



UNITED STATES  
NUCLEAR REGULATORY COMMISSION

REGION IV

611 RYAN PLAZA DRIVE, SUITE 400  
ARLINGTON, TEXAS 76011-8064

APR - 8 1996

Entergy Operations, Inc.  
ATTN: John R. McGaha, Vice President -  
Operations, River Bend Station  
P.O. Box 220  
St. Francisville, Louisiana 70775

SUBJECT: RIVER BEND STATION LONG-TERM PERFORMANCE IMPROVEMENT PLAN MEETING

This refers to the public meeting conducted in the Region IV office on March 20, 1996, in which Entergy Operations, Incorporated, presented an overview of performance and the status of the long term performance improvement program for River Bend Station. A copy of the Entergy Operations, Incorporated, presentation material is provided as Enclosure 1. The meeting attendance list is provided as Enclosure 2.

We appreciated the time and effort that your staff gave to prepare and present this material. We found your presentation to be a self-critical, introspective review of performance problems with emphasis placed on proposed improvement plans to address areas of concern. In addition, the meeting was helpful in our understanding of your staff's improvement objectives. Improvements in performance and management oversight have been noted at River Bend Station; however, sustained and additional efforts are needed to continue this improving trend. Region IV will continue to closely monitor plant performance.

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,

J. E. Dyer, Director  
Division of Reactor Projects

Enclosures:

1. Licensee Presentation
2. Attendance List

9604110140 960408  
PDR ADOCK 05000458  
P PDR

Entergy Operations, Inc.

-2-

cc:

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Louisiana Radiation Protection Division  
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APR - 8 1996

bcc to DMB (IE01) *///*

bcc distrib. by RIV:

L. J. Callan  
DRP Director  
Branch Chief (DRP/D)  
Project Engineer (DRP/D)  
Branch Chief (DRP/TSS)  
Resident Inspector

Senior Resident Inspector (Grand Gulf)  
Senior Resident Inspector (Cooper)  
DRS-PSB  
MIS System  
RIV File  
Leah Tremper (OC/LFDCB, MS: TWFN 9E10)

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GEWerner: <i>Werner</i>	PHHar <i>Har</i>	JEDyer <i>JED</i>			
04/4/96	04/5/96	04/6/96			

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APR - 8 1996

bcc to DMB (IE01)

bcc distrib. by RIV:

L. J. Callan  
 DRP Director  
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GEWerner; cm <i>[Signature]</i>	PHHar <i>[Signature]</i>	JEDyer <i>[Signature]</i>					
04/4/96	04/5/96	04/6/96					

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**RBS / NRC  
PERFORMANCE  
REVIEW MEETING**



**ENTERGY**

**March 20, 1996**

# RBS / NRC PERFORMANCE REVIEW MEETING AGENDA

**I. INTRODUCTION**

**John McGaha**  
Vice President  
Operations

**II. PLANT**

**Mike Krupa**  
Manager  
Operations

**OUTAGE MANAGEMENT**

**Tom Hildebrandt**  
Outage Manager

**III. PEOPLE**

**Early Ewing**  
Manager  
Maintenance

**IV. PROCESSES**

**Ted Leonard**  
Director -  
Engineering

**V. LTPIP**

**Jim Fiscaro**  
Director - Nuclear  
Safety

**VI. SUMMARY and  
CONCLUSIONS**

**John McGaha**  
Vice President  
Operations

# **INTRODUCTION**

- Purpose
- Performance Overview

**JOHN McGAHA**  
**Vice President Operations**

# PURPOSE OF MEETING

- Performance Overview
  - What We've Accomplished
  - Where We See Ourselves
  - Where We're Going
- Focus On 3 P's
  - Plant
    - » Outage Performance
  - People
  - Processes

# PERFORMANCE OVERVIEW

- **Address Four Major Root Causes**
  - **Planning, Goal Setting, Performance Monitoring and Management Feedback Have Not Been Effective**
  - **Management and Leadership Skills Have Not Kept Pace with the Level of Change Required**
  - **Problem Identification and Problem Solving Methods Have Not Been Consistently Applied to Improve Performance**
  - **Critical Station Work Processes Are Inefficient and Have Allowed Backlogs of Work to Occur**

# PERFORMANCE OVERVIEW

- Rotations
  - General Manager Plant Operations
  - Manager Operations
  - Manager Performance and System Engineering
  - Manager Licensing
  - Other
- People Development
- Resource Sharing
- Union Relations

# PERFORMANCE OVERVIEW

- July 1995 Industry Review
  - RBS Comparable to Top Performers In Many Areas
  - LTPIP Progressing Better Than Expected
- 8 Months Left in Plan Implementation
- Many Successes
- Isolated Areas Not Meeting Expectations
- Check and Adjust Philosophy Directing Focus Where Needed



# PERFORMANCE OVERVIEW

- Focus on 3 - P's
  - Plant
  - People
  - Processes
- Self-Critical Culture

# **PLANT**

- **Historical Overview**
- **Improvement Approach**
- **Results**
- **Areas of Continued Focus**
- **Operations Perspective**

**MIKE KRUPA**  
**Manager Operations**

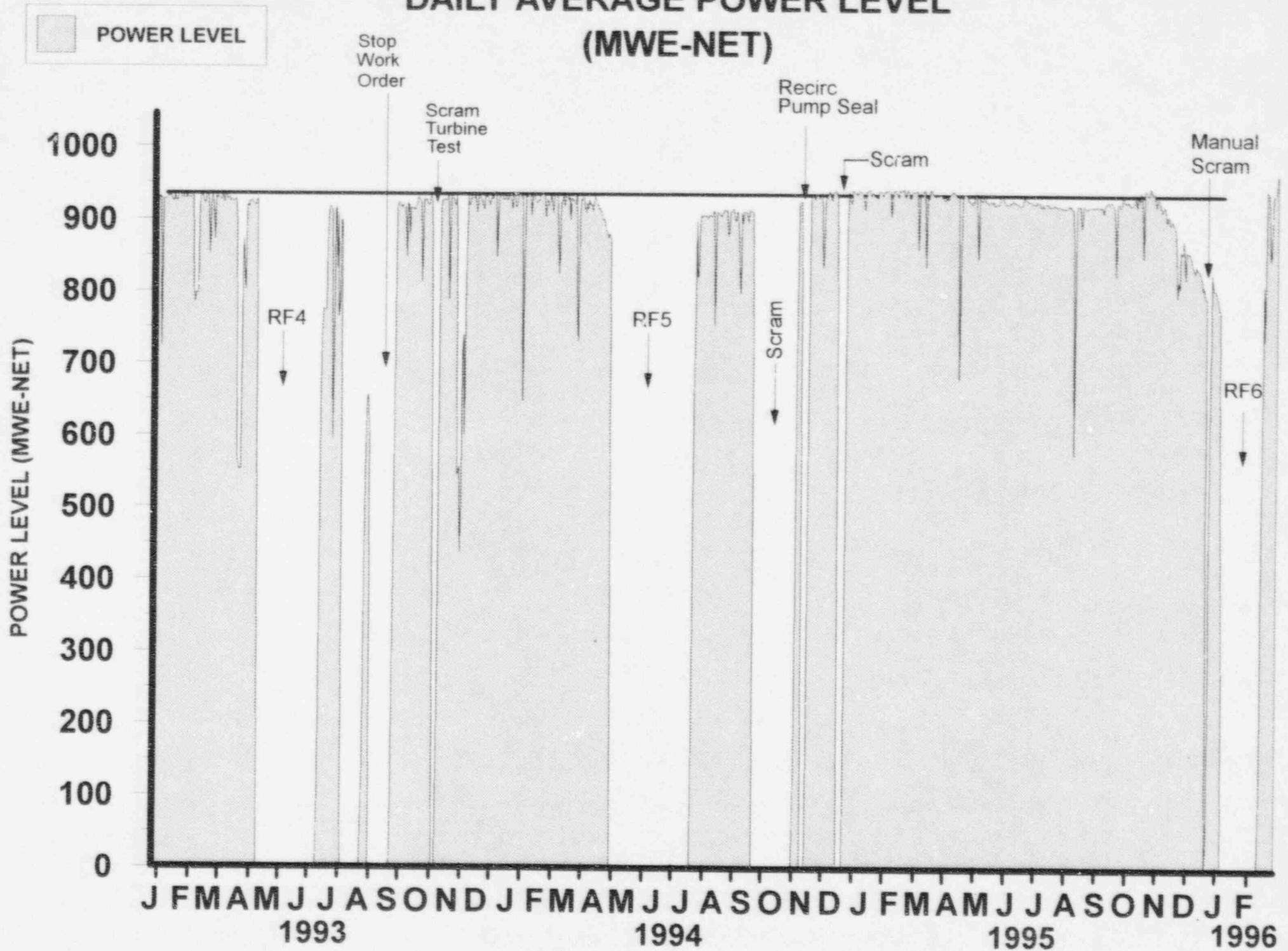
# HISTORICAL OVERVIEW

- Numerous Long Term Equipment Problems
- 3 Year Average Capacity Factors Prior to 1994 <60%
- Inadequate Availability / Reliability of Plant Systems
  - Reactor Core Isolation Cooling
  - Control Building Chillers
  - Containment Airlocks
  - Feedwater Pumps

# **IMPROVEMENT APPROACH**

- **Improved Plant Performance / Materiel Condition Focus of LTPIP**
- **3 Year Plan**
- **Two Refuel Outages**
- **Developed Top 20 Equipment Challenges**
- **Long Standing Equipment Problem List**
- **Focus on Maintenance Backlog and Prioritization**
- **Results**

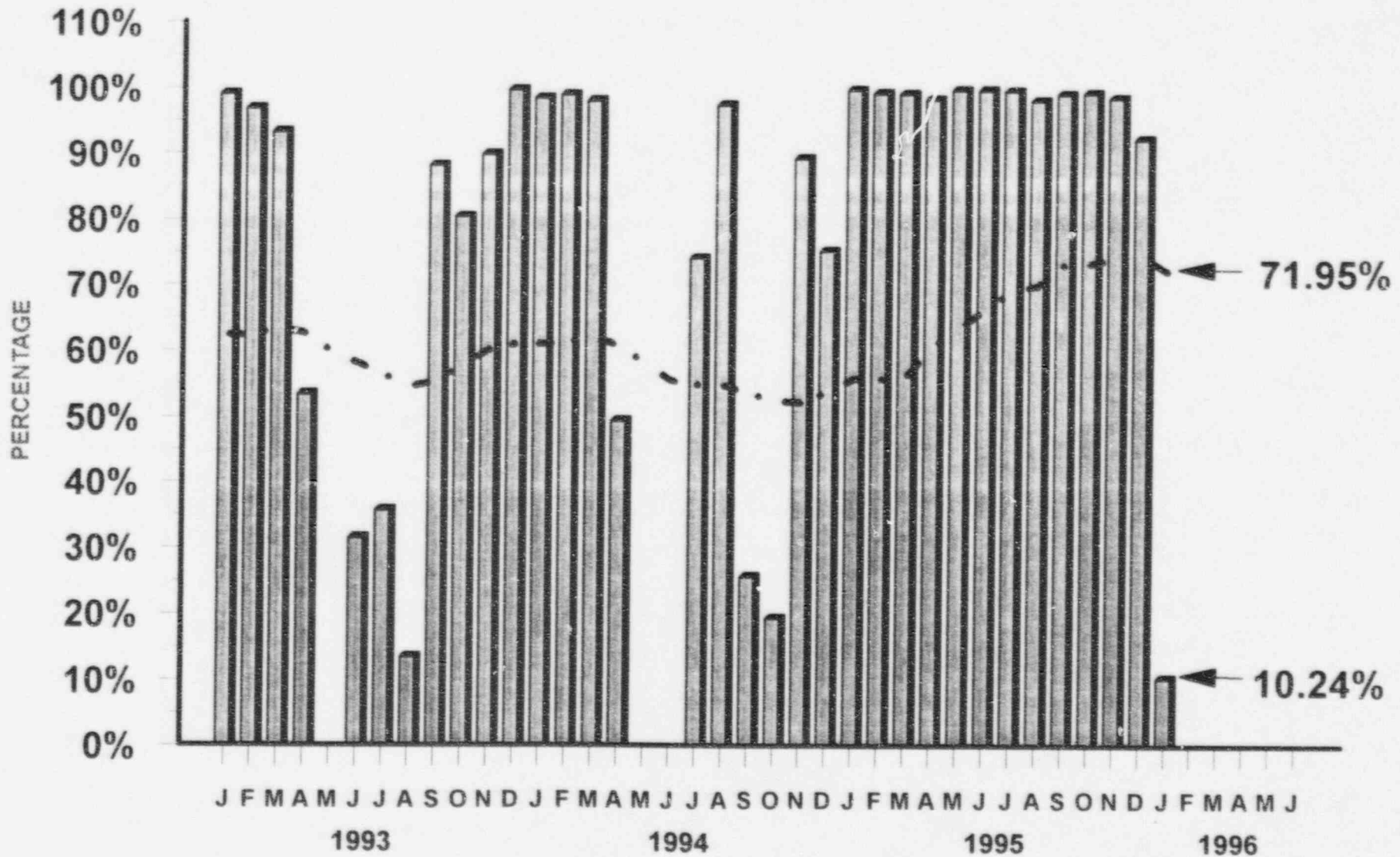
# DAILY AVERAGE POWER LEVEL (MWE-NET)



# UNIT CAPABILITY FACTOR

## ROLLING 36 MONTH AVERAGE

UNIT CAPABILITY FACTOR    ROLLING 36 MONTH AVERAGE    YEAR-TO-DATE









# OPERATING PERFORMANCE

## INPO PERFORMANCE INDICATORS

RIVER BEND

ACTUAL

1995 GOAL

UNIT CAPABILITY FACTOR		98.33%	$\geq 92\%$
UNPLANNED CAPABILITY LOSS		1.44%	$\leq 4.5\%$
SCRAMS		0	$\leq 1$
HP SYSTEM PERFORMANCE		0.008	$\leq 0.025$
LP SYSTEM PERFORMANCE		0.010	$\leq 0.025$
AC SYSTEM PERFORMANCE		0.018	$\leq 0.025$









# OPERATING PERFORMANCE

## INPO PERFORMANCE INDICATORS

RIVER BEND

ACTUAL

1995 GOAL

RIVER BEND	ACTUAL	1995 GOAL
RADIATION EXPOSURE	 79.4	$\leq 100$
RADWASTE GENERATED	 6026.3	$\leq 21,000\text{ft}^3$
INDUSTRIAL SAFETY	 0.224	$\leq 0.5$
THERMAL PERFORMANCE	 99.7%	$\geq 99.3\%$
FUEL RELIABILITY	 471 No Defects	Zero Defects
CHEMISTRY INDEX	 0.248	$\leq 0.3$

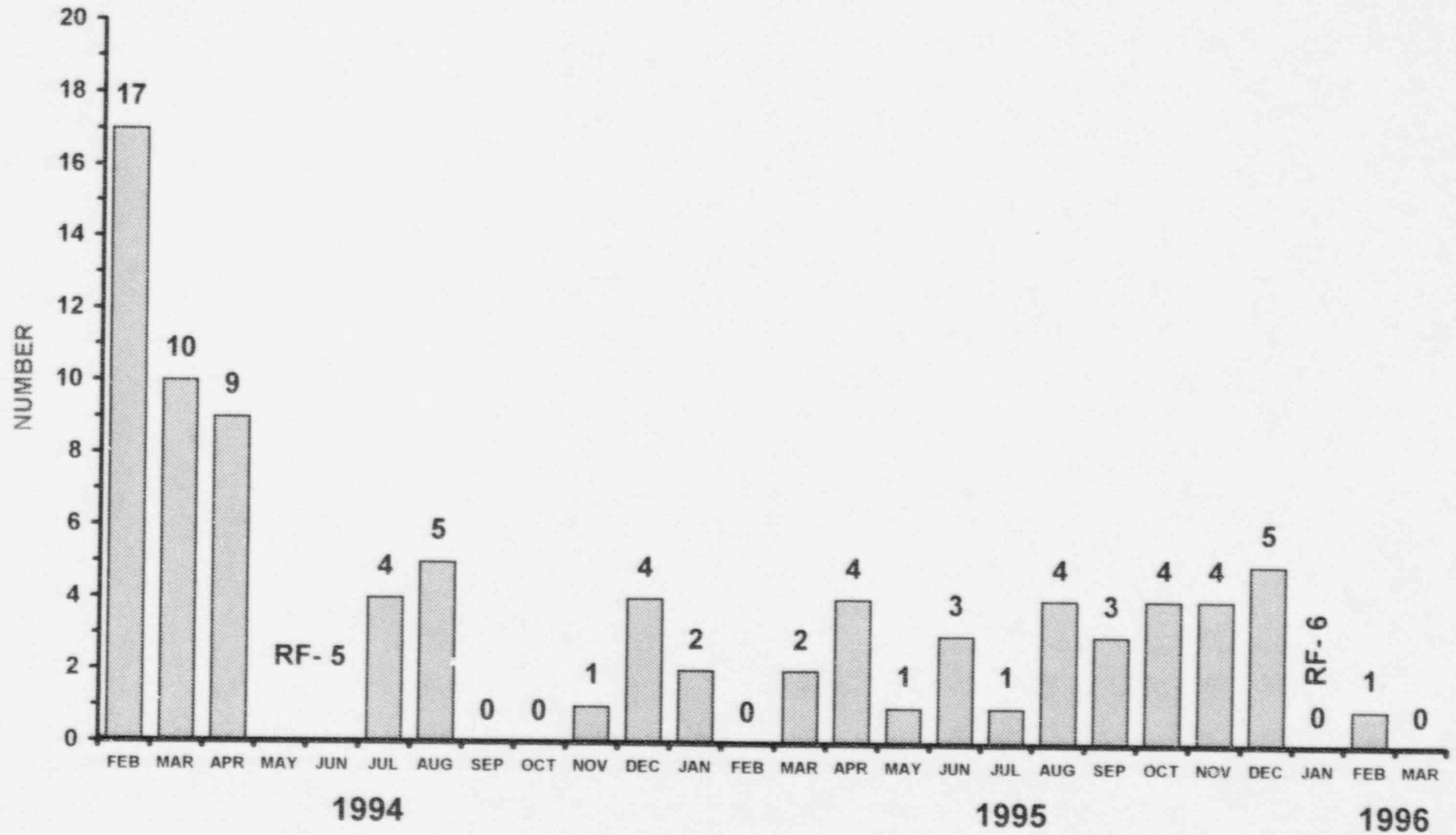


# RESULTS

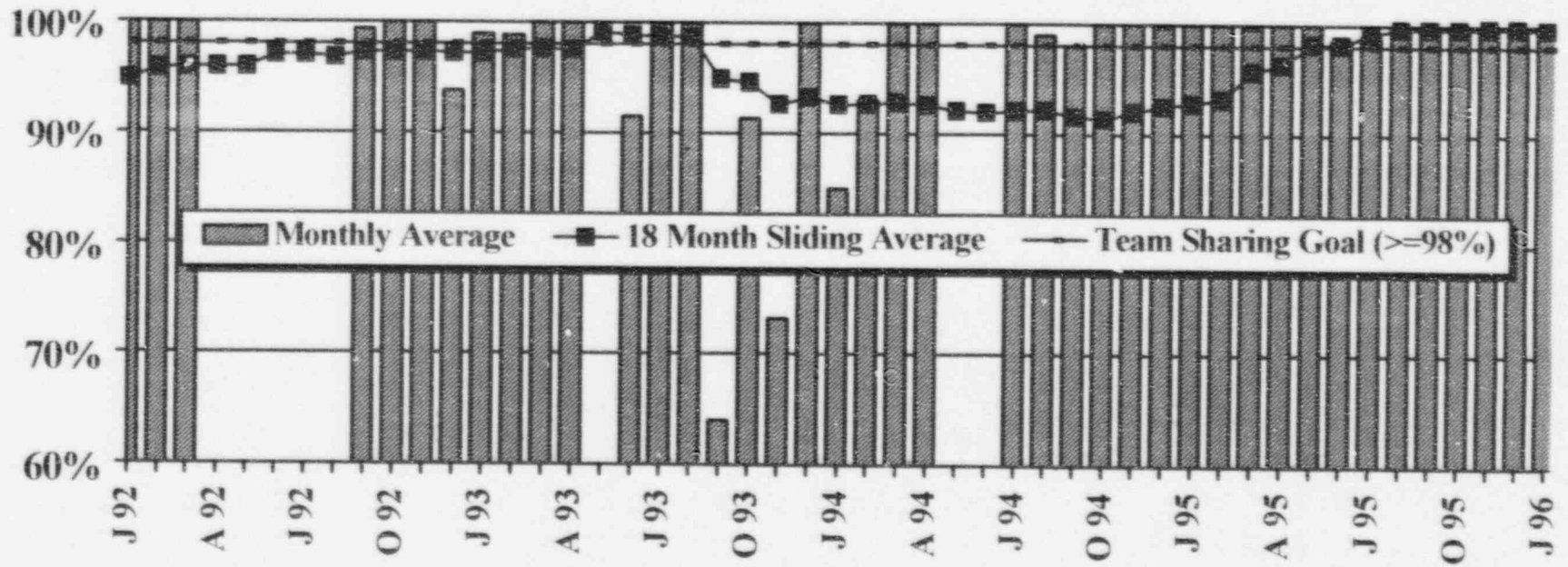
- **Improvement In Key System Performance**
  - Reactor Core Isolation Cooling
  - Residual Heat Removal
  - Standby Service Water
  - Instrument Air System
  - Main Steam SRVs
  
- **Competitive Results from July 1995 Industry Safety System Performance Comparison**
  - High Pressure Core Spray
  - Residual Heat Removal
  - Reactor Core Isolation Cooling

# SHUTDOWN LCO'S

## Plant Challenges Due To Equipment Failures

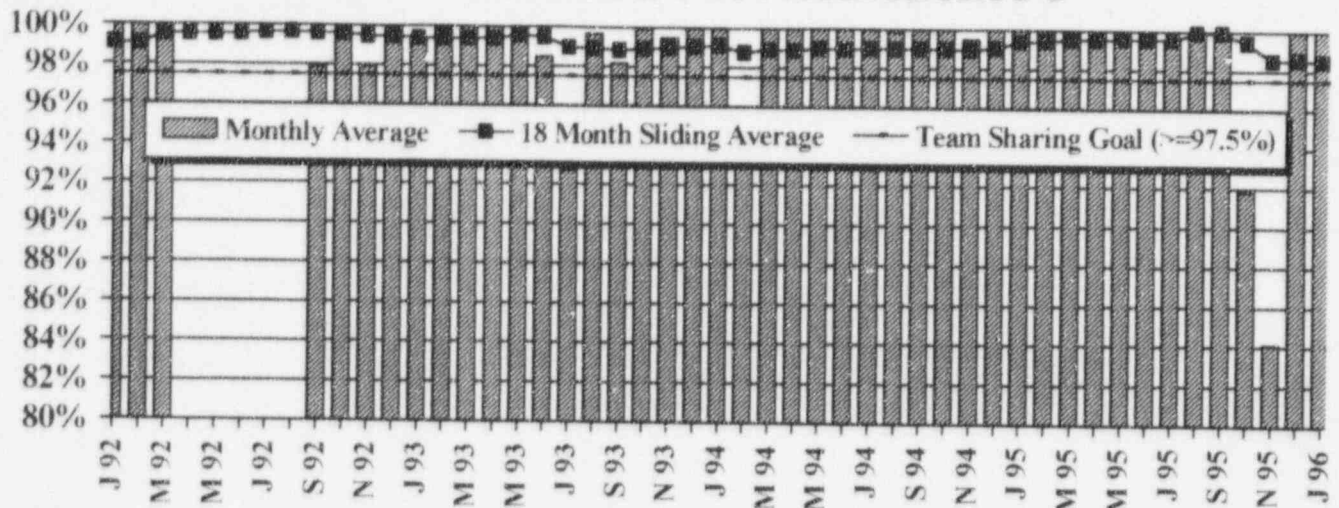


## RCIC SYSTEM STANDBY AVAILABILITY\*

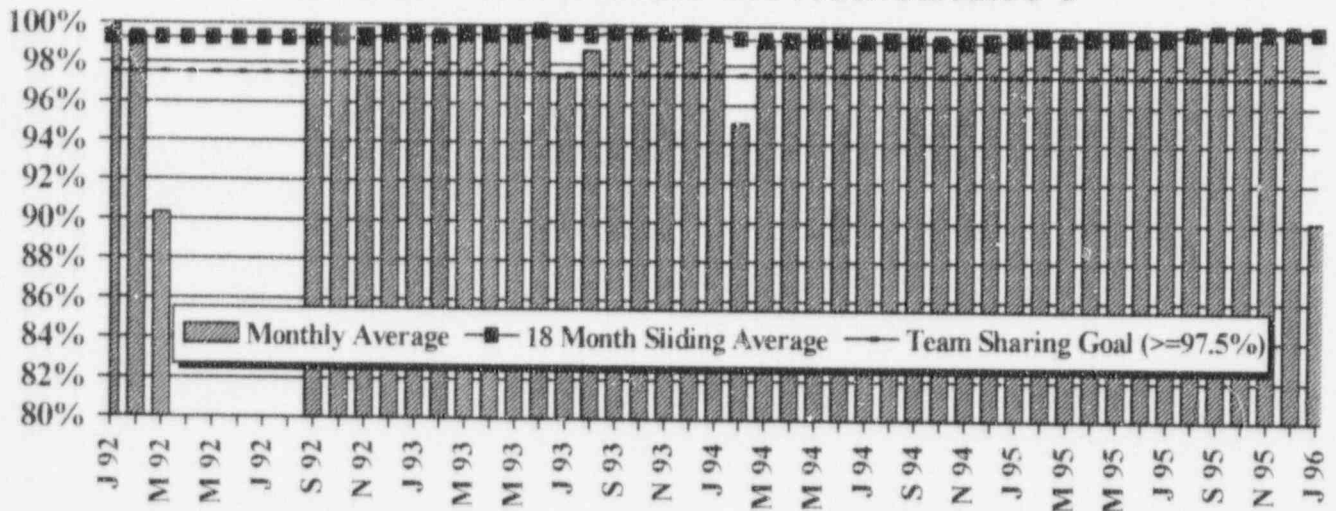


\* Available hours / Total Required hrs

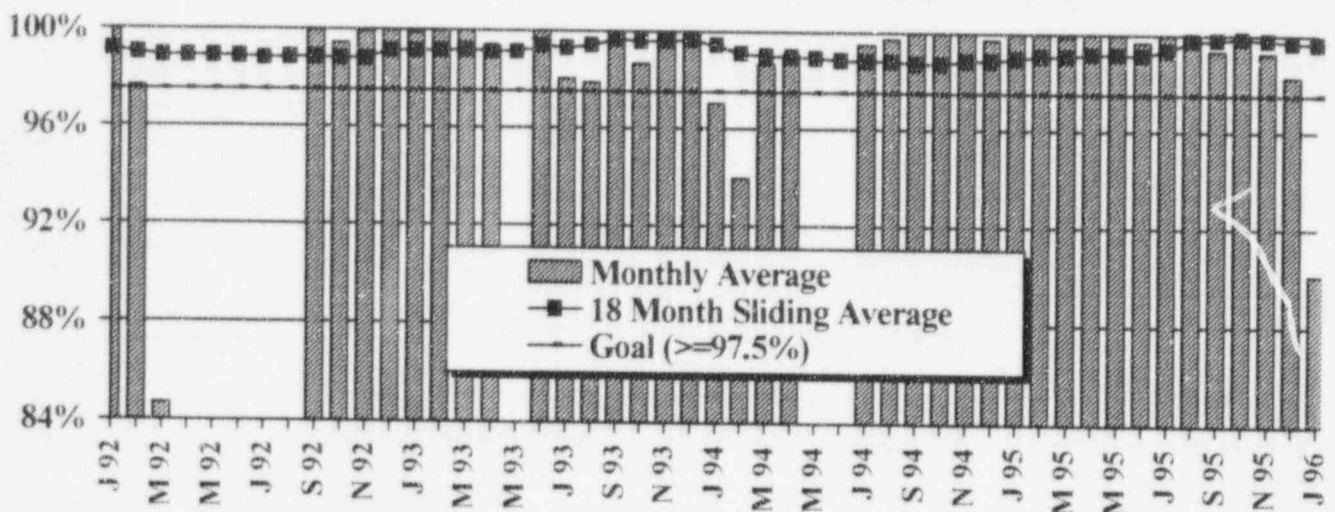
### RHR'A' - STANDBY AVAILABILITY\*



### RHR'B' - STANDBY AVAILABILITY\*



### RHR'C' - STANDBY AVAILABILITY\*



\* Available hours / Total Required hrs

# RESULTS

- **Developed and Addressing Top 20 Reliability Issues**
  - Significant Progress Made
  - Living Document
- **Reduction of Control Room Deficiencies**
  - Past Year: 165 Reduced to 83
- **Maintenance Backlog Reduction**
- **Management involvement in Improvement of Plant Materiel Condition**

## Top 20 Plant Equipment Issues

### Resolved

<u>ISSUE</u>	<u>DESCRIPTION</u>
Instrument Air System	IAS and SAS compressor unreliability and relief valve problems.
Radiation Monitoring System	General unreliability of several components.
Solenoid Operated Valves	Target Rock problems.
EPA Breakers	Numerous spurious trips.
Riley Temperature Switches	Causing spurious RCIC, RWCU, and RHR system isolations.
Makeup Water Structure	Degraded condition of structure and equipment.
Cooling Tower Fans	High vibration, bearing wear.
MSIVs/Turbine Testing	Minimize turbine and MSIV testing to reduce downpowers and resulting steam leaks, BOP perturbations, etc.
HVR Air Operated Valves	LLRT failures due to wear of thrust washer.

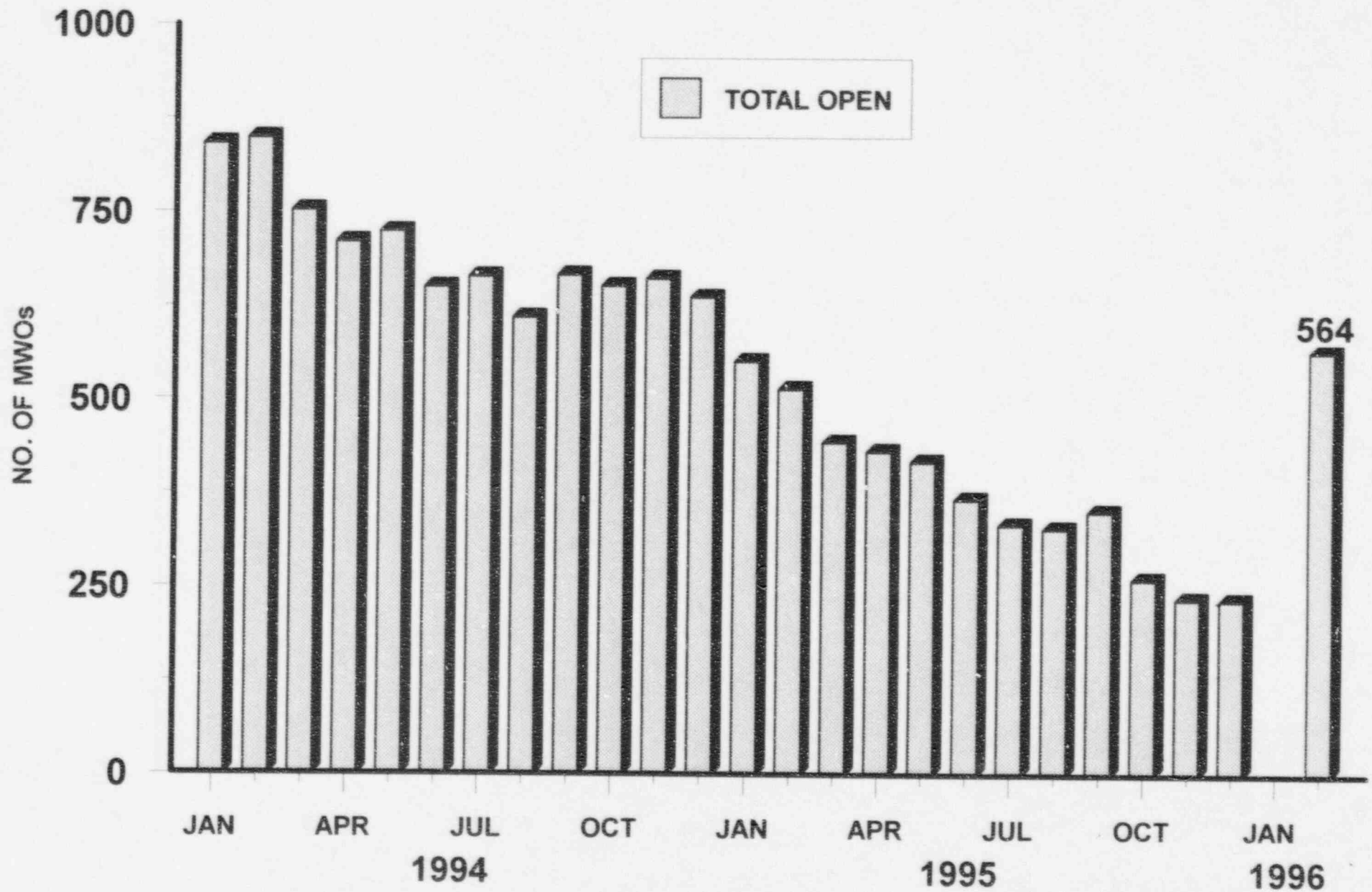
## Top 20 Plant Equipment Issues

### Significant Progress

<u>ISSUE</u>	<u>DESCRIPTION</u>
Borg Warner Valves	Unreliability.
Clarifier	Overall degraded condition. Blowdown valves, rake torque switches, sludge pumps unreliability.
HVK System	Chiller and SW pump, HVN/HVK down time, reverse acting controller.
Nuclear Instrumentation	SRMs/IRMs sensitive to EMF/RFI. High noise level. Parts obsolescence.
Optimum Water Chemistry/IGSCC	Potential for high cost repairs if cracking not prevented.
Suppression Pool	Turbidity, cleanliness, foreign material intrusion.
Testable Check Valves	LLRT failures. Location of 65 & 66 valves.
Batteries	Premature failures.
Circulating and Service Water Chemical Injection	Chemical feed systems have frequent leaks and reliability problems.
Inverters/Power Line Conditioners	Obsolete.
AKR Breakers	New type breaker selected. Adequate AKR spares now on site.
CFCs	R-114 Phase out due to legislation/regulatory rules



# CORRECTIVE MAINTENANCE STATUS MWO

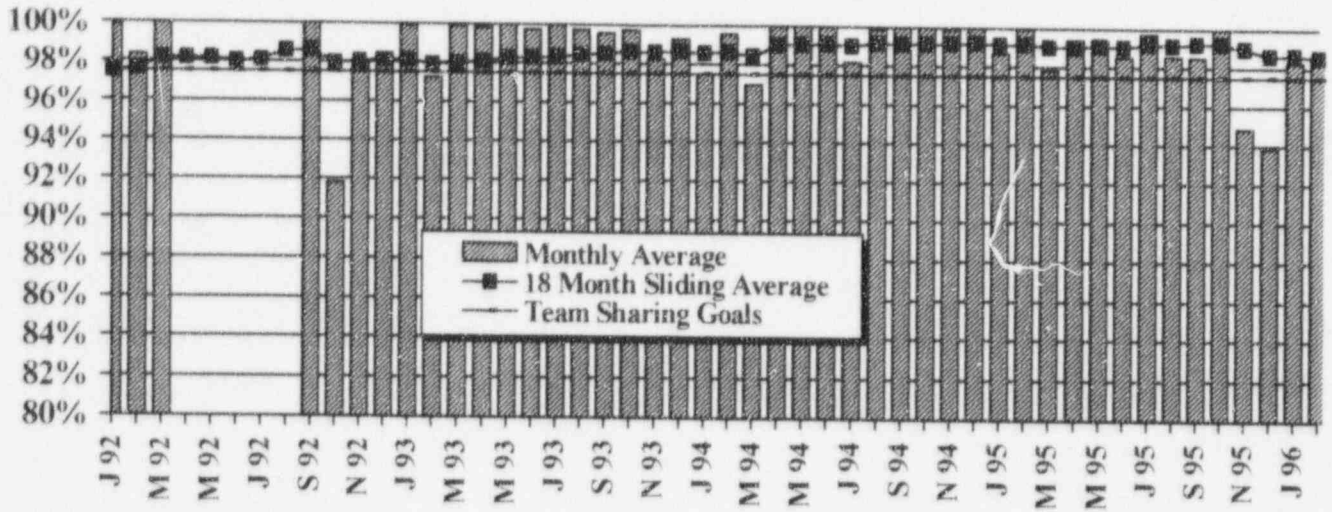




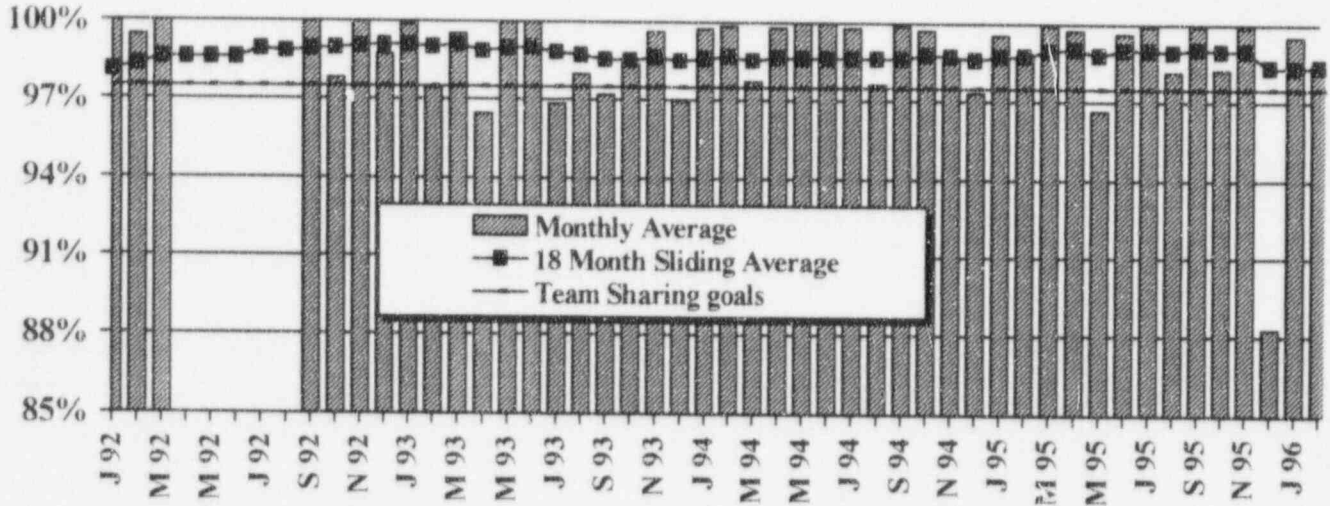
# AREAS OF CONTINUED FOCUS

- **System Performance (Top 20)**
  - Emergency Diesel Generators
  - Control Building Chillers
  - Suppression Pool Clean-Up
- **Foreign Material Exclusion Program**
- **Control of Plant Work Activities**
- **Maintenance Backlogs**
  - Manageable
  - Prioritized
  - Control Room Deficiencies \ Annunciators
  - Operator Work Arounds

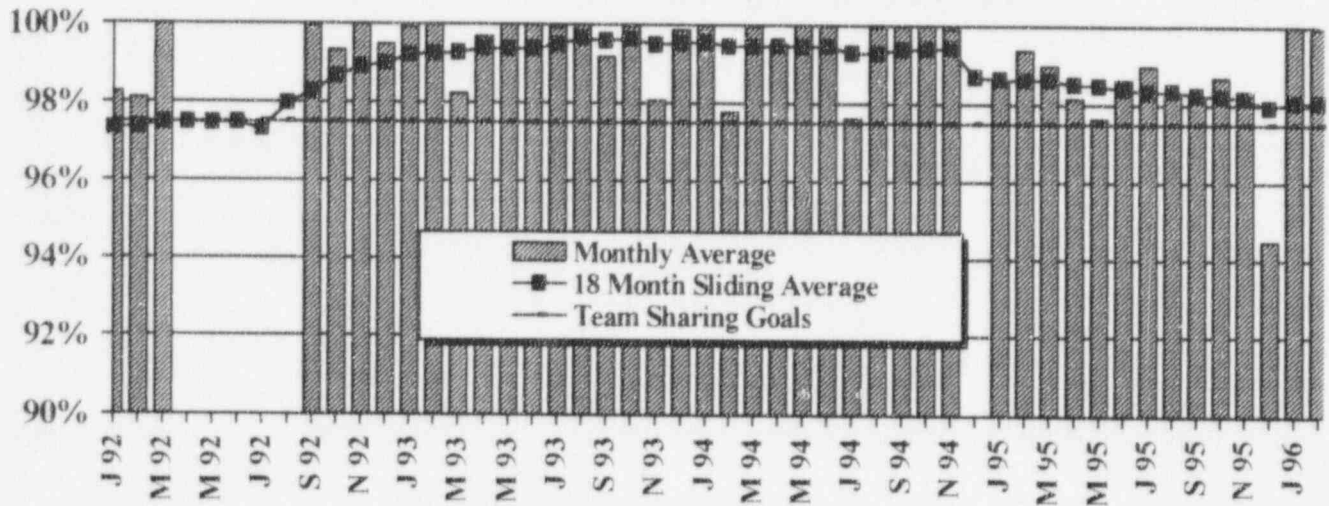
### DIV 1 EDG - STANDBY AVAILABILITY\*



### DIV 2 EDG - STANDBY AVAILABILITY\*



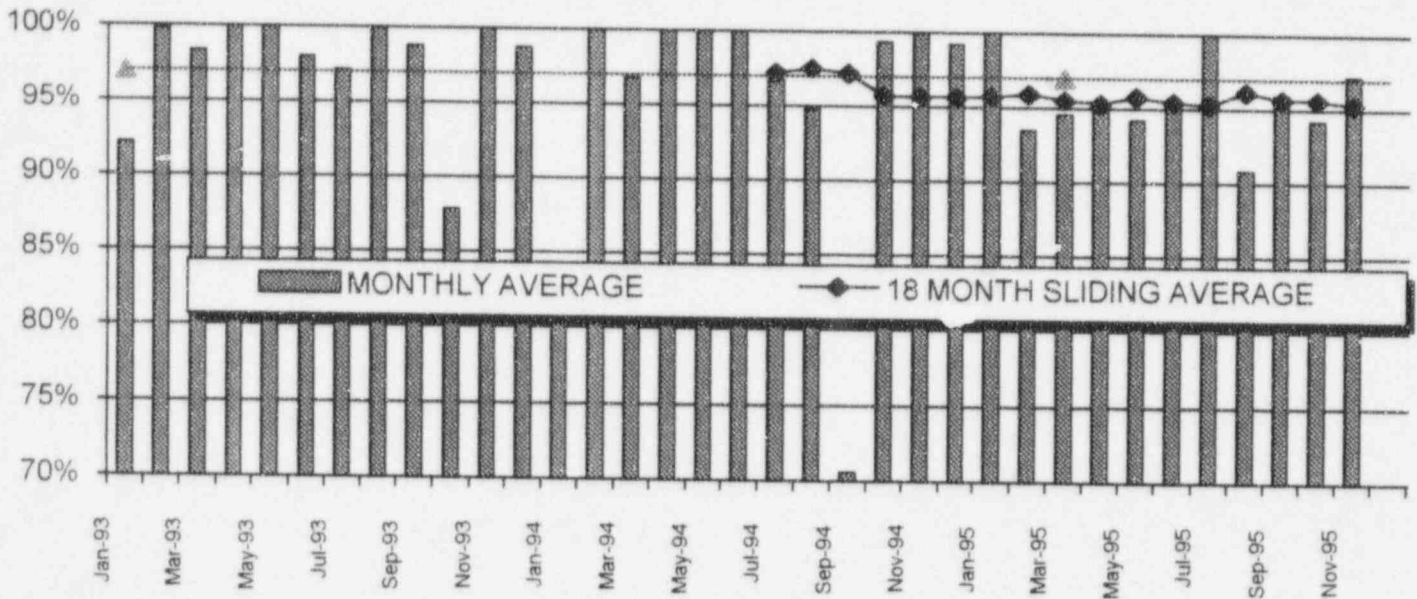
### DIV 3 EDG - STANDBY AVAILABILITY\*



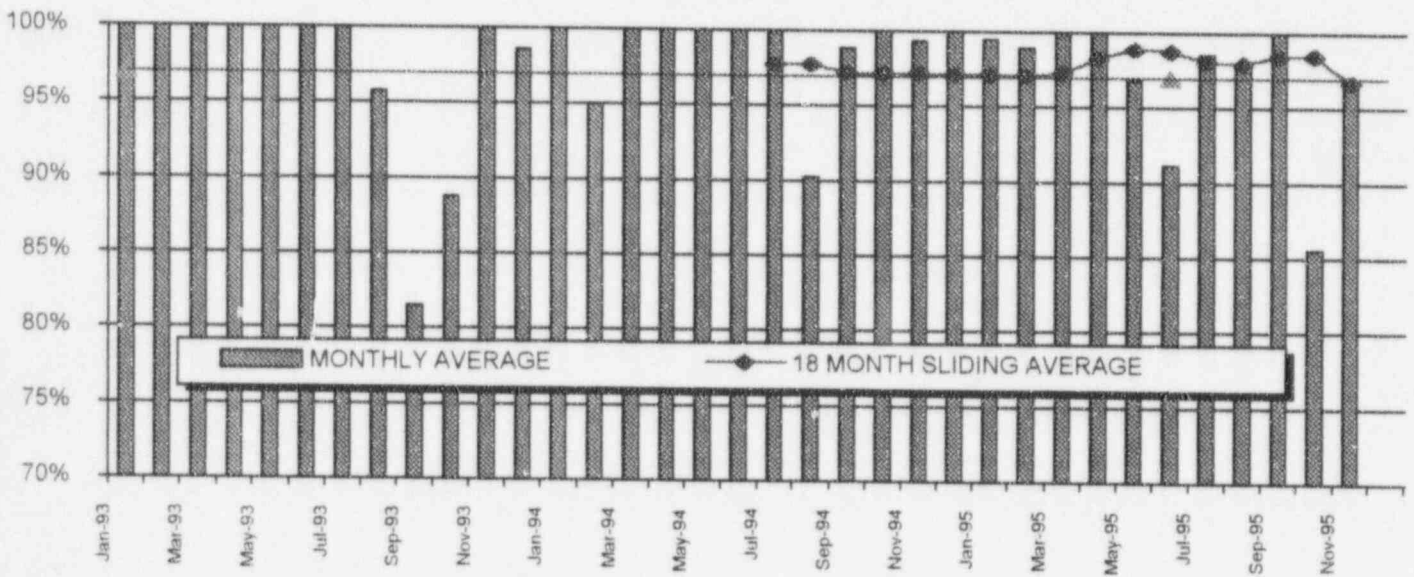
\* Available hours / Total Required hrs

# CONTROL BUILDING CHILLERS DIVISION AVAILABILITY

## DIVISION I



## DIVISION II



**Note:** Availability is the ratio of a train's available time in a period divided by the total time in that period, where available time is total time minus down time.

# **SUMMARY**

- **Plant Materiel Condition Continuing to Improve**
- **Some Remaining Challenges**
- **Continue to Improve System Performance**

# **OPERATIONS PERSPECTIVE**

- **Operations In Charge of the Plant**
- **Support from Departments**
- **Ownership**
- **Plant Condition**
- **Conservative Approach**
- **Continued Improvement / Self-Assessment**

# **Outage Performance**

- **Focus On Safety**
- **Scope**
- **Results**
- **Comparison**
- **Planning**
- **Areas of Continued Focus**

**TOM HILDEBRANDT**  
**Outage Manager**

# **FOCUS ON SAFETY**

- **Shutdown Operations Protection Plan**
  - Daily Management of Outage Risk
  - Defense In Depth
- **Outage Risk Assessment Team**
  - Provides Effective Safety Analysis
    - » Planning
    - » Scheduling
    - » Implementation and Schedule Changes
- **ORAM / TIP**
  - Risk Management Guidelines
  - Probabilistic System Safety Assessment

# RF-6 OUTAGE SCOPE

	<u>Schedule</u>	<u>Actual</u>
<b>MAIs</b>	<b>1107</b>	<b>1808</b>
<b>PMs</b>	<b>1368</b>	<b>1479</b>
<b>Modifications</b>	<b>36</b>	<b>38</b>
<b>Minor Modifications</b>	<b>12</b>	<b>12</b>
<b>STPs</b>	<b>357</b>	<b>357</b>



# OUTAGE RESULTS

	RF-5		RF-6	
	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Actual</u>
ESF Actuations	2	6	0	2
Loss of Shutdown Cooling	0	1	0	2 <sup>1</sup>
Dose	500	377	280	318 <sup>2</sup>
LERs	Note 3	15	Note 3	6

Notes:

1. Same Event As ESF Actuation
2. 40 REM Due to Emergent Work
3. Outage Goals Not Established

# OUTAGE RESULTS

	RF-5		RF-6	
	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Actual</u>
Loss Time Accidents	0	3	0	0
OSHA Reportable Accidents	3	17	3	11
Outage Duration	53	81	45	39

# MAJOR WORK

- 89-10 Motor Operated Valve's (83 Static, 19 Flow Tests)
- 33 MDRs, 57 Agastat Relay Replacements
- 143 Control Rod Drive Solenoid Replacements
- 40 Hydraulic Control Units Rebuilt
- 200 Valve Repacks
- SRV Test and Replacement
- Heater Drain Pump Motor Rebuild
- Eddy Current Testing
- Battery Testing
- Condenser Bellows

# MAJOR MODIFICATIONS

- Alternate Decay Heat Removal / Suppression Pool Tie-In
- Electrical Protection Assembly Breaker Upgrade
- NSSSS Isolation Lights
- Hydrogen Igniter Cables
- Drywell Unit Cooler Rebuild
- Reactor Plant Component Cooling Water Pump Check Valves
- Topaz Inverter Replacement
- RHR Test Return Line Vibration
- Vacuum Breaker Arm Replacement

# **OUTAGE COMPARISON**

**RF-5 / RF-6**

- **Preplanning**
- **Schedule Implementation / Accountability**
- **Resource Sharing**
- **Worker Effectiveness**
- **Critique Process**

# **PLANNING**

- **On Line Maintenance**
- **Probabilistic Risk Assessment**
- **Philosophy**

# AREAS OF CONTINUED FOCUS

- **Suppression Pool Clean-Up System**
  - Support of FME Program
  - Alternate Cooling
- **System Restoration**
- **Shutdown Cooling**
- **Fuel Management Safety Culture**
- **Pre-Planning**
- **Schedule Implementation**
  - Emergent Work
  - Rework
  - Accountability

# SUMMARY

- **Good Test of Processes and People**
  - Fixed Identified Problems
  
- **RF-6 Indicated Significant Improvement In Many Areas**
  - Safety
  - Plant Performance
  - Communication
  - Duration



# **PEOPLE**

- Results
- Areas of Continued Focus

**EARLY EWING  
Manager - Maintenance**

# RESULTS

- Improved Employee Morale
  - Personnel Empowerment
  - Increased Ownership / Accountability
- Schedule Adherence
- Improved Productivity
- Rework
- Site Awards Programs
  - Peak Performer
  - Impact
  - Shining Through

# RESULTS

- **Team Work (1995)**
  - 61 Natural Work Teams
  - 7 Quality Action Teams
  
- **Entergy Awards**
  - **Chairman's**
    - » Leadership / Empowerment
  
  - **Team Excellence**
    - » Radwaste Natural Work Team
    - » Electronic Maintenance System

# RESULTS

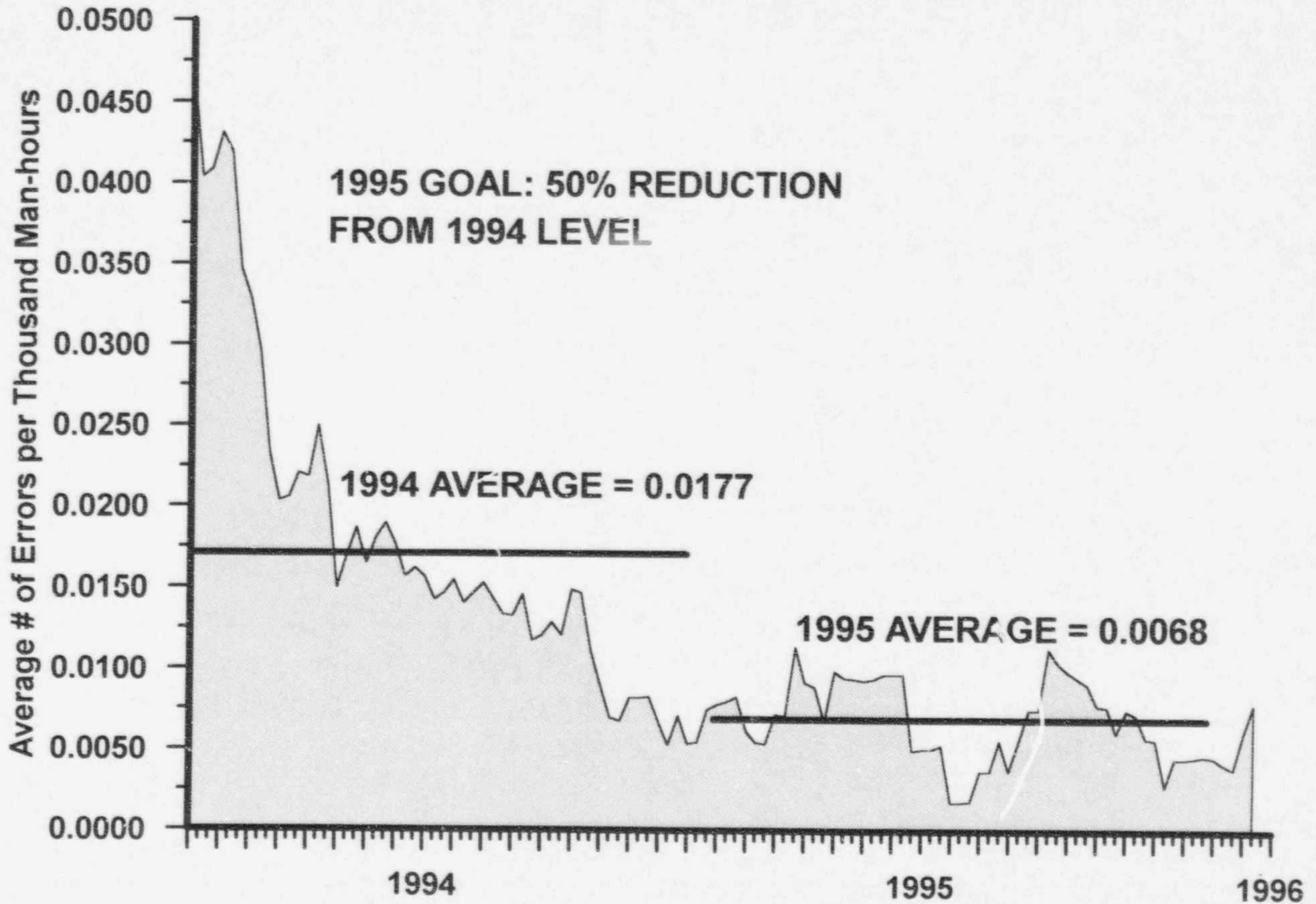
- Team Sharing
- Union Relationship
- Resource Sharing
- Supervisor Performance
- Team Alignment Seminars
  - Pilot Course Completed
  - 9 Scheduled for 1996

# **AREAS OF CONTINUED FOCUS**

- **Put the Right People In the Right Job**
- **Supervisor / People Performance**
- **Procedure Compliance**
- **Accountability**
- **Engineering Support**
- **Operations Teamwork / Restructuring**

# NORMAL SIGNIFICANT CR HUMAN ERROR RATE

12 WEEK ROLLING AVERAGE



# **AREAS OF CONTINUED FOCUS**

- **Communication**
- **Reliance on Individual Performance**
- **Team Building**
- **Training**
  - **Management Certification**
  - **SRO Licenses**
- **Change**

# **SUMMARY**

- **Personnel Taking Ownership of Plant**
- **Increased Employee Support**
- **Increased Awareness to Identify Problems**
- **Emphasize the Need for Change**
- **Continue to Work Plan to Achieve Expected Goals**
- **Continuous Improvement**



# **PROCESSES**

- Results
- Areas of Continued Focus

**TED LEONARD**  
**Director - Engineering**

# RESULTS

- **Configuration Management**
  - **Performed Comprehensive Root Cause Analysis**
  - **Broad Corrective Actions: 50 of 77 Complete**
  - **Site Wide Training**
  - **Change Process Improvements**
  - **Engineering Request Process Implemented**

# RESULTS

- **Infrastructure - Documents**
  - **Drawing Upgrade Project Complete**
  - **Additional Drawing Initiatives**
    - » 5000 Drawings Scheduled for 1996
  - **System Design Criteria Documents**
    - » LPCS, 125 VDC Complete
    - » 18 Scheduled for 1996 Issue
  - **Vendor Manual Improvement Complete**
    - » 345 Vendor Manuals Updated
  - **Loop Calibration Report Improvements**
    - » 1290 Reports Complete
  - **Engineering Standards**
    - » 10 Issued
    - » 6 In Progress

# RESULTS

- **Infrastructure - Computer Databases**
  - **Component Database**
    - » **Initially Populated May 1995: 50,000 Components**
    - » **March 1996: 100,000 Components**
    - » **Foundation for:**
      - **Electronic Maintenance System**
      - **LCO Tracking**
      - **Electronic Clearance Tagging**
  - **Extensive Data Loading / Review**
    - » **Loop Calibration Report Data - 3800 Reports**

# RESULTS

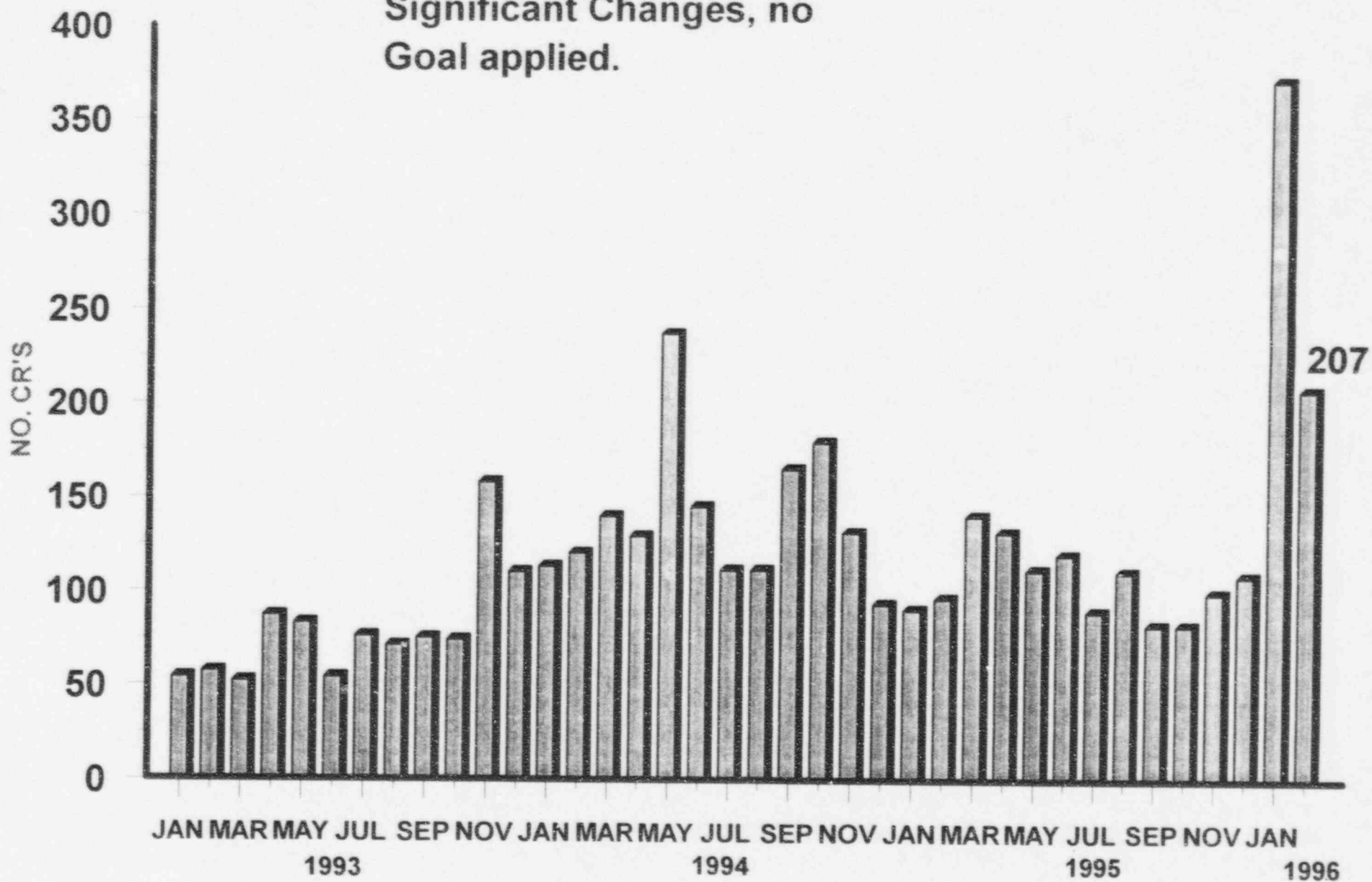
- **Improved Technical Specifications**
  - Implemented October 1, 1995
  - Issued/Revised Procedures (Containing More Restrictive Requirements)
  - Completed ITS Licensed Operator Training

# RESULTS

- **Corrective Action Program**
  - **Increased Effectiveness**
    - » **Root Cause Determinations**
    - » **Corrective Actions**
  - **Limited Repeating of Significant Issues**
    - » **247 CARB Reviews Completed to Date (Since Late 1993)**
    - » **3 Repeat Issues**

# CONDITION REPORT GENERATION

GOAL: Process Monitored for Significant Changes, no Goal applied.

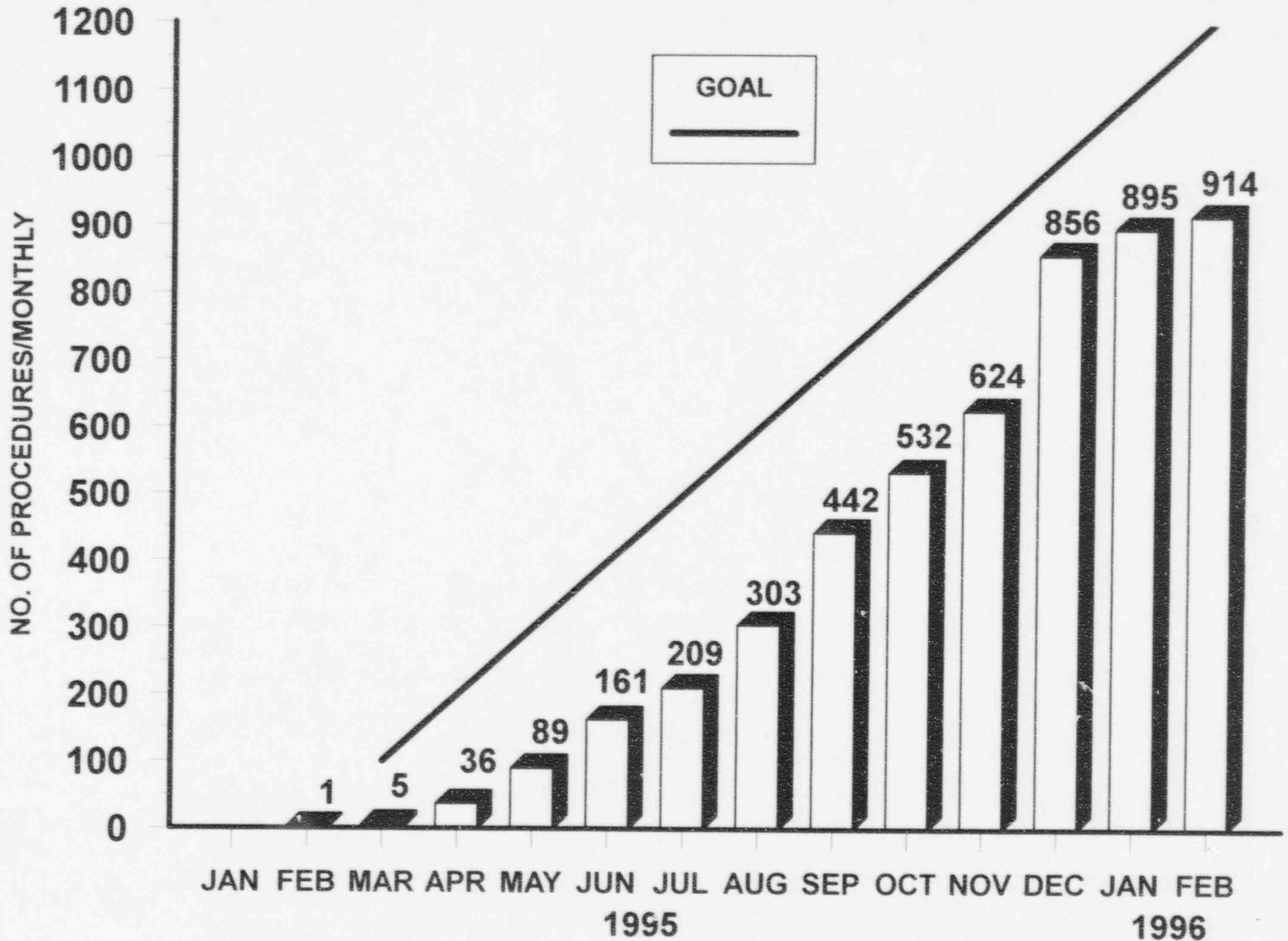


# RESULTS

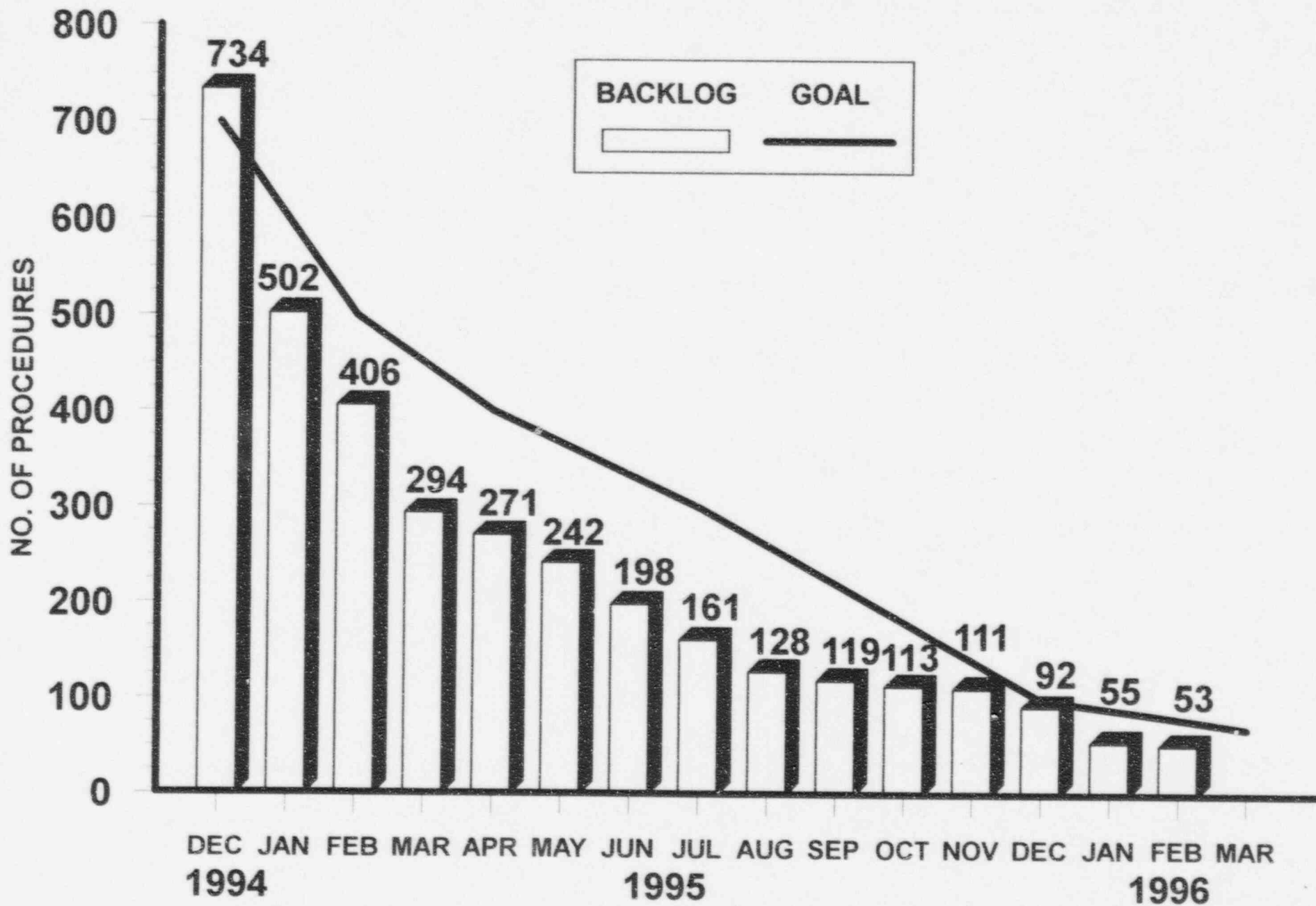
- **Procedures Upgrade Program**
  - **Revising Procedures as Planned**
  - **2200 Procedures In Program**
    - » **1246 Procedures Upgraded / Cancelled**
    - » **Increasing Customer Satisfaction**
    - » **5 Related Condition Reports Initiated**
  - **Departmental Procedures**
    - » **Radiation Protection Completed**
    - » **Remainder Scheduled In 1996**



# UPGRADED PROCEDURE ACTIVITY



# PROCEDURE REVISION BACKLOG (NON UPGRADE)



# **AREAS OF CONTINUED FOCUS**

- **Engineering Programs**
- **Corrective Action Program**
- **Procedures**

# **LTIPI**

- **Status**
- **Overview**
- **Effectiveness**
- **Self-Assessment**

**JIM FISICARO**  
**Director - Nuclear Safety**

# LTIPI STATUS

Total Action Items 635

Ahead of Schedule 15

Total Actions Completed 565

Total Complete 88%

# **LTIPI OVERVIEW**

- **Six Major Sections Completed**
  - **Section 5: Change Management**
  - **Section 6: Problem Identification and Root Cause Evaluation**
  - **Section 7: Closure of Problems**
  - **Section 8: Oversight of Problem Solving**
  - **Section 18: Security**
  - **Section 20: Quality Assurance**
- **Added Preventative Maintenance Program**

# **LTPIP OVERVIEW**

- **Completing Some Sections Ahead of Schedule**
- **Review LTPIP**
  - **Evaluated Completed Tasks and Balance of Work**
  - **Found On Track**
  - **No Major Changes Needed**
  - **Can Close Some Additional Sections**

# **LTPIP EFFECTIVENESS**

- **16 Effectiveness Reviews Completed In 1995**
- **Results**
  - **On the Right Path**
  - **Some Check and Adjust Needed**
- **LTPIP Addressing Key Issues**



# **SELF-ASSESSMENT PROCESS**

- **Ongoing Program**
  - **Periodic Self-Critical Departmental Analysis**
  - **Promotes Self-Critical Culture**
  - **Successful at Other EOI Sites**
  - **Identify Strengths and Challenges**
- **Each Department Presents Results to Senior Management**
- **Next Self-Assessment Scheduled for Spring**

# **SELF-ASSESSMENT PROCESS**

- **Trending and Monitoring**
  - **Annunciator Windows**
    - » **Departmental Performance Measures**
    - » **Major Processes are Monitored**
    - » **Strategic Organizational Performance**
  - **Condition Report Trending**
    - » **Problem Codes for Early Detection of Trends**
    - » **Cause Codes for Commonality of Problems**
    - » **Predictive in Nature**
    - » **Have Identified Potential Trends**

# **ADDITIONAL ASSESSMENT ACTIVITY**

- **Establish and Validate Top Site Issues**
  - **Employee Brainstorming Sessions**
    - » All Plant Groups Represented
    - » 12% of Work Force Participated
    - » Results Rolled Into Validation of Top Site Issues
  - **Reviewed Key Plant Data**
    - » Condition Reports
    - » LCO's
    - » Annunciator Windows
    - » LER and Violations
    - » QA Overview
    - » Selected Industry Experience

# **ADDITIONAL ASSESSMENT ACTIVITIES**

- **Middle Management Overview**
  - All Key Plant Groups Represented
  - Brainstorming Session
  - Used All Available Data Noted Previously
  - Total Quality Techniques Used to Evaluate Data
  - Top Issues List Prepared and Submitted to Senior Management
- **Final Issues List Rollout Scheduled for End of March**

# **SUMMARY**

- **LTIPI**
  - **Resulted In Significant Improvements**
  - **Transitioning to Normal Business Planning Environment**
- **Continuing Self Assessments**
  - **Maintain Self Critical Attitude**
  - **Identify Areas in Need of Adjustment**
  - **Trending and Monitoring**
- **Top Site Issues List**
  - **Solicit Employee Input**
  - **Validate Direction As We Transition**

# **CLOSING STATEMENTS**

- Summary
- Conclusions
- Challenges

**JOHN McGAHA**  
Vice President Operations

# SUMMARY

- **Plant**
  - **Safe / Reliable Operation**
  - **System Availability**
  
- **People**
  - **Training**
  - **Teamwork**
  - **Safety Culture**
  
- **Processes**
  - **Procedures**
  - **Corrective Action Program**

# CONCLUSIONS

- Plan Is On Track
- Improvements Are Evident
- Establishing Culture of Self-Assessment / Improvement
- 1988 EOI Strategic Goals



# **REMAINING CHALLENGES**

- **Ensure Effective Completion of LTPIP**
- **Transition From LTPIP Initiatives to Total Quality Culture**
- **Maintain Intensity for Continuous Performance Improvement**
- **Self-Critical Perspective Is Key Component In Reaching Our Ultimate Goals**
  - **Top Decile Performance**
  - **Strive Towards Zero Error Tolerance**