
1101 Market Street
Chattanooga, TN 37402-2801

SUBJECT: SEQUOYAH UNITS 1 AND 2 - MEETING SUMMARY

Dear Mr. Kingsley:

This letter refers to the management meeting conducted at your request at the Region II Office on August 29, 1995, with representatives of Sequoyah management. The purpose of the meeting was to discuss recent independent assessments of Sequoyah performance, upcoming Unit 1 refueling outage activities, and results of licensee activities surrounding a Unit 1 sample system leak which occurred on December 28, 1994.

In accordance with Section 2.790 of the NRCs' "Rules of Practice" Part 2, Title 10 Code of Federal Regulations, a copy of this letter and its enclosures will be placed in the Public Document Room.

Should you have any questions concerning this letter, please contact me.

Sincerely,

(Original Signed by M. Lesser)

Mark S. Lesser, Acting Chief
Reactor Projects Branch 4A
Division of Reactor Project

Docket Nos. 50-327, 50-328
License Nos. DPR-77, DPR-78

Enclosures: 1. List of Attendees
2. Presentation Summary

cc w/encls: (See page 2)

9509070258 950831
PDR ADOCK 05000327
P PDR

11
TEYS

cc w/encls:

Mr. O. J. Zeringue, Senior Vice Pres.
Nuclear Operations
Tennessee Valley Authority
3B Lookout Place
1101 Market Street
Chattanooga, TN 37402-2801

Dr. Mark O. Medford, Vice Pres.
Engineering & Technical Services
3B Lookout Place
1101 Market Street
Chattanooga, TN 37402-2801

Mr. D. E. Nunn, Vice Pres.
New Plant Completion
Tennessee Valley Authority
3B Lookout Place
1101 Market Street
Chattanooga, TN 37402-2801

Mr. R. J. Adney, Site Vice Pres.
Sequoyah Nuclear Plant
Tennessee Valley Authority
P. O. Box 2000
Soddy Daisy, TN 37379

General Counsel
Tennessee Valley Authority
ET 11H
400 West Summit Hill Drive
Knoxville, TN 37902

Mr. P. P. Carrier, Manager
Corporate Licensing
Tennessee Valley Authority
4G Blue Ridge
1101 Market Street
Chattanooga, TN 37402-2801

Mr. Ralph H. Shell
Site Licensing Manager
Sequoyah Nuclear Plant
Tennessee Valley Authority
P. O. Box 2000
Soddy Daisy, TN 37379

TVA Representative
Tennessee Valley Authority
Rockville Office
11921 Rockville Pike
Suite 402
Rockville, MD 20852

Mr. Michael H. Mobley, Dir.
Div., of Radiological Health
3rd Floor, L and C Annex
401 Church Street
Nashville, TN 37243-1532

County Judge
Hamilton County Courthouse
Chattanooga, TN 37402

Ms. Ann Harris
305 Pickel Road
Ten Mile TN 37880

Distribution w/encls: (See page 3)

Distribution w/encls:

E. W. Merschhoff, RII
 M. S. Lesser, RII
 S. E. Sparks, RII
 F. J. Hebdon, NRR
 D. E. LaBarge, NRR
 Document Control Desk

NRC Resident Inspector
 U. S. Nuclear Regulatory Commission
 2600 Igou Ferry
 Soddy-Daisy, TN 37379

NRC Resident Inspector
 U. S. Nuclear Regulatory Commission
 1260 Nuclear Plant Road
 Spring City, TN 37381

SEND TO PUBLIC DOCUMENT ROOM?		YES		NO	
OFFICE	DRP/RII				
SIGNATURE	<i>SSparks</i>				
NAME	SSparks:vyg				
DATE	08/20/95	08 / / 95	08 / / 95	08 / / 95	08 / / 95
COPY?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO

SEQUOYAH MANAGEMENT MEETING

AUGUST 29, 1995

NRC Attendees:

S. D. Ebnetter, Regional Administrator, Region II, (RII)
L. A. Reyes, Deputy Regional Administrator, RII
E. W. Merschoff, Director, Division of Reactor Projects (DRP), RII
J. R. Johnson, Deputy Director, DRP, RII
C. A. Casto, Chief, Engineering Branch, Division of Reactor Safety, RII
M. S. Lesser, Acting Chief, Branch 4, DRP, RII
K. P. Barr, Chief, Emergency Preparedness, Division of Radiation Safety
and Safeguards
S. E. Sparks, Project Engineer, DRP, RII
W. E. Holland, Senior Resident Inspector, Sequoyah, DRP, RII
D. E. LaBarge, Senior Project Manager, Office of Nuclear Reactor
Regulation

Licensee Attendees:

R. J. Adney, Site Vice President
R. F. Driscoll, Nuclear Assessment and Site Licensing Manager
R. H. Shell, Site Licensing Manager
M. Cooper, Manager, Technical Support
L. Bryant, Outage Manager
K. Meade, Licensing Compliance Manager
J. Reynolds, Operations Superintendent

**TVA/NRC MEETING
MANAGEMENT MEETING
TENNESSEE VALLEY AUTHORITY
SEQUOYAH NUCLEAR PLANT**

**AUGUST 29, 1995
NRC REGION II OFFICE**

Enclosure 2

TVA/NRC
MANAGEMENT MEETING
AUGUST 29, 1995

AGENDA

INTRODUCTION

R.J. ADNEY

UNIT ONE CYCLE SEVEN OUTAGE

L.S. BRYANT

EVALUATION OF PLANT CONFIGURATION

M.A. COOPER

SQN ASSESSMENT OF PLANT PERFORMANCE

R.J. ADNEY

CLOSING

R.J. ADNEY

UNIT STATUS

- UNIT ONE IS OPERATING AT APPROXIMATELY 75% POWER. THE UNIT IS IN COAST DOWN TO THE CYCLE SEVEN OUTAGE, SCHEDULED TO BEGIN 9/9/95. THE UNIT HAS BEEN ON-LINE FOR 41 CONTINUOUS DAYS. THE UNIT HAS A CAPACITY FACTOR OF 91% OVER THIS CYCLE.

- UNIT TWO IS OPERATING AT APPROXIMATELY 100% POWER. THE UNIT HAS BEEN ON-LINE FOR 88 CONTINUOUS DAYS. THE UNIT HAS A CAPACITY FACTOR OF 89% THIS CYCLE. THE UNIT TWO CYCLE SEVEN OUTAGE IS SCHEDULED FOR THE SPRING OF 1996.

UNIT ONE CYCLE SEVEN REFUELING OUTAGE GOALS

- SAFETY GOALS
 - NO LOSS OF TIME ACCIDENTS
 - LESS THAN 2 RECORDABLE ACCIDENTS

- REGULATORY COMPLIANCE GOALS
 - ZERO VIOLATIONS
 - ZERO LICENSEE EVENT REPORTS

- ALARA GOALS
 - LESS THAN 250 REM EXPOSURE
 - LESS THAN 60 PERSONNEL CONTAMINATION REPORTS

- OUTAGE SCOPE GOALS
 - COMPLETION OF BASELINE OUTAGE SCOPE
 - COMPLETE ALL OUTAGE TEMPORARY ALTERATIONS
 - COMPLETE ALL TEMPORARY LEAK REPAIRS

- COMPLETION OF THE OUTAGE WITHIN THE SCHEDULE

- COMPLETION OF THE OUTAGE ON BUDGET

OUTAGE PHILOSOPHY

- SET CHALLENGING GOALS
- FRONT END LOAD THE SCHEDULE
- SAFETY AND SCOPE TAKE PRIORITY OVER SCHEDULE AND BUDGET
- UNIT 2 SCOPE WILL MATCH UNIT 1
- DEPARTMENT HEADS WILL MANAGE IMPLEMENTATION PHASE
- SUPPORT THE OPERATING UNIT WITH DEDICATED RESOURCES
- ONE SCHEDULE FOR BOTH UNITS
- LEADERSHIP TRAINING
- BENCHMARKING OTHER UTILITIES
- HIT TEAMS

MAJOR MODIFICATIONS

- REPLACEMENT OF THE LOWER COMPARTMENT COOLERS
- REPLACEMENT OF FIVE ELECTRICAL PENETRATIONS
- ARROW-HART CONTACTOR REPLACEMENT
- REPLACEMENT OF TWO FEEDWATER NOZZLE TRANSITION PIECES
- EROSION/CORROSION MODIFICATIONS
- BOP CHEMISTRY IMPROVEMENT MODIFICATIONS
- MSIV/MSCV MODIFICATION
- DIESEL GENERATOR GOVERNOR MODIFICATION
- CRDM DUCT WORK / DAMPER MODIFICATION
- MAIN GENERATOR OUTPUT BREAKER REPLACEMENT
- TOTAL OF APPROXIMATELY SIXTY MODIFICATIONS

MAJOR MAINTENANCE WORK

- LOW PRESSURE TURBINE/MAIN GENERATOR WORK
- TWO RCP SEAL REPLACEMENTS
- RCP MOTOR REPLACEMENT
- INSPECTION OF EXTRACTION STEAM BELLOWS
- COMPLETE ALL TEMPORARY LEAK REPAIRS
- CLEAR ALL OUTAGE TEMPORARY ALTERATIONS
- UT FUEL / RCCA INSPECTIONS
- REACTOR HEAD FUNNEL REPAIRS
- STEAM GENERATOR CHEMICAL CLEANING
- APPROXIMATELY 1100 WORK ORDERS
- APPROXIMATELY 900 PM'S

HIGH IMPACT TEAMS

- CONCEPT ADOPTED FROM DIABLO CANYON
- SUCCESSFUL APPLICATION AT BROWNS FERRY
- FOCUS ON AREAS WITH PROBLEM HISTORY OR POTENTIAL FOR MAJOR SCHEDULE IMPACT
- MISSION STATEMENTS AND GOALS ESTABLISHED
- MEMBERSHIP OF TEAM HAS VAST DIVERSITY
- EXTREMELY EFFECTIVE IN IMPROVING SCHEDULE AND COSTS
- SQN ESTABLISHED APPROXIMATELY 30 HIT TEAMS

EVALUATION OF PLANT CONFIGURATION

- BACKGROUND - SQN RECOGNIZED THAT OLD PLANT CONFIGURATIONS HAD CAUSED SEVERAL RECENT PLANT PROBLEMS (i.e., BORONOMETER AND FLOW STRAIGHTENER)
- AS A RESULT OF THE ABOVE CONDITION, SQN DEVELOPED A PLAN TO PERFORM SYSTEM EVALUATIONS TO PROVIDE A CONFIDENCE LEVEL THAT SIMILAR CONDITIONS DO NOT EXIST.
- THE RESULTS OF THE EVALUATION IDENTIFIED SEVERAL DISCREPANCIES. NONE OF THE DISCREPANCIES WERE DETERMINED TO BE INDIVIDUALLY CONSEQUENTIAL. THE FINDINGS WERE EVALUATED AND ADDRESSED INDIVIDUALLY AND COLLECTIVELY. ADDITIONAL WALKDOWNS WILL BE PERFORMED DURING THE UPCOMING OUTAGES.
- NUCLEAR ASSURANCE PERFORMED AN INDEPENDENT ASSESSMENT OF THE SCOPE, METHODOLOGY, WALKDOWN, AND RESULTS OF THE EVALUATION. NA CONCLUDED THAT REASONABLE ASSURANCE EXISTS THAT THERE ARE NO ADDITIONAL CONDITIONS THAT COULD RESULT IN ADVERSE PLANT IMPACT.
- SQN HAS CONCLUDED THAT THIS EVALUATION, AS WELL AS OTHER PREVIOUS EVALUATIONS, PROVIDES REASONABLE ASSURANCE THAT THERE IS A LOW POTENTIAL FOR A SIMILAR CONDITION TO EXIST THAT COULD ADVERSELY IMPACT UNIT OPERATION. ADDITIONALLY, IMPROVED SITE PROCESSES SHOULD PREVENT THE INSTALLATION OF FUTURE SIMILAR CONDITIONS.

SQN ASSESSMENT OF PERFORMANCE

- SQN HAS RECENTLY HAD SEVERAL INDEPENDENT ASSESSMENTS OF ITS PERFORMANCE (NRC, INPO, FPI), AS WELL AS SEVERAL SELF-ASSESSMENTS
 - ALL THE ASSESSMENTS REACHED THE SAME CONCLUSION
 - HARDWARE AND PROGRAMMATIC PROBLEMS HAVE PROGRESSED SATISFACTORILY
 - CULTURAL ISSUES MUST IMPROVE FOR SQN TO REACH ITS GOAL OF SUSTAINED HIGH PERFORMANCE.

- THESE ASSESSMENTS ARE CONSISTENT WITH THE 1993 RESTART PLAN.
 - RESTART PLAN IDENTIFIED THREE AREAS FOR IMPROVEMENT: HARDWARE, PROGRAMS, AND CULTURE

 - RESTART MEETINGS INDICATED THAT OF THE THREE AREAS, CULTURE WOULD REQUIRE THE LONGEST PERIOD OF TIME TO IMPROVE

- ACTIONS TAKEN TO IMPROVE SQN PERFORMANCE
 - INCREASED MANAGEMENT PRESENCE IN THE PLANT
 - CONTINUED CORRECTIVE ACTION PROGRAM IMPROVEMENT
 - OPERATIONS ORGANIZATION CHANGES
 - IMPLEMENTATION OF THE SQN CODE OF CONDUCT
 - INCREASED TRAINING PERSONNEL INVOLVEMENT IN THE PLANT
 - FOCUSED BUSINESS PLAN
 - INTEGRATED SCHEDULING AND PLANNING

EXAMPLES OF SQN DEPARTMENT INITIATIVES

OPERATIONS

Improved Operations Turnover Process
Operations Management Administrative Process Improvement
Clearance Process Improvements
Sensitive Activities Manual

MAINTENANCE

Craft Scenario Training Process
Implementation of Maintenance Shift Supervisor
Failure Analysis Training for Component Engineers

TECHNICAL SUPPORT

Plant Reliability Team
Failure Analysis Training for System Engineers
Programmatic Changes to Focus on Plant Reliability

ENGINEERING

Snubber Evaluation Reduction Program
FSAR Drawing Reduction Program
Improved Vendor Manual Change Process

RAD/CHEM

Implemented mobile on-line chemistry instruments
Implemented a redesigned RCA entrance to improve worker interface problems
Continued Improvement in the Chemical Traffic Control Program (INPO Strength)

FUTURE AREAS OF SQN IMPROVEMENT

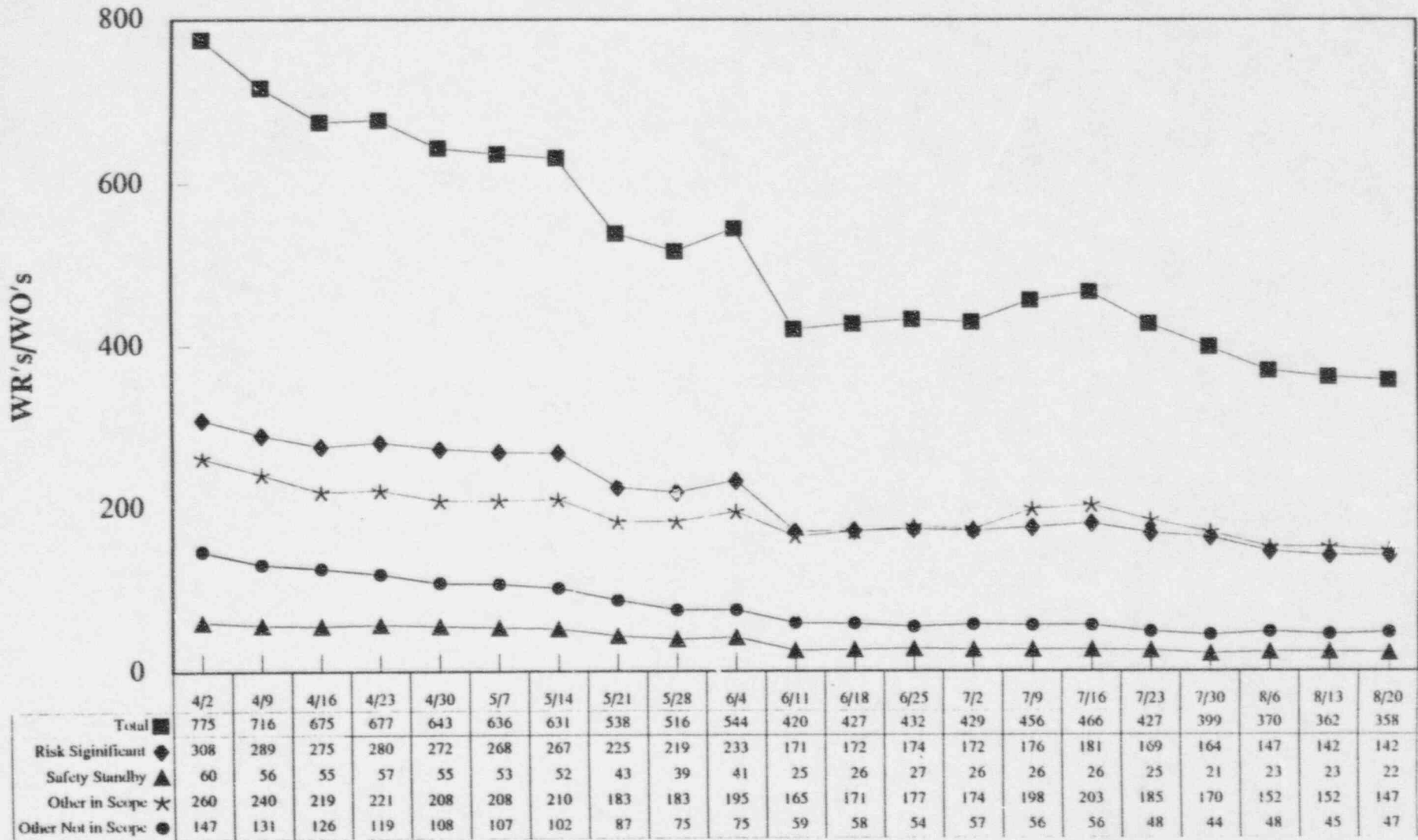
- JOB ASSIGNMENT ROTATION OF KEY MANAGEMENT PERSONNEL
- SUCCESSION PLANNING FOR SITE MANAGEMENT
- IMPROVE THE SITE TRENDING AND ANALYSIS OF PLANT PROBLEMS
- SENIOR REACTOR OPERATOR TRAINING FOR SITE MANAGEMENT
- IMPROVE THE ROOT CAUSE ANALYSIS OF SITE EQUIPMENT PROBLEMS
- IMPROVE SENIOR MANAGEMENT INVOLVEMENT THE DECISION MAKING PROCESS
- ADDITIONAL MANAGEMENT TRAINING FOR SITE MANAGERS

SQN ENGINEERING BACKLOGS

<u>Backlog Area</u>	<u>End of FY93</u>	<u>Now</u>	<u>Target Date</u>
Category 2 Drawings	30500	19900	9/98
Category 3E Drawings	4000	None	Comp
Category 3 Drawings	1624	None	Comp
Vendor Manual Changes	1850	186	9/95
Drawing Deviations	750	85	9/95
Engineering Procurement Issues			
Old Commercial Dedication	656	None	Comp
Engineering Hold Items	107	11	
DCNs Awaiting Implementation	219	147	Ongoing
DCNs In Work	103	58	Ongoing
Old ECN Closure	78	None	Comp
Employee Concern CATDs	11	None	Comp
Corrective Action Documents			
Number Open	143	109	Ongoing
Average Age (Days)	459	383	

Units - 1, 2, 0

Non-Outage CM WR's/WO's by Maintenance Rule Plant Process Equipment



1993 RESTART SITE IMPROVEMENT PLAN

