



**BOSTON EDISON**  
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 BECo 88-002

U. S. Nuclear Regulatory Commission  
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CHANGE IN ORGANIZATION FOR PILGRIM STATION

Dear Sir:

In accordance with Pilgrim Nuclear Power Station Technical Specification 6.2.C, this letter is to inform the NRC that Boston Edison (BECo) has begun its transition to permanently incorporate into its management structure additional improvements developed during refueling outage #7. These improvements further strengthen the changes reflected in the proposed technical specification change forwarded by our letter of October 27, 1987.

Since March 1987, we have established a number of temporary organizational elements to strengthen planning, control and performance of plant modification, maintenance, testing and operation. In addition, we elevated organizational elements to strengthen Emergency Planning, and augmented certain existing line managers with experienced staff where those managers were over-loaded. The primary objective of each of these temporary changes was to provide the degree of management attention needed to obtain the desired results.

Appropriate organizational elements and resources from these temporary changes are being incorporated into the permanent Nuclear Organization as shown in the reporting structure (Attachment).

This organization elevates certain functions which experience shows are critical to sustaining excellent performance. The reporting structure is based on the following considerations:

- review of the essential functions for safe and efficient operation of Pilgrim Station;
- the advantages of direct control by the Station Director, balanced by the need for an independent line of responsibility and authority in critical areas such as design evaluation or quality assurance;
- the combination of responsibilities and the amount of effort assigned to each manager;
- the benefits expected in performance and in reduced cost;
- the depth of managers needed to assure continuity of management.

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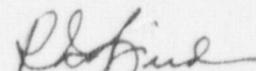
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The transition consists of four phases, some of which will progress simultaneously:

- The selection of qualified individuals, which is and has been an ongoing effort.
- The review and modification of procedures and other documents which are impacted by the new organizational structure. A Procedure Review Task Group has been formed, and is charged to:
  - a. Identify all procedures which require change and new procedures which are needed to implement organizational improvements.
  - b. Separate the changes into three categories: changes required coincident with implementing the organization, changes required shortly after implementation, and changes which can be accomplished later as part of changes made for other reasons.
  - c. Identify the managers and resources involved and schedule the effort.
- A training program, currently in preparation, will train the entire BECo Nuclear Organization on the new management structure. Emphasis will be on the reporting structure, position responsibilities, key position objectives, and the way the organization should function.
- After implementation functions and responsibilities will be reviewed to assure that the interfaces are working as intended.

These changes are being made as key managers are available for assignment. Several changes have already been incorporated, including the assignment of the Station Director, the Plant Support Manager, and the Planning and Outage Manager.

  
R. G. Bird

PMK/amm/1611

Attachment

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