

DO

AUG 18 1992

Docket Nos: 50-317/DPR-53
50-318/DPR-69

Mr. George C. Creel
Vice President-Nuclear Energy
Baltimore Gas and Electric Company (BG&E)
Calvert Cliffs Nuclear Power Plant
MD Routes 2 and 4
Post Office Box 1535
Lusby, Maryland 20657

Dear Mr. Creel:

SUBJECT: MANAGEMENT MEETING CONDUCTED ON JULY 31, 1992

This letter and its enclosures summarize the July 31, 1992, management meeting between you and your staff and members of the NRC Region I staff in King of Prussia, Pennsylvania. The enclosures consist of a meeting summary and a copy of your agenda.

We believe the meeting was beneficial to our understanding of your new management organization, their expectations, and your comments concerning changes to the regulatory process.

Thank you for your input into these matters.

Sincerely,

ORIGINAL SIGNED BY:

Charles W. Hehl, Director
Division of Reactor Projects

Enclosures: As stated

OFFICIAL RECORD COPY

9208280183 920818
PDR ADOCK 05000317
P PDR

1001

AUG 18 1992

cc w/encls:

G. Detter, Director, Nuclear Regulatory Matters (CCNPP)
R. McLean, Administrator, Nuclear Evaluations
J. Walter, Engineering Division, Public Service Commission of Maryland
K. Burger, Esquire, Maryland People's Counsel
R. Ochs, Maryland Safe Energy Coalition
K. Abraham, PAO
Public Document Room (PDR)
Local Public Document Room (LPDR)
Nuclear Safety Information Center (NSIC)
NRC Resident Inspector
State of Maryland (2)

OFFICIAL RECORD COPY

AUG 18 1992

bcc w/encls:
Region I Docket Room (with concurrences)
C. Cowgill, DRP
J. Yerokun, DRP
L. Nicholson, DRP
S. Greenlee, DRP
P. Wilson, SRI - Calvert Cliffs
R. Lobel, OEDO
R. Capra, NRR
D. McDonald, NRR

RI:DRP	RI:DRP	RI:DRP	RI:DRP
<i>S</i> Greenlee	L Nicholson	<i>CC</i> Cowgill	<i>Cl</i> Fehrl
8/5/92	8/7/92	8/18/92	8/16/92

OFFICIAL RECORD COPY

MEETING SUMMARY

Licensee: Baltimore Gas & Electric Company

Facility: Calvert Cliffs Nuclear Power Plant

Docket Nos: 50-317 and 50-318

Date: July 31, 1992

Subject: Management Meeting

Attendees:

NRC: T. Martin, Regional Administrator
W. Kane, Deputy Regional Administrator
C. Hehl, Director, Division of Reactor Projects
M. Hodges, Director, Division of Reactor Safety
C. Cowgill, Chief, Reactor Projects Branch No. 1, DRP
L. Nicholson, Chief, Reactor Projects Section No. 1A, DRP

BG&E: C. Poindexter, Vice Chairman
G. Creel, Vice President, Nuclear Energy Division
R. Deaton, Plant General Manager
C. Cruise, Manager, Nuclear Engineering

State of Maryland: R. McLean, Administrator, Nuclear Evaluations

Areas of Discussion:

- Introduction of new BG&E management organization
- BG&E corporate emphasis
- BG&E recommendations concerning enforcement, license renewal, the maintenance and blackout rules, communications, and risk based regulations
- Recent maintenance efforts at Calvert Cliffs
- Recent enforcement actions at Calvert Cliffs

BG&E'S VISION:

To Perform as a World Class Energy Company

BG&E'S MISSION:

To Achieve Complete Customer Satisfaction by
Providing Superior Energy Products and Services

**World Class is a Reputation Earned
from Stakeholders**

BG&E'S STAKEHOLDERS

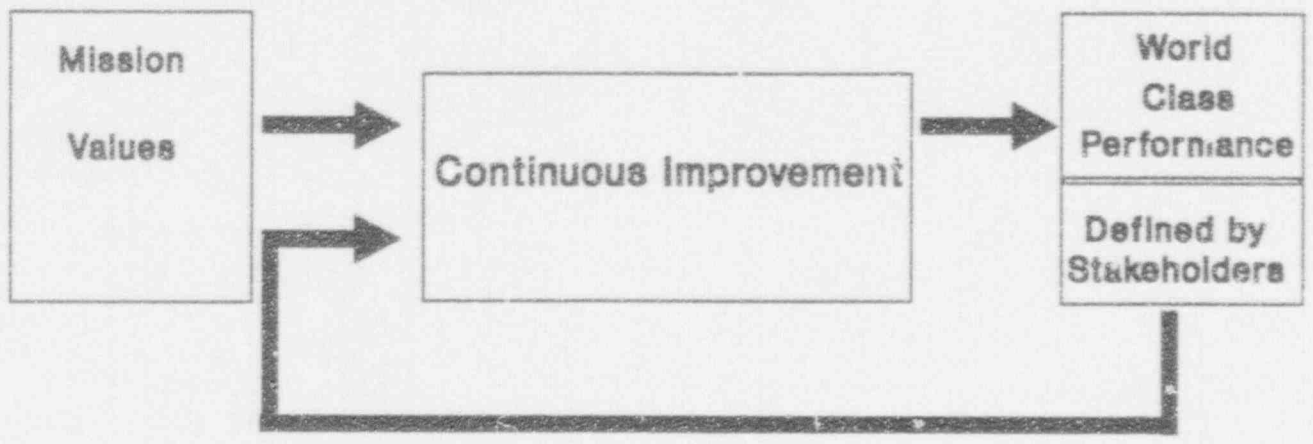
. Customers

. Investors

. Regulators

. Employees

. Community



Cultural Changes for Continuous Improvement

- . Management Systems**
- . Practices/Techniques**
- . Leadership Style**
- . Changing Behavior**

Management Systems

- . **Strategic Planning**
- . **Business Planning**
- . **Budgeting**
- . **Compensation and Performance Management**

Practices/Techniques

- . **Process Analysis**
- . **Benchmarking**
- . **Self Assessment**
- . **Corrective Action Items**

Leadership Style

- . Communications
- . Decision-making
- . Teamwork
- . Results-oriented
- . Coaching
- . Trust
- . Accountability

Changing Behavior

- . Values
- . Compensation and Performance Management
- . Alternative Rewards
- . Communications
- . Training
- . Teamwork
- . Accountability

BG&E World Class

- . **Customer-focused**
- . **Results-oriented**
- . **Dedicated to safety**
- . **Superior workforce**
- . **Continuous improvement**