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APR 21 1983

MEMORANDUM FOR: Domenic B. Vassallo, Chief
Operating Reactors Branch #2
Division of Licensing

FROM: Kenneth T. Eccleston, Project Manager
Operating Reactors Branch #2
Division of Licensing

SUBJECT: MEETING SUMMARY - 9:00 am., APRIL 14, 1983 MEETING

A meeting was held on April 14, 1983 between representatives of Boston Edison Company (BECo) and NRC representatives to obtain additional information regarding BECo's plans concerning its "Long Term Program" for scheduling of necessary work items at the Pilgrim Nuclear Power Station (PNPS).

The licensee described the background behind the program development, the program objectives, and described the principal work items considered in the program and defined the workload constraints and limitations considered in establishing schedules for the work items defined in the program, The utility also stated its desire to obtain a balance between BECo planned, plant improvements and planned regulatory improvements, which emphasizing the necessity for maintaining control of the work force and establishing priorities for each of the work items.

Finally, the NRC emphasized the desirability of developing a suitable mechanism for implementation of this program to assure effective communication between the licensee and the NRC staff.

Enclosure 1 presents the agenda for the meeting. Enclosure 2 is the list of meeting attendees, and Enclosure 3 is a copy of the material presented by Boston Edison at the meeting.

ORIGINAL SIGNED BY

Kenneth T. Eccleston, Project Manager
Operating Reactors Branch #
Division of Licensing

Enclosures:
As stated

cc:
See next page

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OFFICE	ORB#2:DL						
SURNAME	KEccleston:pg						
DATE	4/21/83						

A G E N D A

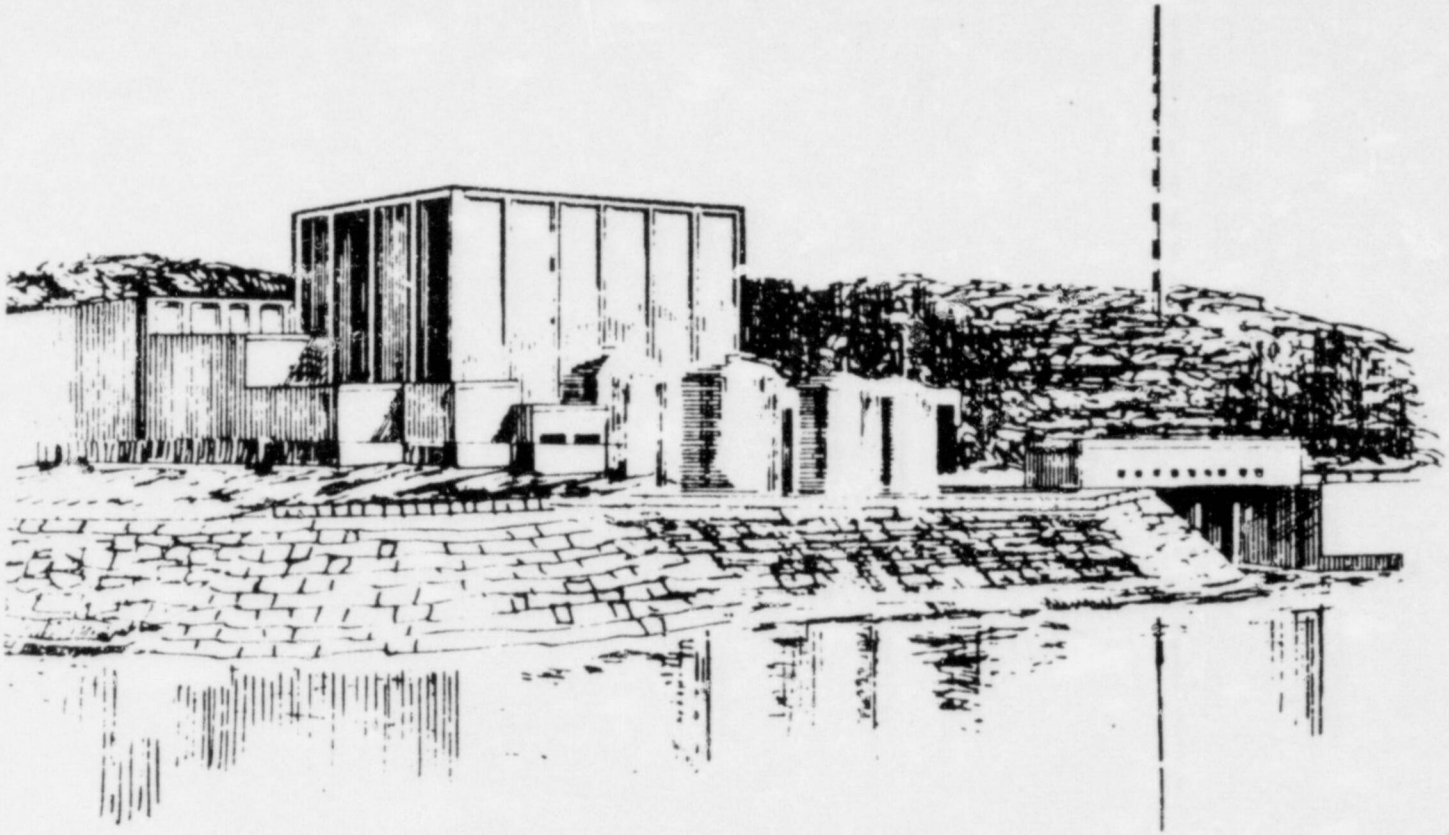
INTRODUCTION	J. M. FULTON
OPENING STATEMENT	W. D. HARRINGTON
LONG TERM PROGRAM SUMMARY	R. D. MACHON
CLOSING STATEMENT	J. M. BALLENTINE
QUESTIONS AND ANSWERS	ALL

Enclosure 2

April 14, 1983 Meeting with BECo regarding five year plan

NAME	ORG	POSITION
K. Eccleston	NRC	Project Manager
R. D. Machon	BECo	OTG, WGR
W. D. Harrington	BECo	Sr. Vice President
J. M. Fulton	BECo	Licensing
J. E. Howard	BECo	Vice President
J. M. Ballentine	BECo	Vice President
R. A. Purple	NRC	Depty Dir. DL/NRR
T. C. Elsasser	NRC	Region 1 Chief Section 113
D. B. Vassallo	NRC	Chief ORB#2/DL

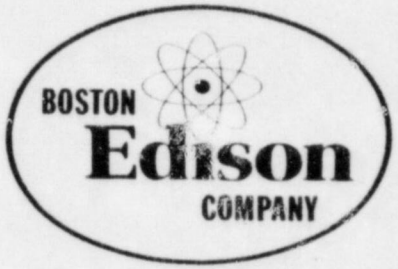
LONG TERM PROGRAM PRESENTATION



APRIL 8, 1983

BOSTON Edison COMPANY

Enclosure 3



PILGRIM NUCLEAR POWER STATION

LONG TERM PROGRAM

INTRODUCTION
(W.D. HARRINGTON)

HISTORIC RESULTS

- INCREASING NUMBER OF MISSED COMMITMENTS
- PHYSICAL AND ADMINISTRATIVE CHANGES TO THE PLANT AT A RATE THAT CAUSED CONFUSION TO THE OPERATOR
- SITE MANPOWER DENSITIES TO IMPLEMENT CHANGES BEYOND THE CONTROL OF MANAGEMENT AND SUPPORT SERVICES
- OUTAGE DURATIONS OFTEN APPROACHING 6 MONTHS
- KNOWLEDGE TRANSFER TO PERMANENT EMPLOYEES MINIMIZED
- INABILITY TO MAINTAIN DOCUMENTATION CONSISTENT WITH THE PHYSICAL PLANT
- PLANT IMPROVEMENT NEEDS SACRIFICED IN AN ATTEMPT TO MEET REGULARTORY NEEDS
- REDUCED PLANT MAINTENANCE
- REDUCED TRAINING
- BOSTON EDISON BADLY MISJUDGED THE NUMBER AND SCOPE OF POST-TMI MODIFICATIONS

PROGRAM OBJECTIVES

- KEEP THE PLANT SAFE BY PERFORMING OUR IMPROVEMENTS AT A RATE OUR OPERATING FORCE CAN UNDERSTAND
- PERFORM BASE LOAD WORK WITHOUT MAJOR AMOUNTS OF OVERTIME, TO KEEP OUR RESOURCES ALERT AND INVOLVED
- CONTROL THE WORK FORCE TO REDUCE THE POSSIBILITIES FOR ERROR AND OPERATIONAL TRANSIENTS BY LIMITING SITE AND AREA DENSITY
- MINIMIZE OUTAGE TIMES
- ALLOW PLANT IMPROVEMENTS TO BE PRIORITIZED ACCORDING TO THEIR SIGNIFICANCE RELATIVE TO ALL OTHER TASKS
- PROVIDE OPERATIONS WITH GREATER TIME FOR PERSONNEL TO BECOME FAMILIAR WITH CHANGES, AND ALLOW TIME FOR UPDATING PROCEDURES AND PRINTS AND TRAINING

NUORG POLICIES

- PILGRIM STATION SHALL BE OPERATED AND MAINTAINED IN A SAFE CONDITION AT ALL TIMES. THIS EXTENDS TO OPERATIONAL AND OUTAGE PERIODS ALIKE
- ESTABLISHED SITE DENSITIES WILL BE UPHELD. THE STATION MANAGER MUST ALWAYS BE ABLE TO MAINTAIN HIS SYSTEMS' OPERABILITY AND TECH. SPEC. COMPLIANCE
- ADEQUATE TIME WILL BE SCHEDULED AROUND EACH MODIFICATION SUCH THAT ALL AFFECTED PROCEDURES AND DRAWINGS ARE UPDATED AND OPERATOR TRAINING IS COMPLETED
- WORK PACKAGES WILL NOT BE ALLOWED TO COMMENCE UNTIL INDIVIDUALS INVOLVED ARE TRAINED FOR THE JOB AT HAND AND SUFFICIENT MATERIALS ARE AVAILABLE AND SPACE FOR STORAGE OF THOSE MATERIALS IS AVAILABLE

NUORG POLICIES (CONT.)

- THE AMOUNT OF MODIFICATIONS BEING IMPLEMENTED AT ANY ONE TIME WILL NOT EXCEED THE OPERATOR'S ABILITY TO FULLY UNDERSTAND "THE BIG PICTURE" INCLUDING THE "HOWs" AND "WHYs" FOR EACH MODIFICATION
- PERSONNEL WILL NOT FOREGO VACATIONS OR BE REQUIRED TO WORK EXCESSIVE AMOUNTS OF OVERTIME, NOR WILL THE NUMBER OF MODIFICATIONS CREATE REDUCED TIME ALLOCATED FOR OPERATOR TRAINING
- IMPLEMENTATION SCHEDULES FOR BECo. DESIRED MODIFICATIONS SHALL NOT BE SACRIFICED IF OTHER SCHEDULED TASKS CANNOT BE ACCOMPLISHED AS ORIGINALLY PLANNED

PROGRAM
(R.D. MACHON)

PROGRAM DEVELOPMENT

ASSEMBLE THE DATA BASE

"WHAT DO WE THINK WE ARE PRESENTLY TRYING TO ACCOMPLISH?"

SITUATION ANALYSIS

"WHERE ARE WE AND WHY ARE WE ATTEMPTING TO ACCOMPLISH THESE ACTIVITIES?"

DIRECTION

"WHAT DO WE WANT TO ACCOMPLISH AND WHAT CONSTRAINTS EXIST?"

PLAN

"HOW DO WE WANT TO ACCOMPLISH THESE ACTIVITIES, ARE THEY INTERRELATED, IN WHAT SEQUENCE AND WHO WILL PERFORM THEM?"

SCHEDULE

"WHEN WILL THE WORK BE ACCOMPLISHED?"

PLANNING CONSIDERATIONS

- PRIORITY
- PLANT CONDITIONS TO IMPLEMENT CHANGE
- AREAS TO BE WORKED
- INTERRELATIONSHIP WITH ONGOING PROJECTS
- MANPOWER REQUIREMENTS (NUMBER & TYPE)
- MATERIAL AVAILABILITY

IMPACTING WORKLOAD

- PERFORMANCE IMPROVEMENT PROGRAM
- PROGRAM TO UPDATE DESIGN DOCUMENTS
- PROGRAM TO UPDATE PROCEDURES
- ORGANIZATIONAL PROCEDURE PROGRAM
- TRAINING PROGRAM
- BASELOAD ACTIVITIES

LONG TERM PROGRAM INVOLVEMENT

- DATA BASE ASSEMBLY (5 WEEKS) (500 PROBLEM & SCOPE STATEMENTS)
  - 3 N.E.D. GROUP LEADERS
  - 3 N.O.D. CHIEF ENGINEERS
  - VARIOUS PLANNERS, SCHEDULERS & PROJECT ENGINEER
- IMPLEMENTATION SCHEDULES (4 WEEKS) (280 SCHEDULES)
  - 2 BECO CONSTRUCTION/MAINTENANCE ENGINEERS
  - 7 CONTRACTOR CONSTRUCTION ENGINEERS & FIELD PLANNERS
- INTEGRATED IMPLEMENTATION PLAN & SCHEDULE DEVELOPMENT (4 WEEKS) (1500 PIECES OF LOGIC)
  - 5 MULTI-DISCIPLINED ENGINEERS
  - VARIOUS PLANNERS & SCHEDULERS
- SCHEDULING TOOL
  - PROJECT-2

IMPLEMENTATION OF BECo MANAGEMENT POLICY

- BALANCE BETWEEN PLANT IMPROVEMENTS & REGULATOR IMPROVEMENTS

SPECIFIC PLANT MODIFICATION ISSUES

PLANT COMMITMENTS	REGULATORY COMMITMENTS
COOLING WATER BETTERMENT	PASS H_2O_2
FEEDWATER HEATER(S)	SCRAM DISH VOLUME
RAD WASTE BETTERMENT	APPENDIX R
VALVE BETTERMENT	BASE PLATES AND PIPE SUPPORTS
INSTRUMENT UPGRADE	BLOCK WALLS
CONDENSATE DEMINS	TORUS
REACTOR WATER CLEAN-UP UPGRADE	HALON SYSTEM
CONTROL ROD DRIVE BETTERMENT	SECY 82-111
ADMINISTRATION BUILDING	HEAVY LOADS
TRAINING FACILITY	COMBUSTIBLE GAS CONTROL
HEALTH PHYSICS FACILITY	EQUIPMENT QUALIFICATION

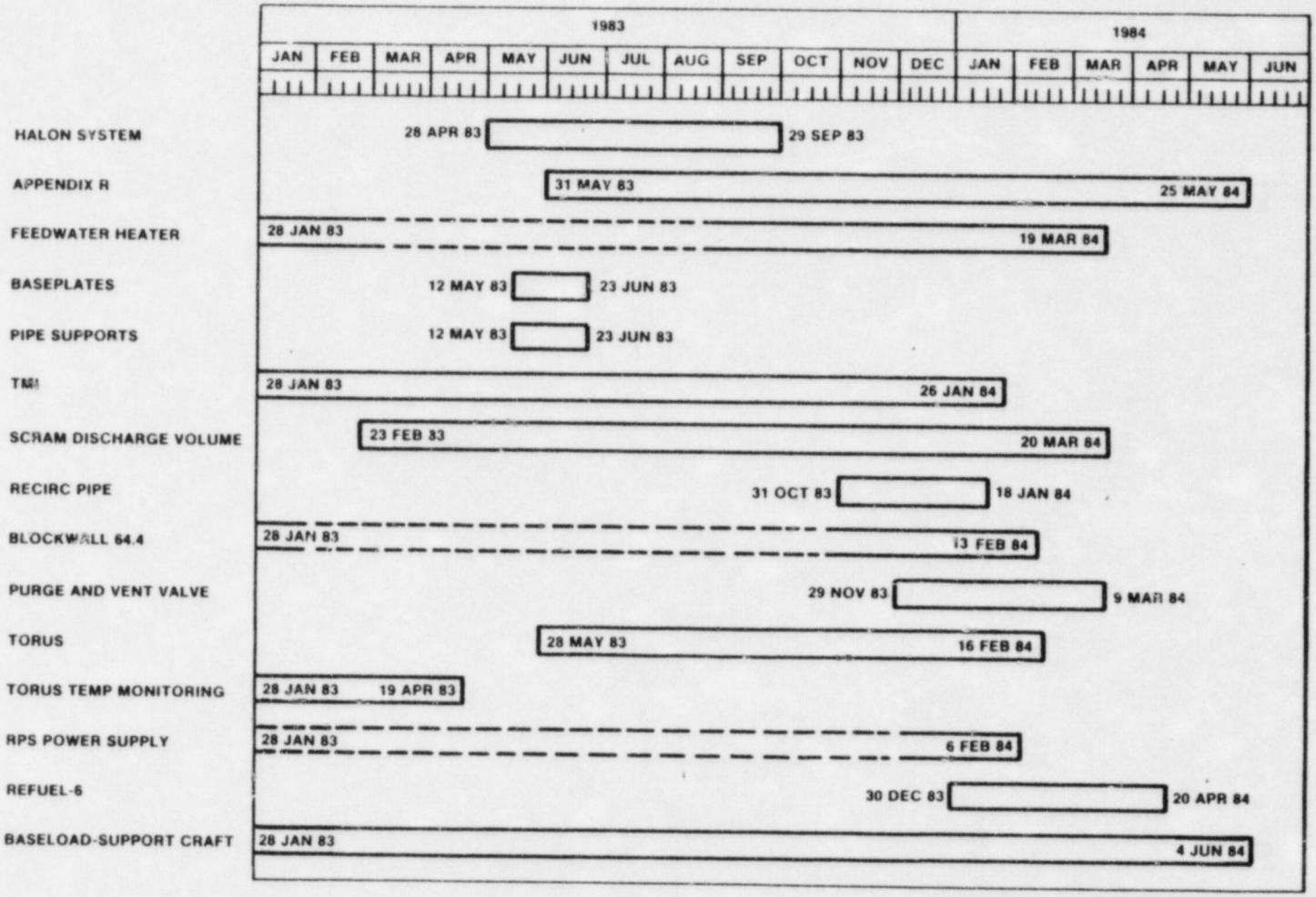
CONTINGENCY

PIPE CRACKS: RECIRCULATION SYSTEM INSPECTION/REPAIR

IMPLEMENTATION OF BECo MANAGEMENT POLICY (CONT.)

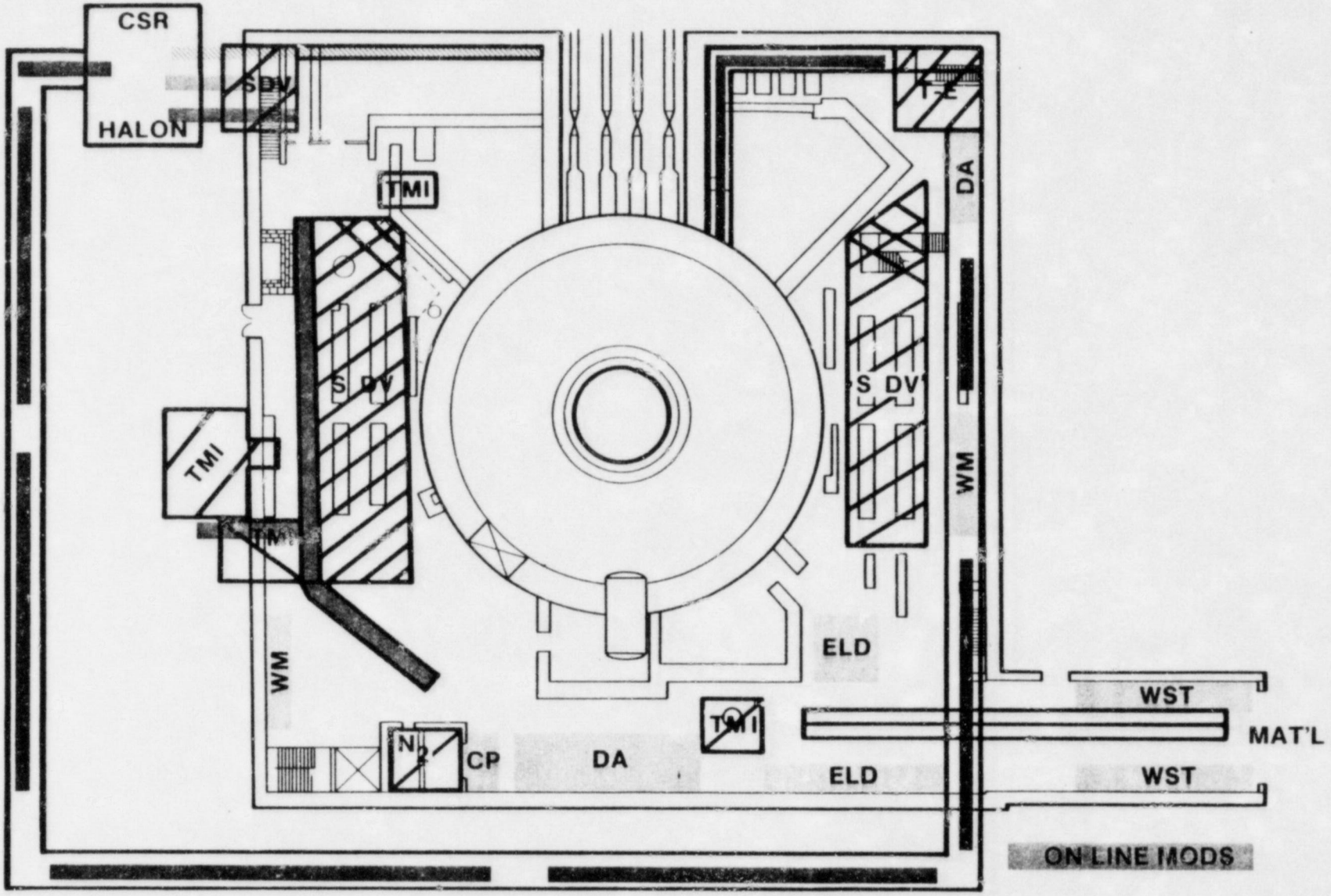
- BALANCE BETWEEN PLANT IMPROVEMENTS & REGULATOR IMPROVEMENTS
- SITE MANPOWER DENSITY
  - — OUTAGE
  - — NONOUTAGE
- AREA MANPOWER & EQUIPMENT DENSITY

EXISTING WORKLOAD



PRESENT WORKLOAD IF IMPLEMENTED

- SITE CRAFT DENSITY (2X) CONTROLLABLE
- ELEVATION 23 CRAFT DENSITY (4X) CONTROLLABLE
- REDUCING CRAFT LEVELS SACRIFICES
  - VALVE BETTERMENT
  - CRD BETTERMENT
  - RADWASTE BETTERMENT
  - TRAINING
- MODIFICATIONS AS SCHEDULED SEVERELY IMPACT
  - OPERATIONS CONTROL
  - OPERATOR TRAINING
  - PROCEDURE UPDATE
  - TESTING (CONSTRUCTION & PRE-OP)
- CAUSES AN INTENSIVE 23 WEEK OUTAGE IMPACTING
  - VACATION
  - TRAINING
  - OVERTIME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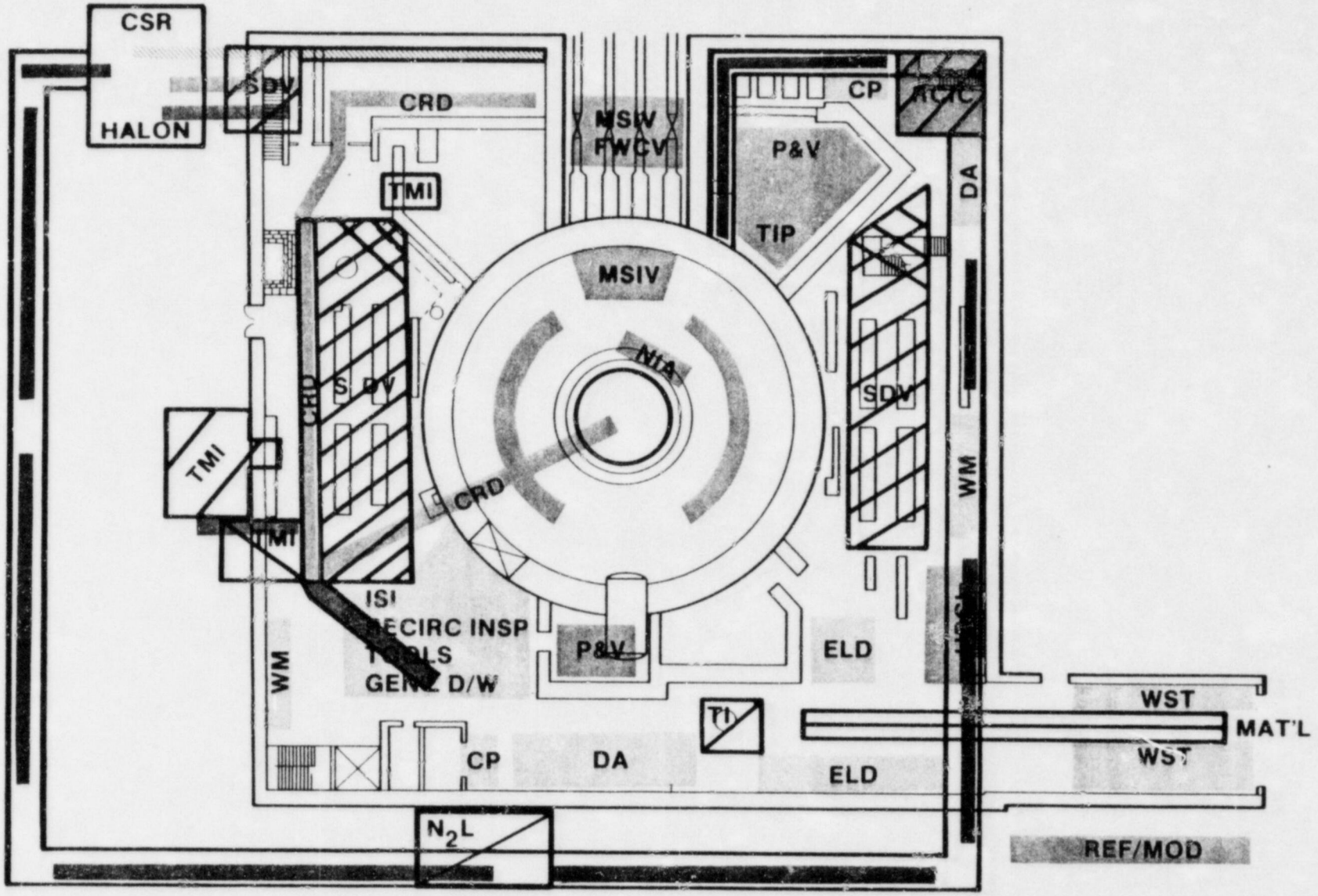
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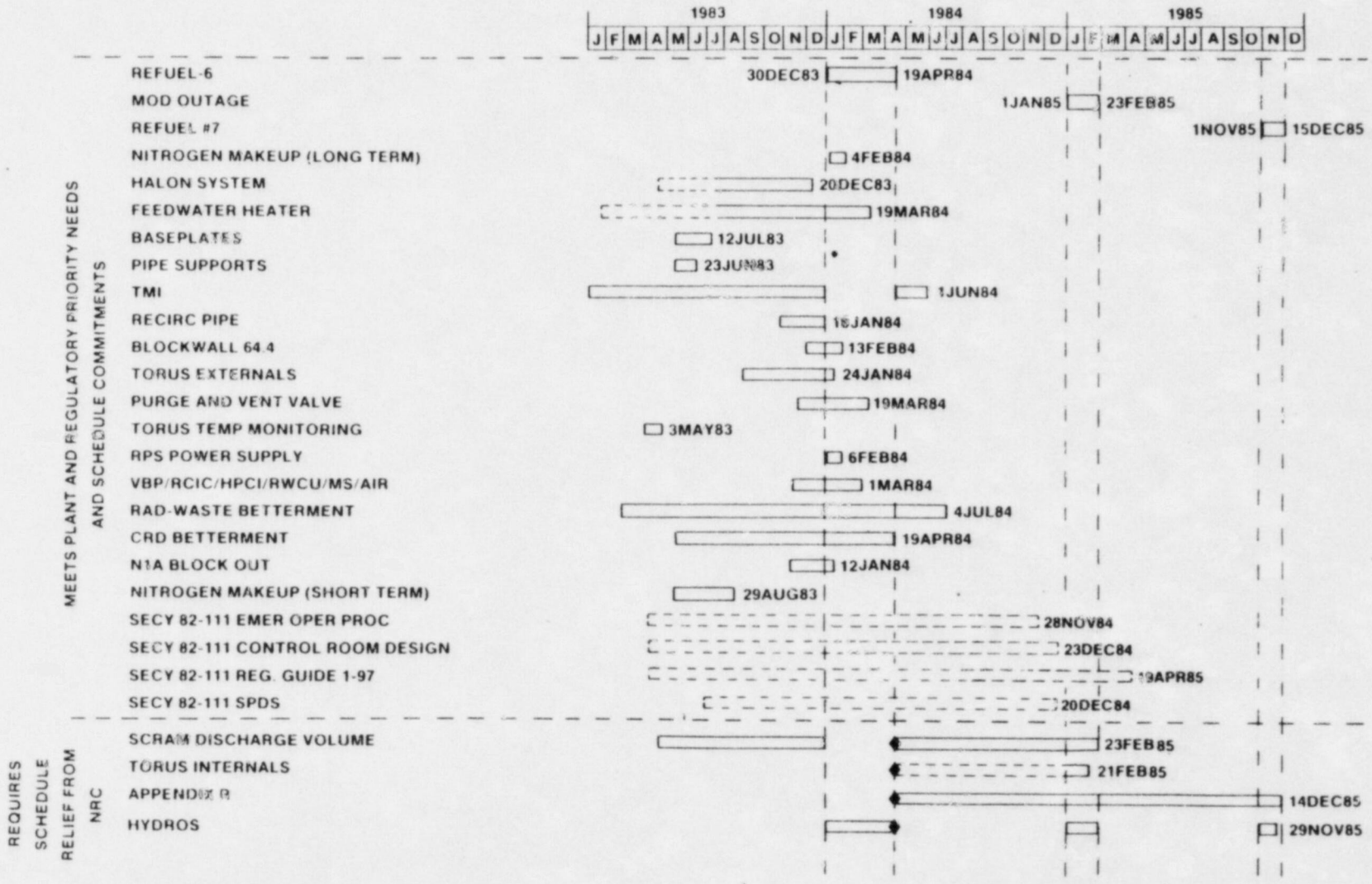
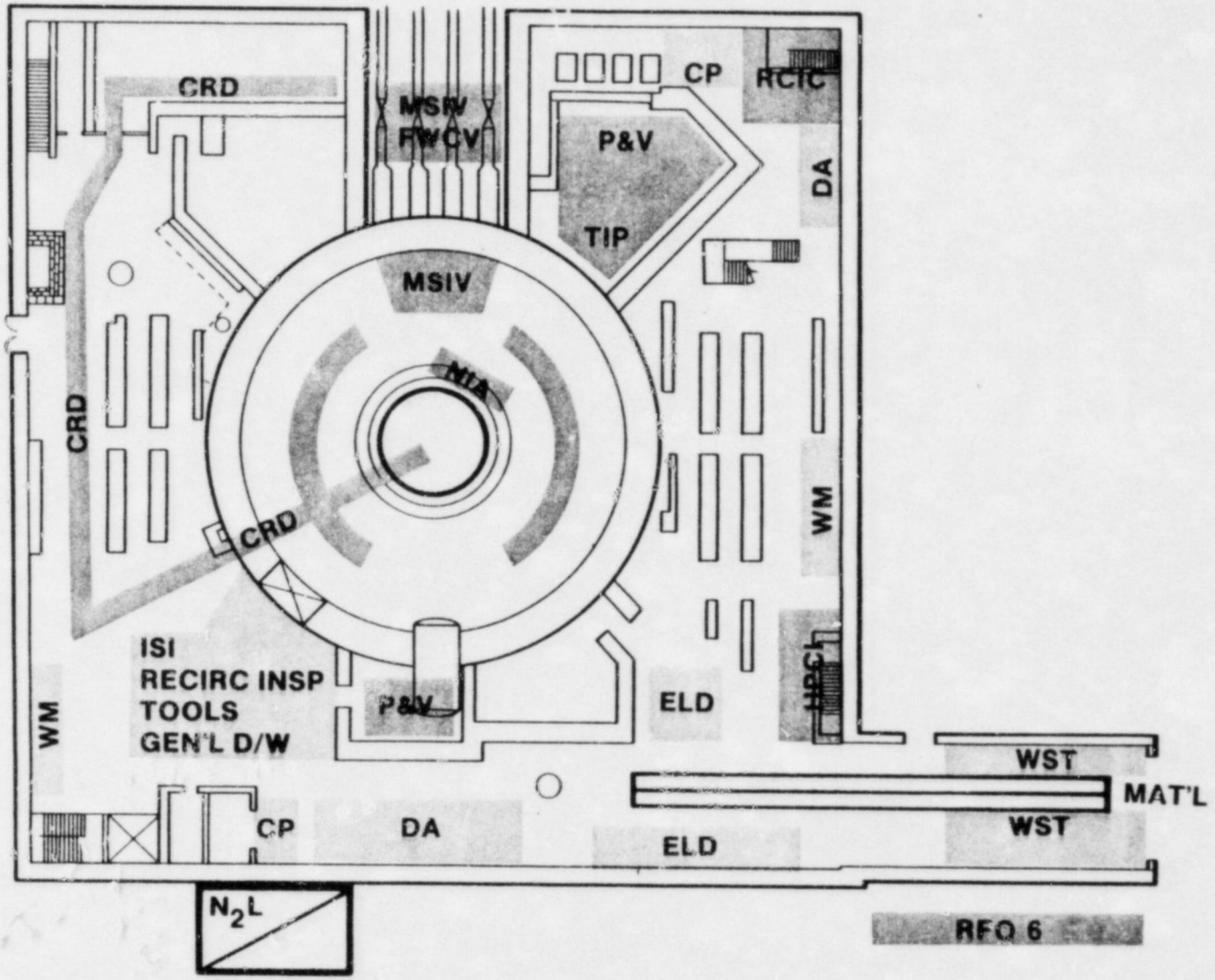
LONG-TERM PROGRAM

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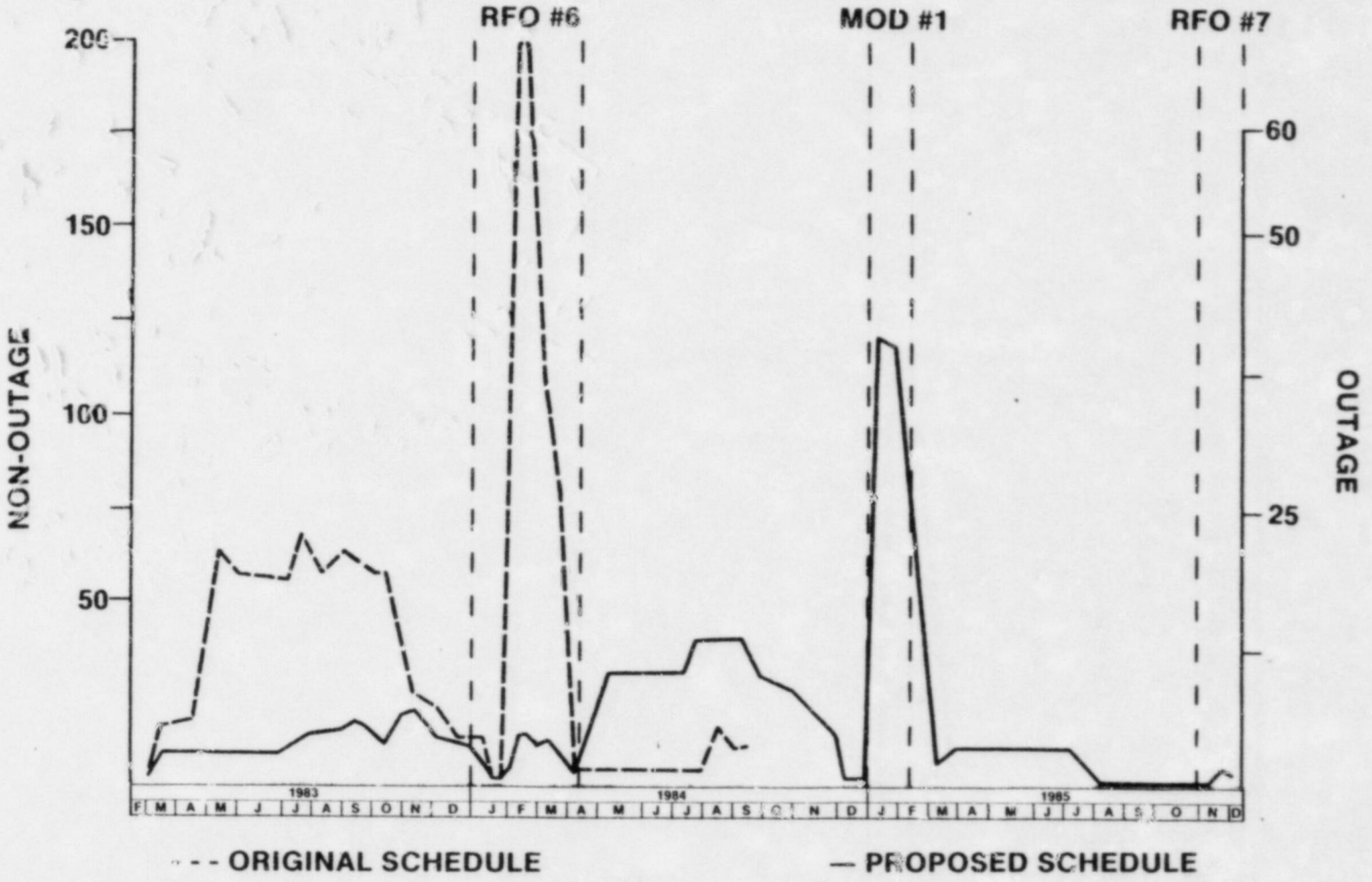
CONTRACTOR USAGE ON REACTOR ELEVATION 23' FOR TMI, SDV, APP R



PROGRAM RESULTS

- SITE AND AREA DENSITIES CONTROLLABLE
- VALVE BETTERMENT INCORPORATED ENHANCING SAFE OPERATION
  - PURGE & VENT VALVES
  - HPCI & RCIC VALVES
  - CONDEMIN VENT VALVES
  - STEAM VALVES ON CONDENSER DECK
- CRD BETTERMENT INCORPORATED
- ALLOWANCE MADE FOR POTENTIAL RECIRC PIPE ISSUES
- ORDERLY CONTROL OF MODIFICATIONS
- SAFETY SIGNIFICANCE OF EXTENSIONS MINIMIZED
- MID CYCLE OUTAGE FOR MAJOR MODIFICATIONS
- TRAINING & VACATIONS NOT JEAPORDIZED

IMPLEMENTATION OF BECo MANAGEMENT POLICY (CONT.)

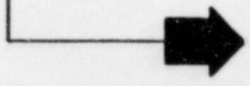
- BALANCE BETWEEN PLANT IMPROVEMENTS & REGULATOR IMPROVEMENTS
- SITE MANPOWER DENSITY
  - OUTAGE
  - NONOUTAGE
- AREA MANPOWER & EQUIPMENT DENSITY
- CONTROLS IMPACT OF MODIFICATION ON THE OPERATORS
- TASK READY
  - MATERIALS
  - TOOLS
  - QUALIFIED INDIVIDUALS
  - PROCEDURES

TASK READY PACKAGE

PACKAGE CONTENTS

- TASK IDENTIFICATION SHEET (TID)
- WORK ITEM DATA SHEET (WID)
- PURCHASE ORDER/W REQ (PURCH)
- TASK STATUS SHEET

- MAINTENANCE REQUEST (MR)
- PLANT DESIGN CHANGE REQUEST (PDCR)
- NED WORK INSTRUCTION (NEDWI)/SAFETY EVAL
- PRODUCTION ORDER
- BID SPECS/DRAWINGS
- QC INSPECTION PLAN
- AUX EQUIPMENT NEEDS
- MRIR/CERTS
- TAGGING
- STAGING/INSULATION REQUEST
- CORE DRILL
- CUTTING/WELDING PERMIT
- WITHDRAWAL REQ (STOCK)
- TOOLING
- PWT
- TRAINING
- RWP/SURVEY MAP/ALARA EVAL
- PROCEDURES



- **TASK IMPLEMENTATION PACKAGE**

IMMEDIATE ISSUES TO BE INTEGRATED

- SECY 82-111
- EQUIPMENT QUALIFICATION

EVALUATION OF TORUS INTERNAL EXTENSION

- CATWALK EXTENSION SUPPORT LEGS
  - — STRAIN IN EXCESS OF YIELD CAUSING DEFORMATION ONLY
- RING GIRDER/SHELL WELD
  - — STRESS 30% OVER LONG TERM CRITERIA BUT BELOW YIELD

CONCLUSION: SUPPRESSION CHAMBER BOUNDARY WILL REMAIN INTACT

EVALUATION OF SCRAM DISCHARGE VOLUME MODIFICATION EXTENSION

- HIGH RELIABILITY OF THE WATER SLEUTH SYSTEM (CMS)
- AT NO TIME HAS WATER BUILD-UP BEEN DETECTED IN THE HEADERS
- INDEPENDENT DRAIN SYSTEMS PRECLUDING HYDRAULIC INTERACTION WITHIN THE SYSTEM FOLLOWING A SCRAM
- INSTALLATION OF THE AIR DUMP SYSTEM TO ENSURE A FULL SCRAM UPON DETECTION OF DECREASING AIR HEADER PRESSURE

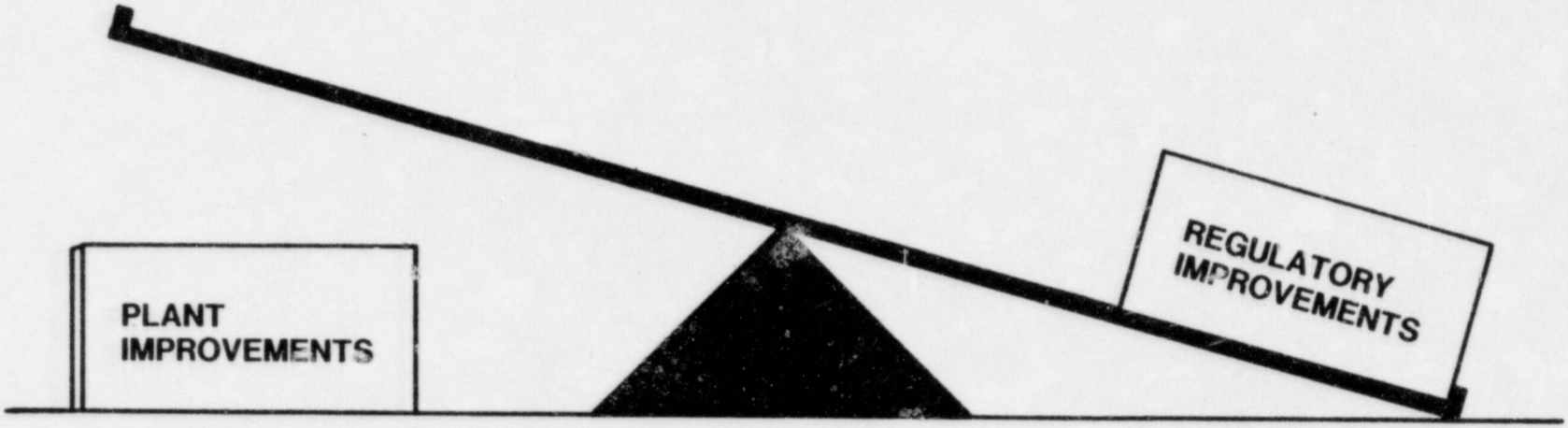
CONCLUSION: ABILITY TO ASSURE FULL SCRAM REMAINS HIGHLY RELIABLE

EXTENSION OF CLASS II & III HYDROSTATIC TESTS

- SYSTEMS ARE OPERATED REPEATEDLY & OBSERVED FOR LEAKAGE
- TESTING WILL BE CONDUCTED INTEGRATING THE VALVE BETTERMENT PROGRAM AND ACCOMPLISHED OVER THREE OUTAGES
- SECT XI REQUIREMENTS TO COMPLETE 100% THIS OUTAGE (RFO #6) ARE VAGUE

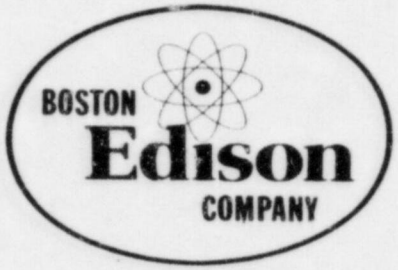
CONCLUSION: SYSTEM INTEGRITY WILL BE ASSURED

PRESENT CONDITION



DESIRED CONDITION

CLOSING
(J.M. BALLENTINE)



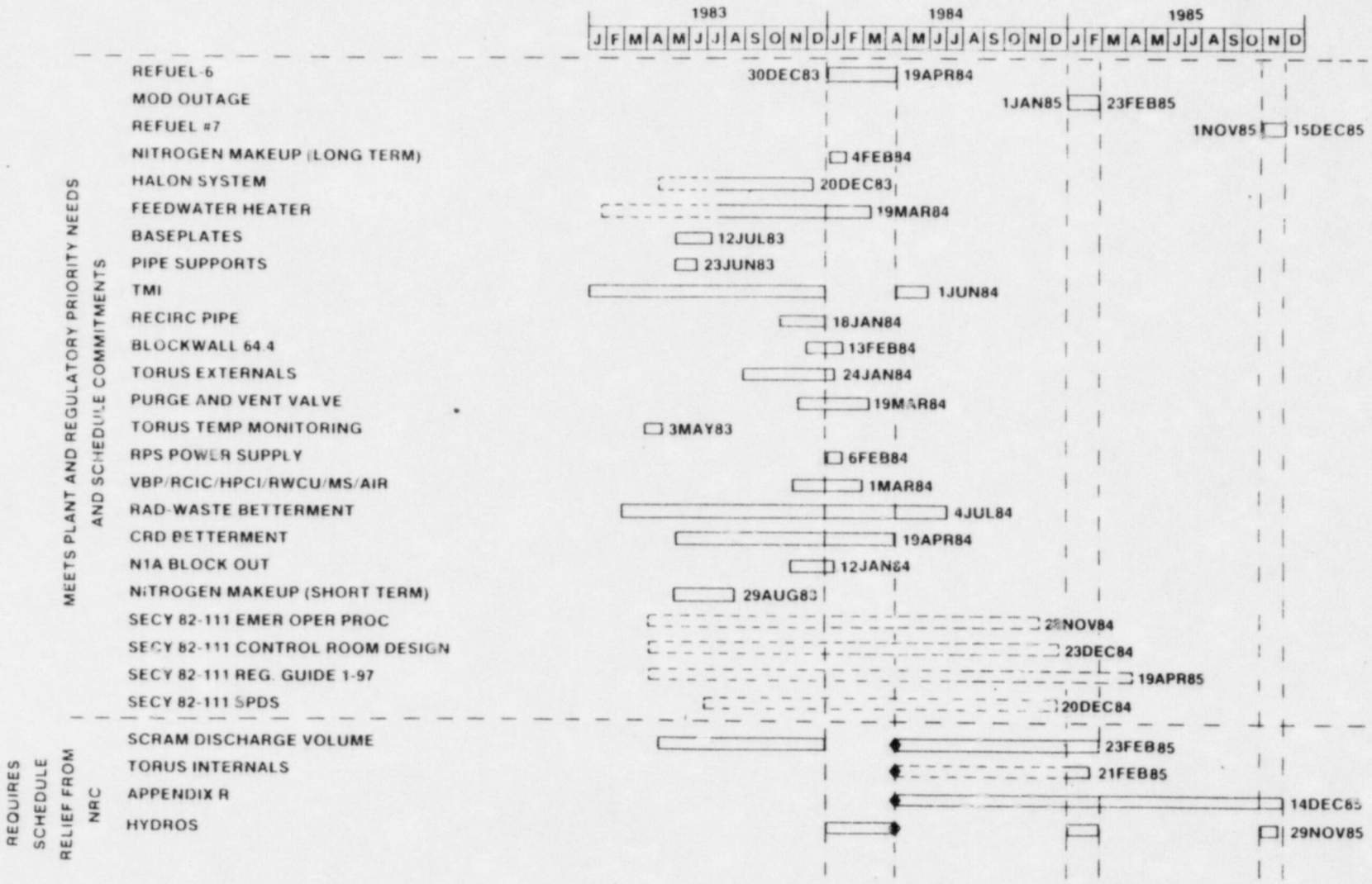
PILGRIM NUCLEAR POWER STATION

LONG TERM PROGRAM

SUMMARY OF LONG-TERM PROGRAM

- A PLANNED AND INTEGRATED PROGRAM
- A MANAGEABLE AND MANAGED PROGRAM
  - — CAREFULLY CONSTRUCTED INITIALLY
  - — TOP MANAGEMENT SUPPORT AND INVOLVEMENT
  - — CYCLE DEPENDENT
  - — FREQUENT JOINT REVIEW

PROPOSED METHOD AND SCHEDULE FOR IMPLEMENTATION

METHOD	SCHEDULE
SUBMIT LONG—TERM PROGRAM ON THE DOCKET WITH REQUESTS FOR IDENTIFIED SCHEDULE ADJUSTMENTS	4/15/83
RECEIVE NRC ACCEPTANCE	5/16/83
INITIAL QUARTERLY STATUS REVIEW MEETING	9/01/83
SECOND QUARTERLY STATUS REVIEW MEETING	12/21/83
START REFUELING OUTAGE	12/31/83

LONG-TERM PROGRAM