

Docket Nos. 50-498  
50-499  
License Nos. NPF-76  
NPF-80

JUN 1 1992

Houston Lighting & Power Company  
ATTN: Donald P. Hall, Group  
Vice President, Nuclear  
P.O. Box 1700  
Houston, Texas 77251

Gentlemen:

This refers to the management meeting, open to public observation, conducted at the Region IV office on May 14, 1992. This meeting related to activities authorized by NRC Licenses NPF-76 and NPF-80 for the South Texas Project and was attended by those on the attached Attendance List.

The subjects discussed at this meeting are described in the enclosed Meeting Summary.

It is our opinion that this meeting was beneficial and has provided a better understanding of your reactor trip prevention program, the Operational Improvement Plan, and the maintenance service request backlog.

In accordance with Section 2.790 of the NRC's "Rules of Practice," Part 2, Title 10, Code of Federal Regulations, a copy of this letter will be placed in the NRC's Public Document Room.

Should you have any questions concerning this matter, we will be pleased to discuss them with you.

Sincerely,  
Original Signed By:  
A. B. BEACH

A. Bill Beach, Director  
Division of Reactor Projects

Enclosure:  
Meeting Summary w/attachm ls

cc: (see next page)

RIV:DRP/D *md*  
MASatorius;df  
5/18/92

C:DRP/D  
ATHowe *df*  
5/20/92

D:DRP  
A:Beach  
5/31/92

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PDR ADOCK 05000498  
PDR

IE45

Houston Lighting & Power Company

-2-

cc w/enclosure:

Houston Lighting & Power Company  
ATTN: William J. Jump, Manager  
Nuclear Licensing  
P.O. Box 289  
Wadsworth, Texas 77463

City of Austin  
Electric Utility Department  
ATTN: J. C. Lanier/M. B. Lee  
P.O. Box 1083  
Austin, Texas 78767

City Public Service Board  
ATTN: R. J. Costello/M. T. Hardt  
P.O. Box 1771  
San Antonio, Texas 78296

Newman & Holtzinger, P. C.  
ATTN: Jack R. Newman, Esq.  
1615 L Street, NW  
Washington, D.C. 20036

Central Power and Light Company  
ATTN: D. E. Ward/T. M. Puckett  
P.O. Box 2121  
Corpus Christi, Texas 78403

INPC  
Records Center  
1100 Circle 75 Parkway  
Atlanta, Georgia 30339-3064

Mr. Joseph M. Hendrie  
50 Bellport Lane  
Bellport, New York 11713

Bureau of Radiation Control  
State of Texas  
1101 West 49th Street  
Austin, Texas 78756

Judge, Matagorda County  
Matagorda County Courthouse  
1700 Seventh Street  
Bay City, Texas 77414

Houston Lighting & Power Company

-3-

Licensing Representative  
Houston Lighting & Power Company  
Suite 610  
Three Metro Center  
Bethesda, Maryland 20814

Houston Lighting & Power Company  
ATTN: Rufus S. Scott, Associate  
General Counsel  
P.O. Box 61867  
Houston, Texas 77208

bcc to DMB (1E45)

bcc distrib. by RIV:  
R. D. Martin  
DRP  
DRS  
Lisa Shea, RM/ALF  
R. Bachmann, OGC  
Chief, Technical Support Section

Resident Inspector  
Section Chief (DRP/D)  
DRSS-F1PS  
RIV File  
Project Engineer (DRP/D)

MEETING SUMMARY

Licensee: Houston Lighting & Power Company (HL&P)  
Facility: South Texas Project (STP)  
License Nos.: NPF-76 and NPF-80  
Docket Nos.: 50-498 and 50-499  
Subject: TRIP PREVENTION REVIEW;  
OPERATIONAL IMPROVEMENT PLAN; AND  
MAINTENANCE SERVICE REQUEST BACKLOG

On May 14, 1992, representatives of HL&P met with Region IV personnel in Arlington, Texas, to discuss their plans and accomplishments regarding trip prevention, the Operational Improvement Plan, and maintenance service request backlog reduction at STP. The attendance list and licensee handout are attached to this summary.

Attachments:

1. Attendance List
2. Licensee Presentation (NPF distribution only)

ATTENDANCE LIST

Attendance at the management meeting between HL&P and NRC on May 14, 1992, in the Region IV office:

HL&P

D. P. Hall, Group Vice President, Nuclear  
W. H. Kinsey, Vice President, Nuclear Generation  
J. D. Sharpe, Maintenance Manager  
M. P. Wisenburg, Plant Manager  
A. W. Harrison, Supervising Engineer, Nuclear Licensing

City of Austin

P. W. Golde, Manager, Joint Projects  
M. T. Hardt, Director, Nuclear Division

NRC

R. D. Martin, Regional Administrator  
J. M. Montgomery, Deputy Regional Administrator  
A. B. Beach, Director, Division of Reactor Projects (DRP)  
T. P. Gwynn, Deputy Director, DRP  
B. A. Boger, Director, Division of Reactor Projects III, IV, V, Office of Nuclear Reactor Regulation (NRR)  
S. C. Black, Director, Project Directorate IV-2, NRR  
A. T. Howell, Chief, Project Section D, DRP  
J. L. Pellet, Acting Director, Division of Reactor Safety (DRS)  
R. J. Evans, Resident Inspector, South Texas Project  
P. C. Wagner, Team Leader, DRS  
M. A. Satorius, Project Engineer, Project Section D, DRP  
C. J. Paulk, Acting Chief, Plant Systems Section, DRS

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# SOUTH TEXAS PROJECT ELECTRIC GENERATING STATION

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HL&P - NRC  
MANAGEMENT MEETING

MAY 14, 1992



EXCELLENCE  
THROUGH

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**SERVICE, TEAMWORK, PRIDE**

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AGENDA FOR MAY 1992  
HL&P-NRC MANAGEMENT MEETING

REACTOR TRIP REDUCTION/OPERATIONAL IMPROVEMENT

- Introduction D.P. Hall
- Discussion M.R. Wisenburg

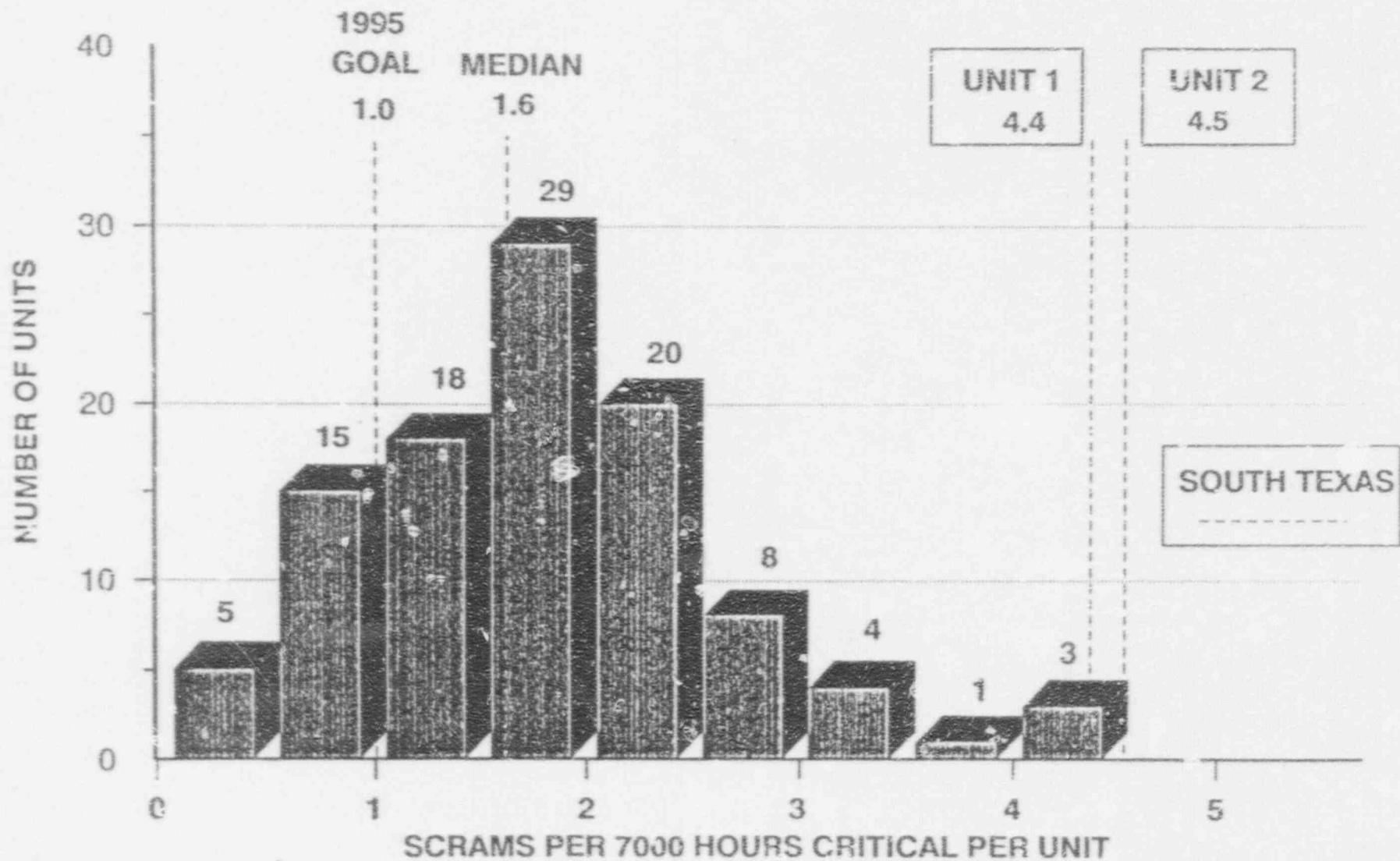
MAINTENANCE

- Introduction D.P. Hall
- Discussion J.D. Sharpe

CLOSING REMARKS

D.P. Hall

# UNPLANNED AUTOMATIC SCRAMS PER 7000 HOURS CRITICAL THREE-YEAR DISTRIBUTION (1989 - 1991)





## TRIP DATA

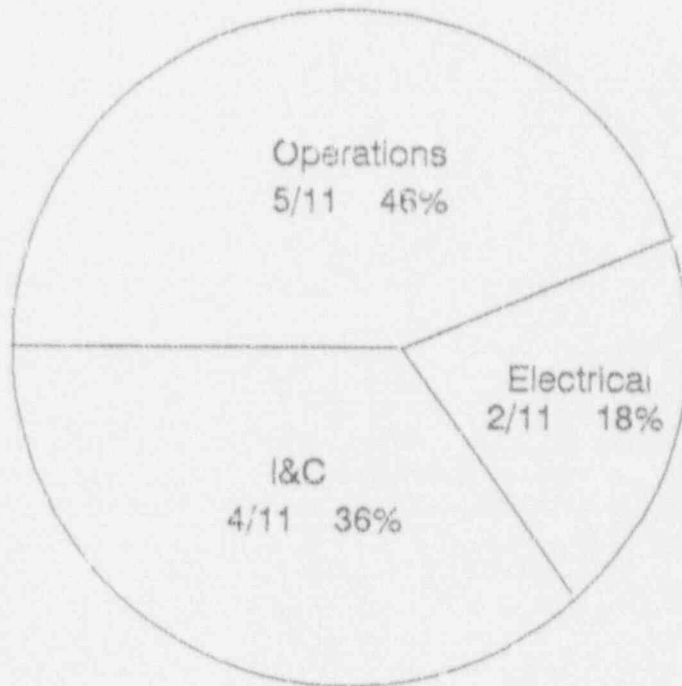
Unit 1	20	Component Failure	29/41	71%
2	<u>21</u>	Design	1/41	2%
		Personnel	11/41	27%
<b>Total</b>	<b>41</b>			

### Personnel

Shift	00 - 08	2/11	18%	
	08 - 16	2/11	18%	
	16 - 24	7/11	64%	(20 - 24 5/7)

Unit 1            8/11  
 Unit 2            3/11 All Reactor Plant Operators

No repeat Individuals



**REACTOR TRIP PREVENTION  
TRIP CAUSES**

- **EMPLOYEE ACCOUNTABILITY FOR QUALITY WORK**
- **OPERATION NEAR DESIGN MARGINS**
- **EMPHASIS ON SCHEDULES**

## TRIP REDUCTION Conservative Operating Policy

### INCREASED ACCOUNTABILITY FOR QUALITY WORK

- Procedure Adherence
  - Clarify policy for use and when procedure must be in hand
  - Authorize method for quick field change of Technical Procedures
- Work Scheduling
- Performance Recognition

### GUARDING THE REACTOR

- Reactor Margins for Operation
- Formal Work Screening Policy
  - Formal Training for Maintenance and Operations (video)
- Work Review Team
- Operator Briefings
- Non Licensed Operator Training

### INCREASED OVERSIGHT

- Direct Fulltime Supervisor Oversight
- Dedicated Maintenance Teams
- Visual Cues to identify activities with potential to trip reactor
- Streamline administrative duties of foremen
- Simulator training prior to Plant Evolutions, i.e., Reactor Startups

## STATION OPERATING PHILOSOPHY

STPEGS will be operated at all times with the primary purpose to maintain REACTOR SAFETY. REACTOR SAFETY is maintained at its optimum when the core operating limits are not approached and the systems designed to keep the core within its operating limits are not challenged.

A conservative approach will be used by Plant Operators and Management when evaluating the impact on REACTOR SAFETY of equipment that is out of service or degraded. The Shift Supervisor has the unchallenged authority to reduce power, commence plant shutdown, or other actions that will increase a safety margin and/or reduce risk of a plant transient or trip.

## OPERATIONAL IMPROVEMENT

151 OF 177 ORIGINAL CIP ACTIONS ARE COMPLETE

### ORGANIZATIONAL PERFORMANCE

- Standards
  - Self Verification
  - Clear Management Expectations (Station Work Standards Booklet)
- New Employee Orientation Training
- HR Development Plans

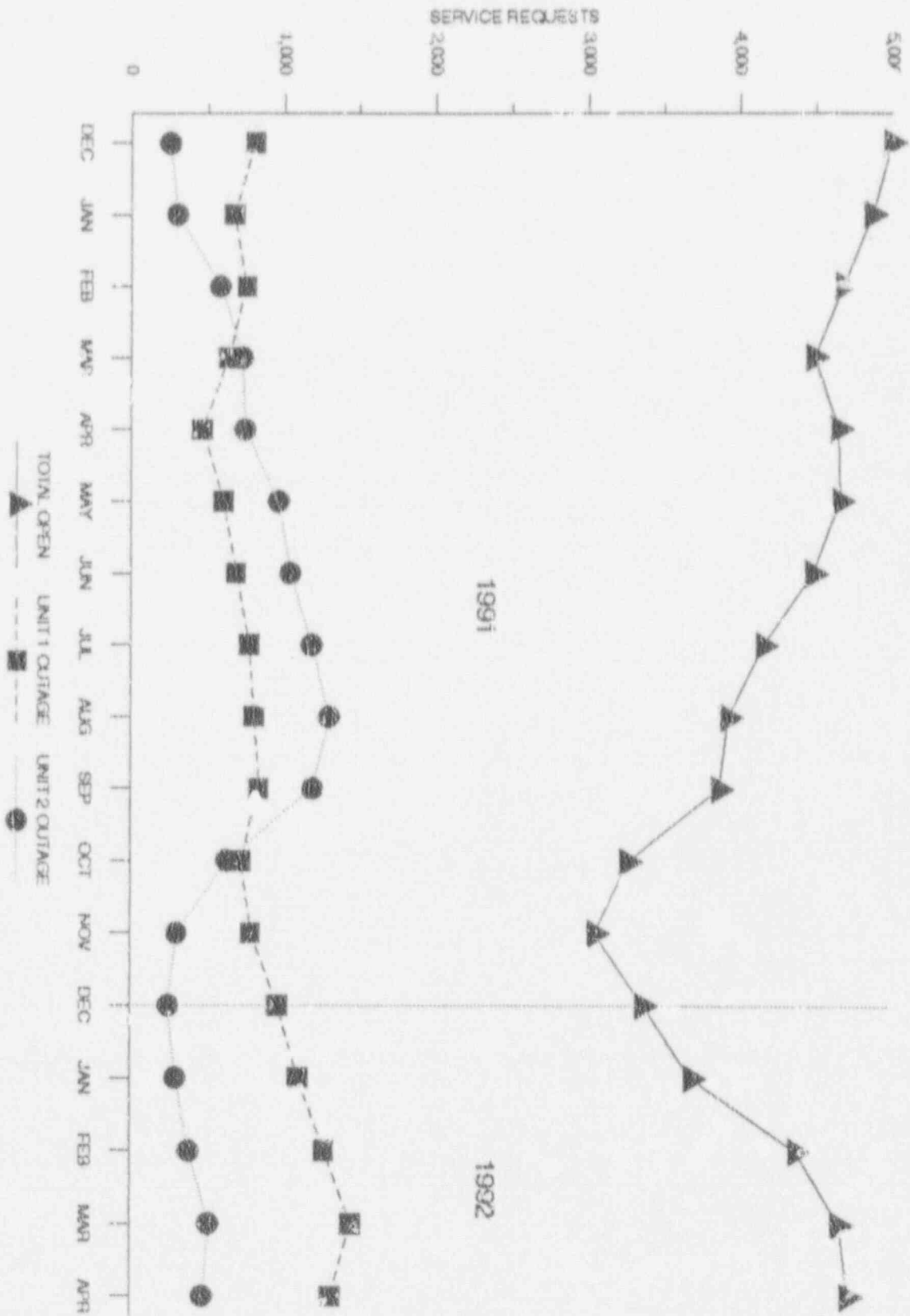
### PERFORMANCE TOOLS

- Drawings
  - CADD Conversion
  - Vendor Document Upgrade
- Material Condition
  - Database Improvements
  - Material Availability
- Work Scheduling
  - Work Process Control
  - Maintenance Director
  - Maintenance Training

### 1992 ACTIONS

- Critical Loads List
- Set Point Data Base
- Trip Reduction Actions
- Maintenance Operations Facility

# STATUS OPEN SERVICE REQUESTS



## STATUS

### DESIRE TO IMPROVE THE MATERIAL CONDITION OF THE PLANT

- CHANGE !!! FOCUS
  - OVERTIME/BRUTE FORCE/SCATTER SHOT
  
- FOCUSED ATTENTION
  - TIGER TEAMS
  - SYSTEM HEALTH REPORTS
  - PAIN OF SUCCESS
  - PRIORITIZATION/TRIAGE
  - PLANNED OUTAGE

## PLANT IMPACT OF OPEN SERVICE REQUESTS

- PLANT AVAILABILITY IMPROVING
- FEWER OPERATOR WORK AROUNDS

		<u>03/31/92</u>	<u>12/31/91</u>	<u>04/30/92</u>	<u>GCAL</u>
Main Control Board Instruments Out of Service	Unit 1	75	43	33	<20
	Unit 2	89	47	28	<40
Chemistry Monitors Cut of Service	Unit 1	44	34	23	<20
	Unit 2	21	12	20	<16
Operations Inoperable Automatic Functions	Unit 1	24	17	17	<10
	Unit 2	35	26	23	<20
	Common	16	10	—	
Tech Services Inoperable Automatic Functions	Unit 1	29	11	11	<10
	Unit 2	10	9	9	<5



PLANT IMPACT OF OPEN SERVICE REQUESTS  
(CONTINUED)

- ONE TRIP DUE TO DELAYED WORK
- ONE DELAY IN POWER INCREASE TO COMPLETE WORK DELAYED EARLIER
- 140 OF SOME 3000 OPEN NON-OUTAGE ITEMS AFFECT PLANT RELIABILITY, OR AVAILABILITY, OR AFFECT PERSONNEL SAFETY.

THESE ENCOMPASS:

- INSTRUMENT REPAIRS
- CONTROL CIRCUIT REPAIRS
- FIRE PREVENTION SEALS
- PERSONNEL SAFETY IMPROVEMENTS

## MATERIAL CONDITION CHALLENGES

- OTHER MATERIEL ITEMS
  - POWER OPERATED RELIEF VALVES
  - DIESEL GENERATORS
  - SODIUM HYPOCHLORITE SYSTEM
  - FEED WATER ISOLATION VALVES
  - NUCLEAR INSTRUMENT CHANNEL 31
  - ESSENTIAL COOLING WATER SYSTEM
  - MAIN FEED PUMPS
  - AMSAC
  - RADIATION MONITORING

## ACTIONS TAKEN AND PLANNED

- PROCEDURAL COMPLIANCE
  
- TRAINING
  - QUALITY VS SCHEDULE
  - SUPERVISORY SKILLS/DEVELOPMENT
  - CONDUCT OF MAINTENANCE
  - CONFIGURATION MANAGEMENT
  - PLANNERS
  
- WORK PROCESS
  - PROCEDURE CONSOLIDATION/CLARIFICATION
  - INDEPENDENT TECHNICAL REVIEW CHECKLIST AND REQUIREMENTS
  - SPECIALIZED TEAMS
  - USE-AS-IS/REPAIR
  - MINOR MAINTENANCE RULES
  - REDUCE CRAFT ADMIN REQUIREMENTS
  - WORK SCHEDULE IMPROVEMENT
  - WORK PLANNING UPGRADE

**ACTIONS TAKEN AND PLANNED**  
(Continued)

- **FIELD SUPERVISION**
  - COMMUNICATED EXPECTATIONS
  - ADMINISTRATIVE REQUIREMENTS
  
- **COMMUNICATIONS IMPROVEMENT**
  - STATUS REVIEW MEETINGS
  - SHIFT TURNOVER
  - ONE-ON-ONE
  - QUARTERLY MEETINGS
  - MONTHLY MEETINGS
  
- **SELF ASSESSMENT**

## 1989 - 1992 PERFORMANCE

<u>UNIT 1</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992*</u>
Equivalent Availability	58.1	56.3	66.6	89.0
Capacity Factor	58.3	55.5	66.3	89.3
Unplanned Capability Loss Factor **	8.2	23.8	10.3	3.3
 <u>UNIT 2</u>				
Equivalent Availability	51.8	59.8	67.2	87.9
Capacity Factor	51.7	59.3	66.7	87.3
Unplanned Capability Loss Factor **	20.9	21.0	8.7	11.6
 <u>COMMON</u>				
Licensee Event Reports	53	45	34	7
Notices of Violation	24	14	14	6
<u>Attrition</u>				
Terminations	8.19%	9.44%	4.35%	1.42%
Transfers	1.69%	1.25%	0.83%	0.00%
 Cost Performance (mills/kwhr)	 18.01	 16.91	 16.30	 11.15

\* Year-to-date through April 30, 1992

\*\* Reported as Forced Outage Rate prior to 1991