

BETA REPORT
TMI-1 POTENTIAL SAFETY-RELATED RECOMMENDATIONS
GPUNC RESPONSE STATUS

JUNE 13, 1983

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Preface

The review of current and projected expenditures and manpower utilization for GPU Nuclear Corporation conducted by Basic Energy Technology Associates, Inc. (BETA) was issued in a report dated February 28, 1983.

The focus of the review was on resources devoted to Three Mile Island Unit 1 and Oyster Creek. A total of eighty-five (85) findings resulted in one hundred fifty-six (156) separate recommendations. Each responsible director was asked to respond to recommendations affecting his area.

This status report details only those recommendations that are TMI-1 specific and are potentially safety related. Recommendations that are not detailed include:

1. Oyster Creek Recommendations: 42 in total
Sequence Nos. 24 through 64 inclusive, 75
2. Efficiency Only Recommendations: 44 in total
Sequence Nos: 17, 19, 20, 21, 23, 65, 66, 67, 76, 77, 78, 79, 87, 96, 98, 99, 100, 101, 102, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 117, 118, 119, 121, 122, 124, 125, 128, 129, 131, 132, 133, 134, 135.
3. Status Quo Recommendations or Delayed Implementation: 4 in total
Sequence Nos: 10, 80, 83, 103A/103B.

The sixty-six (66) TMI-1 Recommendations that conceivably might be Safety Related are detailed on the following pages. Nine (9) are complete. At least thirty-two (32) are addressed or followed under the 1983 Corporate and Division goals and objectives.

BETA REPORT - GPUNC RESPONSES

<u>DIVISION</u>	<u>BETA FINDING</u>	<u>BETA RECOMMENDATION</u>	<u>RECOMMENDATION DESCRIPTION</u>	<u>REC. SEQUENCE NO.</u>
<u>I. ORGANIZATION</u>				
<u>A. Agree - Complete</u>				
TMI-1/OP	III-A	e	Encourage freer discussion among divisions.	5
<u>B. Agree - Action Underway or 1983 Goal</u>				
TMI-1/OP	III-A	a	Office of the President foster understanding of how functional organization should operate.	1
TMI-1/OP	III-A	b	Emphasize support role of non-plant divisions.	2
TMI-1/OP	III-A	c	Eliminate jurisdictional disputes.	3
TMI-1/OP	III-A	d	Encourage support and working within new organization.	4
Rad. & Env. Con.	IX-A		Develop small Radiological Engineering group in Parsippany.	130
<u>C. Agree - Action to be Scheduled</u>				
None.				
<u>D. Under Evaluation</u>				
TMI-1	III-B		Better define role of five engineering positions reporting to Plant Operations.	7
TMI-1	III-C	b	Assign system responsibility in Plant Engineering for maintenance tasks.	9
<u>E. Disagree</u>				
Tech Functions	VI-E-1	b	Consider eliminating the requirement that STA's obtain an SRO license.	93

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<u>II. MANNING</u>				
<u>A. Agree - Complete</u>				
Admiu.	VII-F		Employ a physician at TMI and assign medical radiological health responsibilities for TMI-1, TMI-2, and Oyster Creek.	126
<u>B. Agree - Action Underway or 1983 Goal</u>				
TMI-1/H.R.	III-H		Review manning and effectiveness in support of TMI-1 (Human Resources support).	22
General/OP	XII-E		Each director review manpower staffing to reduce unnecessary small staff build-ups.	156
<u>C. Agree - Action to be Scheduled</u>				
	None.			
<u>D. Under Evaluation</u>				
TMI-1	III-E		Review number of site engineering groups and direction (all applicable divisions). 12	
<u>E. Disagree</u>				
Tech Functions	VI-C		Redefine the role of Licensing and Regulatory Affairs (L&RA) to ensure that it acts as an interface between GPUNC and regulatory bodies. Effect reductions in the number of people assigned to L&RA.	90

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<u>III. OPERATING/MANAGEMENT EFFICIENCY/PRODUCTIVITY</u>				
<u>A. Agree - Complete</u>				
TMI-1/OP	III-A	f	Encourage upward not downward corporate policy complaints.	6
TMI-1	III-C	a	Schedule more day shift maintenance work and ensure stronger supervisory support.	8
TMI-1/RE&C	III-F	f	Utilize management systems to achieve improvement in radiological practices.	18
Nuclear Assur.	V-C-5	a	The Director, Quality Assurance, take necessary positive steps to improve perception of the QA Department among senior management.	81
Tech Functions	VI-E-4		Conduct design reviews before work is started to decrease need for Field Change Notices during construction, operation, or maintenance.	89
<u>B. Agree - Action Underway or 1983 Goal</u>				
TMI-1	III-D		Upgrade of chemistry program, key manager, standardize analytical procedures.	11
TMI-1	III-F	a	Increase efforts of manager and supervisors to achieve excellent radiological performance by their workers on every job.	13
TMI-1/ Rad. & Env. Con.	III-F	c	Upgrade rad. technician performance by improving ability to identify and report deficiencies.	15

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<u>III. OPERATING/MANAGEMENT EFFICIENCY/PRODUCTIVITY (Continued)</u>				
<u>B. Agree - Action Underway or 1983 Goal (Continued)</u>				
TMI-1/ Rad. & Env. Con.	III-F	d	Speed correction and problem solving of rad. deficiencies.	16
Nuclear Assur.	V-C-5	b	Division Vice Presidents encourage staff personnel to support and assist in the execution of the Corporation's Operational Quality Assurance Plan.	82
Tech Functions	VI-A	b	Review methods to improve the management of the large engineering group within TF.	84
Tech Functions	VI-B-1		Respond to requests for changes to procedures promptly. (Engineering Procedures and Standards Group).	86
Tech Functions	VI-B-3		Revise drawings in D&D when Design Correction Notices are received so that drawings are current as regards modifications so no DCN will be more than 6 months old.	88
Tech Functions	VI-D		Investigate means for having plant information and problems flow into the Engineering and Design organization on a routine basis, not just when TF support is required.	91
Admin.	VII-E-3	a	Provide adequate engineering and construction support for security operations.	115
Admin.	VII-E-3	b	Develop procedures to require periodic review of security systems where minor degradations are compensated for by stationing guards to meet NRC commitments	116

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III. <u>OPERATING/MANAGEMENT EFFICIENCY/PRODUCTIVITY</u> (Continued)				
B. <u>Agree - Action Underway or 1983 Goal</u> (Continued)				
Admin.	VII-E-8		Have an engineering evaluation made on Vikonics' equipment, including proposed corrective action and input from other utilities using equipment. Provide plan of action, including engineering and legal alternatives.	123
General/OP	XII-A	d	Spot, unannounced visits by all division directors to work areas to evaluate daily effectiveness.	139
General/OP	XII-A	j	Trending of data to ascertain problem areas.	145
General/OP	XII-A	k	Corrective action for cases of personal appearance, demeanor, etc. - considered outside the norm.	146
General/OP	XII-B	a	Each division director should help ensure distribution is necessary.	148
General/OP	XII-B	b	Tighten signature authority; monitor for compliance.	149
General/OP	XII-B	c	Correspondence control, action item tracking.	150
General/OP	XII-B	d	Control issuance of administrative procedures.	151
General/OP	XII-B	e	Limit required concurrences on documents/procedures.	152

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III. <u>OPERATING/MANAGEMENT EFFICIENCY/PRODUCTIVITY</u> (Continued)				
B. <u>Agree - Action Underway or 1983 Goal</u> (Continued)				
General/OP	XII-C		All levels of management should review decision making in their groups to assure decisions are being made at the proper level commensurate with the need. Do not unnecessarily force decisions upward.	153
C. <u>Agree - Action to be Scheduled</u>				
Admin.	VII-E-5		Upgrade perimeter alarm system to produce a system with a minimum number of false alarms.	120
D. <u>Under Evaluation</u>				
Tech Functions	VI-A	c	Evaluate and procure outside assistance to train TF Management in supervising a large engineering group.	85
E. <u>Disagree</u>				
Nuclear Assur.	V-B-5	b	Manager, TMI Training, improve accessibility to staff.	73

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<u>IV. PERSONNEL-RELATED MATTERS</u>				
<u>A. Agree - Complete</u>				
TMI-1/ Rad. & Env. Con.	III-F	b	Improve Rad Con management and work force management working relationships.	14
<u>B. Agree - Action Underway or 1983 Goal</u>				
Human Resources VIII-1				
			All levels of management understand quick action required for personnel matters. Human Resources keep track of status and identify delays.	127
General/HR	XII-A	e	Improve senior management use of GPUNC performance evaluation system relating to supervisory performance.	140
General/OP	XII-A	f	As forces stabilize, supervisors should spend more time in people matters.	141
General/OP	XII-A	g	Remove ill-suited supervisors or solve negative attitudes.	142
General/OP	XII-A	h	Senior management should be sensitive to evidence of poor supervision wherever observed (system or contractor personnel).	143
General/ Admin (MM)	XII-A	i	Review provisions in contracts with major contractors to see what means exist for GPUNC to monitor, report, and take action in cases of poor or insufficient supervision.	144

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IV. <u>PERSONNEL-RELATED MATTERS</u> (Continued)				
B. <u>Agree - Action Underway or 1983 Goal</u> (Continued)				
General/HR	XII-D	a	Review GPUNC procedure addressing poor performers for practical usefulness.	154
General/HR	XII-D	b	Each division director assure proper action is taken to correct performance where called for, or if unsatisfactory performance persists - discharge.	155
C. <u>Agree - Action to be Scheduled</u>				
None.				
D. <u>Under Evaluation</u>				
General/Th1-1	XII-A	1	Color-code hard hats at the site to distinguish workers, foremen, officers, contractors.	147
E. <u>Disagree</u>				
Tech Functions	VI-E-1	d	Review responsibilities of the STA's during normal and abnormal situations with the STA's and with shift supervisors.	95
B. <u>Agree - Action Underway or 1983 Goal</u>				
Nuclear Assur.	V-B-3		Develop realistic training schedules on an annual basis.	68

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<u>DIVISION</u>	<u>BETA FINDING</u>	<u>BETA RECOMMENDATION</u>	<u>RECOMMENDATION DESCRIPTION</u>	<u>REC. SEQUENCE N</u>
V. <u>TRAINING</u> (Continued)				
B. <u>Agree - Action Underway or 1983 Goal</u> (Continued)				
Nuclear Assur.	V-B-4	a	Utilize in-house personnel to review GPUNC training program.	69
Nuclear Assur.	V-B-4	b	Produce optimum training program.	70
Nuclear Assur.	V-B-4	c	Evaluate students on basis of performance in training sessions, rather than outside forces alone.	71
Nuclear Assur.	V-B-5	a	Review supervisory responsibilities with those assigned as supervisors of training instructors.	72
Nuclear Assur.	V-B-5	c	Assign responsibility for monitoring activities in Training Building in the absence of Manager, TMI Training and Operator Training Manager.	74
Tech. Functions	VI-E-1	a	In the process of developing the Shift Technical Advisor (STA) training program, place a greater emphasis on providing the trainee with a firm technical foundation and less on making him a qualified operator.	92
Tech. Functions	VI-E-1	c	Ensure that sufficient STA's are in the training program to compensate for attrition and to satisfy promised rotation at the same time.	94
Tech. Functions	VI-E-3		Provide technical guidance to training programs, especially operator training.	97

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V. <u>TRAINING</u> (Continued)				
B. <u>Agree - Action Underway or 1983 Goal</u> (Continued)				
General/OP	XII-A	a	Properly train supervisory personnel.	136
General/OP	XII-A	b	Evaluate effectiveness of current supervisor training course.	137
General/NA	XII-A	c	On-the-job training to be emphasized.	138
C. <u>Agree - Action to be Scheduled</u>				
None.				
D. <u>Agree - Under Evaluation</u>				
None.				
E. <u>Disagree</u>				
None.				