APR 16 1992

Docket No. 50-333

Mr. Ralph E. Beedle
Executive Vice President - Nuclear Generation
New York Power Authority
123 Main St.
White Plains, New York 10601

Dear Mr. Beedle:

Subject: NRC/NYPA Public Meeting on March 30, 1992 to Discuss the FitzPatrick Results Improvement Program

On March 30, 1992, a public meeting was held between the NRC staff and the New York Power Authority (NYPA) at the James A. FitzPatrick Training Center. The purpose of the meeting was to discuss questions and comments on the FitzPatrick Results Improvement Program (RIP), as described in an NRC letter dated February 28, 1992. NYPA prepared a meeting agenda and a summary document that described certain aspects of its responses to the NRC staff's questions and comments. The NYPA document is included as enclosure 1 to this letter. At the conclusion of the FitzPatrick RIP discussion, NYPA discussed its immediate corrective actions for deficiencies identified during the NRC fire protection team inspection (inspection report 50-330/92-80) conducted during the weeks of March 9 and 16, 1992. NYPA corrective actions are also summarized in enclosure 1.

At the conclusion of the meeting, Mr. Charles W. Hehl, Director, Division of Reactor Projects, summarized the NRC staff's interest in observing the implementation of the FitzPatrick RIP and monitoring its success.

Your cooperation is appreciated.

Sincerely,

Original Signed By!

Curtis J. Cowgill, Chief
Projects Branch 1
Division of Reactor Projects

Enclosures:
1. FitzPatrick Results Improvement Program March 30, 1992 Meeting Summary Document
2. List of Attendees

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APR 16 1992

cc w/encls:
J. Brons, President
R. Converse, Resident Manager
J. Gray, Director, Nuclear Licensing - BWR
G. Goldstein, Assistant General Counsel
Supervisor, Town of Scriba
C. Donaldson, Esquire, Assistant Attorney General, New York Department of Law
Director, Power Division, Department of Public Service, State of New York
Public Document Room (PDR)
Local Public Document Room (LPDR)
Nuclear Safety Information Center (NSIC)
NRC Resident Inspector
State of New York, SLO Designee
K. Abraham, PAO-RI (2)

bcc w/encls:
Region I Docket Room (with concurrences)
W. Hehl, DRP
S. Shankman, DRP
C. Cowgill, DRP
R. Summers, DRP
D. Haverkamp, DRP
G. Tracy, SRI - IP-3
W. Cook, SRI - FitzPatrick
R. Lobel, OEDO
R. Capra, NRR
B. McCabe, NRR
W. Hodges, DRS
W. Lanning, DRS
L. Bettenhausen, DRS
C. Anderson, DRS
J. Caruso, DRS
R. Cooper, DRSS
J. Durr, DRSS
J. Joyner, DRSS

RI:DRP	RI:DRP	RI:DRP
WCook/mjc	DHaverkamp	CCowgill
4/14/92	4/14/92	4/16/92

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ENCLOSURE 2

March 30, 1992

List of Public Meeting Attendees

USNRC

L. Bettenhausen, Chief, Operations Branch, DRS
W. Cook, Senior Resident Inspector, James A. FitzPatrick Nuclear Power Plant
C. Cowgill, Chief, Projects Branch No. 1, DRP
D. Haverkamp, Chief, Reactor Projects Section No. 1B, DRP
C. Hehl, Director, DRP
J. Joyner, Chief, Facilities Radiological Safety and Safeguards Branch, DRSS
B. McCabe, Projects Manager, NRR
E. Plasse, Resident Inspector, FitzPatrick

NYPA

R. Beedle, Executive Vice President, Nuclear Generation
M. Colombs, General Manager, Support Services
R. Converse, Resident Manager
J. DeRoy, Maintenance Superintendent
T. Dougherty, Director, Project Engineering
J. Gray, Director, Licensing
W. Josiger, Vice President Nuclear Operations and Maintenance
D. Lindsey, General Manager, Maintenance
H. Salmon, Resident Manager, designee
D. Simpson, Training Superintendent
G. Tasick, QA Manager
K. Vehstedt, Technical Services Superintendent
S. Zulla, Vice President, Nuclear Engineering

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ENCLOSURE 1

FitzPatrick Results Improvement Program

NRC/NYPA Public Meeting

March 30, 1992

SLIDE 1

NRC/NYPA

FITZPATRICK RESULTS IMPROVEMENT PROGRAM MEETING

March 30, 1992

AGENDA

- Introductions.....NRC/NYPA
- Discussion of Issues.....R Converse
  - Root Cause Process
  - Action Item Development
  - Progress Monitoring
  - Updating and Closeout
- Business Plan - Oversight.....Wm Josiger
- Technical Support and Engineering.....Selected Dept Mngrs
- Lunch Break (30 minutes)
- NRC Summary - Fire Protection Team - Inspection 92-80
- NYPA Response.....M Colomb
  R Schimpf
- Closing Remarks.....R Beedle

SLIDE 2

ROOT CAUSE PROCESS

INITIAL ROOT CAUSE DEVELOPMENT (Pre DET)

1. INPUT & SOURCES

To develop issues:

- NYPA Assessment Teams
- Employee feedback and [illegible]
- Inspections and audits

2. ANALYSIS

- Independent Causal Factor Analysis
- Input collated and draft root causes developed.

3. REVIEW

- Independent (ex QA Mngr) review
- Plant and corporate management

SLIDE 3

ROOT CAUSE PROCESS

ENHANCED ROOT CAUSE DEVELOPMENT (Post DET)

1. INPUT

- NYPA Initial Root Causes
- Continuing employee feedback
- NRC DET
  - Observations
  - Technical issues
  - Root causes

2. ANALYSIS

- Input collated
- Eight causes developed (three root and five contributing).

3. VERIFICATION

- Independent consultant:
  - ATTS concerns
  - Fire protection concerns

4. REVIEW

- Root Cause/Action Item matrix developed.
- Action Items reviewed to ensure Root Causes were addressed.

SLIDE 4

FRIP
ACTION ITEM DEVELOPMENT

1. Department Specific Action Items
   - Developed by managers with input from:
     - Department personnel thru meetings
     - Department managers
     - Audits and assessments
   - Priorities established.
   - Reviewed by General Managers.

2. Management and Organization Action Items
   - M & O Issues (plant and corporate)
   - Draft Action Items developed.
   - Working groups (cross-section of JAF and WPO) reviewed and refine draft Action Items.
   - Priorities established.

3. Supplemental items added to address DET DEOs

4. Reviewed by Res Mngr (and future Res Mngr)
   - Issue and item content
   - Priorities and due dates

5. Endorsed by Executive Vice President

6. Docketed with NRC

SLIDE 5

FRIP
ACTION ITEM DEVELOPMENT

PRIORITIZATION AND SCHEDULING

1. Necessary resources will be provided.
2. Draft Action Item due dates by RI Coordinator.
3. Action items parceled out to responsible parties.
4. Due dates were adjusted by responsible party.
5. Action Items gathered - entire RIP review by Res Mngr .
6. Due dates readjusted and fixed.

Typical prioritization scheme:

- HOW DOES ITEM RANK AS TO IMPORTANCE?

  Safety
  NYPA Requirement
  Productivity
  Efficiency
  Enhancement

- CAN SCHEDULE BE PHYSICALLY ACCOMPLISHED?

  Internal change
  Internal change - requires review
  Interdepartmental
  Recruitment/procurement time
  Long term - external control

- HOW QUICKLY CAN THE RESOURCES BE MADE AVAILABLE?

  Once schedules were fixed, resources were requested, processed and approved.

SLIDE 6

FRIP

PROGRESS MONITORING

1. Special Assessments

- Effectiveness
- Communication
- Cooperation

2. Department Self-assessments

- Status of current items
- Enhancements
- Additional improvements

3. Employee Feedback

- Employee communications
- Physical work environment improvements
- Work process improvements

4. Audits and Inspections

5. Action Items Tracked by RI Coordinator

6. Status Reports

SLIDE 7

FRIP
ACTION ITEM

UPDATING

1. Adding Action Items

- Initiation

  Evaluations
  Feedback
  Observations
  Self-assessments
  Plant Leadership Team (PLT)

- Approved and assigned by Resident Manager.

2. Due Date Revisions

- Appealed thru chain of command.
- Gen Mngr may change date after justification.
- Gen Mngr consults Res Mngr on major changes.

3. Evolving Action Items Redefined

- Changes by emergent issues
- Improved methods of addressing Root Cause

FRIP
ACTION ITEM

CLOSEOUT

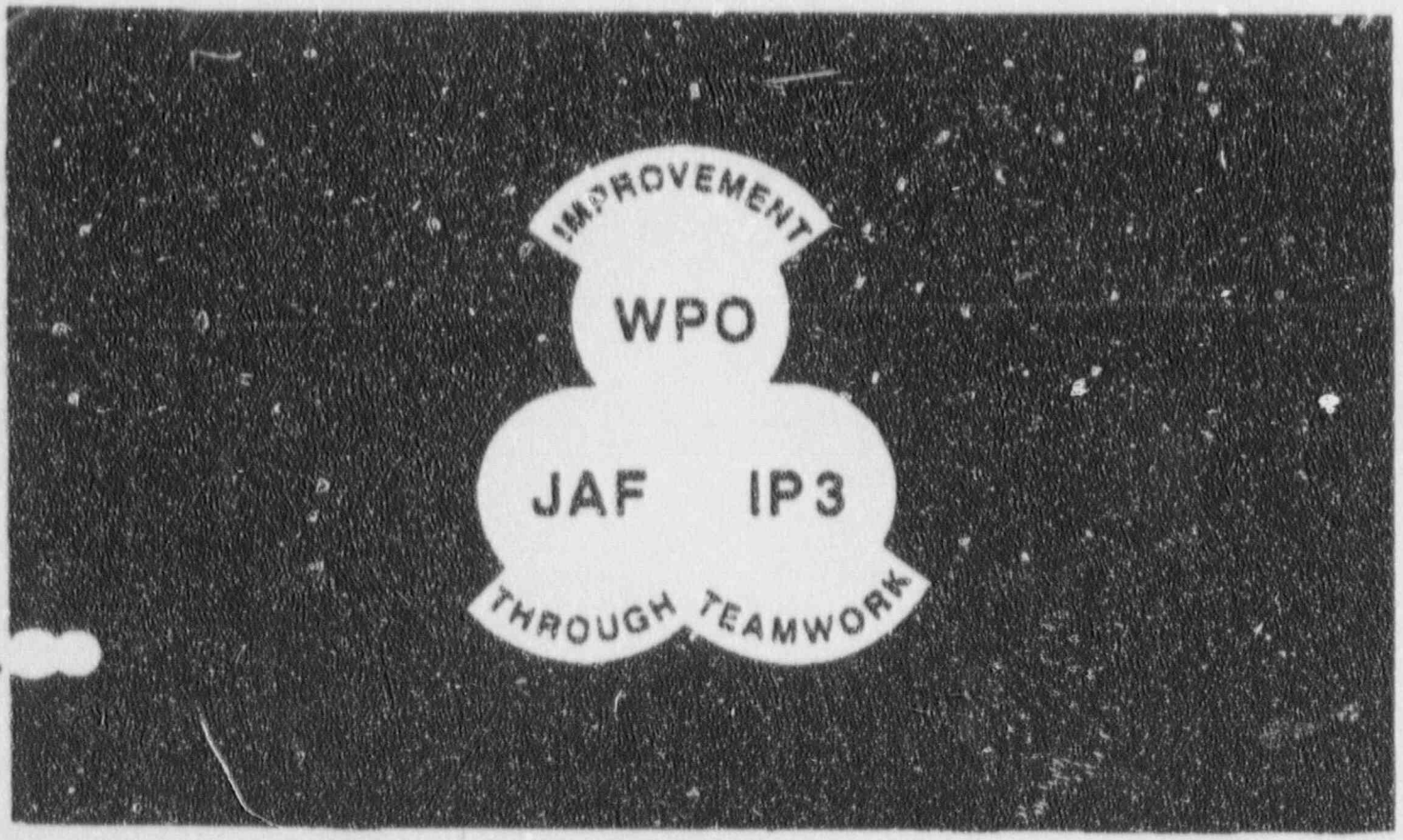
1. Closeout of Action Items
   - Completed item report to Dept Mngr.
   - Dept Mngr certifies.
   - PLT reviews.
   - Res Mngr approves as complete.

2. Criteria for Action Item closeout
   - Review of specifics for effectiveness.
   - Review of Dept Mngr certification.
   - Is fix documented?
   - Is fix formalized?
   - Consensus by PLT required.

3. QA Manager Review
   - Items selected by sampling process.
   - Items may be re-opened.

New York Power Authority

NUCLEAR GENERATION BUSINESS PLAN 1992



Nuclear Generation Business Plan

- Purpose
- Development
- Final Product
- Oversight/Monitoring
- Example: Integrated Assessment Program

Nuclear Generation Business Plan
Purpose

- Provide Consistent Direction
- Identify Department-Wide Actions
- Establish Department Performance Indicators & Goals
- Track Progress
- Enhance Management Oversight

Nuclear Generation Business Plan
Development

- Best of the Rest
- Entire Departmental Involvement
- Support Outside Department

Nuclear Generation Business Plan
Final Product

- *Message from R. Beedle*
- Guiding Principles
- Departmental Mission
- Key Objectives
  - Nuclear & Industrial Safety
  - Professionalism
  - Performance
  - Regulatory Compliance
  - Cost Management
- Strategies & Action Plans
- Indicators & Goals

Nuclear Generation Business Plan
Oversight/Monitoring

- Identifies Department-Wide Goals
- Establishes Focused Initiatives
- Monthly Report to Monitor Progress against Goals
- Quarterly Reports to Monitor Status of All Tasks

Nuclear Generation Business Plan

Example:

"An Integrated Self Assessment Program Developed & Implemented by 6/92"

Objective 2, Strategy A, Action No. 4

INTEGRATED PROGRAM FOR SELF ASSESSMENT

- PURPOSE
- DEVELOPMENT
- FINAL PRODUCT

PURPOSE

- Control our own destiny
- Get out of crisis mode of management
- Self-identify problems
  - Sites
  - Corporate support
- Initiate the best long term solutions
  - Not a band aid
  - Not a knee jerk response
- Identify critical areas to prioritize resource allocation
- Quarterly Assessment of Sites by Corporate

DEVELOPMENT

- Program is still in development
  - Work started Nov '91
  - First issue scheduled for June '92
  - Cover first quarter of '92

- Identified the need to simplify performance evaluation
  - Collect and grade a broad range of indicators
  - Report the results in a digestible format

- Report was developed which has total management buy-in
  - Taps into existing site and corporate management indicators
    - Plant monthly report
    - Departmental reports
      - NED Task Status report
      - BWR Project Report
      - Chemistry Report
  - Adopts goals from the Business Plan and site goals
  - Established a method to grade the indicators against the goals

- Report is a living document that will continue to evolve
    - Reflect changing goals
    - Capture additional areas

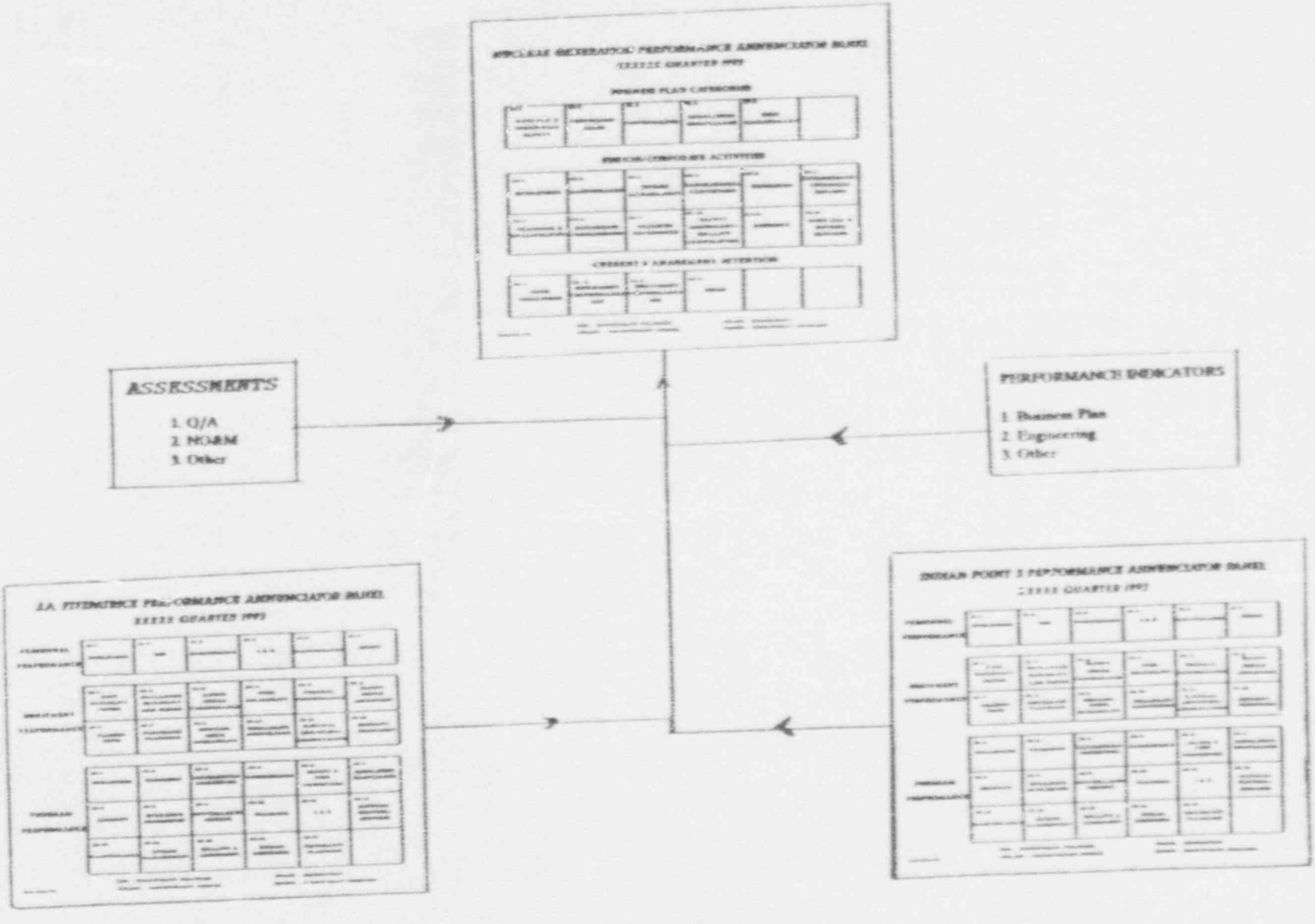
FINAL PRODUCT

- Report that presents the **BIG** picture
- Report format
  - Color coded tiered annunciator panels
  - Improvement on the successful concept adopted from other utilities
    - Virginia Power
    - Commonwealth Edison
- Report evaluates performance relative to goals
  - Green - significant strength
  - White - satisfactory performance
  - Yellow - improvement needed
  - Red - Significant weakness
- Goals reflect plant operating condition
  - Operating [ie. reduced exposure levels]
  - Planned Outage [ie. increased OT]
- Report has quantitative and qualitative elements
  - Numeric analysis of performance indicators
  - Assessments are assigned a grade and weighting value
    - Internal self assessments
    - Agency findings
- Report trends previous annunciator window values
- Report highlights where resources should be directed

REPORT OUTLINE

- Summary
  - Global performance
  - Green window recognition
  - Program self assessment
- Corporate Annunciator Panel
- Site Annunciator Panel
- Red and Yellow Window Evaluations
  - Scope the concern
  - Identify actions being undertaken [ie. specific assessments]
- Trend Analysis
  - Previous window performance [2 refueling cycles]

INTEGRATED PROGRAM FOR SELF-ASSESSMENT



NUCLEAR GENERATION PERFORMANCE ANNUNCIATOR PANEL

XXXXXX QUARTER 1992

BUSINESS PLAN CATEGORIES

C1-1 NUCLEAR & INDUSTRIAL SAFETY	C1-2 PROFESSIONALISM	C1-3 PERFORMANCE	C1-4 REGULATORY COMPLIANCE	C1-5 COST MANAGEMENT	

STATION/CORPORATE ACTIVITIES

C2-1 OPERATIONS	C2-2 MAINTENANCE	C2-3 OUTAGE MANAGEMENT	C2-4 RADIOLOGICAL PROTECTION	C2-5 CHEMISTRY	C2-6 ENGINEERING/ TECHNICAL SUPPORT
C2-7 TRAINING & QUALIFICATION	C2-8 EMERGENCY PREPAREDNESS	C2-9 INDUSTRY EXPERIENCE	C2-10 SAFETY ASSESSMENT/ QUALITY VERIFICATION	C2-11 SECURITY	C2-12 MATERIAL & OUTSIDE SERVICES

CURRENT MANAGEMENT ATTENTION

C3-1 INPO INDICATORS	C3-2 EQUIPMENT PERFORMANCE JAF	C3-3 EQUIPMENT PERFORMANCE IP3	C3-4 ROME		

RED - SIGNIFICANT WEAKNESS
YELLOW - IMPROVEMENT NEEDED
WHITE - SATISFACTORY
GREEN - SIGNIFICANT STRENGTH

MM/DD/92

J.A. FITZPATRICK PERFORMANCE ANNUNCIATOR PANEL

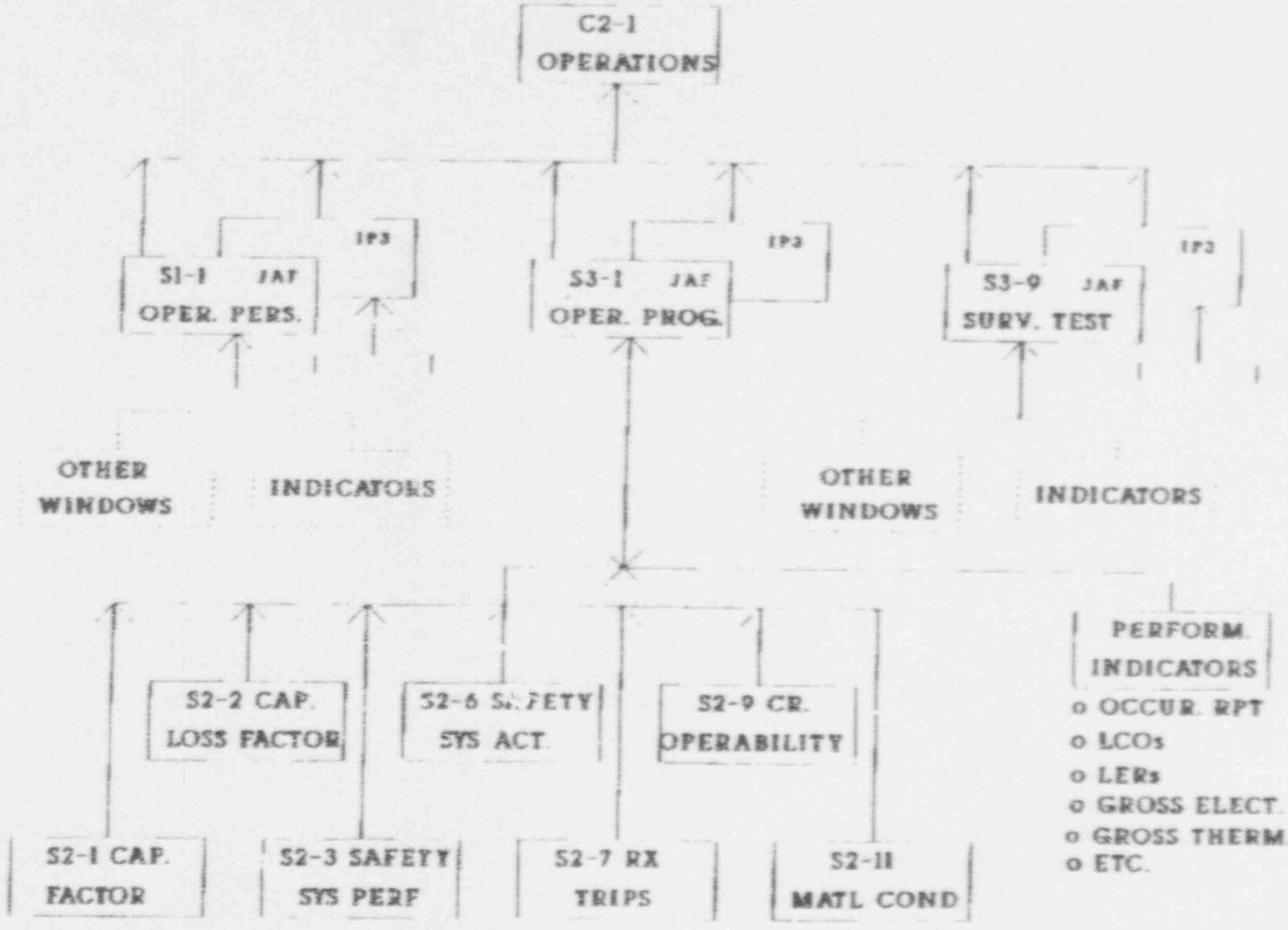
XXXXX QUARTER 1992

PERSONNEL PERFORMANCE	S1-1 OPERATIONS	S1-2 RES	S1-3 ENGINEERING	S1-4 I & C	S1-5 MAINTENANCE	S1-6 OTHER
EQUIPMENT PERFORMANCE	S2-1 UNIT CAPABILITY FACTOR	S2-2 UNPLANNED CAPABILITY LOSS FACTOR	S2-3 SAFETY SYSTEM PERFORMANCE	S2-4 FUEL RELIABILITY	S2-5 THERMAL PERFORMANCE	S2-6 SAFETY SYSTEM ACTUATIONS
	S2-7 REACTOR TRIPS	S2-8 EMERGENCY PLANNING	S2-9 CONTROL ROOM OPERABILITY	S2-10 RELIABILITY MONITORING	S2-11 MATERIAL CONDITION/ HOUSEKEEPING	S2-12 SECURITY EQUIPMENT
PROGRAM PERFORMANCE	S3-1 OPERATIONS	S3-2 CHEMISTRY	S3-3 RADIOLOGICAL PROTECTION	S3-4 ENGINEERING	S3-5 SAFETY & FIRE PROTECTION	S3-6 REGULATORY COMPLIANCE
	S3-7 SECURITY	S3-8 OPERATING EXPERIENCE	S3-9 SURVEILLANCE TESTING	S3-10 TRAINING	S3-11 I & C	S3-12 MATERIAL CONTROL/ SERVICES
	S3-13 MAINTENANCE	S3-14 OUTAGE MANAGEMENT	S3-15 QUALITY & ASSESSMENT	S3-16 HUMAN RESOURCES	S3-17 EMERGENCY PLANNING	

RED - SIGNIFICANT WEAKNESS
YELLOW - IMPROVEMENT NEEDED
WHITE SATISFACTORY
GREEN SIGNIFICANT STRENGTH

LM/DD/YY

LOGIC OVERVIEW FOR CORPORATE WINDOW C2-1. OPERATIONS



RESULT

- Established a management tool that
  - Provides feedback for all management levels
  - Centers focus on the real issues, not the symptoms
  - Assures the best allocation of resources
  - Supports long term planning
  - Reduces agency intervention
  - Let's us control our own destiny
  - Improves overall performance

STATUS OF TECHNICAL SERVICES DEPARTMENT IMPROVEMENTS

- REORGANIZATION AND STAFFING
- PROGRAMMATIC INITIATIVES

STATUS OF ENGINEERING & TECHNICAL SUPPORT IMPROVEMENTS

- COMPLETED NUCLEAR ENGINEERING REORGANIZATION
- IMPLEMENTATION OF PROJECT TEAM CONCEPT
- BOARD OF TRUSTEES AUTHORIZED INCREASED PERMANENT STAFFING FOR HEADQUARTERS & BOTH NUCLEAR PLANTS
- AUGMENTED STAFFING AUTHORIZED

STATUS OF ENGINEERING & TECHNICAL SUPPORT IMPROVEMENTS

- ASSESSMENT OF EFFECTIVENESS OF ENGINEERING & TECHNICAL SUPPORT
- DEFINING ENGINEERING RESPONSIBILITIES
- IMPROVING PRIORITIZATION PROCESS
- IMPROVING DESIGN CONTROL PROCESS
- PROVIDING TRAINING OF ENGINEERING & TECHNICAL SUPPORT STAFF
- ENHANCING MEASUREMENTS OF ENGINEERING PERFORMANCE

STATUS OF LICENSING DEPARTMENT IMPROVEMENTS

- COMMUNICATIONS
- STAFFING
- SCHEDULING
- TRAINING

STATUS OF ORG DEPARTMENT IMPROVEMENTS

- CHARTER AND STRATEGIES
- RESOURCES
- EVENT SCREENING
- COMMITMENT TRACKING
- NRC INTERFACE

STATUS OF MAINTENANCE DEPARTMENT IMPROVEMENTS

- PREVENTIVE MAINTENANCE PROGRAM IMPROVEMENTS
- PERFORMANCE STANDARDS
- USE OF INDUSTRY OPERATING EXPERIENCE
- STAFF INCREASES
- WORK PRODUCTIVITY AND CONDUCT

STATUS OF OPERATIONS DEPARTMENT IMPROVEMENTS

- STAFFING
- PROCEDURE IMPROVEMENT PROGRAM
- COMMUNICATIONS
- USE OF EXTERNAL EXPERIENCE

STATUS OF TRAINING DEPARTMENT IMPROVEMENTS

- DEPARTMENT TRAINING COORDINATORS
- TRAINING STEERING COMMITTEE
- TRAINING PROGRAM REVIEW COMMITTEES
- SIMULATOR HARDWARE UPGRADE
- STAFFING

STATUS OF QUALITY ASSURANCE IMPROVEMENTS

- EVALUATION AND REPORTING
- CORRECTIVE ACTION

CONTROL OF COMBUSTIBLES AND IGNITION SOURCES

- CUTTING, WELDING, GRINDING WORK STOPPED UNTIL THE LEVEL OF COMBUSTIBLES REDUCED
- ALL WORK STOPPED; DEDICATED RESOURCES TO CLEANUP AND TRAINING
- UNNECESSARY COMBUSTIBLES REMOVED
- CUTTING, WELDING, GRINDING INTERIM PROGRAM CHANGE MADE
- INTERIM GUIDANCE ON CONTROL OF COMBUSTIBLES ISSUED
- FIRE WATCHES RETRAINED
- PROCEDURE FOR CONTROL OF COMBUSTIBLES IS BEING REVISED

FIRE BRIGADE TRAINING

- EVALUATED AGAINST AMENDMENT 47 AND 10CFR50 APPENDIX R
- FIRE TRAINING PROGRAM WILL BE REVISED
- NEW PROGRAM APPROVED, IMPLEMENTED AND IN-PLANT DRILLS WILL BE CONDUCTED FOR ALL FIRE BRIGADE MEMBERS PRIOR TO STARTUP

FIRE EQUIPMENT

- FIRE EQUIPMENT INVENTORY DONE.
  EQUIPMENT RETURNED TO PROPER LOCATIONS.
- CONTROL OF EXTINGUISHERS FOR FIRE WATCHES
  GIVEN TO TOOL ROOM
- DEFICIENT EQUIPMENT IDENTIFIED AND
  WILL BE REPAIRED OR REPLACED

PROCEDURE FOR APPENDIX R SHUTDOWN

- PROCEDURE WILL BE REVISED TO REFLECT NEW ANALYSIS
- WALK-THROUGH WILL BE DONE TO VALIDATE THE PROCEDURE
- OPERATING SHIFTS WILL BE TRAINED

QUALITY ASSURANCE AUDITS

- REVIEW OF PREVIOUS AUDITS ONGOING
- NEW ISSUES WILL BE ADDRESSED

FIRE PROTECTION PROGRAM
DEFENSE IN-DEPTH

I. Prevention

- Control of Combustibles
- Control of Ignition Sources

II. PROTECTION, CONTROL AND CONFINEMENT

- Fire barriers
  - Walls
  - Doors
- Suppression
  - Automatic
  - Manual
- Detection
- Fire Brigade

III. SAFE SHUTDOWN CAPABILITY

- One Train of Equipment to Achieve and Maintain Hot Standby and Cold Shutdown

ENCLOSURE 2

March 30, 1992

List of Public Meeting Attendees

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L. Bettenhausen, Chief, Operations Branch, DRS
W. Cook, Senior Resident Inspector, James A. FitzPatrick Nuclear Power Plant
C. Cowgill, Chief, Projects Branch No. 1, DRP
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