

May 12, 1999

Mr. M. Reddemann
Site Vice President
Point Beach Nuclear Plant
6610 Nuclear Road
Two Rivers, WI 54241

SUBJECT: MANAGEMENT MEETING HANDOUT

Dear Mr. Reddemann:

On May 4, 1999, NRC Region III personnel met with you, Mr. M. Sellman, and other members of the Point Beach staff to discuss several recent operational issues and the results of recent improvement initiatives in engineering. The enclosure to this letter contains the handout provided to the NRC by Wisconsin Electric at the meeting.

In accordance with Section 2.790 of the NRC's "Rules and Practice," Part 2, Title 10, Code of Federal Regulations, a copy of this letter and the enclosure will be placed in NRC's Public Document Room.

Sincerely,

/s/ R. Lanksbury

Roger Lanksbury, Chief
Reactor Projects Branch 5

Docket Nos. 50-266; 50-301
License Nos. DPR-24; DPR-27

Enclosure: As stated

See Attached Distribution

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DATE	05/10/99		05/11/99				

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cc w/encl: R. Grigg, President and Chief
Operating Officer, WEPCO
M. Sellman, Senior Vice President,
Chief Nuclear Officer
R. Mende, Plant Manager
J. O'Neill, Jr., Shaw, Pittman,
Potts & Trowbridge
K. Duveneck, Town Chairman
Town of Two Creeks
B. Burks, P.E., Director
Bureau of Field Operations
J. Mettner, Chairman, Wisconsin
Public Service Commission
S. Jenkins, Electric Division
Wisconsin Public Service Commission
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Point Beach Nuclear Plant Sr. Management Meeting NRC Region III

May 4, 1999

5/3/1999

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PBNP/NRC Region III May 4, 1999 Agenda

OPENING REMARKS	Mark Reddemann
OPERATIONS LEADERSHIP FOCUS	Rick Mende
PLANT OPERATIONS UPDATE	John Anderson
MAINTENANCE UPDATE	Dennis McCloskey
ENGINEERING PROGRAM STATUS	Carol Peterson
CORRECTIVE ACTION/ PROCEDURE UPGRADE PROGRAM	Rick Mende
CLOSING REMARKS	Mike Seilman

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Opening Remarks

Mark Reddemann

5/3/1999

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Point Beach Nuclear Plant

- Update Progress Since Last Meeting on December 2, 1998
- Results of Initiatives
- Operations Leadership and Focus

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Operations Leadership and Focus

Rick Mende

5/3/1999

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Operations Leadership Focus

- Senior Management Priority
- Organizational Change Not Timely
- The #1 Station Priority

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Plant Operations Update

John Andersen

5/3/1999

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Operations Overview

- Equipment Performance Challenges
- Human Performance Challenges
- Procedure and Process Challenges

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What We've Done

- Operational Focus: Driving Ops standards higher; leading the organization's standards higher: "What we get is what we accept."
 - Operator Workaround program
 - Plant Priority Equipment process
 - Site communication standard
 - System Engineering partnership
 - Maintenance/Operations partnership

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What We've Done

- Human performance accountability : Crew ownership for performance failures
- Self monitoring for Control Room conduct
- Self-assessment for Key Culture Issue: SRO leadership for vs. resistance to change
- Additional Ops Management/Crew time focused on standards and expectations
- Ops Mgr. coaching/challenging individuals

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What We've Done

- Procedures
 - Redefined roles/responsibilities and expectations in Ops Procedures Group
 - Major upgrade to EOP set
 - Strengthened guidance for procedure usage
 - Ops Management trained all crews on expectations for procedure use and adherence

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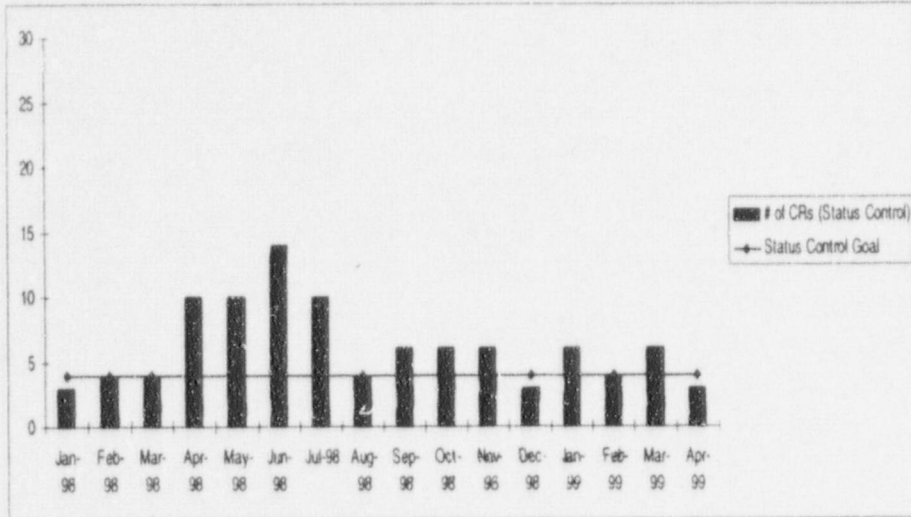
Looking Ahead

- Operations Leadership model
- Initial License Training: 14 SRO and 10 CO candidates; planning another group of 6 SRO and 6 CO in early 2000
- Completing internal mentoring program
- Performance Assessment and Indicators: review for predictive value
- Site-wide comprehensive status control program implementation

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Status Control Progress



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MAINTENANCE

Dennis McCloskey

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MID-CYCLE UNIT 1 OUTAGE

- Mind Set Established to Shut Down When Not Required
 - W3A Fan Repair
 - Main Generator Disconnect Repair
 - Steam Dump Valves
- Results
 - Maximize Reliability
 - Reduced Potential Challenges to Operations
 - Inspected and Cleaned Pumphouse Wells

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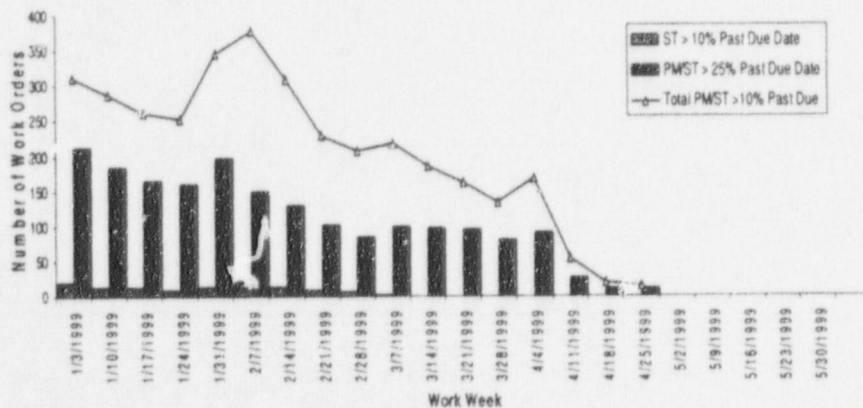
MATERIAL CONDITION PROGRESS

- SW Pumps
- G-03 Diesel Generator
- Outage Valve Work
- Backlog Reduction
- Main Feed Pump Repairs
- Instrument Air Repairs
- Fix It Now (FIN) Team in Place and Successful
- Staff Increase In Progress
- Training Program Enhanced

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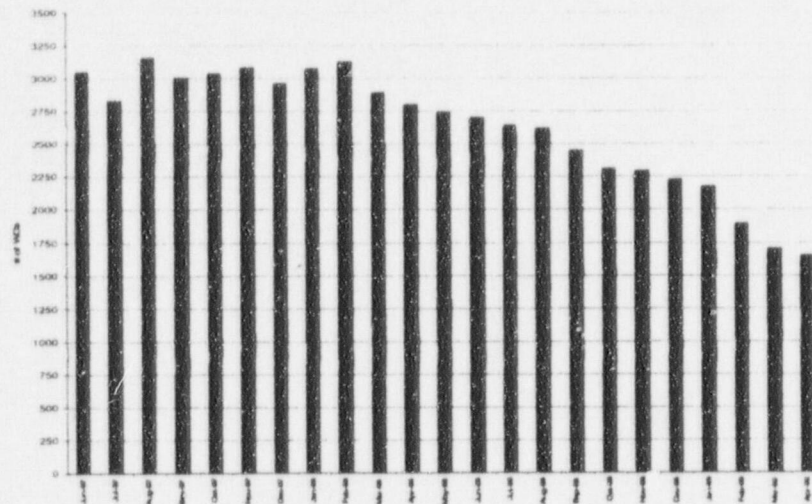
Preventative Maintenance Backlog



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Corrective Work Order Backlog



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REWORK ANALYSIS

- Multi-disciplined team
 - included Point Beach, Kewaunee, Duane Arnold and Duke (I&C, Mechanical, Electrical, Planners, Supervisors)
- Led to many recommendations (top five)
 - improve craft involvement in the development and review of procedures
 - involve "leads" in all aspects of the job
 - improve individual accountability (human performance)
 - increase Mgm't field presence
 - implement Technical Review of Work Plans

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Opportunities

- High Consequence Activities
- Work Package Quality
- Expand the Use of Operating Experience
 - Planning and Job Briefings
- Component Based Maintenance Concept
- Improved Craft Buy-in
 - Board of Directors
 - Biweekly Communications Session
 - Small Group Meetings

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Engineering

Carol Peterson

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Status of Engineering Performance Improvement

- Phases of Engineering Recovery
 - 'Get Control'
 - 'Change the Culture'
 - 'Be a Role Model'
- Currently Moving from 'Get Control' to 'Change the Culture'

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Performance Improvement Plan

- Guiding Document for Key Issues
- Major Program Improvements and Plant Upgrades
- Support Primary Functions of the Engineering Department
 - Protect and Maintain the Design Basis
 - Ensure Plant Material Condition Reduces Challenges to Operators

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Protect and Maintain the Design Basis

- 14 Design Basis Program Upgrades in Progress
- Service Water and Component Cooling Water Analysis
- Electrical System Analysis
- Appendix R Rebaseline
- Environmental Qualification
- Safety Monitor

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Improve Plant Material Condition

- Modification Backlog Evaluated Prioritized and Scheduled
- Operable but Degraded Status
- Operator Workarounds
- IST Alert List
- Temporary Modifications

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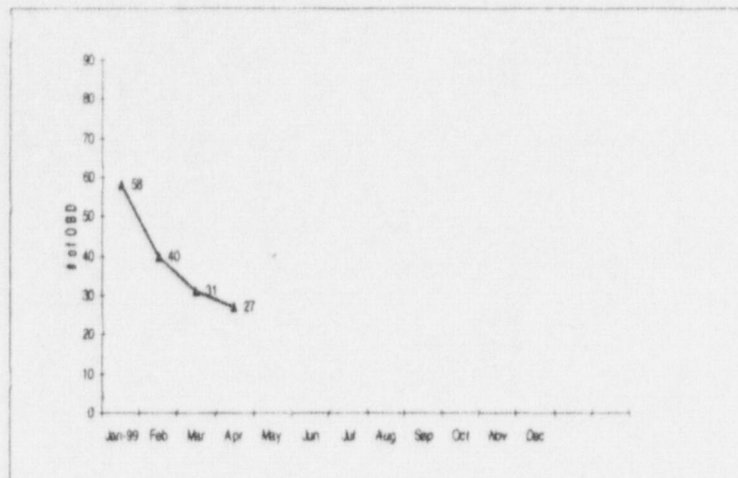
Major Plant Upgrade Status

- Baffle Former Bolt Inspection and Replacement
- 4160V DH Breaker Replacement
- Main Control Board Wire Separation
- Service Water System Upgrade
- Security System Upgrade
- Plant Process Computer System

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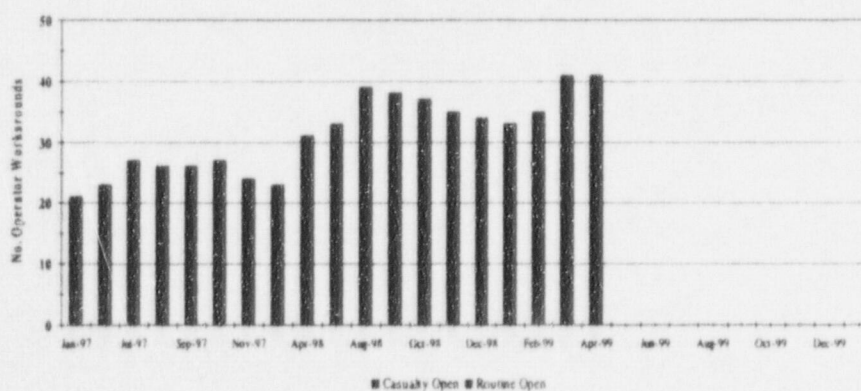
Operable But Degraded



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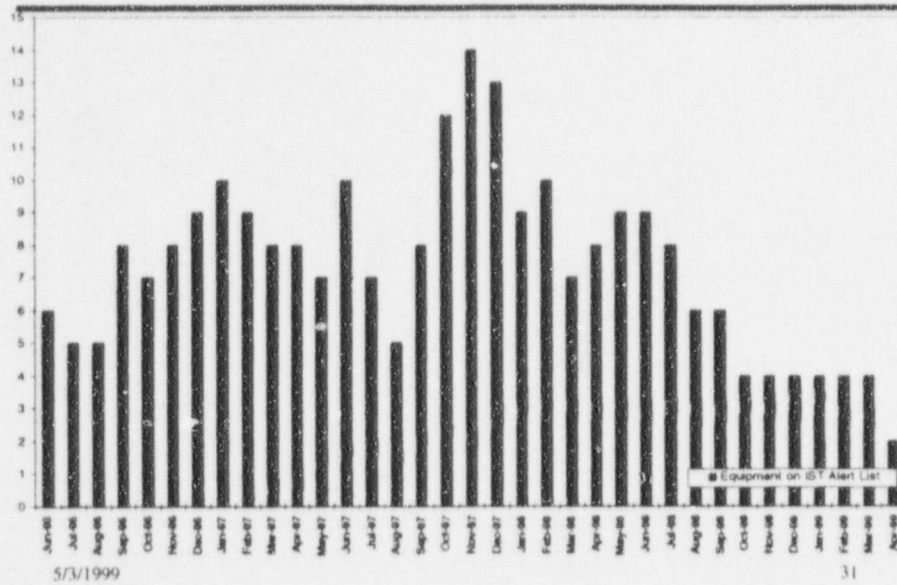
Operator Workarounds



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IST Alert List



Corrective Action Program

Rick Mende

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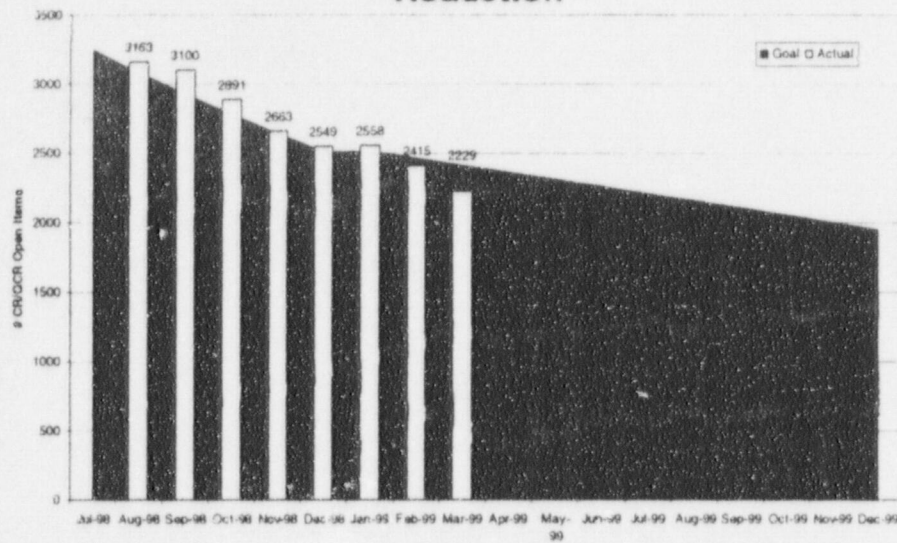
Corrective Action Procedures Update

- Expectations have been Strengthened
- Recent Trends
- Moving Forward
 - Process Improvement
 - Trending Capability
 - Effectiveness Reviews

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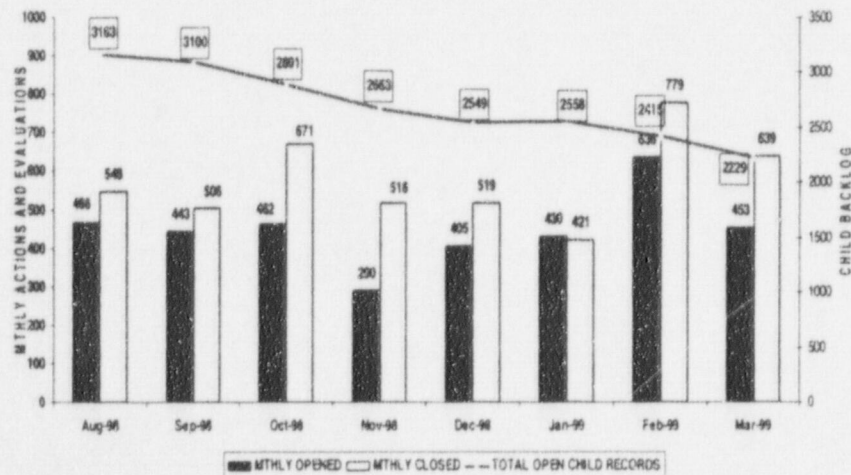
1998-1999 Corrective Action Backlog Reduction



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Corrective Action Activity



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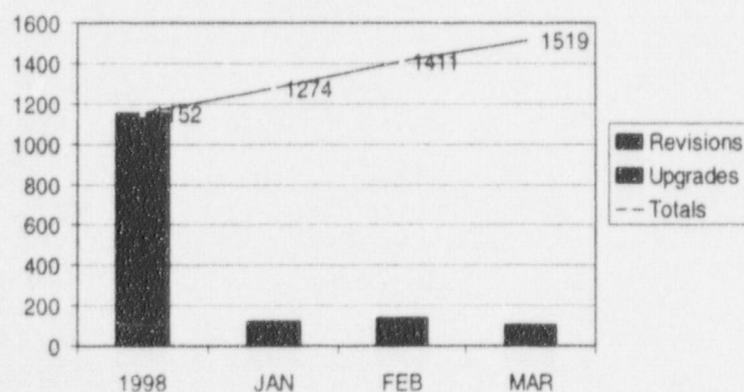
Procedures Update

- Technical Upgrades to Meet Current Commitments
- Near-Term Project Work
- Administrative Procedure Upgrade
- EPRI Methodology Procedure Review for Usability and Complexity

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Procedure Progress



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Closing Remarks

Mike Sellman

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