

MAR 26 1986

Docket No. 50-293

LICENSEE: Boston Edison Company (BECo)
FACILITY: Pilgrim Nuclear Power Station (PNPS)
SUBJECT: PLANT VISIT AND MEETINGS WITH LICENSEE, MARCH 3-7, 1986

During March 3-5, 1986, John A. Zwolinski, Director of BWR Directorate #1, and Paul Leech, Project Manager for Pilgrim Station, visited BECo's Engineering Department in Braintree, Massachusetts, and Pilgrim Station near Plymouth, Massachusetts. The principal purpose of this visit was to introduce Mr. Zwolinski to the key personnel throughout BECo's nuclear organization and acquaint him with the status of Pilgrim Station. The agenda included discussions of BECo's planning and work flow processes, interactions between BECo and NRC, and a tour of the PNPS facilities.

Mr. Zwolinski and Mr. Leech also participated with Region I personnel in the SALP meeting with BECo executives on March 3. Although BECo received "1" ratings for licensing activities and refueling/outage activities for the recent grading period, it received three "2s" and three "3s" for the other performance categories even though BECo apparently had exerted considerable effort to improve. Mr. Stephen Sweeney, BECo's President, vowed to marshal whatever resources are necessary to achieve much better ratings in the future.

In addition, Mr. Leech remained at the station on March 4 and 5 as an observer of Region I's preparation and presentation of the results of its 3-week around-the-clock team inspection at Pilgrim Station. Attached is a copy of the draft summary of the inspection team's findings. Overall, it indicates some improvement since the recent SALP grading period.

Original signed by

Paul H. Leech, Project Manager
BWR Project Directorate #1
Division of BWR Licensing

Attachment:
As stated

cc: See next page

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

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A handwritten signature in cursive script that reads "Paul H. Leech".

Paul H. Leech, Project Manager
BWR Project Directorate #1
Division of BWR Licensing

Attachment:
As stated

cc: See next page

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Pilgrim StationInspection 50-293/86-01SUMMARY by Ed Wenzinger, presented orally to BECo on 3/7/86
Region I

- * 1. NO EVIDENCE THAT PLANT WAS OPERATED UNSAFELY.
- 2. Development and implementation of management goals and objectives and how are they understood and implemented at all levels of the licensee's organization.
- * -- POLICIES ARE OFTEN VERBAL LEADING TO INCONSISTENT PERFORMANCE.
 - Maint.: lack of admin. procedures. Lost MR's
 - HP: ROR's not completely filled out.
- * POLICIES WERE SOMETIMES WEAKLY UNDERSTOOD OR ENFORCED
 - FP: reduction of firewatches, inop fire equipment
 - Friction in HP-OPS interaction evident.
 - Independent verification did not include tagging, contrary to station policy.
- * -- MANAGEMENT MEETINGS WERE SOMETIMES INEFFECTIVE.
 - 8:30 am meetings
- * -- HOUSEKEEPING POLICY APPEARED TO BE EFFECTIVELY IMPLEMENTED.
- 3. Planning and control of routine activities.
- * -- PLANNING WEAKNESSES WERE EVIDENT IN OPS, MAINTENANCE, AND HP.

PLANNING

- OPS: RO Shortage, OPS Department support
- Maint.: lack of PM on breakers, 38 of 158 MR's lost.
- HP: minimal ALARA planning for outage and for "A"

priority RWP's

CONTROL

- * -- EVIDENCE OF EFFECTIVE FIRST LINE SUPERVISOR INVOLVEMENT IN MOST CASES.

4. Level of understanding and attitudes by workers and their supervisors of the potential impact of their day-to-day actions on nuclear safety.

STRENGTHS

- * -- WORKERS AND THEIR SUPERVISORS CLOSELY FOLLOWED STATION PROCEDURES AND WERE CAUTIOUS ABOUT THE IMPACT OF THEIR ACTIONS ON NUCLEAR SAFETY.
- * -- OPERATORS WERE KNOWLEDGABLE ABOUT THE PLANT AND CONDUCTED THEIR DUTIES IN A MANNER THAT STRESSED SAFETY.

WEAKNESSES

- * -- HP: SUPERVISORS WERE EVIDENT IN THE FIELD, BUT LACKED GUIDANCE ON THEIR FIELD DUTIES.
- * -- OPS: WEAK POLICY ON ALLOWING RO'S OUTSIDE THE PROTECTIVE AREA DURING SHIFT.

5. Involvement by BECo senior management in the day-to-day operation of the plant.

- * -- SENIOR MANAGEMENT SEEMED TO BE INFORMED ABOUT PLANT ACTIVITIES, BUT WAS DEFENSIVE ON SOME ISSUES.

STRENGTHS

-- Senior management aware of problem DR's and fire watches

WEAKNESSES

-- 8:30 meeting

- fire protection problem resolution
- RO staffing
- OPS Department support

6. The effectiveness of training, direction, guidance, and supervision by first-line supervisors.

TRAINING

- * -- OPERATORS AND WORKERS WERE GENERALLY KNOWLEDGABLE.
- * -- WEAKNESSES IN OPS AND MAINTENANCE: RETS, B-20
- * -- LACK OF FIRE WATCH TRAINING

DIRECTION AND GUIDANCE

- * -- NO MAJOR PROBLEMS IDENTIFIED
- * -- SECURITY: ID BADGE INCIDENT

7. The adequacy of staffing in light of planned accomplishments.

- * -- OPS STAFFING WAS ADEQUATE TO OPERATE SAFELY, BUT SERIOUS DEFICIENCIES WERE EVIDENT (RO STAFFING AND OPS SUPPORT).
- * -- A SYSTEMS ENGINEER SUPPORT GROUP IS RECOMMENDED.
- * -- MAINTENANCE STAFFING IS CURRENTLY WEAK, BUT APPEARS TO BE IMPROVING.

8. The role of QA and QC in monitoring activities and how their reports are used by plant management.

STRENGTHS

- * -- SENIOR MANAGEMENT IS MADE AWARE OF PROBLEM DR'S.
- * -- WHERE USED, QA AUDITS AND SURVEILLANCES WERE EFFECTIVE IN IDENTIFYING PROBLEMS.

- * -- A FORMER LICENSED OPERATOR IS A QA AUDITOR.
- * -- THE TEAM DID NOT EXAMINE DR'S IN DETAIL TO DETERMINE WHETHER THE RESOLUTION OF PROBLEM DR'S WAS TIMELY.

WEAKNESSES

- * -- THE QA PROGRAM IS GENERALLY RESTRICTED TO MINIMUM NRC REQUIREMENTS, LIMITING ITS EFFECTIVENESS AS A MANAGEMENT TOOL.
- * -- LITTLE BACKSHIFT QA (NOT QC) INVOLVEMENT NOTED.

9. To determine the role of the licensee in working with and overseeing contractor personnel.

- * CONTROL OF CONTRACTOR PERSONNEL WAS EVIDENT AND ACCEPTABLE.

10. The effectiveness of safety review committees.

- * ORC FUNCTIONED WELL DURING THE INSPECTION WITH THE EXCEPTION OF THE SBLC MEETING (WOULD LIKELY HAVE APPROVED BENCH TESTING WITHOUT THE NRC PRESENCE).