

October 23, 1995

Duke Power Company  
ATTN: Mr. W. R. McCollum  
Site Vice President  
Catawba Site  
4800 Concord Road  
York, SC 29745-9635

SUBJECT: MEETING SUMMARY - CATAWBA NUCLEAR STATION

Gentlemen:

This refers to the open Management meeting that was conducted at our request at the Catawba Nuclear Station on October 3, 1995, to discuss performance improvement actions being taken and/or planned at Catawba. A list of attendees and a copy of your presentation handout are enclosed.

It is our opinion that this meeting was beneficial in that it provided the NRC staff with a good overview of the status of your performance improvement initiatives. In addition, the performance issues identified by the Integrated Performance Assessment Process inspection were appropriately addressed. As indicated during the meeting, similar performance improvement related meetings will be held periodically. Arrangements for the next meeting will be addressed under separate correspondence.

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

Should you have any questions concerning this matter, please contact us.

Sincerely,

Original signed by:  
Ellis W. Merschoff, Director  
Division of Reactor Projects

Docket Nos. 50-413, 50-414  
License Nos. NPF-35, NPF-52

Enclosures:

1. List of attendees
2. Licensee Presentation Handouts

cc w/encls: (See page 2)

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cc w/encls:

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Mr. Robert P. Gruber  
Executive Director  
Public Staff - NCUC  
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Raleigh, NC 27626-0520

Mr. J. Michael McGarry, III, Esq.  
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Washington, D. C. 20005

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Raleigh, NC 27626-0513

Mr. Max Batavia, Chief  
Bureau of Radiological Health  
S. C. Department of Health  
and Environmental Control  
2600 Bull Street  
Columbia, SC 29201

Mr. Richard P. Wilson, Esq.  
Assistant Attorney General  
S. C. Attorney General's Office  
P. O. Box 11549  
Columbia, SC 29211

Mr. Michael Hirsch  
Federal Emergency Management Agency  
500 C Street, Sw, Room 840  
Washington, D. C. 20472

cc w/encls cont'd: (See page 3)



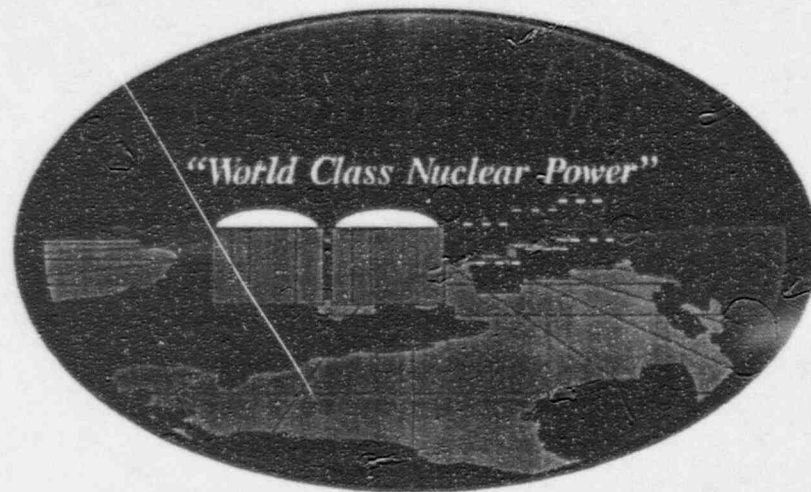
## LIST OF ATTENDEES

### NUCLEAR REGULATORY COMMISSION ATTENDEES:

S. Ebnetter, Regional Administrator, Region II (RII)  
J. Johnson, Deputy Director, Division of Reactor Projects (DRP), RII  
R. Crlenjak, Chief, Branch 1, DRP, RII  
R. Freudenberger, Senior Resident Inspector - Catawba, DRP, RII  
R. Martin, Project Manager, Project Directorate II-2, NRR

### DUKE POWER COMPANY (DPC) ATTENDEES:

M. Tuckman, Senior Vice President, Nuclear Generation Department, DPC  
G. Copp, Manager, Nuclear Regulatory & Industry Affairs, DPC  
W. McCollum, Site Vice President, Catawba Nuclear Station (CNS)  
G. Peterson, Station Manager, CNS  
J. Forbes, Engineering Manager, CNS  
M. Patrick, Safety Assurance Manager, CNS  
Z. Taylor, Regulatory Compliance Manager, CNS  
A. Bhatnagar, Operations Superintendent, CNS  
J. Lowery, Regulatory Compliance, CNS  
K. Nicholson, Compliance Specialist, CNS  
G. Clements, Operations Shift Manager, CNS  
B. Emmons, Organization Effectiveness Manager, CNS  
B. Rash, Bulk Power Specialist, DPC  
G. Savage, Media Relations, DPC  
D. Kimball, Safety Review Manager, CNS  
R. Cummings, Community Relations Manger, CNS



# ***CATAWBA NUCLEAR STATION***

**PERFORMANCE UPDATE**

**OCTOBER 3, 1995**



# CATAWBA NUCLEAR STATION PERFORMANCE UPDATE OCTOBER 3, 1995

## I. Introduction

Bill McCollum

- A. Plant Performance
- B. CNS Operational Plan
  - › Human Performance LERs
  - › Dose
  - › WR Backlog
- C. Management Focus
- D. IPAP Introduction

## II. IPAP Assessment

Gary Peterson

- A. Operation Focus
- B. Maintenance
- C. Plant Support
- D. Safety Assessment

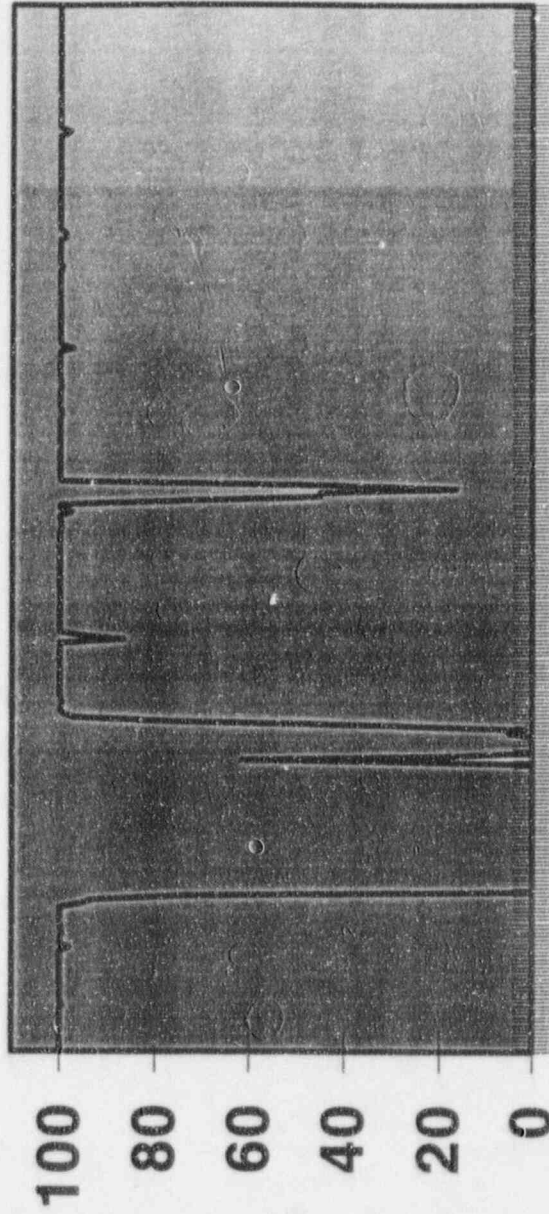
## III. Catawba Leadership

Bill McCollum



# PLANT PERFORMANCE

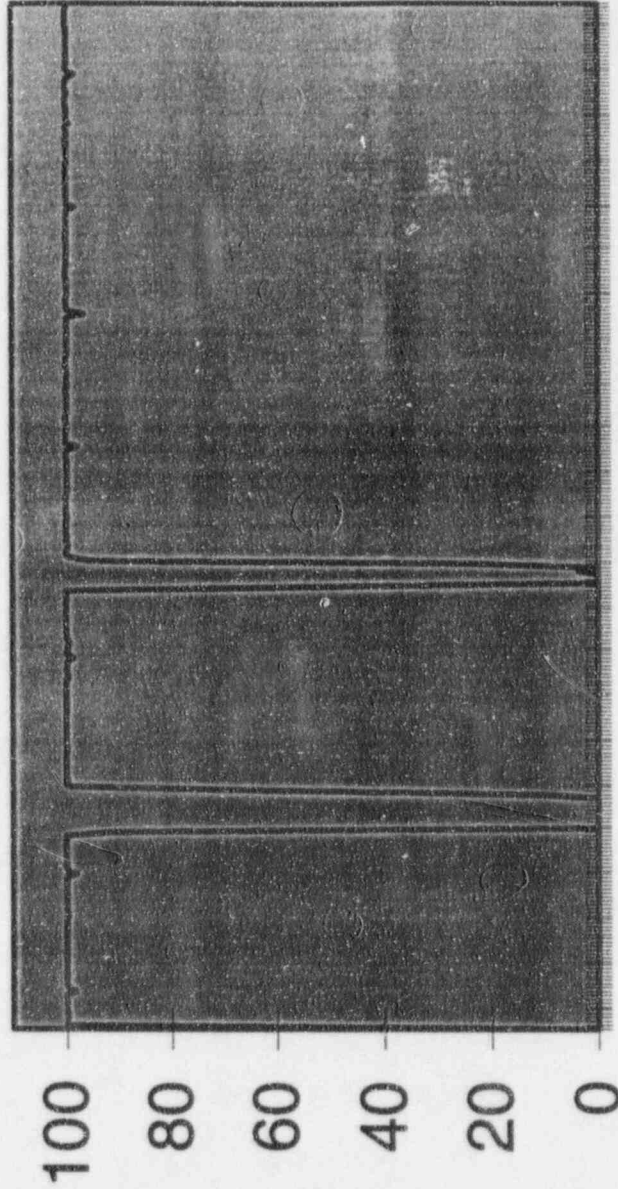
Unit 1 - 129 Days Continuous Operation



Jan 01 - Sept 27, 1995

# PLANT PERFORMANCE

Unit 2 - 152 Days Continuous Operation



Jan 01 - Sept 27, 1995



# Vision - "Achieve World Class Results Now"

- Operating and Safety Performance in Top 25% with No Injuries
- Capacity Factor in the Top 25% Among U.S. Plants
- Op'g and Maint Costs/kwh Among Top 10 Low Cost Plants

# Catawba Operational Plan September 1995

## Vision Focus

## Vision Measures

## Strategic Measures

Safety

RECORDABLE INJURIES (Emmons) \$	# REPORTABLE ENVIRONM'NTL INCIDENTS (Patrick)
SALP RATING (Patrick)	INPO RATING (Patrick)

# SHUTDOWN/PRECURSOR EVENTS (Crawford)	# SAFETY SYS ACTUATIONS (Patrick)	# NRC VIOLATIONS (Patrick)	# AUTO RX TRIPS (Patrick)	SAFETY SYS UNAVAIL'BLTY (Crawford)	# LERs HP RELATED (Patrick)
FUEL RELIABILITY INDEX (Crawford)	MOD-SUCCESS (Boyd)	DOSE (Coy)	ENVIRONM'NTL ASSESSMENT SCORE (Patrick)	MISPOS (Patrick)	WORK REQUEST BACKLOG (Funderburke)

Production

POWER GENERATION (GWH) (Crawford) \$
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OUTAGE SCHEDULE (Funderburke)	HEAT RATE (NET) BTU/KWH (Crawford)
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Cost

NON-FUEL O&M (\$M) (Huddle) \$
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INVENTORY \$ VALUE (Love) \$
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Red - Not Meeting Expectations  
 Yellow - Improvement Needed  
 White - Not Reported  
 Green - Meeting Expectations  
 Previous Quarters (Owner)  
 Y-T-D Status (Owner)  
 \$ = Site Incentive Goal

## Management Focus

PEOPLE (McCollum)	PROCESS (McCollum)	PLANT EQUIPMENT (Forbes)
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Red - Action Plan Not on Target  
 Yellow - All Actions Not Complete  
 White - Not Reported  
 Green - All Actions Complete



# OPERATIONAL PLAN

## RECENT CHANGES

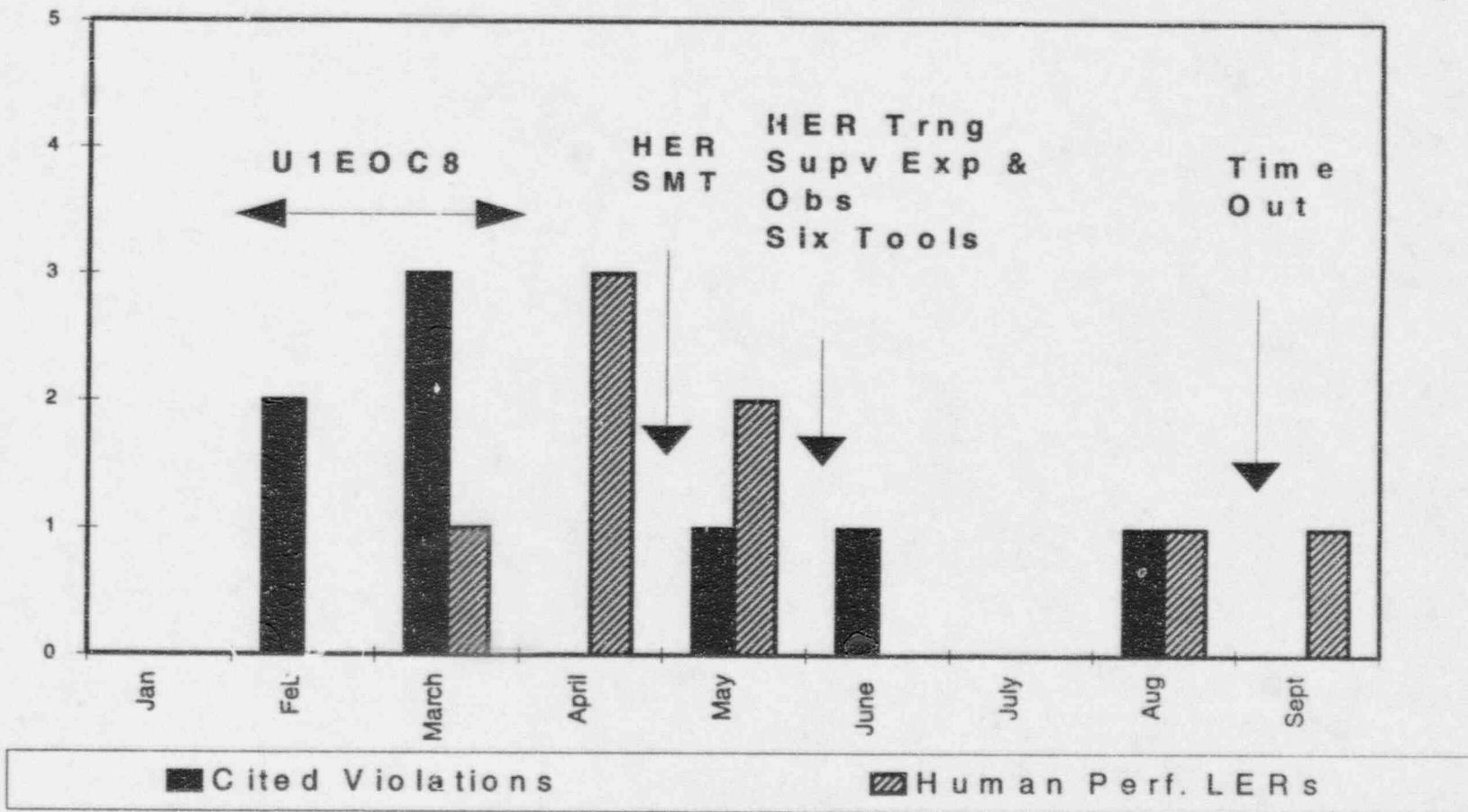
- |                                |                 |
|--------------------------------|-----------------|
| ● Safety System Unavailability | Green => Yellow |
| ● Reactor Trips                | Red => Yellow   |
| ● Environmental Assessment     | White => Green  |

## RED AREAS

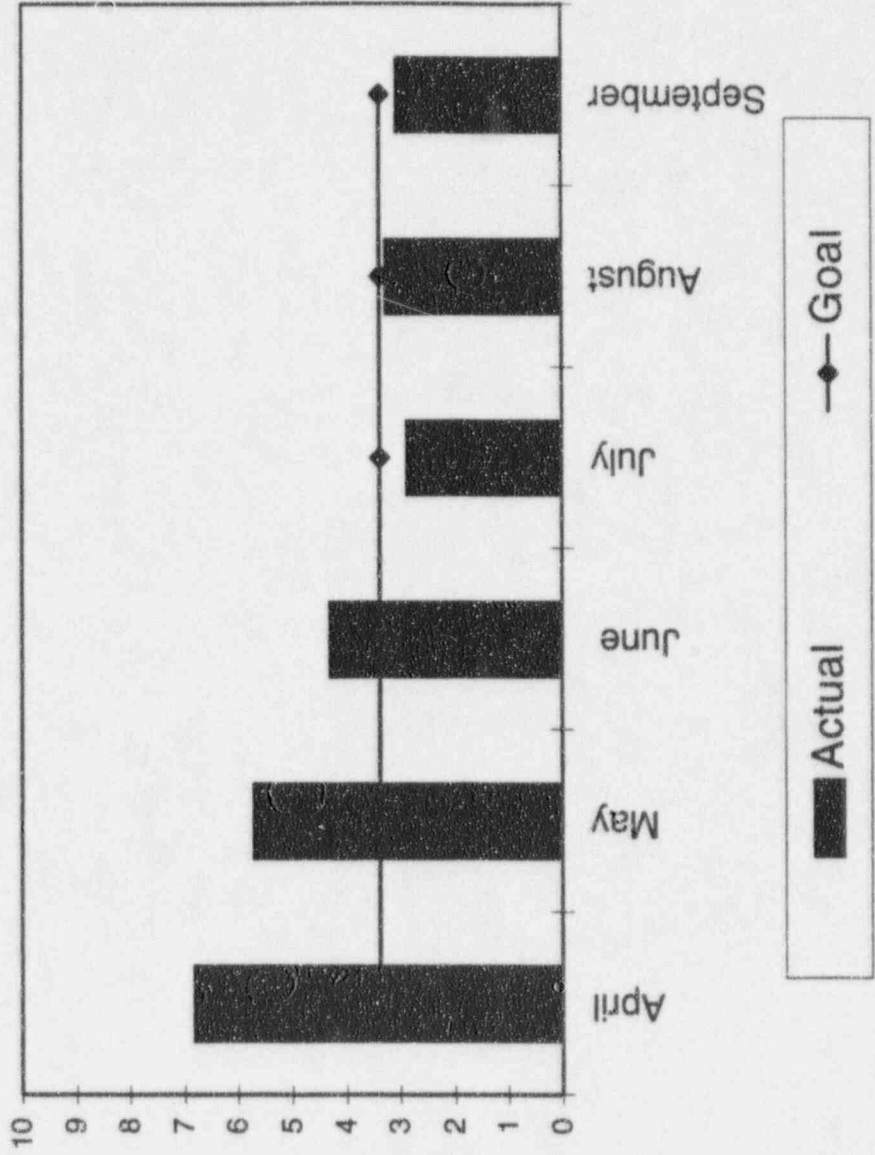
- Human Performance Related LERs
- Dose
- Work Request Backlog
- Shutdown Precursor Event



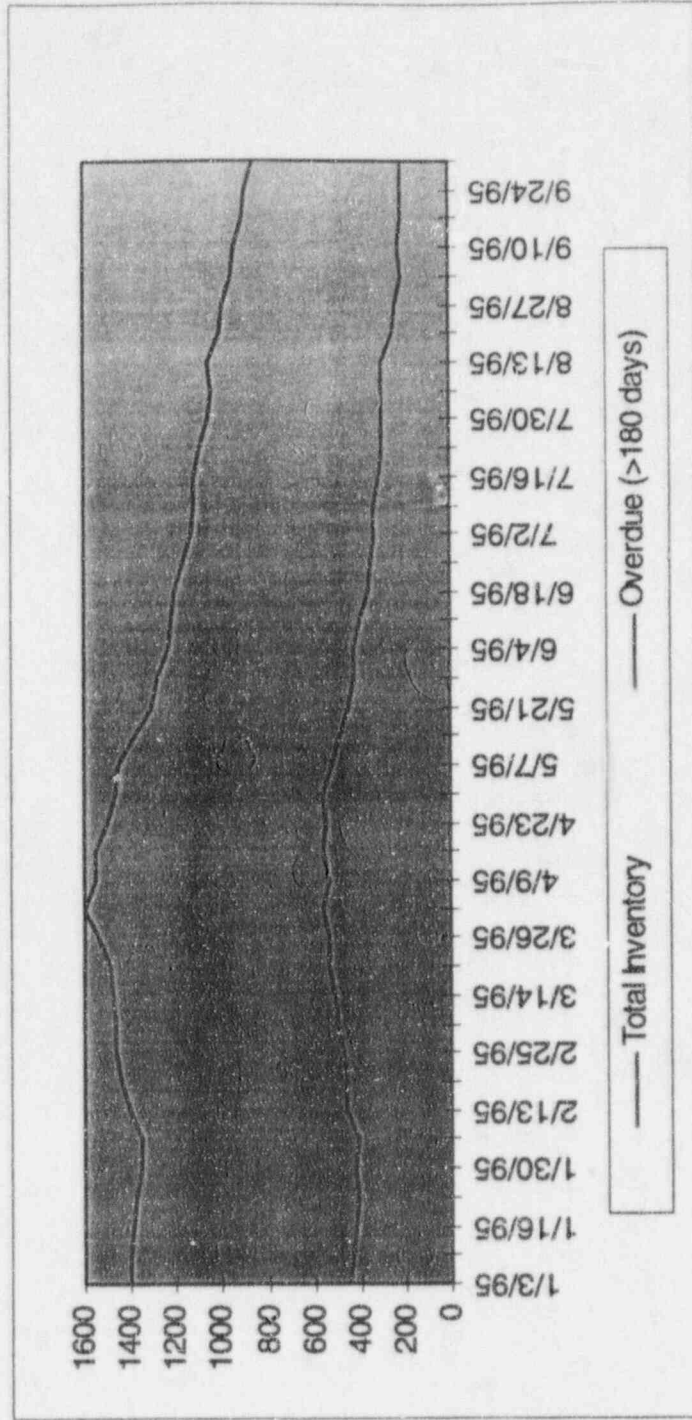
# HUMAN PERFORMANCE LERs and NRC CITED VIOLATIONS



# DOSE/MONTHLY TREND



# WORK REQUEST BACKLOG





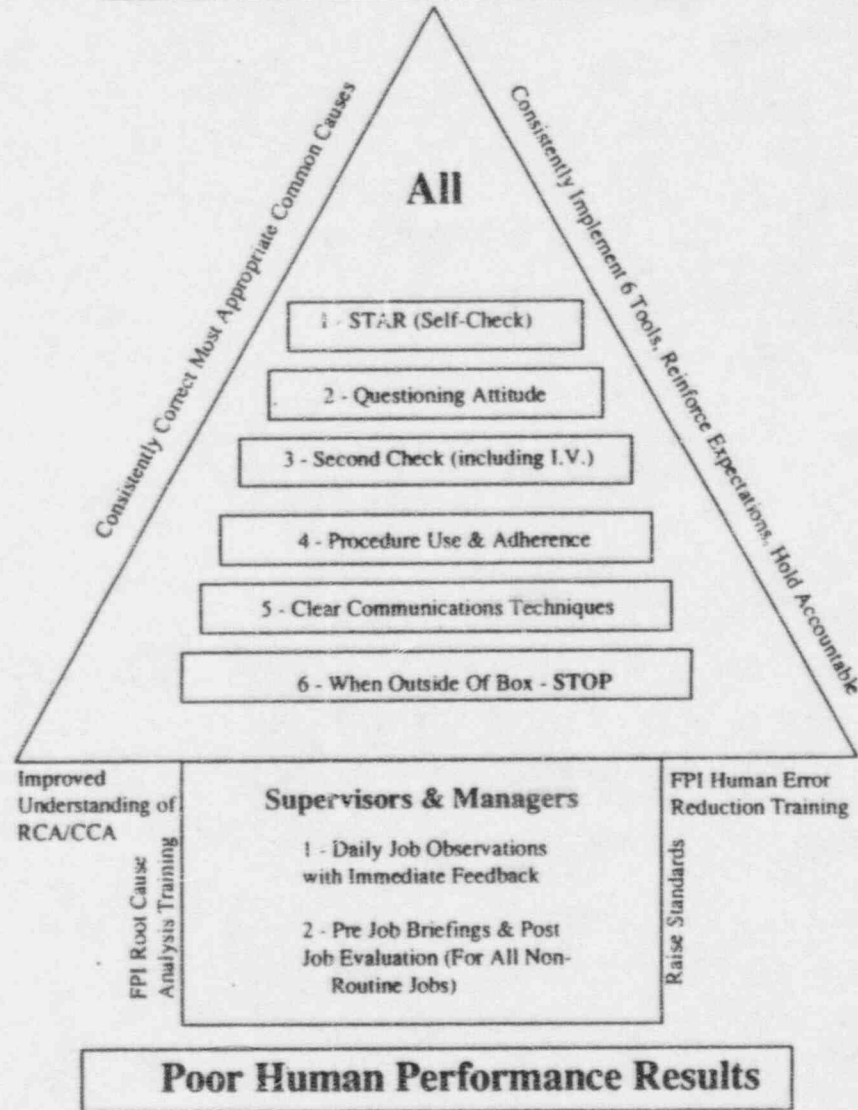
## MANAGEMENT FOCUS HUMAN PERFORMANCE

- **1. Human Error Reduction**
- 2. Mispositionings ==> Secondary
- 3. Missed Surveillances ==> Closing
- 4. Foreign Material Exclusion ==> Secondary
- **5. Procedure Use & Adherence**
- 6. Troubleshooting/Equipment Root Cause ==> Closing
- **7. Mgmt Expectations & Accountabilities**
- 8. RP Worker Practices ==> Secondary



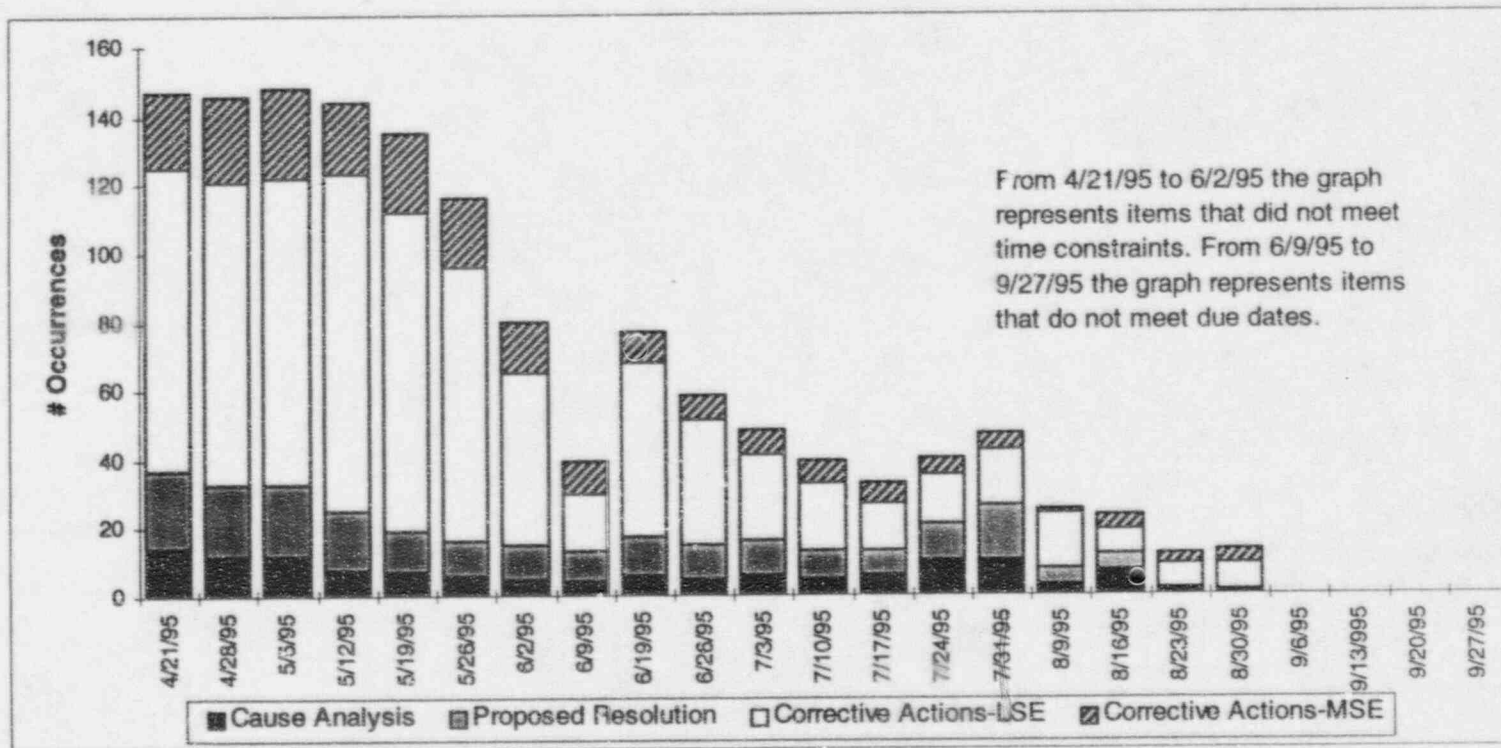
# HUMAN PERFORMANCE

**Flawless Human Performance Results**





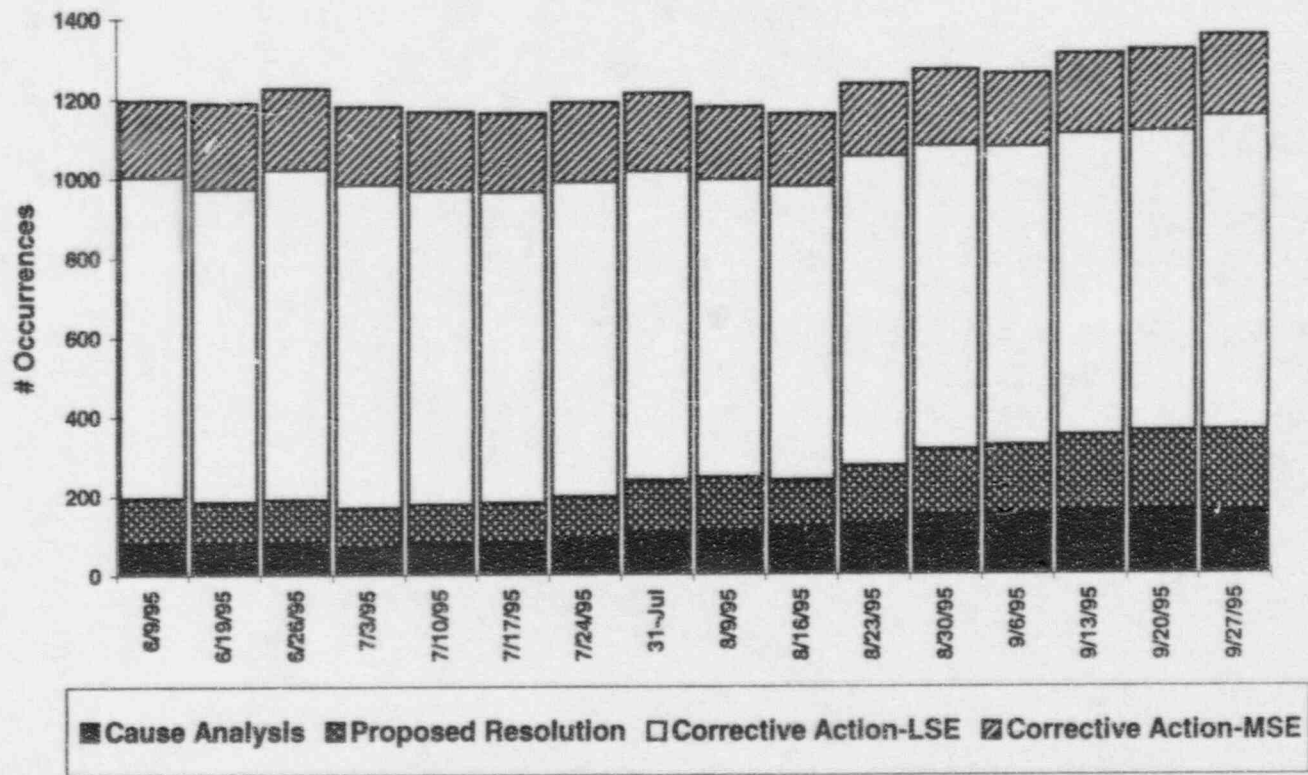
# OVERDUE PIP ACTIVITIES





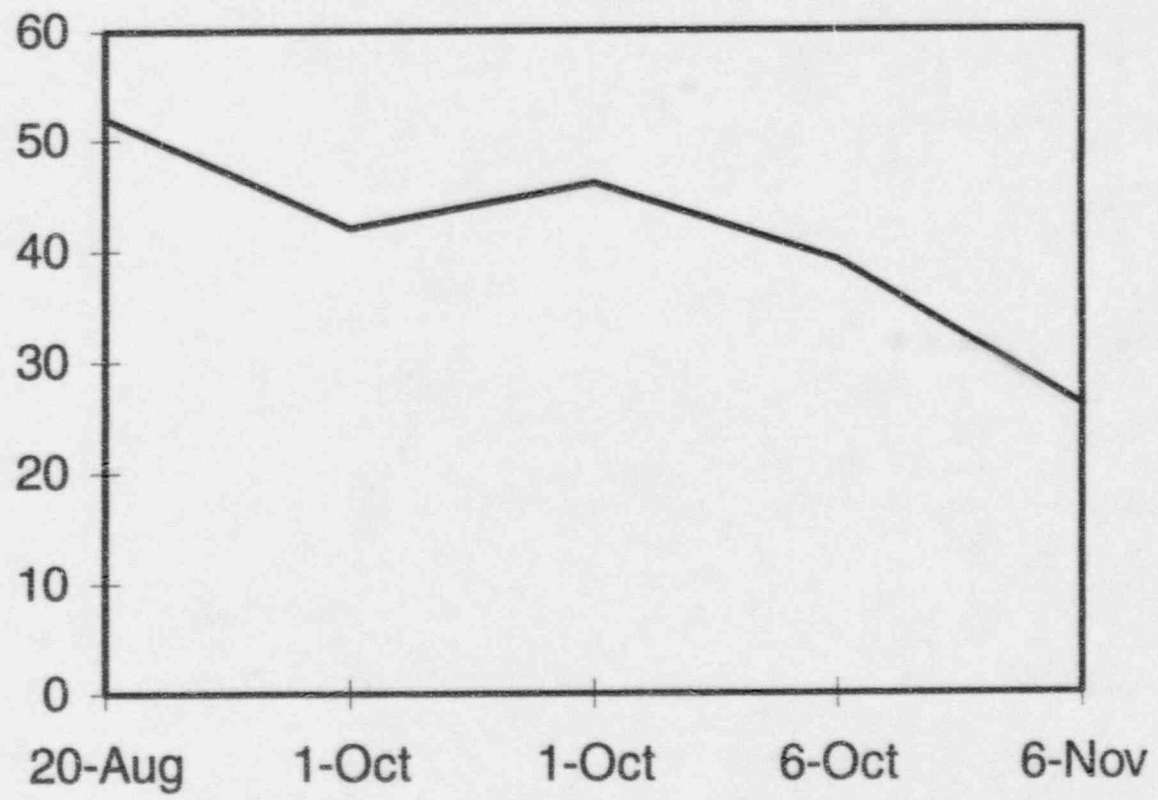


# OPEN PIP ACTIVITIES





# TSM CLOSEOUT SCHEDULE





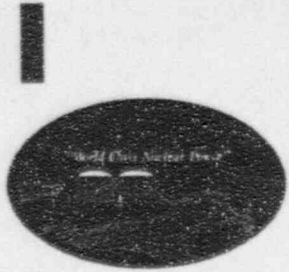
## IPAP INTRODUCTION

### OUR FOCUS

- We understand all of our issues and problems
- We have actions in place to address
- We are continuing to assess ourselves and track progress

### IPAP WAS VERY HELPFUL AND USEFUL

- Provided a different perspective
- Confirmed we were on the right track
- Clarified and refined corrective actions



## II. OPERATION FOCUS

- Process/Organizational Changes
- Strategic/Philosophical Changes



## PROCESS/ORGANIZATIONAL CHANGES

- Improve OPS Management in Work Control
  - » Selection of Innage Managers
  - » OPS point of contact/commitment to innage schedule
  
- OPS Will Establish Clear Ownership/Control of Plant Equipment
  - » Modify tagging directive
  - » Policy statement on equipment ownership
  - » Equipment status updates at Plant Status meetings
  
- OPS Leadership of Plant Status Meetings
  - » Operations Plant Status meetings lead by OSM
  - » Site direction meetings lead by Station Manager



## STRATEGIC/PHILOSOPHICAL CHANGES

- Engineering Focus on Short Term Plant Needs
  - » Formal Process for fast response
- Corporate Management Supportive of OPS Focus Initiatives
- Establish OSM as Member of Site Management/Backshift Station Manager
- Train Non-Operations Supervisors on System Operations



## OPERATION FOCUS

### HUMAN PERFORMANCE IMPROVEMENT UPDATE

- Operations Assessment In September
- Site Wide Time-Out on Human Performance
- Questioning Attitude Demonstrated
- Productivity Impacted Yet Backlog Continues to Decrease



# MAINTENANCE

## MAINTENANCE AND SURVEILLANCE PROGRAMS

- FIP Process Improvement
- Site Wide Communications
- Job Observations
- Accountability





# MAINTENANCE

## IMPLEMENTATION OF NEW WORK CONTROL PROCESS

- Look ahead schedules
- Site management bi-weekly updates
- Scheduling efficiencies ~ 80%
- Assessment of Work Control Process



# MAINTENANCE

## CONDUCT OF OUTAGE

- Senior Plant Management Clarification of Expectations With ESS
- Site and Corporate Assessment of Critical ESS Evolutions



## RADIATION PROTECTION

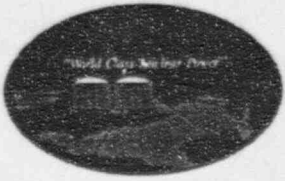
- INNAGE
  - » ALARA Focus on Work Request Backlog
  - » Job Review/Investigation
  - » Optimizing Work Scheduling
  - » Downsizing of Primary System Filters
  
- OUTAGE
  - » Large Shielding Crew
  - » Post Outage Investigations
  - » Revised Crud Burst Program



# SAFETY ASSESSMENT

## PROBLEM ANALYSIS AND EVALUATION

- Root Cause Improvements
  - » Established a site wide Root Cause Team, Root Cause Leader and technique training
  - » Root Cause threshold being established by procedural guidance and senior station management involvement
  
- Senior Station Management Involvement in PIP Process



# SAFETY ASSESSMENT

## PROBLEM ANALYSIS AND EVALUATION

- Cause Code Enhancements
- Plant On-Site Review Committee (PORC)
  - » Meeting more frequently
  - » Focus on current operating issues
  - » More structured management involvement in safety issues



### III. CATAWBA LEADERSHIP

- Change In Focus
  - » Operations - Positive Control
  - » Management Involvement
  - » Increased Formality for Work Execution
  
- Responsiveness
  - » D/G Turbocharger Bolt Failure
  - » Auxiliary Feedwater Pump Turbine Linkage Nut
  - » Containment Integrity Issues
  - » RN Pump Discharge Valve Failure
  
- Self Critical
  - » Assessment
  - » Feedback
  - » PIP Review