

June 16, 1997

Mr. M. Wadley, Vice President
Nuclear Generation
Northern States Power Company
414 Nicollet Mall
Minneapolis, MN 55401

SUBJECT: MONTICELLO MANAGEMENT MEETING

Dear Mr. Wadley:

On May 27, 1997, the NRC met with Northern States Power (NSP) Company management at the Region III Office in Lisle, Illinois.

The purpose of the meeting was to discuss operations performance issues, including recent operator requalification performance at the Monticello Nuclear Generating Plant. Enclosed are copies of the handout provided by NSP at the meeting.

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 and the enclosures will be placed in the NRC's Public Document Room.

We appreciate NSP's cooperation in this matter.

Sincerely,

Orig. signed by Ronald N. Gardner for

Geoffrey E. Grant, Director
Division of Reactor Projects

Docket No. 50-263

Enclosure: Handout from
May 27, 1997, meeting

cc w/encl: Plant Manager, Monticello
John W. Ferman, Ph.D.,
Nuclear Engineer, MPCA
State Liaison Officer, State
of Minnesota

PUBLIC ~~HEAT~~ w/encl



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**MONTICELLO - NRC REGION III
MANAGEMENT MEETING**

MAY 27, 1997

***TOPIC:* HUMAN PERFORMANCE**

NSP ATTENDEES:

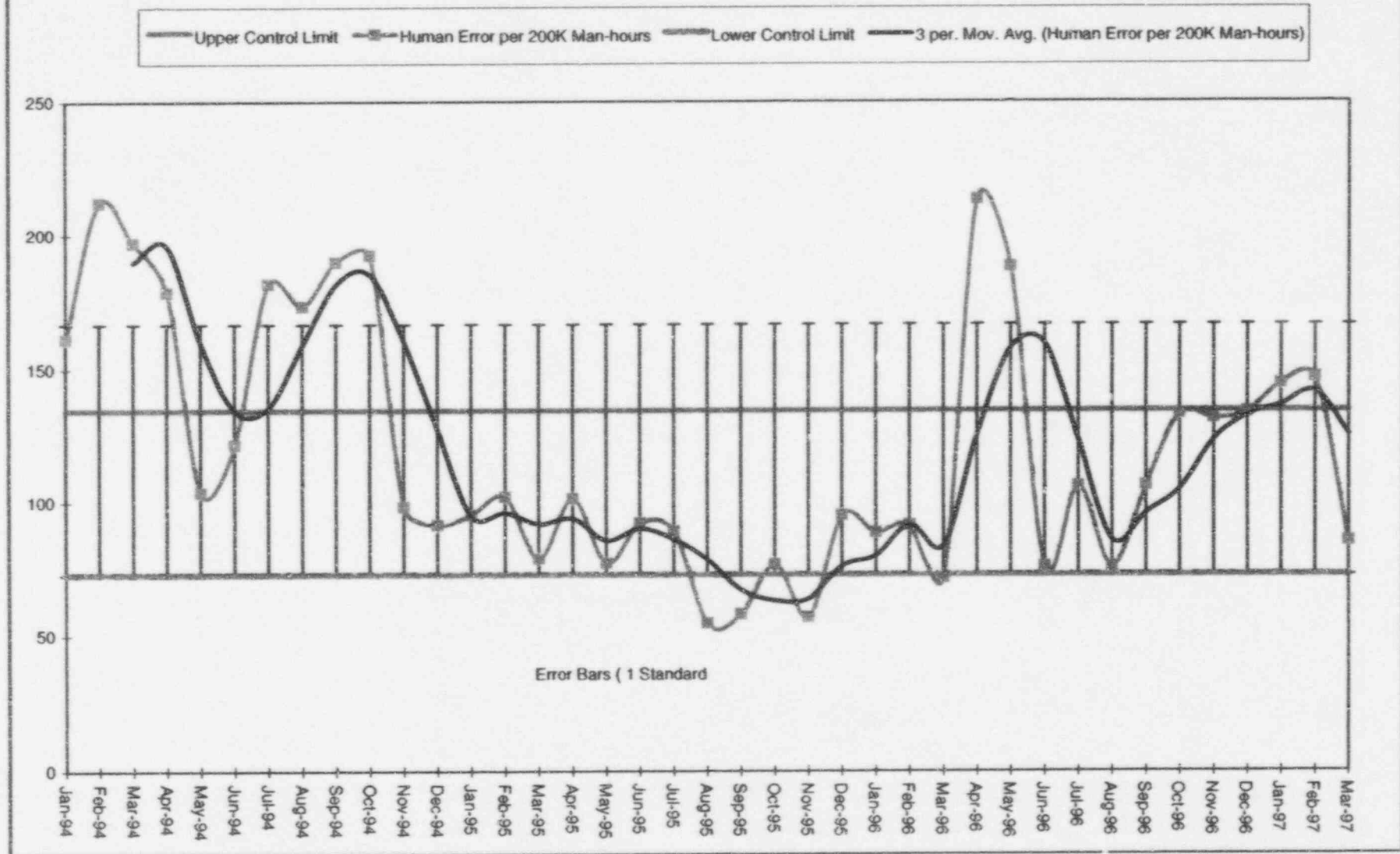
Mike Wadley, Vice President Nuclear Generation

Bill Hill, Plant Manager

Brad Sawatzke, Supt. Operations Training

Mike Lechner, Shift Manager

Monticello Nuclear Generating Plant Human Error Control Chart



MONTICELLO'S 1994 EXPERIENCE

***CONCLUSION:* WORK STRESS LEAD TO
DECLINING HUMAN
PERFORMANCE**

- * DEREGULATION/COST REDUCTION
INITIATIVES**
- * LABOR CONTRACT NEGOTIATIONS**
- * COMPENSATION CHANGES**

1994 CORRECTIVE ACTIONS

- * MANAGEMENT COMMUNICATIONS INCREASED**
- * CONDITION REPORT PROCESS REVISED TO
INCLUDE LINE INVOLVEMENT**
- * SUPERVISORY TRAINING GIVEN ON EMPLOYEE
COACHING AND PERFORMANCE FEEDBACK**
- * SELF-CHECKING PROGRAM ENHANCED**

CURRENT WORK ENVIRONMENT

WORK STRESS IS HIGH

- * DEREGULATION/COST REDUCTION INITIATIVES**
- * LABOR CONTRACT NEGOTIATIONS**
- * COMPENSATION ISSUES**
- * MERGER CONCERNS**
- * REGULATORY PRESSURE**

CORRECTIVE ACTIONS

- * CONTINUE HIRING TO FILL STAFF NEEDS**
- * PERFORM COMPENSATION REVIEW**
- * ENTER MID-TERM NEGOTIATIONS TO ADDRESS
UNION CONCERNS**
- * EMPLOY PROFESSIONAL HELP TO SEEK OUT OTHER
EMPLOYEE ISSUES**
- * IMPLEMENT MANAGEMENT/SUPERVISORY TRAINING
PROGRAM**
- * DEVELOP "MOOD METER"**