

DED

December 1, 1995

Mr. Leon R. Eliason  
Chief Nuclear Officer and President  
Nuclear Business Unit  
Public Service Electric and Gas Company  
P.O. Box 236  
Hancocks Bridge, New Jersey 08038-0236

SUBJECT: HOPE CREEK PLANT PERFORMANCE REVIEW RESULTS

Dear Mr. Eliason:

On November 1, 1995, Region I performed a Plant Performance Review (PPR) for the Hope Creek plant, covering the period of April 23, 1995 to October 21, 1995. The PPR process consists of a review of inspection findings, significant events, and other information that relates to licensee performance. The purpose of this process is to assess nuclear plant performance for trends, and to plan future inspection activities at the facility. This process will be performed for all plants approximately every six months so that two PPR assessments will be performed during the approximate 18-month Systematic Assessment of Licensee Performance (SALP) cycle.

We noted the ongoing significant changes in your management personnel, organizational structure, and processes. While it appears these changes are intended to instill a stronger safety focus in the organization, we are concerned that your performance has continued to decline. The absence of strong organizational communication, both through procedures and processes, as well as verbal, is a common element in several plant events.

We are concerned with the performance of the Operations Department. The recent events (e.g., April 1995 radioactive release, July 1995 core bypass flow, October 1995 reactivity manipulation) where the operators did not respond appropriately is a specific concern given their individual responsibility inherent in the NRC licenses that they hold. Furthermore, the operators' apparent tolerance in accepting operator workarounds, and poor Engineering support for resolving such issues, has resulted in continuing equipment problems and poor equipment availability in some cases, including the Radiation Monitoring System, Reactor Manual Control System, and overhead alarms in the control room. We recognize that recently you have taken significant additional actions to address operator and Operations Department performance weaknesses, however, the effectiveness of these actions is yet to be demonstrated.

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Mr. Leon R. Eliason

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Major maintenance activities continued to be conducted well, however, a growing backlog will present future challenges. Your work control process and its implementation also have been weak and lack strong control and oversight, and require your attention.

Although we continue to observe an excellent radiation protection program, we also note that your occupational exposure is increasing.

Finally, it appears that the contribution from your oversight groups has not been effective at improving station performance and deserves management attention.

We are aware of your plans to address many of these issues during your current refueling outage. We want to ensure that the corrective actions you intend to implement during the outage will be effective. Therefore, we request a management meeting prior to startup in which we would ask you to present your self assessment of the conduct of the outage and your readiness for restart of the unit.

The Enclosure provides the schedule for NRC inspections of your facility planned for the next 12 months. We will inform you of any significant changes to the enclosed inspection schedule. The routine resident inspection effort is not included in this schedule.

If you have any questions concerning this letter, please contact Larry Nicholson at (610) 337-5128.

Sincerely,

ORIGINAL SIGNED BY:

Richard W. Cooper II, Director  
Division of Reactor Projects

Docket No. 50-354

Enclosure: Planned NRC Inspections at Hope Creek

Mr. Leon R. Eliason

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cc w/encl:

L. Storz, Senior Vice President - Nuclear Operations  
E. Simpson, Senior Vice President - Nuclear Engineering  
C. Schaefer, External Operations - Nuclear, Delmarva Power & Light Co.  
P. MacFarland Goelz, Manager, Joint Generation  
Atlantic Electric  
R. Burricelli, Director - External Affairs  
M. Reddemann, General Manager - Hope Creek Operations  
J. Benjamin, General Manager - Quality Assurance & Nuclear Safety Review  
F. Thomson, Manager - Licensing and Regulation  
R. Kankus, Joint Owner Affairs  
A. C. Tapert, Program Administrator  
R. Fryling, Jr., Esquire  
M. J. Wetterhahn, Esquire  
Consumer Advocate, Office of Consumer Advocate  
William Conklin, Public Safety Consultant, Lower Alloways Creek Township  
State of New Jersey  
State of Delaware

Mr. Leon R. Eliason

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D. Screnci (2)  
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W. Dean, OEDO  
D. Jaffe, Project Manager, NRR  
J. Stolz, PDI-2, NRR  
Inspection Program Branch, NRR (IPAS)

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DATE	11/ /95		11/ /95		11/ /95	

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\*See Previous Concurrence Page

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NAME	LNicholson		RCooper		WKane	
DATE	11/17/95		11/24/95		11/29/95	

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ENCLOSURE  
**Planned NRC Inspections at Hope Creek**  
**October 1, 1995 to October 1, 1996**  
**(Excluding Resident Inspector Reviews)**

INSPECTION PROCEDURE NUMBER	TITLE	TYPE	START DATE
<b>OPERATIONS</b>			
71715	Sustained Control Room Observation (To evaluate shutdown activities and the transition into shut-down cooling)	RI	11/10/95
60710	Refueling (Shutdown) Activities (To assess shut-down risk consideration prior to beginning safety related work)	RI	11/13/95
71001	Operator Requal Program Review (To evaluate adequacy of requalification training program)	RI	7/8/96
71715	Sustained Control Room Observation (To monitor control room activities at power, post-restart)	RI	6/96
<b>ENGINEERING</b>			
37550	Engineering	CO	1/22/96
<b>PLANT SUPPORT</b>			
83750	Occupational Radiation Exposure	CO	11/20/95
84750	Rad Waste, Effluents & Environmental Mon.	CO	2/5/96
83728	ALARA (To assess specific exposure reduction initiatives)	RI	3/11/96
81700	Physical Security	CO	8/19/96
83750	Occupational Radiation Exposure	CO	8/5/96
<b>MAINTENANCE</b>			
73753	Inservice Inspection (ISI)	CO	12/10/95
62700	Review of Maintenance Practices (Implements a SALP recommendation based on licensee performance)	RI	2/26/96
<b>TEAM INSPECTIONS</b>			
93806	Readiness Assessment Team Inspection (To evaluate management effectiveness in the oversight of reactor restart)	RI	1/96
93808	Integrated Performance Assessment Process (IPAP)	CO	6/10/96

Abbreviations:  
 PR - NRR Program Requirement  
 SI - Safety Issues  
 CO - Core Requirement  
 RI - Regional Initiative  
 TI - Temporary Instruction