



UNITED STATES
NUCLEAR REGULATORY COMMISSION
WASHINGTON, D. C. 20555

FEB 09 1982

Note To: Files

From: John Craig

Subject: SUMMARY OF IE MEETING WITH BOSTON EDISON, JANUARY 28, 1982

The purpose of this memorandum is to provide a summary of the meeting between .E and Boston Edison in the East/West Building EMT Room, January 28, 1982, which began at 4:30 p.m. A list of attendees is Attachment 1.

Summary

Mr. Staszkesy, President of Boston Edison Company (BECo) provided the majority of the presentation. He stated that the purpose of the meeting was to discuss the current status of BECo's response to the NRC Order and encouraged NRC comment. He stressed that BECo was committed to utilize all available resources to correct in the fullest sense the problems identified by NRC. He also stated that the goal of BECo is to achieve a high level of quality rather than an average level in all phases of management and operation of the Pilgrim facility.

To achieve this goal BECo has made organizational changes which include the creation of a new Senior Vice President, two new oversight committees at the corporate level and an expanded training program, including a new training facility near the Pilgrim site. Resumes of the new Senior Vice President, Corporate On-Site Representative and Manager of Training were provided. Additionally, a description of these changes was provided by BECo.

Mr. Staszkesy also discussed BECo's plan to respond to the NRC Order. This plan includes a GE audit group which is to review corporate and site operations in general and specifically items contained in the NRC Order, Items 2-7. Also, the use of an independent evaluator was discussed with respect to Item 1. BECo has solicited bids from four groups. The qualifications of the group to be selected were discussed. R. Haynes, Region I Administrator, stressed that experience in plant operations should be a primary consideration. The definition of "independent evaluator" was also discussed.

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Region I management personnel were requested to and stated that they would meet with BECo personnel to discuss the past situation at the Pilgrim facility and the need for better control of licensed activities.

Mr. Starszesky discussed the need for an extension of the response time and will submit a request to IE.

151

John Craig
Enforcement Staff
Office of Inspection and Enforcement

Distribution
 RDeYoung, IE w/attachments
 JSniezek, IE "
 JLieberman, IE "
 RHaynes, RI "
 JMurray, ELD, "
 JTaylor, IE "
 RStarostecki, RI "
 JCraig, IE "
 TDignan "

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 JCraig/bts
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 RStarostecki
 2/4/82

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 JLieberman
 2/5/82

January 28, 1982

Meeting Attendees

Attachment 1

NRC

R. DeYoung
R. Haynes
J. Sniezek
J. Murray
J. Lieberman
J. Taylor
R. Starostecki
J. Craig

Boston Edison

F. M. Starszesky
W. D. Harrington
A. F. Corry
J. E. Howard
T. Dignān, Attorney for Licensee

NUCLEAR MANAGEMENT AT BOSTON EDISON COMPANY

We have relocated all Nuclear activities at Boston Edison into an organizational unit headed by a Senior Vice President who will have no other functional or line responsibilities. The responsibility of this Senior Vice President will be to manage and direct the nuclear activities of Boston Edison to achieve, and be recognized for outstanding operation in terms of protection of the public health and safety, regulatory compliance, competence of its staff, and reliability and safety, in its operations. Prior to this, the responsible Senior Vice President had responsibility for two other line Organizations.

The new organization contemplates that the Senior Vice President will be a member of the Executive Office of the Corporation with direct access to the Chief Executive Officer. His daily administrative relationship will be with the Chief Operating Officer. He will not be subject to direction by any other officers in his administration of the nuclear activities of the Company.

This Senior Vice President will have the responsibility and authority for the organization of the various nuclear activities, and for the staffing and reporting relationships to achieve the corporate objectives set forth in the first paragraph of this statement. However, the final arrangements will include consideration of the recommendations of the independent organization retained to evaluate organizational responsibilities, management controls, staffing levels and competence, training and retraining programs, communications, and operating practices both at Pilgrim Station and the corporate office as directed in the NRC Order Modifying License Effective Immediately.

It is anticipated the new arrangement will include certain organization levels and competence requirements that are proposed to be put in place and staffed at the earliest time possible. Specifically these positions are:

Board of Directors Nuclear Oversight Committee - composed of three outside members of the Boston Edison Board who were appointed at its meeting this morning, January 28. The Nuclear Activities Oversight Committee will report to this Board Oversight Committee on a regular schedule, and the Board Committee has full authority to call special meetings and to inquire independently into any area of activity and at any level in its oversight of the Company nuclear activities.

This committee may engage independent consultation and advice from inside and/or outside the Company.

Nuclear Activities Oversight Committee - to consist of three Senior Vice Presidents. This committee will be effective February 1, 1982. The committee will report to the Chief Executive and Chief Operating Officers, and to the Board Nuclear Oversight Committee on a regular schedule and at any other time when they determine that such action is appropriate.

The first responsibility of this committee shall be to write a charter of the scope and responsibility of their function which shall meet the basic corporate objectives set forth in the first paragraph of this statement. The scope and responsibility charter shall be prepared for implementation by March 1, 1982.

This Committee may engage independent consultation and advice from inside and/or outside the Company.

Senior Vice President - Mr. William D. Harrington was elected to this position this morning, January 28, by the Board of Directors. The responsibilities of this position are described earlier in this statement.

Vice President - Safety, Engineering and Regulation - Mr. J. Edward Howard will be responsible for the management and coordination of all activities necessary to achieve the corporate nuclear objectives in the areas of analyses, designs and development of technical systems to assure compliance with all regulatory and safety requirements.

The segregation of these responsibilities to Mr. Howard will be effective as soon as a Vice President - Nuclear Operations can be put in place, see the next officer position described.

Vice President - Nuclear Operations - an incumbent for this position has not been identified at this time. Until an appointment is made to this position, Mr. Harrington will act in this capacity with the assistance of Mr. Howard.

This corporate officer position will be responsible for Pilgrim Station operation and maintenance; nuclear operations and maintenance technical support; quality assurance/quality control of all Pilgrim Station facilities and modification of those facilities; fuel management; training of all operating and maintenance personnel; procedures and controls for the health and safety of all workers and activities at Pilgrim Station; and site security and fire protection.

Quality Assurance/Quality Control - this function will report administratively and routinely to the Vice President Nuclear Operations. In addition, the Manager of this function will have ready and direct access to the Senior Vice President and to the Corporate Executive Office, and he will report on his activities regularly to the Senior Vice President - Nuclear.

This activity is in place. The management, performance and authority of quality assurance will be in accordance with 10 CFR 50, Appendix B.

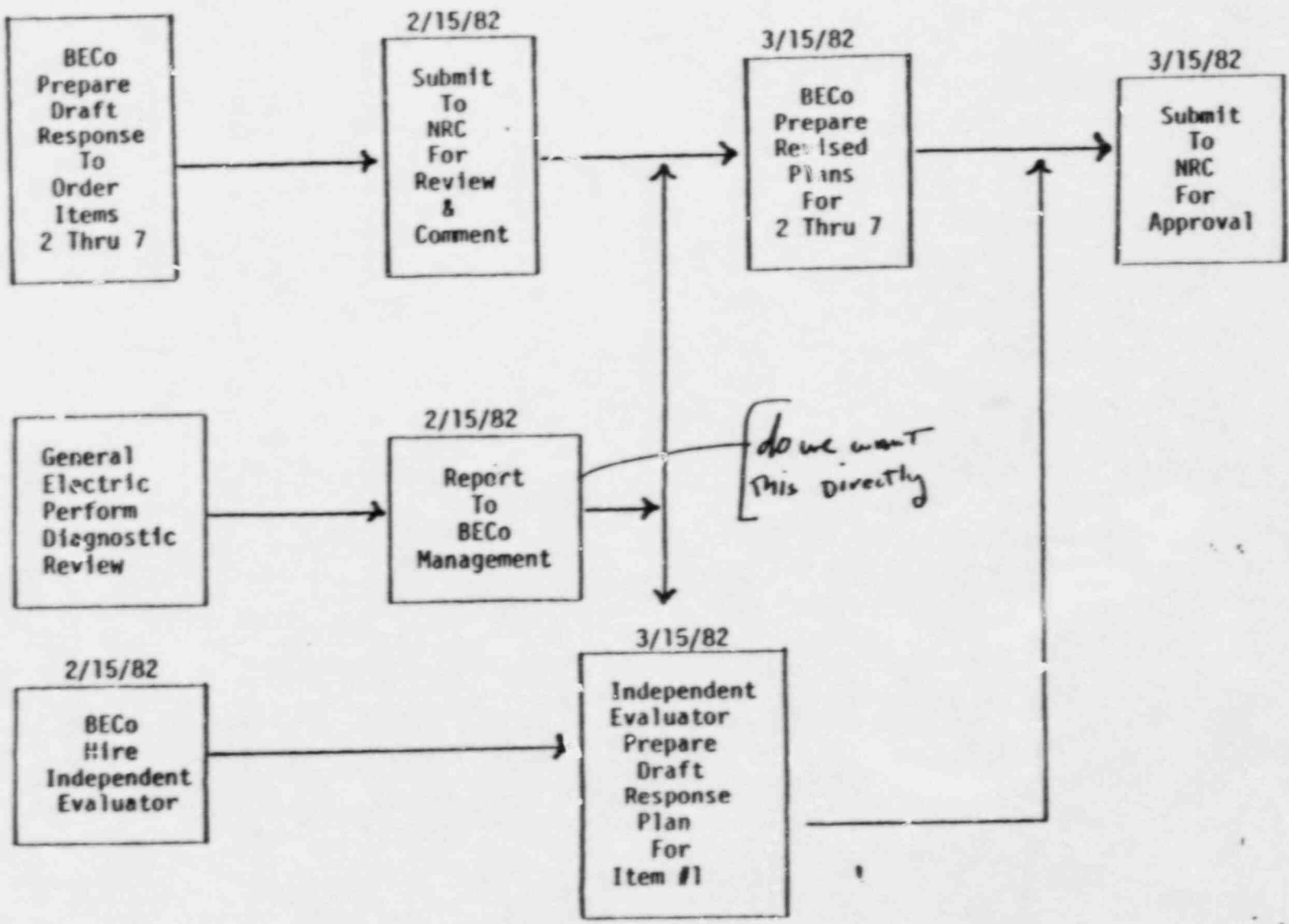
Corporate On-Site Representative - it will be the responsibility of this individual to make a dialy audit of plant operations. The specific scope of this responsibility will be directed to be fully responsive to the requirement of the Order Modifying License Effective Immediately. However, a modified version of this responsibility had been earlier identified and Mr. Lee A. Oxsen had accepted an offer of employment in that capacity. Mr. Oxsen's starting date was approximately March 1 to April 1, 1982. We have asked Mr. Oxsen to come aboard at his earliest ability to do so, and we have asked his present employer to release him for that commitment. They have agreed to do so. This position will report to the Senior Vice President.

Manager of Training - Mr. Duncan E. Sanford started his employment with Boston Edison Company in this position on November 9, 1981. On Mr. Sanford's recommendation, additional training and instruction positions have been approved, and \$1,750,000 has been authorized for the purchase and fitting out of a new training facility.

The resumes for Mr. Harrington, Mr. Oxsen and Mr. Sanford are enclosed.

1/28

BOSTON EDISON SUBMITTAL OF RESPONSE PLANS FOR NRC ORDERS



William D. Harrington

Date of Birth: July 19, 1930

Education: Northeastern University, Lincoln College;
Associate Degree in Electrical Engineering - 1959
(with honors)
Northeastern University, B.B.A., Engineering and
Management - 1961 (with honors)
Northeastern University, M.B.A., Business Admini-
stration - 1978 (with highest honors)
Harvard Business School, Program for Management
Development - 1969

Employment History:

1950-	Boston Edison Company
1950-1960	Operator Substation, Produc- tion Department
1960	Engineer Associate Gr. I, Laboratory Electrical Division, Engineering & Construction Department
1960-1962	Engineer Gr. II, Laboratory Electrical Division, Engineering & Construction Department
1962-1965	Supervising Engineer, Electrical Technical Division, Production Dept.
1965-1966	Supervisor, Production Dept.
1966-1970	Division Head, Electrical Technical Division, Production Department
1970-1976	Division Head, Electrical Technical Division, Electric Operations Dept.
1976	Staff Assistant, Senior Vice President, Operations and Engineering Organizations
1976-1980	Department Head - Steam Operations Department
1980-1981	Vice President - Steam and Electric Operations Organization
1981-1982	Executive Officer On-Site, Pilgrim Station (temporary assignment)
1982-	Senior Vice President

Professional Achievements/
Honors:

Member: Beta Gamma Sigma Honor Society

Professional/Industrial
Associations:

Edison Electric Institute - Prime Movers Committee

William D. Harrington (Cont'd)

Military Service:	U. S. Army (1952-1954) - Sergeant Infantry
Business Directorships:	None
Community Directorships:	None
Present Assignment:	Senior Vice President - Responsible for the direction of all nuclear activities.

Lee A. Oxsen

Date of Birth:

April 9, 1938

Education:

Amador High School - 1955
University of California at Berkeley,
1955 - 1957 (Mathematics)
Management Practices Course,
General Electric Company - 1979
Professional Employee Management Course,
General Electric Company - 1979

Employment History:

1957 - Present, General Electric Company
1957-1965 Operations Technician
1965-1967 Senior Operations
Technician
1967 Plant Test Engineer
1967-1970 Shift Superintendent
1970-1973 Operations Superintendent
1973-1977 Operations Manager
1977-1982 Manager, Maintenance
Training Services
Accepted position with Boston Edison Company
to begin March or April 1982. Position
Title: Corporate On-Site Representative

Professional Achievements/
Honors:

None

Military Service:

None

Licenses:

AEC Operators License - VBWR, 1959, 1960, 1962;
GETR, 1964, 1965
AEC Senior Operators License - EVESR, 1965;
Oyster Creek, 1961; Pilgrim, 1971.

Business Directorships:

-

Community Directorships:

-

Professional/Industrial
Associations

-

Present Assignment:

General Electric Company: Manager,
Maintenance Training Services

Duncan E. Sanford

Date of Birth: December 16, 1939

Education: Western Kentucky University, B.S. in Science - 1962
University of Kentucky, M.S. in Economics - 1973

Employment History:

- 1964-1970 University of Kentucky, Lexington, KY
Research Associate, Extension Specialist
- 1970-1974 Michigan State University, East Lansing, MI, Extension Specialist
- 1974-1981 Gilbert/Commonwealth Associates, Reading, PA, Training Coordinator
Management Training Consultant
Manager, Corporate Training and Development
- 1981- Boston Edison Company
1981-1982 Nuclear Training Specialist
1982- Manager, Training

Professional Achievements/
Honors: Kellogg Fellow, Michigan State University
Adjunct Professor of Management at Albright College and Penn State University

Military Service: U.S. Army Reserve, 1962-1964
1st Lieutenant (active duty), Captain (in reserve)

Business Directorships: None

Community Directorships: None

Professional/Industrial Associations: None

Present Assignment: Manager - Training