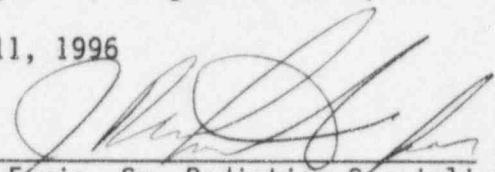


U. S. NUCLEAR REGULATORY COMMISSION
Region I

DOCKET/REPORT NOS: 50-245/96-03
LICENSEE: Northeast Nuclear Energy Company
Hartford, Connecticut
FACILITY: Millstone Unit 1
PREDECISIONAL ENFORCEMENT
CONFERENCE AT: NRC Region I, King of Prussia, PA
CONFERENCE CONDUCTED: March 11, 1996

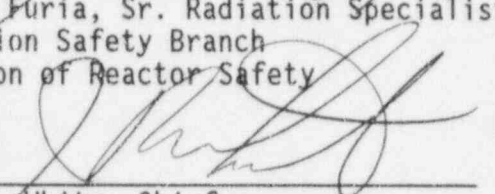
PREPARED BY:



Joseph Furia, Sr. Radiation Specialist
Radiation Safety Branch
Division of Reactor Safety

3/15/96
Date

APPROVED BY:



John R. White, Chief
Radiation Safety Branch
Division of Reactor Safety

3/15/96
Date

CONFERENCE SUMMARY: The pre-decisional Enforcement Conference was held to discuss the conditions found in the liquid radwaste processing facility at Millstone Unit 1 as they relate to the facility description contained in the unit's Updated Final safety Analysis Report (UFSAR). During the conference the licensee presented information concerning the root causes, corrective actions and remediation of current conditions.

DETAILS

1.0 LICENSEE AND NRC PERSONNEL IN ATTENDANCE

Attachment 1 to this conference report identifies licensee and NRC personnel in attendance.

2.0 PURPOSE OF THE CONFERENCE

The purpose of the conference was to discuss the significance, root causes and corrective actions associated with the conditions found in the Millstone Unit 1 liquid radwaste facility. Details of the conditions are described in NRC Region I Inspection Reports Nos. 50-245/96-03; 50-245/95-38; and 50-245/95-35. The conference was open to members of the public, however, no members of the public were in attendance. Attachment 1 provides a list of participants.

NRC Management opened the conference by identifying the purpose of the conference and describing the enforcement process. Licensee representatives provided their assessment of the issues involving the liquid radwaste systems; determination of root causes; and proposed corrective actions. The licensee's assessment of the quality of information previously provided to the NRC by members of the licensee staff will be submitted upon completion of an internal review. A copy of the licensee's presentation is provided as Attachment 2.

ATTACHMENT 1

Licensee Attendees:

J. Althouse, Radwaste Remediation Project Manager
F. Dacimo, Vice President, Operations
T. Harpster, Director, Nuclear Licensing Services
W. Nevelos, Director, Nuclear Work Services
W. Riffer, Director, Millstone Unit 1
F. Rothen, Vice President, Nuclear Work Services
R. Thurlow, Senior Health Physicist
R. Walpole, Licensing

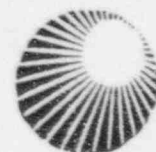
NRC Attendees:

W. Dean, Office of the Executive Director for Operations
J. Durr, Chief, Projects Branch 6
J. Furia, Senior Radiation Specialist
D. Holody, Enforcement Officer
T. Martin, Regional Administrator
J. White, Chief, Radiation Safety Branch
J. Wiggins, Director, Division of Reactor Safety

MILLSTONE UNIT NO. 1 LIQUID RADWASTE SYSTEM

Enforcement Conference

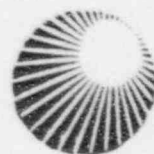
March 11, 1996



**Northeast
Utilities System**

INTRODUCTION

FRED DACIMO



**Northeast
Utilities System**

AGENDA

- Introduction
- Issues
- Root Causes
- Corrective Actions
- Quality of Information
- Conclusions and Remarks

Fred Dacimo

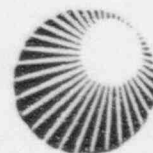
Frank Rothen

Bill Nevelos

Bill Riffer

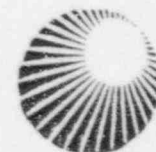
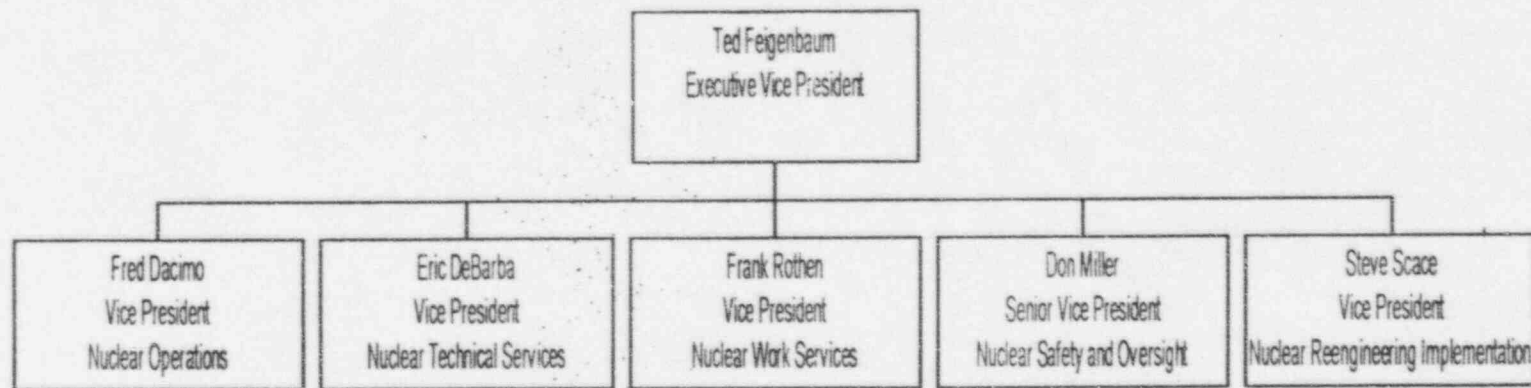
Terry Harpster

Fred Dacimo



**Northeast
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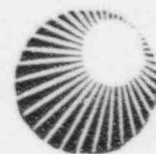
NUCLEAR ORGANIZATION



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ISSUES

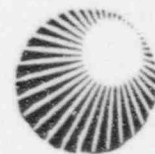
Frank Rothen



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ISSUES

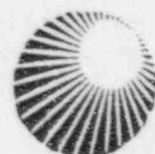
- Long-standing leakage
- Radioactive spent resins on the floor
- Poor material conditions of the system



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ROOT CAUSES

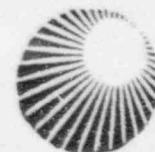
Bill Nevelos



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MANAGEMENT OVERSIGHT

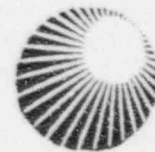
- Root Causes
 - Mismanaged priorities
 - Over reliance on key performance indicators
 - Failure of the corrective action program
 - Lack of oversight



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CORRECTIVE ACTIONS

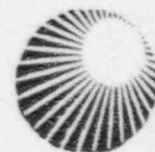
Bill Riffer



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CORRECTIVE ACTIONS

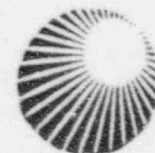
- Immediate Corrective Actions
 - Radwaste remediation project
 - Tours of area by senior management
 - Development of long term strategy to inspect inaccessible components
 - Inspection at all five units
 - 50.59 completed to assess current conditions
 - Development of a program to address abandoned equipment



**Northeast
Utilities System**

CORRECTIVE ACTIONS

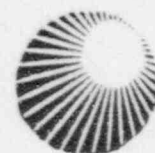
- Long Term
 - New Determine Course of Action process
 - System team concept
 - ACR/Corrective Action Program
 - Oversight group
 - Cultural changes on material condition, accountability, rebuilding regulatory confidence, FSAR regard



**Northeast
Utilities System**

QUALITY OF INFORMATION

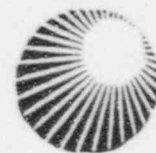
Terry Harpster



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CONCLUSIONS AND REMARKS

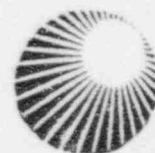
Fred Dacimo



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CONCLUSIONS AND REMARKS

- Culture changes needed, not just program enhancements
- Show the organization what is acceptable
- Demonstrate our resolve to change
- Accountability



**Northeast
Utilities System**

LEVELS OF ACCOUNTABILITY

The Personal Accountability Chart

highest



lowest

- ✓ **Get On With It (GOWI)**
- ✓ **Find Solutions**
- ✓ **"Own It"**
- ✓ **Acknowledge Reality**

ACCOUNTABLE

-
- ✓ **Wait & Hope**
 - ✓ **Personal Excuse**
 - ✓ **Blame Others**
 - ✓ **Unaware/Unconscious**

VICTIM