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January 3, 1996

Office of Nuclear Reactor Regulation  
U. S. Nuclear Regulatory Commission  
Washington, DC 20555

Attention: Document Control Desk

Subject: LaSalle County Nuclear Power Station Units 1 and 2  
Commonwealth Edison (ComEd) BWR Improvement Strategy.  
NRC Docket Nos. 50-373 and 50-374

- References:
1. R. E. Querio letter to USNRC dated December 23, 1994.
  2. R. E. Querio letter to USNRC dated April 28, 1995.
  3. R. E. Querio letter to USNRC dated December 22, 1995.

Dear Mr. Russell:

The purpose of this letter is to provide a progress report on the Improvement Strategy for LaSalle County Station. I have previously reported our progress in the referenced documents. In a separate document, we have transmitted the detailed status of our Course of Action (Ref. 3). To date, 81% of our Course of Action has been completed. The remaining open items will be completed by the end of 1996.

Even though I will highlight a number of improvements we have made, our objective is to drive ourselves toward a self critical culture. We are attempting to develop the characteristic of being our own hardest critic.

Ongoing implementation of our improvement plans has resulted in numerous improvements in our areas of focus over the most recent months. Such improvements confirm that we have the plans in place to address our weaknesses. We understand our problems and will continue to follow our existing plans to accomplish additional performance improvement.

It remains clear that materiel condition remains our number one priority. Some improvements have been made, but more work remains. Overall materiel condition improvement will require several years of sustained progress to attain the performance goals we have established.

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An area where we have focused improvement goals is the makeup of the LaSalle senior management team. I am confident that the current senior management team has the necessary abilities to accomplish the performance improvement goals and sustain improvement into the future for LaSalle Station.

The results of the actions outlined in the Course of Action and implemented as defined in the 1994 Business Unit Plan and the 1995 LaSalle Annual Plan have demonstrated improved performance in a number of areas.

Specifically, improvements have been accomplished in the following Course of Action items through implementation of our 1995 LaSalle Annual Plan:

- Materiel Condition
- Issue Management
- Radiation Protection
- Operations
- Work Control
- Maintenance
- Site Engineering
- Station Training

Listed below are highlights of the major accomplishments in 1995 as well as future actions for each of these items. More details are provided in the attachment to this letter.

- Materiel Condition continues to be the key focus area for LaSalle. Significant work has been performed to improve materiel condition for several key systems: Condensate and Condensate Booster Pumps, involving 100% completion of a stray motor current problem and 50% completion of wear ring and volute tongue repairs; Neutron Monitoring, involving improved preventive maintenance practices; and the Reactor Recirculation System, involving completion of a root cause evaluation which identified improvements to be completed over the 1996 to 1998 time period. Overall improved equipment condition has been demonstrated in 1995 by the reduction in the number of automatic plant scrams. In 1995, LaSalle had only one automatic scram.
- Programmatic improvements have been implemented in the area of Issue Management. Specific improvements have been made in Problem Identification, the Event Screening Committee meetings have matured and stabilized with the attendance of Senior Managers, additionally, the Quality Control Department has been merged into the SQV organization which now has increased oversight responsibilities. In 1996, we will institute effectiveness reviews for significant corrective actions, and self assessment will be better implemented throughout the organization.

- Radiation Protection improvements have been made in the areas of dose and radworker performance. The station achieved a total cumulative exposure of 513 person-rem for 1995. This compares to a total exposure of 726 person-rem for 1994. The scope of work for 1994 and 1995 was similar. There haven't been any incidents of radioactive materials found outside the RPA since September of 1994. The chemical decontamination of the Unit 2 RHR system produced an estimated exposure savings of 92 person-rem. A similar decontamination will be performed on Unit 1 during L1R07. Feedwater depleted zinc injection has been successful as evidenced by lower than expected dose rates in the drywell, resulting in dose savings of 5 person-rem during recent maintenance outages. Approximately 247 person-rem savings associated with feedwater depleted zinc injection are projected for 1996. Further improvements are needed in attention to detail and source term reduction.
- Significant Improvements have been occurring in the area of Operations. The operating culture is becoming more proactive. The Conservative Decision Making philosophy is being incorporated into daily business in the Operations Department. A noteworthy conservative event in Operations was demonstrated by the manual reactor scram during a September 1995 Feedwater transient. There had not been a manual scram since 1993.
- The current level of performance in accomplishing work at LaSalle is not meeting our expectations. Changes in the Work Control area thus far have focused on the identification and removal of barriers (eg., housekeeping and minor maintenance issues) to performing work in the field. Near term efforts to improve performance focus on "getting work done" and achieving measurable results. This effort is being led by the Operations Manager, Work Control Superintendent, System Engineering Manager and the Maintenance Superintendent. Additionally, our expectations and standards for planning and accomplishing work are continually being raised.
- Administrative and personnel changes were made to enhance the Maintenance organization. Significant effort is still necessary to improve Maintenance "wrench time" - performing physical work in the field. Maintenance and Work Control efforts are focused on improving our ability to "get work done".
- The Site Engineering organization has improved through self assessment. LaSalle has completed work involving improvements to the plant's MOVs per Generic Letter (GL) 89-10. This work was accomplished 2.5 years ahead of schedule. Several MOV Program strengths were identified by the NRC including the quantity of valves dP tested and the testing of AC/DC motors. Further improvements will occur in 1996 in the following areas: timely closure of Design Change Packages, reduction in the current backlog of design change requests, changes in the VETIP program and improvements to LaSalle's Design Change process, including implementation of the "Design-It-Now" process.

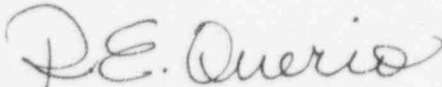
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- In the area of Station Training, several major milestones were achieved. For example, the Maintenance and Technical training programs' probationary status (INPO Standards) was removed. LaSalle administered the nation's first site written NRC license exam in October 1995. CDM training was completed for the Operations, Maintenance, and Engineering Departments. In 1996, improvements in Station Training will focus on enhancing the CDM training for Site Engineering and Maintenance personnel to further ensure appropriate decision making techniques are utilized. In addition, training of all first line supervisors in enhanced safety standards and improved labor relations strategies (MARC training) is scheduled for completion prior to May 1996.

We have recently obtained corporate authorization for additional funding to repair longstanding materiel condition items. Plans are currently being developed to effectively complete the needed work in accordance with appropriate site priorities and resources.

As LaSalle Station continues to accomplish the initiatives set forth in the Course of Action, the senior management team remains committed to providing effective leadership to further improvements in materiel condition and the other focus areas at LaSalle Station.

Respectfully,



Robert E. Querio  
Site Vice President  
LaSalle County Station

Enclosure: Focus Area Status

cc: J. M. Taylor, Executive Director, for Operations  
H. J. Miller, Regional Administrator - Region III  
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**MATERIEL CONDITION**

The area of Materiel Condition continues to be the top priority at LaSalle. The following is a summary of significant materiel condition accomplishments realized during 1995 and planned future actions:

1. LaSalle has focused efforts to establish permanent solutions to materiel condition problems on key systems that affect plant safety and reliability. The following summarizes these efforts:

**Condensate and Condensate Booster Pump Degradation.**

A significant root cause effort was initiated in July 1995 to understand the degradation mechanisms affecting the reliability of the condensate/condensate booster pumps. Pump performance problems have historically caused plant deratings. The results of our root cause evaluation showed that the leading cause of condensate system equipment degradation was stray motor currents, causing gear box degradation and motor bearing failures. To date, 100% of the pumps have been repaired for stray motor currents and followup inspections of the gear boxes indicate the problem was resolved.

Another significant cause of condensate system degradation is operation of the condensate booster pumps at low flows, leading to increased casing erosion. To address these degradation concerns, four of eight condensate/condensate booster pumps have been rebuilt. The remaining four pump/motor assemblies will be rebuilt by mid 1997. These rebuilds will address wear ring and volute tongue repairs. Three (3) pumps will be repaired in 1996 and one (1) pump will be repaired in 1997.

Additional work including the cutting down of impeller sizes to match flow rates with low power operational needs, and the re-design of the minimum flow valve controllers is still required. This work has been appropriately prioritized and as such, will be completed by 1998.

**Neutron Monitoring Degradation.**

Neutron monitoring system component performance at LaSalle Station needs improvement. Problems associated with these components have resulted in outage delays. A comprehensive root cause analysis on these components concluded no single root cause but rather a series of causes are contributing to the system performance of these components.

The past practice regarding preventive maintenance on the system was a contributing factor of performance. Improved preventive maintenance practices will be performed during L1R07. Action plans to address the improvements are being developed and will be implemented per site action plans and priorities during outages scheduled in 1996 (L2R07) and 1997 (L1R08).

**Reactor Recirculation System.**

Reactor Recirculation pump seal performance has been sporadic, resulting in extended system outages caused by excessive repair or replacement of affected components. Such system performance does not meet site management expectations and is below average based on industry experience for similar components.

To address recirculation system concerns, LaSalle Station formed a root cause team. The results of the root cause team's investigation were completed and presented to station management on October 30, 1995. Station management has accepted the recommendations from the team's investigation. As part of the recent funding authorization to improve longstanding issues, improvement plans are currently being developed and will be completed by January 15, 1996 to address recirculating system concerns.

2. Actions are planned in several other areas to further improve site Materiel Condition. The following summary of several key Materiel Condition improvements to be completed during the upcoming refueling outage (L1R07 - Spring 1996) provides a 'snap-shot' of LaSalle's upcoming efforts:
  - Overhaul condensate/condensate booster pumps
  - Clean the Unit 1 suppression pool
  - Perform a tear down and rebuild of the 1A Reactor Recirc Pump
  - Rebuild Reactor Recirc Flow Control Valves
  - Rebuild Reactor Recirc Pump Discharge Valve
  - Replace the Unit 1 MSIV outboard solenoid pilot valves and MSIV limit switches
  - Overhaul the 1A Turbine Driven Feed Pump
  - Complete upgrades to the Unit 1 Main Turbine Supervisory instrumentation
  - Implement 97 plant design changes.



3. LaSalle has seen some improvements in other Materiel Condition areas - examples include the following:
- Workarounds: Materiel Condition improvement efforts have lowered the number of operator workarounds. Early in 1995, we had identified approximately 120 workarounds. We began resolving those identified and identified additional workarounds in the May/June 1995 (L2R06) time period. To date, 70 operator workarounds have been eliminated and 65 workarounds remain. LaSalle will reduce operator workarounds to less than 54 prior to April 30, 1996. The goal for the end of 1996 is 40.
  - Contaminated floor space: As a result of improvements in site housekeeping and improved work practices, the amount of contaminated floor space has been reduced to 2.2% of total square footage as compared to a peak value of 15% shown in March 1995.
  - HPCI/RCIC reliability has improved: Materiel Condition improvements on the HPCI and RCIC systems have resulted in increased system availability. Unit One unavailability was 0.0078 in 1994. This has improved to 0.0036 in 1995. Unit Two unavailability was 0.410 in 1994. This has also improved to 0.014 in 1995. LaSalle will continue to maintain HPCI/RCIC reliability in upper quartile performance.

To summarize, overall plant performance has improved as a result of Materiel Condition improvement efforts as shown by the reduction in the number of scrams, reduced water chemistry contaminants and increased unit capability factor. Regarding automatic scrams, there was only one automatic scram at LaSalle in 1995. Regarding site water chemistry, average sulfates have decreased from over 6 ppb in 1993 to 3 ppb in 1995. Finally, unit capability factor has increased from 70% in 1994 to 75% in 1995.

4. LaSalle established a Rework Committee to evaluate and trend issues identified as rework. Corrective measures to address the cause of the rework are initiated when an adverse trend is identified in order to prevent recurrence. The rework categories consist of design deficiency, maintenance deficiency (inadequate PM), manufacture deficiency, inadequate instruction, equipment operation, and personnel error. A root cause analysis is performed following the identification of an adverse trend. To date root cause analyses are complete or are progressing in the following recurrent areas:
- system oil leaks
  - design deficiencies
  - skillbased errors

5. LaSalle embarked on implementation of the ComEd Performance Centered Maintenance (PCM) process that utilizes many facets of Reliability Centered Maintenance (RCM) with the addition of generic Preventive Maintenance Templates. The templates identify specific Preventive Maintenance activities at specific intervals based on equipment criticality, operating conditions and environment. LaSalle is focusing on the major generic equipment groups. To date, we have completed the review for pump assemblies and Balance of Plant instruments. The Preventive Maintenance adjustments are currently being implemented. LaSalle is also processing Air Operated Valves and Pressure Relief Valves through the PCM process. For example, the Air Operated Valve flow scanning analysis methodology has been put into place and has resulted in a 10 MWe gain for Unit One and 6 MWe gain on Unit Two. Compressors, Fans and Refrigeration Units are the next priorities. Major equipment preventive maintenance changes will be implemented by 1997.

## ISSUE MANAGEMENT

In the area of Issue Management, the following programmatic improvements have been implemented or are planned for completion:

- The Root Cause Investigation function has been strengthened by the addition of three people.
- Improvements have been made to the Problem Identification Form (PIF). The Event Screening Committee (ESC) has gone through a maturation process and just recently has stabilized. Members of the Senior Management Team frequently attend the ESC meeting to provide feedback on identification and screening of issues.
- A revision to the root cause element of the PIF process requires "Just-In-Time" training of investigators by a qualified root cause analyst. Post-investigation quality checks are performed and trended. This training is provided just prior to a root cause investigation.
- To ensure the adequacy of previous root cause investigations, LaSalle has implemented effectiveness reviews for significant corrective actions.
- We are revising our monthly performance report. The revision will be in place for the January 1996 report. The emphasis will be on self assessment. In addition, we would like the report to function as a management communication tool. In the current report some key information is lacking. This deficiency will be remedied in order to effectively evaluate key areas.



**RADIATION PROTECTION**

Accomplishments have also been made in the area of Radiation Protection. Additional actions are planned for 1996. The following provides a summary of radiation protection items:

1. LaSalle Station surpassed the 550 person-rem goal established for 1995. The station achieved a total cumulative exposure of 513 person-rem for 1995. This compares to a total exposure of 726 person-rem for 1994. The scope of work for 1994 and 1995 was similar. On-line exposure has been decreased significantly. For example, the total exposure for November was 9.26 rem, a record performance for the station. December's total is expected to be even lower.
2. Radiation worker practices continue to improve as evidenced by the positive trends in many long-standing problem areas such as high radiation area violations, radioactive material controls, and personnel contamination events. For example, there haven't been any incidents of radioactive materials found outside the RPA since September of 1994.
3. In July 1995, a ComEd benchmarking project team identified 70 work practice improvement recommendations. This followed the team's extensive observation of onsite groups which have been shown to be the most successful at maintaining low exposure while performing routine work activities. Thirty-one of these recommendations have been implemented. The remainder are scheduled for action and are being tracked by the Station ALARA Committee.
4. A formal source term reduction plan is complete, with short term and long term action items and owners identified. The chemical decontamination of the Unit 2 RHR system produced an estimated exposure savings of 92 person-rem. A similar decontamination will be performed on Unit 1 during L1R07. Decontamination of the Unit 2 reactor recirculation system during L2R06 reduced general area dose rates by a factor of 2.5.
5. Feedwater depleted zinc injection has been successful as evidenced by lower than expected dose rates in the drywell, resulting in dose savings of 5 person-rem during recent maintenance outages. Approximately 247 person-rem savings associated with feedwater depleted zinc injection are projected for 1996.

**OPERATIONS**

The Operations area has undergone a number of recent improvements in the later half of 1995. A noteworthy conservative event in Operations was demonstrated by the manual reactor scram during a September 1995 Feedwater transient. There had not been a manual scram since 1993. Operator standards are changing with respect to equipment condition, proactive review of potential problems based on equipment capabilities and an improved questioning attitude.

1. Several changes have started to improve Operator training effectiveness. Shift Engineers are performing weekly cross-crew evaluations. Operations Senior Managers are spending 2 days per week performing simulator evaluations, sharing expectations and reinforcing standards.
2. The Operations Manager has weekly operating experience (OPEX) discussions with equal crews using industry events to highlight LaSalle expectations and changing standards.
3. Operations is focusing on corrective actions to expeditiously reduce workarounds, commitment backlogs, and procedure backlog. The following provides a partial listing of some current L1R07 work identified to correct workarounds:
  - Revise the 1E and 1W Main Power Transformer cooling Scheme
  - Repair the EHC Filter Housing Leaks
  - Eliminate the MSIV Leakage Control which will eliminate valve isolation problems with some instrument stop valves
  - Replace the sensing, amplifier & firing cards on 250V Battery Charger
  - Replace the sensing, amplifier & firing cards on Div II 125V Battery Charger.

The following is a listing of some temporary alterations that are scheduled for removal during L1R07:

- RCIC Check Valve Airline
  - IB RR FCV Upper Thrust Bearing
  - Feedwater Flow Element (Furmanite Clamp)
4. Conservative Decision Making training was conducted as a part of efforts to raise the standards of site Operations personnel. Conservative Decision Making training has been completed for the Operations Department.
  5. The Operations Department 1996 Goals include improving training, procedures, and operator attitudes.

## WORK CONTROL

In the area of Work Control, an efficient work management process is essential to maximize the use of our resources to support improving materiel condition. The current level of performance in executing work at LaSalle needs improvement. The following changes made to the work management process are focused on identifying and removing barriers to performing work in the field:

1. Work packages are delivered to the Maintenance Supervisors 3 weeks in advance of the scheduled date to allow for pre-job package reviews and walkdowns. This practice is beneficial because it allows the assigned worker to become familiar with the scope of the assigned job and ensures that potential problems are identified prior to the initiation of the job.
2. An SRO is assigned to the work control center 24 hours per day, 5 days per week to pre-authorize work prior to the scheduled start time. This practice is beneficial because it reinforces Operations role with the Work Control Center. The SRO position is essential to our "Operations in Charge" philosophy. Operations runs the work schedule and is responsible for its implementation. While an improvement over past practices, this area needs additional attention to ensure expected results are realized.
3. Three (3) work week managers have been added to the Work Control organization to concentrate on accomplishing work as scheduled. They are responsible for the preparation, planning, communication, troubleshooting, and implementation of the schedule. LaSalle will staff a full complement of five (5) work week managers prior to May 1996. The work week managers are key to effective implementation of the work schedule. Results from the reviews of previous work week schedule implementations have shown that usage of work week managers has improved work scheduling/completion performance.
4. A "First Hit" team of maintenance personnel is being utilized to work on emergent work items. The team addresses minor maintenance and housekeeping issues. The "First Hit" team is completing approximately 50 tasks per week, precluding these items from being added to the routine work control processes. This practice reduces the number of scheduled tasks that have to be dropped for emergent minor maintenance and housekeeping activities and has contributed to a reduction in the non-outage corrective backlog from 600 in April 1995 to a current level of 380.
5. Risk significant work is being communicated to the department heads weekly at the Plan of the Day meeting by the cognizant work week manager. Expectations that personnel are ready to support work are also communicated at the Plan of the Day Meeting.

6. The Consolidated Facilities Maintenance (CFM) group was established in 1994 and has improved the ability of the site to complete work. Similar to the First Hit team, the CFM group corrects minor deficiencies on the site related to housekeeping and minor maintenance in "non-power-block" areas. The Work Control Center and CFM group review action requests daily to identify work which can be effectively completed without initiating a work request. The CFM has been completing approximately 125 work items per week.

## MAINTENANCE

In Maintenance, the improvement focus was on organization and administration changes.

1. Recent personnel changes include the Maintenance Superintendent, the Master Electrician, and the Maintenance Work Analyst Supervisor. All positions were filled from within the station. The Master Electrician position was filled by a rotational assignment of a member of System Engineering.
2. The Maintenance Staff attended training on Conservative Decision Making (CDM), similar to that presented to Operations personnel. These presentations were led by the BWR Vice President and three BWR Site Vice Presidents. Expectations regarding proper Conservative Decision Making methods were communicated.
3. Members of the Maintenance organization performed several benchmarking trips to Limerick, Peach Bottom, Clinton, Susquehanna, Quantum Chemical Co., Hatch, Rochester Gas & Electric (Ginna), N.U.S., and American Ecology. The trips identified strengths and concepts applicable for improving LaSalle. Examples of items incorporated into the Maintenance area are Oil Leak Reduction, Backlogs Reduction, Work Control Implementation, First Hit Teams, and Outage Improvements. The First Hit teams are completing approximately 50 work items per week - thus allowing the remaining Maintenance Department people to perform more scheduled work requests.
4. A contributing factor to increases in work backlogs is attributed to low "wrench time" - the period of time that a worker is contributing to actual work rather than preparation or waiting. "Wrench time" continues to be low resulting in slow progress on our materiel condition improvement items. The Senior Management Team has directed a small group made up of the Operations Manager, the Work Control Superintendent, the Maintenance Superintendent and the Systems Engineer Manager to investigate and implement ways to improve our "wrench time" and thus improve our ability to "get work done".

**SITE ENGINEERING**

In Site Engineering, the transition into a more fully capable onsite engineering organization is progressing. Improvements will occur in 1996 in the following areas: timely closure of Design Change Packages, reduction in the current backlog of design change requests, changes in the VETIP program and improvements to LaSalle's Design Change process, including implementation of the "Design-It-Now" process. A more complete discussion is provided below:

1. Site Engineering has created a project plan for Design Basis Document (DBD) development. The DBD program provides an improved tool for Site Engineering personnel regarding understanding system design bases. The initial focus is on topical DBDs. The plan prioritizes and schedules 5 DBD's to be written over the next two years. Three engineering DBD development teams have been established. The first DBD was completed in December 1995.
2. The unscheduled Design Change Package (DCP) backlog is being addressed with a Site Engineering and System Engineering directed effort to review all unscheduled DCPs. Results of this review include canceling 50 DCP's and scheduling 335 DCP's for 1995/1996 non-outage and L1R07/L2R07. The remaining unscheduled backlog of 290 DCP's will be considered for 1997, L1R08/L2R08, or cancellation. Emergent DCPs are reviewed at the Technical Review Committee (TRC) and the Business Review Committee (BRC) and are considered by the Scope Control Committee. This process provides sound technical, business, and scheduling decisions for needed design improvements, and is seen as a key process improvement in the Station's prioritization efforts.
3. The Site Engineering Department has appointed a self assessment coordinator and implemented an aggressive self assessment program. In January 1995, we developed a schedule to complete 25 assessments during the year. 13 of 17 scheduled self assessments have been completed, and 15 unscheduled self assessments have been completed. Several significant changes have resulted from this program, including additional training and procedural enhancements for design calculations, improved interface with the procurement organizations, and redefined the expectations and function of the TRC. A self assessment of the station's VETIP program identified weaknesses in the timeliness and quality of reviews performed. Site Engineering is assuming ownership of the VETIP program and is developing an action plan to address the weaknesses.
4. Site Engineering is now supporting all unit startups with around the clock coverage during these periods. This coverage is designed to provide an active engineering presence to support the Operations and Maintenance Departments. The effort has been very helpful in quickly providing needed engineering support for emergent items.



5. Timely closure of DCPs is a problem that is now being aggressively managed by Site Engineering. The backlog of close-out activities has been resourced such that it will be eliminated by February 29, 1996. Additionally, Site Engineering is leading a team to re-engineer the Design Change Process for the ComEd Nuclear Engineering Organization. The new process will be implemented by April 30, 1996.
6. Design Change Request (DCR) close-out in a timely fashion is a problem that has been addressed by Site Engineering. The use of CAD technology has been implemented to reduce processing times from 10 hours per document to under 3. This process improvement will eliminate the current backlog of 700 drawings by February 29, 1996.
7. A Design-It-Now (DIN) process is under development to expedite small Design Change Packages through the approval and scheduling process. This process reserves engineering and maintenance resources for issues that are a high priority, add significant value, and require large resource expenditures. The DIN process focuses on issues that require smaller resource expenditures yet remain a high priority. LaSalle will implement the DIN process by April 30, 1996.
8. Site Engineering has assumed the responsibility for all design activities performed for the station and will complete 70% of the routine activities in-house by January 1, 1997. A Site Engineering Manager and a Design Supervisor with extensive experience in Site Engineering were recruited to support this goal. Additionally, 19 experienced design engineers have been hired, many of whom have experience on LaSalle design projects due to their prior A/E employment.
9. In 1994, a team representing each of the 6 ComEd nuclear stations and the corporate Nuclear Engineering Services Department reviewed the existing ComEd and AE engineering procedures to identify and prioritize the revision and development of a common set of procedures. 37 common engineering procedures and 13 LaSalle Specific engineering procedures have been completed. One essential part of this effort is the evaluation of the impact on other station procedures. Prior to implementing a new procedure, changes to existing procedures are identified and an Action Item Record (AIR) is assigned to ensure completion.
10. LaSalle has completed work regarding Generic Letter (GL) 89-10. This work was accomplished 2.5 years ahead of schedule. Several MOV Program strengths were identified which included the number of dP tested valves, the completion of the GL 89-10 program ahead of schedule, testing of AC and DC motors, teamwork between LaSalle and Corporate Engineering, MOV periodic verification, MOV materiel condition, and the Pressure Locking/Thermal Binding Program.



**STATION TRAINING**

In 1995, Conservative Decision Making (CDM) training was completed for the Operations, Maintenance, and Engineering Departments. In 1996, improvements in Station Training will focus on further expanding the CDM training initiative for Site Engineering and Maintenance personnel. In addition, training of all first line supervisors in enhanced safety standards and improved labor relations strategies is scheduled for completion prior to May 1996. The following summarizes recent accomplishments in the area of Station Training:

1. The Maintenance and Technical training programs probationary status was removed because of significant changes to training. The changes involved increasing line management ownership, increasing line management involvement with the training programs and demonstrating Senior Management accountability to training.
2. Station participation in identifying training opportunities through the Training Identification Form (TIF) process has created over 350 recommendations since the program's implementation in April 1995. Training supervisors and Training Advisory Committees (TACs) review the TIFs for applicability. Nearly 55% of the TIFs produced program changes and improvements.
3. LaSalle administered the nation's first site written NRC license exams in October 1995. Seven out of seven students passed the exam.
4. Training benchmarking activities included trips to Surry [OJT/TPE processes, training procedures, maintenance lab and mockups], Duane Arnold [full flow mockup], Byron [maintenance cross-training], and Clinton [training information management systems, full flow mockup, and training procedures].
5. Design and Modification Engineering exceeded ACAD 92-017 requirements by designing and implementing a systematic training process to qualify their engineers. Incumbents, acting as Subject matter Experts (SMEs), performed analysis, design, development, and implementation activities.
6. Line management involvement in training has improved as indicated by training performance indicators for observations of training activities and TIFs resulting in program improvements, leadership of TACs, and an NRC identified strength during the June license requalification assessment.