



UNITED STATES
NUCLEAR REGULATORY COMMISSION

REGION IV

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

OCT 26 1995

Entergy Operations, Inc.
ATTN: C. R. Hutchinson, Vice President
Operations - Grand Gulf
P.O. Box 756
Port Gibson, Mississippi 39150

SUBJECT: GRAND GULF OPERATIONS MEETING SUMMARY

This refers to the meeting conducted in the Region IV office on October 20, 1995. This meeting related to discussions of your operations organization. Other discussions related to descriptions of your strengths and challenges. We appreciated your frank and open communications on this topic.

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. E. Dyer, Director
Division of Reactor Projects

Docket: 50-416
License: NPF-29

Enclosures:

1. Attendance List
2. Licensee Presentation

cc w/enclosures:

Entergy Operations, Inc.
ATTN: H. W. Keiser, Executive Vice President
and Chief Operating Officer
P.O. Box 31995
Jackson, Mississippi 39286-1995

Wise, Carter, Child & Caraway
ATTN: R. B. McGehee, Esq.
P.O. Box 651
Jackson, Mississippi 39205

9510310235 951026
PDR ADOCK 05000416
P PDR

Winston & Strawn
ATTN: Nicholas S. Reynolds, Esq.
1400 L Street, N.W. - 12th Floor
Washington, D.C. 20005-3502

Mississippi Department of Natural
Resources
ATTN: Sam Mabry, Director
Division of Solid Waste Management
P.O. Box 10385
Jackson, Mississippi 39209

Claiborne County Board of Supervisors
ATTN: President
Port Gibson, Mississippi 39150

Bechtel Power Corporation
ATTN: Mr. K. G. Hess
P.O. Box 2166
Houston, Texas 77252-2166

Bechtel Power Corporation
ATTN: N. G. Chapman, Manager
9801 Washington Boulevard
Gaithersburg, Maryland 20878

Entergy Operations, Inc.
ATTN: D. L. Pace, Grand Gulf
Nuclear Station General Manager
P.O. Box 756
Port Gibson, Mississippi 39150

The Honorable William J. Guste, Jr.
Attorney General
Department of Justice
State of Louisiana
P.O. Box 94005
Baton Rouge, Louisiana 70804-9005

Office of the Governor
State of Mississippi
Jackson, Mississippi 39201

Mike Moore, Attorney General
Frank Spencer, Asst. Attorney General
State of Mississippi
P.O. Box 22947
Jackson, Mississippi 39225

Entergy Operations, Inc.

-3-

State Board of Health
ATTN: Dr. F. E. Thompson, Jr.
State Health Officer
P.O. Box 1700
Jackson, Mississippi 39205

Entergy Operations, Inc.
ATTN: J. G. Dewease, Vice President
Operations
P.O. Box 31995
Jackson, Mississippi 39286-1995

Entergy Operations, Inc.
ATTN: Michael J. Meisner, Director
Nuclear Safety
and Regulatory Affairs
P.O. Box 756
Port Gibson, Mississippi 39150

OCT 26 1995

bcc to DMB (IE45)

bcc distrib. by RIV:

L. J. Callan

Branch Chief (DRP/D)

MIS System

RIV File

Branch Chief (DRP/TSS)

B. Henderson, PAO

Resident Inspector

Leah Tremper (OC/LFDCB, MS: TWFN 9E10)

DRSS-FIPB

Project Engineer (DRP/D)

K. Perkins, D:WCFO

C. Hackney, RSLO

To receive copy of document, indicate in box: "C" = Copy without enclosures "E" = Copy with enclosures "N" = No copy

RIV:DRP/D	C:DRP/D	D:DRP				
GAPick:d <i>[Signature]</i>	PHarrel <i>[Signature]</i>	JEDyer <i>[Signature]</i>				
10/24/95	10/24/95	10/26/95				

OFFICIAL RECORD COPY

OCT 26 1995

bcc to DMB (IE45) //

bcc distrib. by RIV:
 L. J. Callan
 Branch Chief (DRP/D)
 MIS System
 RIV File
 Branch Chief (DRP/TSS)
 B. Henderson, PAO

Resident Inspector
 Leah Tremper (OC/LFDCB, MS: TWFN 9E10)
 DRSS-FIPB
 Project Engineer (DRP/D)
 K. Perkins, D:WCFO
 C. Hackney, RSLO

To receive copy of document, indicate in box: "C" = Copy without enclosures "E" = Copy with enclosures "N" = No copy

RIV:DRP/D	C:DRP/D	D:DRP					
GAPick;d <i>[Signature]</i>	PHHarre <i>[Signature]</i>	JEDyer <i>[Signature]</i>					
10/24/95	10/24/95	10/26/95					

OFFICIAL RECORD COPY

300104

ENCLOSURE 1

1. Licensee Personnel

- J. Dimmette, Operations Manager
- C. Ellsaesser, Technical Coordinator, Operations
- M. McDowell, Operations Superintendent
- M. Meisner, Director, Nuclear Safety & Regulatory Affairs
- D. Pace, General Manager, Plant Operations
- W. Shelly, Technical Coordinator, Training

2. NRC Personnel

- K. Brockman, Deputy Director, Division of Reactor Safety (DRS)
- L. Callan, Regional Administrator
- S. Collins, Deputy Regional Administrator
- J. Dyer, Director, Division of Reactor Projects (DRP)
- P. Harrell, Chief, Projects Branch D, DRP
- W. Johnson, Acting Deputy Director, DRP
- T. Meadows, Licensing Examiner, Operations Branch, DRS
- M. Murphy, Licensing Examiner, DRS
- G. Pick, Project Engineer, Project Branch D, DRP
- J. Tapia, Acting Chief, Operations Branch, DRS

GGNS Operations Department Review

For: US Nuclear Regulatory Commission
Region IV
October 20, 1995

Introduction

Joel Dimmette

Accomplishments

Operations Manager

Operator Training

Charlie Ellsaesser

Initiatives

Operations Technical Coordinator

Summary

Mike Shelly

Training Technical Coordinator

Mike McDowell

Operations Superintendent

Joel Dimmette

Operations Department

Vice President
C. R. Hutchinson

General Manager
D. L. Pace

Operations
Manager
J. P. Dimmette, Jr.

Maintenance
Manager
R. V. Moomaw

P&SE
Manager
D. G. Cupstid

Outage Management
& Work Control
Manager
C. M. Digger

GGNS Operations Department

Manager, Operations
J. P. Dimmette, Jr.

Technical Coordinator
C. W. Ellsaesser

Chemistry Superintendent
T. L. Williamson

Operations Superintendent
M. D. McDowell

Health Physics
Superintendent
T. E. Tankersley

Fire Protection

Staff

Radwaste
Operations
5 Operating Shifts

Operations
Training

Main Line
Operations
6 Operating Shifts

Operations' Focus on Safety

- Strong Safety Culture
 - Conservative decision making
 - Questioning attitude
 - Pro-active self assessment
 - Low threshold for problem identification

Operations' Focus on Safety

- **Technical Competence**
 - Strong training emphasis
 - Operator knowledge enhancement
 - Understanding impact of emerging industry issues
 - Rotational assignments
 - College degree program

Operations' Focus on Safety

- **Communications**
 - Strong control room command and control
 - Open communication with employees
 - Fostering shift teamwork

The background of the page features three parallel diagonal stripes that run from the top-left towards the bottom-right. The stripes are dark gray with a fine, woven texture, and they are separated by thin white gaps. The stripes are positioned behind the text, creating a layered effect.

Accomplishments

Charlie Ellsaesser

Accomplishments

- Strong Safety Performance
- Attention to Detail
- Ownership of Training
- Teamwork in Work Planning
- Self Assessment
- Technical Specification Improvements

Accomplishments

- Strong Safety Performance
 - Conservative decision making
 - Training
 - Command and control
 - Teamwork approach to problems
- Results
 - Failed generator rotor ground trip circuit
 - Manual scram on increasing turbine vibration
 - Loss of condenser vacuum scram
 - Loss of feedwater scram

Accomplishments

- Attention to Detail Initiatives
 - Top plant issues
 - Site root cause group
 - Supervisor training
 - STAR program
 - System-wide team for Improving Human Performance

Accomplishments

- Attention to Detail Results
 - Drop in LERs from operator error
 - Lower threshold to detect and document errors

Human Performance Trend

	QDRs	LERs	Level	NCV
Cycle 4	50	12	7	4
Cycle 5	47	8	8	1
Cycle 6	73	6	6	6
Cycle 7	70	1	3	3

Accomplishments

- Ownership of Training Initiatives
 - Operations management increased monitoring
 - Shift Superintendents trained on critiquing skills
 - More SROs rotated between Training and Operations
 - More detailed feedback and direction given to Training

Accomplishments

- Ownership of Training Results
 - 100 % pass rate on last license exam
 - Better simulator performance by crews
 - Positive comments on training feedback forms
 - Re-accreditation of all Operations training programs

Accomplishments

• Teamwork In Work Planning

Initiatives

- Benchmarking at other plants
- System outage schedule and critique meetings
- Project pre-construction walk downs
- High priority on control room annunciators and operator work arounds
- Improved work order impact statements

Accomplishments

- Results
 - Control room black board
 - System outages are well coordinated
 - No events from control of work or construction activities
 - Low maintenance back log

Accomplishments

- Self Assessment Initiatives

- Shift Operations
- Radwaste
- Human Performance

Accomplishments

- **Self Assessment Results**
 - Significant improvement to Radwaste Control Room materiel condition
 - Better shift briefings and turnovers
 - Shift Operations Performance Monitoring Program

Accomplishments

- Technical Specification Improvement

Initiatives

- Project team approach
- Batch phase in of procedures vs. gradual phase in
- High degree of ownership and buy-in by Operations
- Dual LCOs written during phase-in
- Operations Training performed all through project

Accomplishments

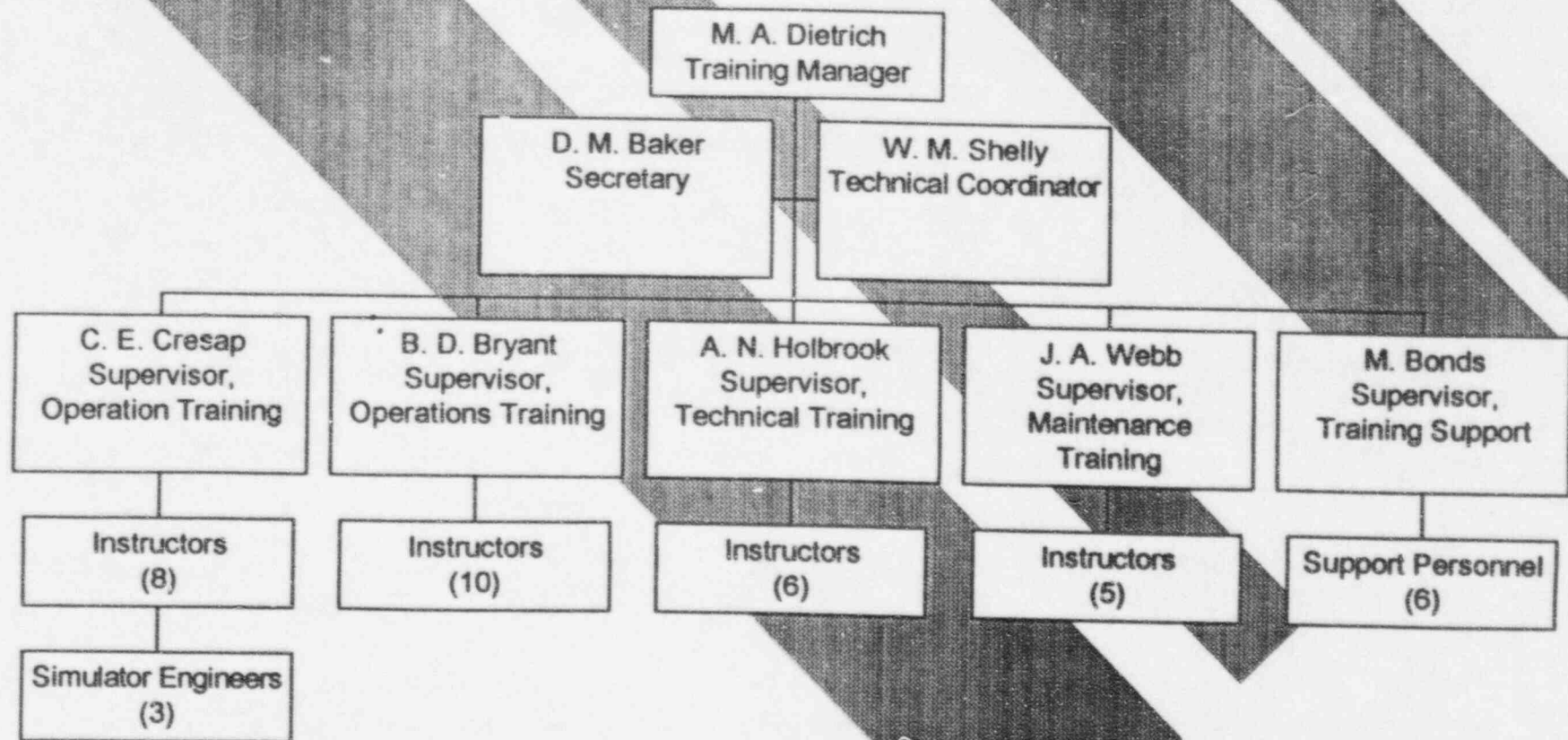
- TSIP Results
 - No LERs or violations
 - Focus on safety during outages and operation with new flexibility
 - Improved understanding through new T.S. bases



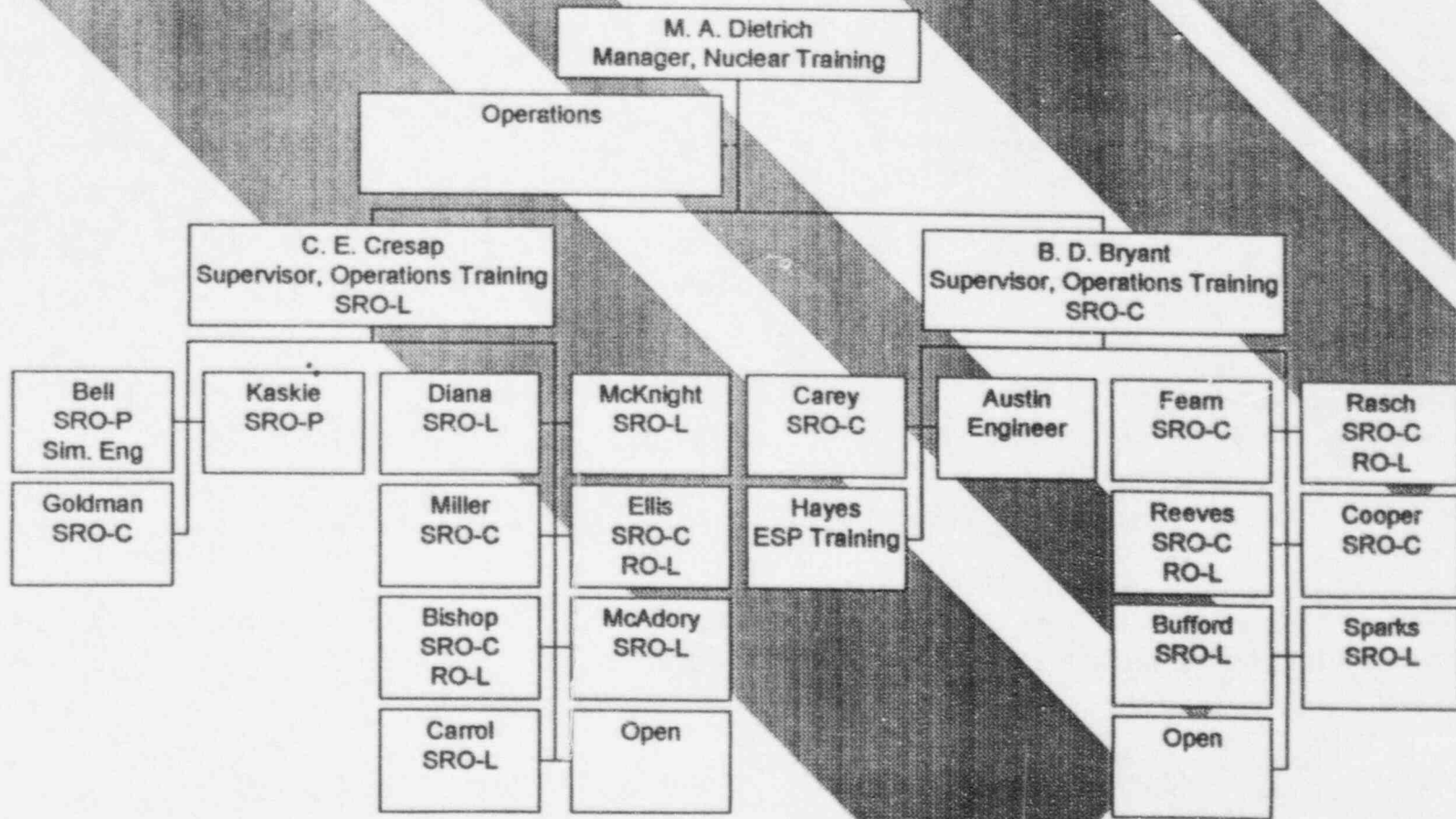
Operator Training

Mike Shelly

Training Organization



Operations Training Organization



Initial License Operation Training

- **Basic Program Description**

- Fundamentals - 14 weeks
- Systems - 17 weeks
- Administrative - 8 weeks
- Simulator - 6 weeks
- On-shift time - 15 weeks
- Final Examinations - 6 weeks

Initial License Operation Training

- Next Expected License Examination
 - December 1997
- Next GFES Exam Participation
 - October 1996
- Typical Class - 10 Candidates
 - 5 to 6 reactor operators
 - 1 to 4 senior reactor operators

Initial License Operation Training

- **Recent Exam Results**

- October 1993 - 100% - 4 RO and 6 SRO candidates
- August 1995 - 100% - 5 RO candidates

Requalification Training

- Typically 6 Cycles of Training/Outage Year
 - 1 cycle for general training
 - 4 cycles for operational training
 - 1 cycle for annual exams
- Each Cycle has 32 Hours of Training
 - 16 hours classroom & 16 hours simulator
- Current Exam Results
 - 83% pass rate

Training Strengths

- **Operations Training Personnel**

- Control room experience
- SRO licensed or certified

- **Feedback Processes**

- Management observations
- Training Review Group (TRG)
- Operator Feedback Book

Training Strengths

- **Effective Simulator Critiques**
 - Evaluators brief Shift Superintendent
 - Shift Superintendent facilitates crew increasing ownership of identified problems
- **Crew Performance Tracking**
 - Previously identified weaknesses discussed with Shift Superintendent for correction
 - Monitored during next simulator session for progress

Training Challenges

- Evaluate 1995 Annual Exams
 - Identify any generic crew weaknesses
 - Individual improvement plans
 - Determine cause of decrease in pass rate
- Improving Crew Teamwork
- Maintaining Balance Between Normal, Off-Normal, and Emergency Scenarios
- Process/Format of Lesson Plan Updates

The cover features three parallel diagonal stripes running from the top-left to the bottom-right. The stripes are dark gray with a fine, woven texture. The stripes are separated by thin white gaps. The top stripe is the widest, the middle stripe is the narrowest, and the bottom stripe is the widest again.

Operations Initiatives

Mike McDowell

Initiatives

- Operator Knowledge Enhancement
- Communication
- Materiel Condition Identification Threshold
- Protective Tagging Process Improvements
- Measurement of Shift Performance

Initiatives

- Operator Knowledge Enhancement
 - Closed book exam questions
 - “Cold” quiz to evaluate knowledge retention
 - Monday morning simulator performance evaluations

Initiatives

- **Communication**
 - Weekly leadership meetings
 - Team building sessions
 - Electronic mail/on-line bulletin board

Initiatives

- **Materiel Condition Identification**

- Threshold**

- Lowering threshold for identification
 - Enhance operator ownership of plant
 - Enhance maintenance coordination

Initiatives

- **Protective Tagging Process**

- **Improvements**

- Formation of dedicated tagging group
- Implementation of new computerized tagging system
- Procedure enhancements

Initiatives

- **Measurement of Shift Performance**

- Formalized trending/measuring program
- Identification of negative and positive performance
- Identification and use of event free attributes/behaviors
- Increased focus on accountability

Grand Gulf Operations Review

Summary

- Strong experienced organization
 - High visibility as "Leader" at the plant
- Recent Management Rotations
 - Staff expects changes
- Increased Expectations
 - Improved materiel condition
 - Elimination of recurring low level problems
 - Control Room formality, communication, and appearance

Grand Gulf Operations Review

Summary

- **Emphasis on Improvement**
 - Self assessment process
 - Find and fix problems
- **Safe Operations and Conservative Decision Making**