



UNITED STATES
NUCLEAR REGULATORY COMMISSION

REGION IV

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

JUN 16 1997

Charles M. Dugger, Vice President
Operations - Waterford 3
Entergy Operations, Inc.
P.O. Box B
Killona, Louisiana 70066

SUBJECT: WATERFORD 3 PERFORMANCE IMPROVEMENT PLAN (FOCUS) MEETING

Dear Mr. Dugger:

This refers to the public meeting conducted at the Waterford emergency offsite facility on May 29, 1997. This meeting related to a discussion presented to NRC Headquarters and Region IV personnel on continuing efforts to improve performance at Waterford 3. The presentation was focused on the ability of the licensee to identify plant problems and the strategies that were being adopted to address these efforts.

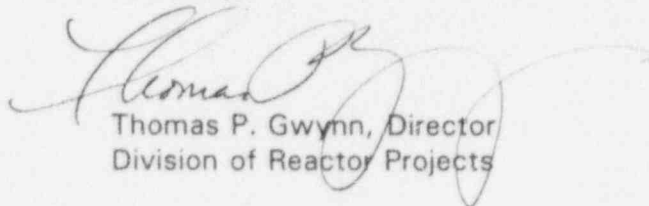
We appreciated your presentation on this aspect of your FOCUS plan and the overview of other plan sections that were discussed during the meeting.

We are looking forward to the agreed upon bimonthly update meetings on your progress in another area addressed by the plan. The specific topic and the date of the next meeting will be identified in the near future.

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,



Thomas P. Gwynn, Director
Division of Reactor Projects

Docket No.: 50-382
License No.: NPF-38

Attachment:
Licensee Presentation



9706190352 970616
PDR ADOCK 05000382
F PDR

cc:

Executive Vice President and
Chief Operating Officer
Entergy Operations, Inc.
P.O. Box 31995
Jackson, Mississippi 39286-1995

Vice President, Operations Support
Entergy Operations, Inc.
P.O. Box 31995
Jackson, Mississippi 39286-1995

Wise, Carter, Child & Caraway
P.O. Box 651
Jackson, Mississippi 39205

General Manager, Plant Operations
Waterford 3 SES
Entergy Operations, Inc.
P.O. Box B
Killona, Louisiana 70066

Manager - Licensing Manager
Waterford 3 SES
Entergy Operations, Inc.
P.O. Box B
Killona, Louisiana 70066

Chairman
Louisiana Public Service Commission
One American Place, Suite 1630
Baton Rouge, Louisiana 70825-1697

Director, Nuclear Safety &
Regulatory Affairs
Waterford 3 SES
Entergy Operations, Inc.
P.O. Box B
Killona, Louisiana 70066

William H. Spell, Administrator
Louisiana Radiation Protection Division
P.O. Box 82135
Baton Rouge, Louisiana 70884-2135

Parish President
St. Charles Parish
P.O. Box 302
Hahnville, Louisiana 70057

Mr. William A. Cross
Bethesda Licensing Office
3 Metro Center
Suite 610
Bethesda, Maryland 20814

Winston & Strawn
1400 L Street, N.W.
Washington, D.C. 20005-3502

JUN 16 1997

bcc to DCD (IE45)

bcc distrib. by RIV:

Regional Administrator

DRP Director

Branch Chief (DRP/D)

Project Engineer (DRP/D)

Branch Chief (DRP/TSS)

Resident Inspector

DRS-PSB

MIS System

RIV File

DOCUMENT NAME: R:_WAT\WT5-29MS.DRP

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RIV: C:DRP/D	D:DRP							
PHHarrell	TPGwynn							
6/17/97	6/6/97							

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JUN 16 1997

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Regional Administrator
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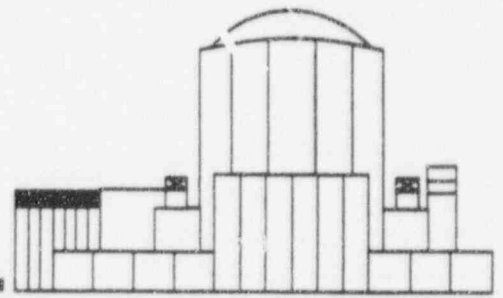
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RIV: C:DRP/D <i>[Signature]</i>	D:DRP <i>[Signature]</i>							
PHHarrell <i>[Signature]</i>	TPGwynn <i>[Signature]</i>							
6/12/97	6/16/97							

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ENTERGY



WATERFORD SES - UNIT3



**LEADING THE WAY
TO EXCELLENCE**

Safety

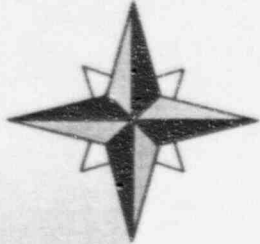
Efficiency

Generation

**W3 / NRC Management Meeting
BI-MONTHLY IMPROVEMENT PLAN**

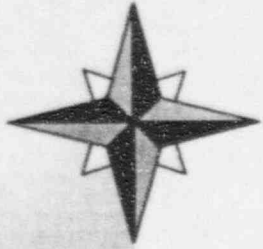
May 29, 1997

Entergy Operations, Inc.



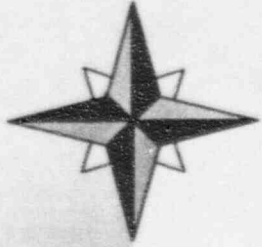
Waterford Performance Improvement Plan Agenda

- ***Introductions*** ***C. Dugger /
E. Merschoff***
- ***Overview of Improvement Plan*** ***T. Leonard***
- ***Goal 3***
Find Our Own Problems ***E. Ewing /
G. Pierce***
- ***Open Discussion*** ***All***



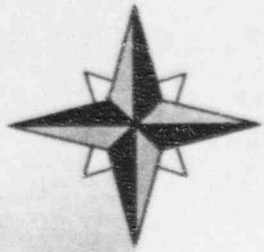
Overview

- March 24, 1997 Commitment to Docket
- Resolved Direction of Plan
- Established the Right Group
- Submitted May 9, 1997



Performance Improvement Plan Criteria

- Things **NEEDED**, Not Things Wanted
- Measurable and Understandable
- Closure to the FOCUS Plan
- Ownership
- Communicated to Employees
- Meet the Commitment



Development of the Improvement Plan

- Sources

- ◆ FOCUS Plan

- ◆ True North Goals

- ◆ Departmental Goal Alignment Effort

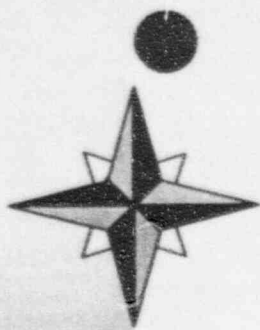
- ◆ > 20 Lists

- ◆ Regulatory; Resident Issues; Commitments

- ◆ Backlogs; Design; Condition Reports; Operator Work Arounds

- ◆ Refuel 8 Scope

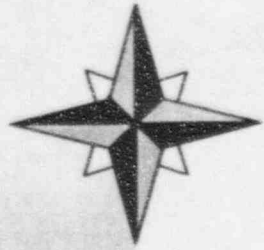
- ◆ Problem Killer List



Categorized to Selected True North Goals

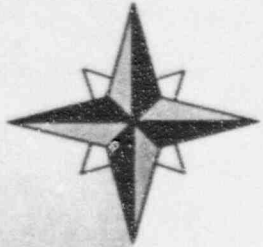
- 1. Operate Waterford 3 safely.**
- 2. Maintain equipment in top notch working order.**
- 3. We should find our own problems.**
- 4. Expeditiously fix problems once.**
- 5. Recognize employee efforts.**
- 6. Encourage and develop all employees.**
- 7. Run effective, short outages.**
- 8. Spend our resources wisely.**
- 9. Procedures are to be simple, clear, correct and followed.**
- 10. Make Waterford 3 the cleanest station in the country.**





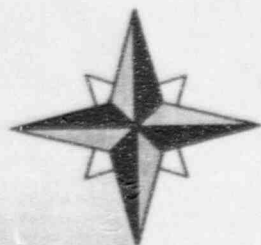
Measurement and Ownership

- 6 Goals
- 15 Strategies with 9 Sponsors
- 98 Actions with 52 Owners
- 14 Measures



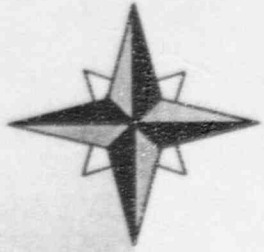
Monitoring and Reporting Progress

- Dedicated Plan Coordinator
- Weekly Update
 - ◆ VP, Operations
 - ◆ Strategy Sponsors
- Monthly Status Report
 - ◆ Monthly Management Review
 - ✦ CEO / COO
 - ✦ VP, Operations and Staff
 - ◆ Monthly Plan Status to Employees
- Bi-Monthly Update with NRC



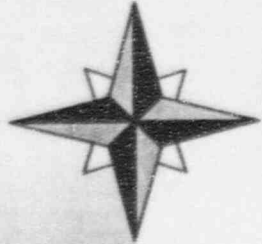
Summary

- Plan Submitted May 9, 1997
- Supporting Plans for Each ACTION
- Implementation Active
- Commitment to Achieve Results Exists



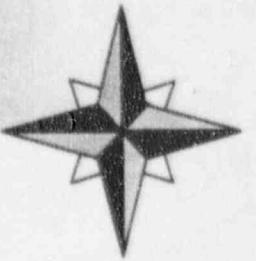
We Should Find Our Own Problems

Early Ewing
Greg Pierce



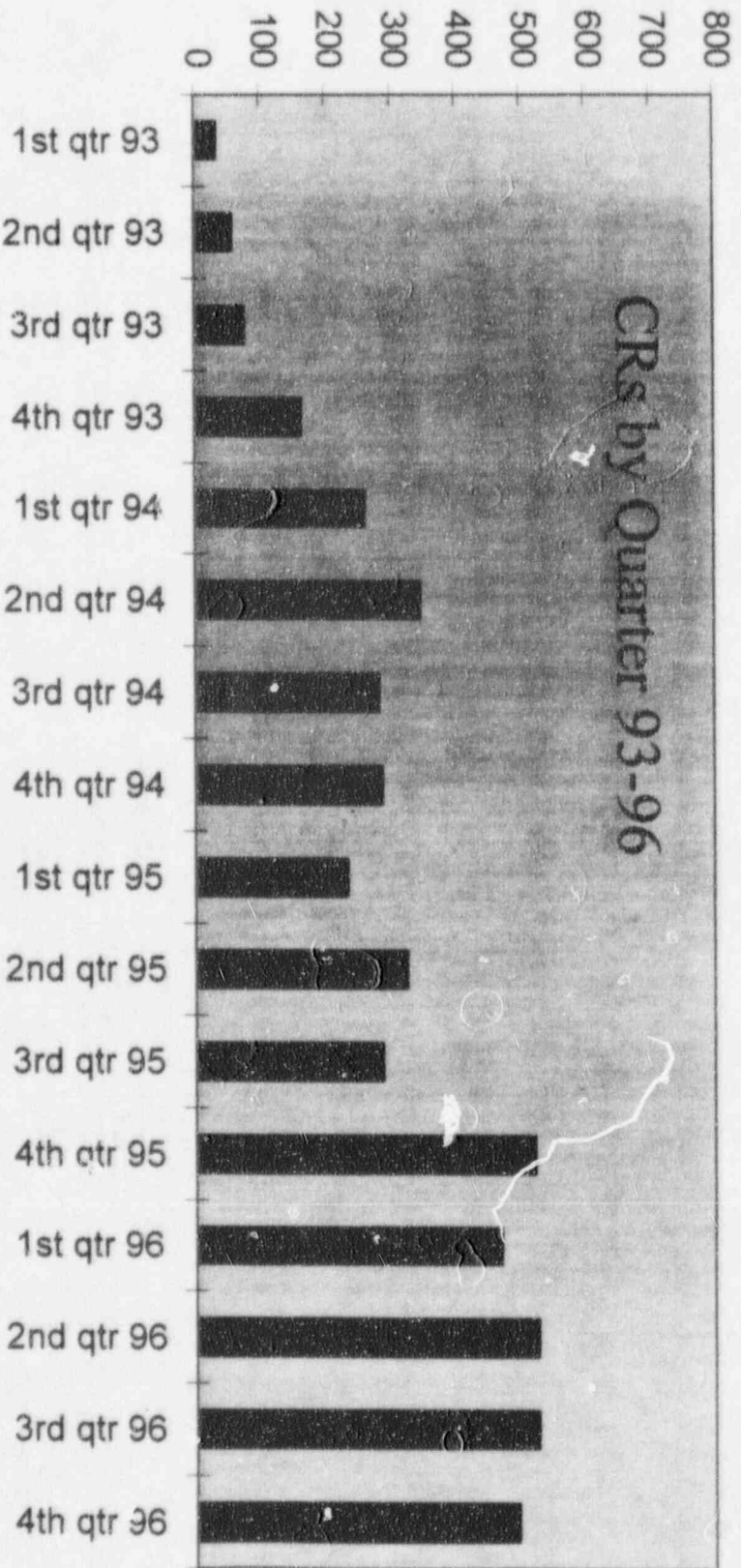
Strategies

- Conduct Thorough and Comprehensive Root Cause Analyses
- Continue to Aggressively Identify Plant Problems
- Measure Critical Parameters to Aggressively Identify Equipment Problem Areas
- Upgrade the Effectiveness of Audit and Assessment Programs



Where We Were

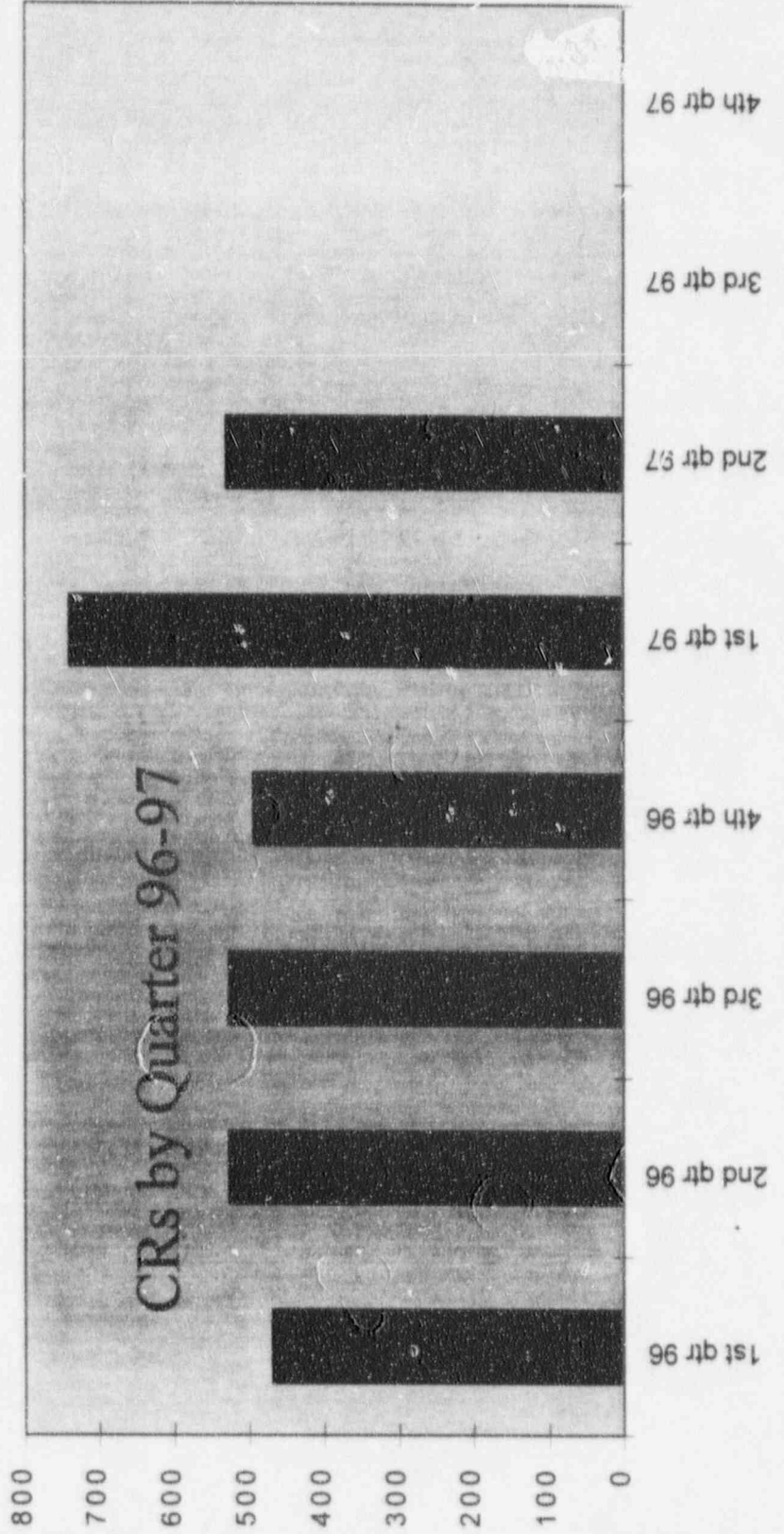
- Reluctance to Initiate Corrective Actions
- Avoiding Plant Modifications

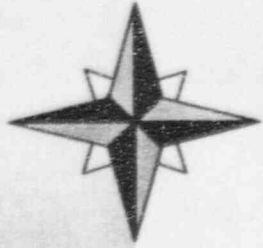




Where We Are

- Maintaining High Rate of Initiation
- Too Many CRs Require Management Prompting





Where We Are Going

- Continue to Encourage Reporting of Issues Promptly
- Continue Rewarding Prompt Identification
- Assess CR Process and Implement Changes to Make the Process Less Burdensome on Users (Improve Customer Satisfaction)



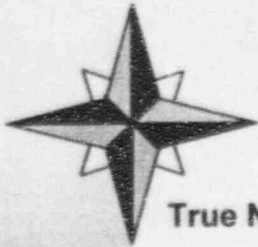
1997 Assessments (Corporate & INPO)

Corporate

- Maintenance (January, 1997)
- VPA Mid-Cycle Review (Part 1) (May, 1997)
- Engineering (4 Assessments) (June, 1997)
- Operations (June, 1997)
- Radiation Protection (June, 1997)
- Training (June, 1997)
- Chemistry (July, 1997)
- Management (VPA Mid-Cycle Review - Part 2) (July, 1997)

INPO Assists

- Operations (Configuration Control) (February, 1997)
- Maintenance (Work Management) (March, 1997)
- Engineering (System Engineering; Roles, Responsibilities, Effectiveness) (March, 1997)
- INPO Plant Evaluation (November, 1997)



WATERFORD 3 PERFORMANCE IMPROVEMENT PLAN

True North Goal: 3. We Should Find Our Own Problems

Action	Due Date	Status	Owner	Phone	Reference
Strategy: A - Conduct thorough and comprehensive Root Cause Analyses					
Sponsor: E.C. Ewing					
1. Assess the Root Cause Analysis (RCA) process and implement changes as necessary to improve the process	3/31/98		G.L. Fey	6323	FOCUS Plan
1. Develop assessment plan.	7/1/97		G.L. Fey	6323	
2. Identify the assessors.	7/15/97		G.L. Fey	6323	
3. Start assessment.	9/15/97		G.L. Fey	6323	
4. Assessment exit.	9/26/97		G.L. Fey	6323	
5. Implement changes as necessary.	2/28/98		G.L. Fey	6323	
Strategy: B - Continue to aggressively identify plant problems					
Sponsor: E.C. Ewing					
1. Assess the Condition Report process, implement changes and train personnel to improve process effectiveness	12/31/97		G.L. Fey	6323	FOCUS Plan
1. Implement changes to CR process identified by Corrective Action Assessment.	11/30/97		G.L. Fey	6323	
2. Train W3 employees on CR process changes.	11/30/97		G.L. Fey	6323	
2. Assess the process of identification of adverse trends	3/31/98		G.L. Fey	6323	GMPO Staff
1. Develop assessment plan.	12/15/97		G.L. Fey	6323	
2. Identify the assessors.	1/9/98		G.L. Fey	6323	
3. Start assessment.	2/16/98		G.L. Fey	6323	
4. Assessment exit.	2/27/98		G.L. Fey	6323	
Strategy: C - Measure critical parameters to aggressively identify equipment problem areas					
Sponsor: D.W. Vinci					
1. Establish roles, responsibilities and accountabilities for evaluating equipment trend information and forwarding the results to IHEA for inclusion into the Global Trend System	12/31/97		G.L. Fey	6323	Team recomm.
1. Re-evaluate corrective actions developed in CR 95-514.	7/15/97		G.L. Fey	6323	

Priority 1 commitments are displayed in Red Bold text

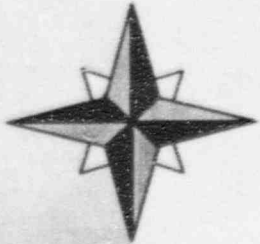


WATERFORD 3 PERFORMANCE IMPROVEMENT PLAN

True North Goal: 3. *We Should Find Our Own Problems*

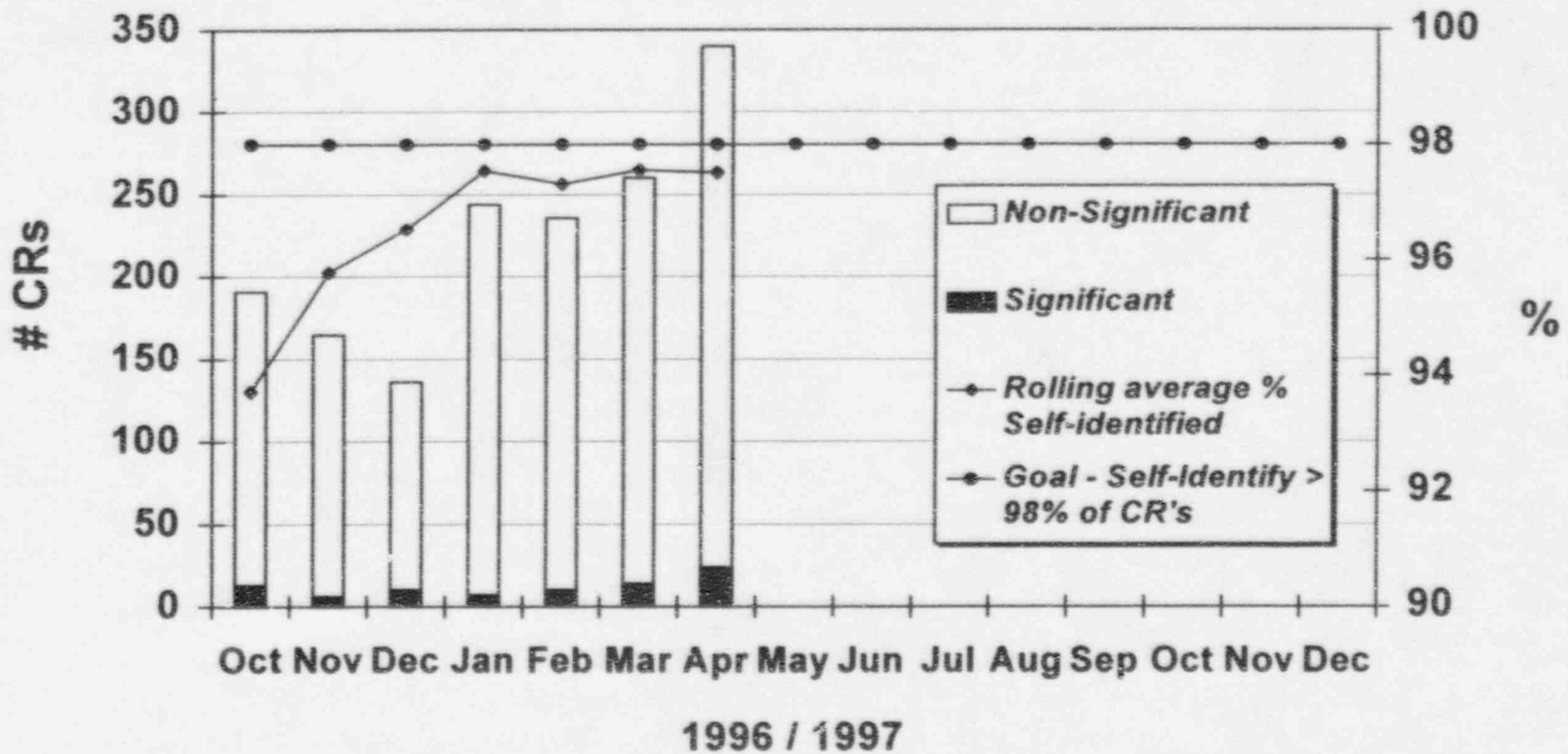
Action	Due Date	Status	Owner	Phone	Reference
2. Revise UNT-007-025, "Plant Trend Program" to incorporate trend roles and responsibilities.	10/15/97		G.L. Fey	6323	
3. Conduct UNT-007-025 training for responsible trenders and their management.	9/15/97		G.L. Fey	6323	
Strategy: D - Upgrade the effectiveness of audit and assessment programs					
Sponsor: F.J. Drummond					
1. Redefine and reinforce management expectations for the performance of the Quality Assurance (QA) organization	9/30/97		G.D. Pierce	6485	FOCUS Plan
2. Conduct an assessment of the QA organization. Evaluate its effectiveness, including an evaluation of technical expertise and capabilities. Implement the assessment recommendations.	12/31/97		G.D. Pierce	6485	FOCUS Plan
3. Develop guidelines and implement a sitewide assessment oversight process	9/30/97		G.E. Wilson	6657	FOCUS Plan
1. Develop a Departmental Assessment process guideline.	5/23/97	Complete	G.E. Wilson	6657	
2. Benchmark assessment activity of at least one (1) other site.	5/23/97	Complete	G.E. Wilson	6657	
3. Develop an assessment oversight guidelines document.	6/30/97		G.E. Wilson	6657	
4. Establish the Waterford Site Master Assessment Schedule.	6/30/97		G.E. Wilson	6657	
5. Develop an Assessment Performance Results Database and Assessment Recommendations and Actions Database.	7/15/97		G.E. Wilson	6657	
6. Establish and implement an assessment recommendation response methodology.	7/31/97		G.E. Wilson	6657	
7. Establish and implement an Assessment Performance Results Database analysis/feedback process to management and to the assessment and audit processes.	8/28/97		G.E. Wilson	6657	
8. Maintain the Waterford Site Master Assessment Schedule.	9/30/97		G.E. Wilson	6657	
4. An independent corporate assessment team, led by the Chief Operating Officer, will conduct an assessment to evaluate plant performance as well as to evaluate the effectiveness of Waterford 3 and Corporate assessments	9/30/97		R.D. Peters	6465	Team recomm.

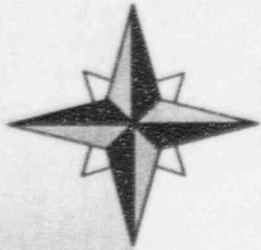
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Performance Measures

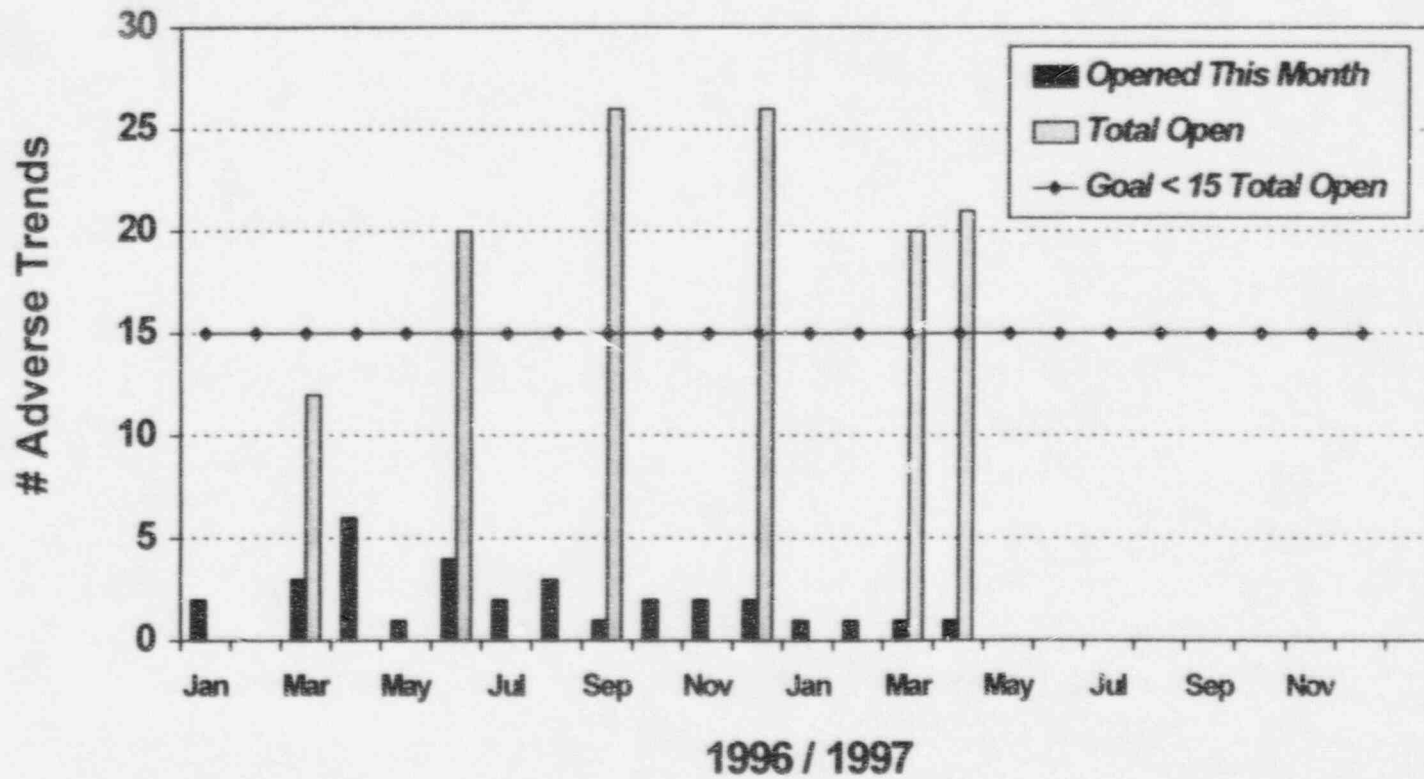
Condition Report Initiation Rate

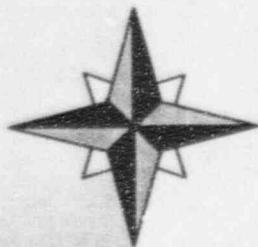




Performance Measures

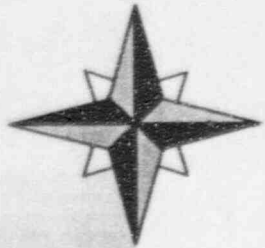
Open Adverse Trends





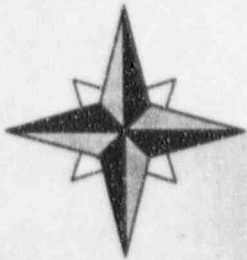
Adverse Trends

CR No		Lead
CR-94-0761	Configuration Control	Design Eng
CR-95-0691	Security Work Practice	Security
CR-95-0953	FME Concerns	Mech Maint
CR-96-0471	Inadequate 50.59 Reviews	Licensing
CR-96-0497	TS/TRM Recognition Problems.	Operations
CR-96-0619	FSAR Discrepancies	Licensing
CR-96-0921	Labeling	Operations
CR-96-0969	COLSS (Failures)	RE&P
CR-96-1162	Control Room Ventilation	SE - Mech
CR-96-1259	Material Storage Problems in Plant	Maintenance
CR-96-1278	MS-116 A&B (Poor Operation)	SE - BOP
CR-96-1523	PZR Setpoint Low Annunciator	SE - Elect
CR-96-1534	Reactor Trip Breakers Not Closing	SE - Elec
CR-96-1841	Material Control	MP&C
CR-96-1844	Air Intrusion / Hydraulic Transient	SE - Mech
CR-96-1949	Procedure Inadequacy	Business Serv.
CR-96-1950	Procedure Non-Compliance	Plant Ops
CR-97-0103	Seismic Supports for Solenoid Valve Conduits	DE - Mech
CR-97-0325	Expired Shelf Life	MP&C
CR-97-0655	Safe Work Practices	Rad Protection
CR-97-0990	Weld Program Implementation	PMM
CR-97-1223	SIMS Inaccuracies	DE - P/P



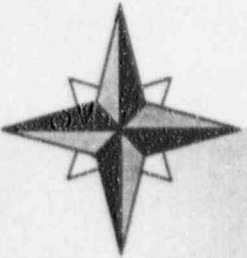
Quality Assurance

- Be Intrusive
- Be Active, Objective & Independent
- Expand & Strengthen Expertise
- Revitalize Organization - Build on Successes
- Improve Communications with Site NRC
- Identify/Address Cultural/Behavioral Issues



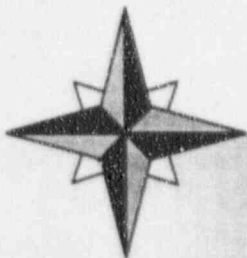
Open Discussion

All



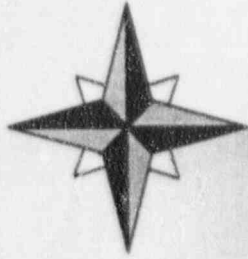
Open Discussion

All



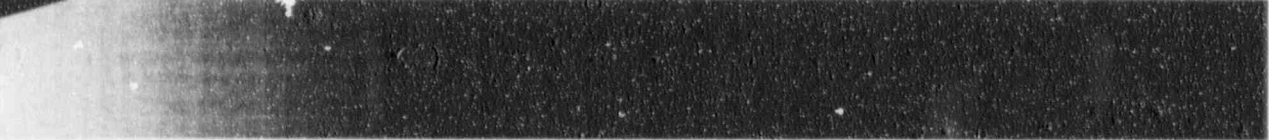
Open Discussion

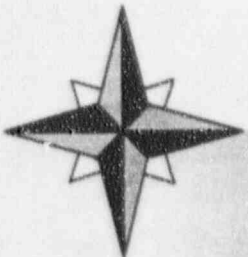
All



Open Discussion

All





Open Discussion

All

