



GPU Nuclear Corporation  
Post Office Box 388  
Route 9 South  
Forked River, New Jersey 08731-0388  
609 971-4000  
Writer's Direct Dial Number:

June 5, 1992  
C321-92-2176

U.S. Nuclear Regulatory Commission  
Attn: Document Control Desk  
Washington, DC 20555

Dear Sir:

Subject: Oyster Creek Nuclear Generating Station  
Docket No. 50-219  
Management Expectations

Your letter of April 21, 1992 requested a response from GPUN regarding management's perspective on the issue of performance expectations of personnel outside the Control Room. As requested in your letter, the results of the investigations have been provided in our letters dated May 5, 1992 and May 13, 1992.

In conjunction with the investigation that was immediately initiated, an action plan was developed to 1) appropriately define all concerns, 2) reinforce management expectations as presented in applicable standards, 3) identify any needed changes in standards, logs, and training, and 4) revise the operator qualification program to ensure performance meets or exceeds clearly defined expectations. Specific actions taken are enumerated in Enclosure 1.

The Station Director has, by memo, reiterated to all station personnel his and the company's expectations regarding compliance to policies, standards and procedures. Additionally, meetings were conducted with the Operation's Department shift crews to reinforce management's expectations and standards regarding procedural compliance, professionalism, proper feedback and communications, error-free operational philosophy, and self-checking to minimize human performance errors.

Existing standards for log keeping and plant tours have been reviewed, revised where necessary, and reinforced through management directives to supervisors and directly to individuals during specific meetings addressing these issues. Additionally, as I am sure you are aware, appropriate disciplinary action was taken in those instances involving inappropriate behavior.

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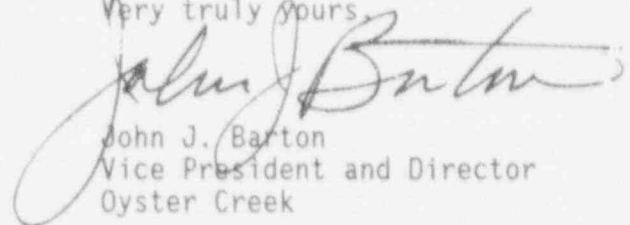
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GPUN remains committed to ensuring the safe, reliable operation of the Oyster Creek station. An integral part of this commitment is the expectation that procedures are strictly complied with and that personnel utilize self-checking to the maximum extent possible. These expectations are fully supported in our operational approach which emphasizes teamwork, rising performance standards, doing it right the first time, an error-free mentality, learning from experience, conservative operations and full utilization of resources.

Should you have any questions, please contact Mr. George Busch, Oyster Creek Licensing Engineer at 609-971-4643.

Very truly yours,



John J. Barton  
Vice President and Director  
Oyster Creek

JJB/GB:jc

cc: Administrator, Region 1  
Senior NRC Resident Inspector  
Oyster Creek NRC Project Manager

## ENCLOSURE 1

### SPECIFIC ACTIONS TAKEN

1. Develop a summary of observations in order to define concerns.
2. Discuss Item 1 above and the Operations Department Standard on tours and Logkeeping with each crew of operators.
3. SROs to tour with Equipment Operators. Coach operators on compliance with Standards.
4. Obtain input from operators with regard to the need to modify tour sheets.
5. Review each Equipment Operator (EO) tour sheet at the conclusion of each shift. Insure Operations Standard requirements are being met.
6. Based on Item 5 above, return any logs not meeting this Standard to the responsible EO. EO is to make corrections to bring the log into compliance with the Standard.
7. Arrange for QA/QC to independently audit logkeeping practices for compliance with Standard.
8. Review logkeeping requirements and Standards with each Radwaste Operator, Group Radiological Shift Supervisor, Chemistry Technicians and Supervisors.
9. Based on input, revise tour sheets as required to address:
  1. Delete items not necessary.
  2. Add items as necessary.
  3. Incorporate criteria for parameters as necessary.
  4. Provide clarification of specific log items as necessary.
10. Revise Operations operator tour Standard as necessary to address comments and results of above actions.
11. Establish schedule of required frequency of periodic, directly supervised Non-Licensed Operator (NLO) tours.
12. Based on 11 above, accompany NLO( on periodic tours and provide coaching to operators on meeting the requirements of the Standard.
13. Revise Operator Training Program to clearly communicate management's expectations regarding tour activities (testing of Intake rake, housekeeping, alarm testing, etc.).
14. Revise Operator Qualification Program to ensure operator tour performance meets or exceeds clearly defined management expectations on each item on tour sheets.
15. Suspended operators were required to complete a supervised tour and to meet with station management including the Station Director before returning to shift duties. During these meetings, management explained the expectation with regard to standards, procedures and operator tour duties.