



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

September 12, 1989

MEMORANDUM FOR: Bruce A. Boger, Chairman  
Calvert Cliffs Assessment Panel

FROM: Anthony J. Mendiola, Coordinator  
Calvert Cliffs Assessment Panel

SUBJECT: MINUTES FROM MEETING WITH BALTIMORE GAS AND ELECTRIC  
COMPANY IN REGARDS TO THE CALVERT CLIFFS PERFORMANCE  
IMPROVEMENT PLAN - 08/28/89

A public meeting was conducted between Baltimore Gas and Electric (BG&E) and the NRC's Calvert Cliffs Assessment Panel on August 28, 1989, to accommodate an in-depth presentation of the Calvert Cliffs Performance Improvement Plan Implementation Program by BG&E. The meeting was held at the Calvert Cliffs Nuclear Power Station Visitors Center at the plant site in Lusby, Maryland. A list of attendees is enclosed.

After brief opening remarks by Mr. George Creel, BG&E, and introduction of attendees, Mr. Robert Denton, BG&E, outlined the agenda for the meeting. He continued with a presentation of Performance Improvement Initiatives, detailing BG&E Pre-PIP activities and their shortcomings. He stated that BG&E treated symptoms of their problems, not the root causes. In 1988, three separate serious events increased the utility's awareness of their performance shortcomings. INPO visits during the time period provided further evaluation of both plant and corporate performance.

In late 1988, BG&E began initiatives to improve performance, including a new planning process involving the 1989 Nuclear Program Plan, and promoting safety and quality first. Their budget was increased in order to follow through on these improvements. The company developed four performance goals and posted them in the plant for all to see.

Questions arose on how these goals were communicated to the company's employees, and how these goals were further defined. BG&E's response detailed the use of focus meetings earlier this year to interface workers with managers on these improvements. The goals were further defined as line items in BG&E managerial performance evaluations. NRC questioned BG&E's desire to report events to the NRC, if such reports may be detrimental to the manager's performance evaluation.

BG&E indicated that new changes were made in the PIP Implementation Program and its appendices. This led to a discussion of the BG&E budget process for the PIP and the fact that BG&E has increased the plant's overall budget 28%. It was stated that it would take five to seven years to complete all PIP tasks.

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September 12, 1989

Mr. Denton continued with a discussion of the development phase of the PIP process, indicating the BG&E line management participation and feel for "ownership" of the PIP. He demonstrated how the individual performance appraisals for the senior managers were revised to include PIP items.

Mr. Marvin Bowman, BG&E, continued the meeting with a presentation on the PIP development process. He outlined the symptom selection and root cause determination efforts. For the symptoms, a large selection of sources were reduced to five symptom sources. From these sources, symptoms were entered into a BG&E database for review. NRC asked questions involving possible flaws in the process and the amount of input from BG&E employees.

From the symptom database, a list of root causes were determined. From this list of root causes, a final set of 11 was drafted. It was found that management involvement at all levels was a key to these 11 root causes.

From the final set of 11 root causes, management breakout groups were set up to confirm the adequacy of these root causes. The operation of these breakout sessions was discussed. The goal of these sessions was to provide root cause confirmation and to develop corrective action "one-liners" to assist in the action plan creation. The NRC asked for a presentation on how a root cause was developed into an action plan. There was a long discussion on the process outlining how a root cause was given to a group of senior managers, who then made recommendations and action plans to address the problem. Once an individual plan was developed, a separate plan manager was named to take over for the group of senior managers and see the plan to its completion.

Mr. Richard Olson, BG&E, discussed the PIP implementation program, which involves action plan refinement, scheduling and tracking. Thus far, BG&E has found that an additional 100,000 man-hours were required to complete the action plans, and identified the additions in the histograms in the PIP Implementation Program appendices. There was some confusion over the different types of bars on the histograms (planned vs current) and BG&E indicated that they would clarify the charts. A detailed discussion of the histograms ensued, discussing task end dates and verification processes, the tracking of PIP man-hours (to be done), and the use of milestone reports to management. BG&E indicated that this type of tracking has led to better overall planning thus far, with "lessons-learned" to be integrated into future planning. NRC had questions over the incorporation of STI concerns into the plan and the problem with tracking hours actually spent on PIP items.

Mr. Olson continued with the PIP verification process, detailing the implementation, feedback and effectiveness stages of the PIP verification. He stated that implementation and effective verification will be scheduled, while feedback verification would not.



Mr. Doswell, BG&E, gave a presentation on BG&E's Procurement Action Plan, and how it interfaced with the PIP. He detailed the program's development and stated that it was included in the PIP to give it status and priority. He detailed the action plan's support, implementation, schedule, and resources. In discussion of the plan's resources, questions were asked about contract support, interface with BG&E's procedure upgrade process, and the high percentage of resources devoted to procedure rewrite.

Mr. Davis, BG&E, discussed Root Cause Analysis Action Plan and the effect of the PIP. He discussed the goals of the plan and how improvements were to be made. He briefly outlined a review of current procedures and recommendations were developed. He further discussed methodology of the BG&E Root Cause Analysis process.

Upon completion of this presentation, questions arose as to what parts of the PIP involve programs that were generated from scratch within the PIP process, as opposed to those which were already in place and were subsequently added into the PIP process. Mr. Denton listed out the items from Appendix A which were newly generated.

<u>PIP Section</u>	<u>Plan Title</u>
2.2.1	Performance Standards
2.2.2	Communications Plan
3.2	Managing Organization and Program Change
3.3	Leadership Conferences
3.4	Team Building Workshops
3.6	Daily/Outage Work Control
3.9	Quality Circles Program
4.2	QC Improvements
4.3	QA Internal Assessment Improvements
4.7	POSRC
4.8	OSSRC
4.9	Visiting Other Plants

After some closing remarks, the meeting was adjourned at 5:10 p.m.

ORIGINAL SIGNED BY:

Anthony J. Mendiola, Coordinator  
Calvert Cliffs Assessment Panel

Enclosure:  
As stated

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ADRI:TA  
AJMendiola:ah  
09/12/89

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Docket File (50-317/318)

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JWiggins, RI

LTripp, RI

JDiDonato, RI



CALVERT CLIFFS ASSESSMENT PANEL MEETING  
AUGUST 28, 1989

LIST OF ATTENDEES

CCAP MEMBERS

Bruce Boger  
Robert Capra  
Maureen Hunzmueller  
Anthony Mendiola  
Scott McNeil  
James Wiggins

ORGANIZATION

NRR/DRP (CCAP CHAIRMAN)  
NRR/DRP  
NRR/DLPQ  
NRR/DRP (CCAP COORDINATOR)  
NRR/DRP  
DRP, Region I

BG&E MEMBERS

Charles Cruse  
Richard Olson  
George Creel  
R. E. Denton  
Marvin Bowman  
Ray Lewis  
Jim Spine  
Kevin Cellars  
Joe Doswell  
Meta Ann Donohoe  
Ken Romney  
Gary Detter  
Gary Toman  
Mike Markowski  
Gary Bell  
Michael Gahan  
Steve Davis

BG&E  
BG&E  
BG&E, VP - Nuclear  
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OTHER NRC

Vincent Pritchett  
Don Capton  
Peter Drysdale  
Joseph Golla  
Kamal Naidu

Resident Inspector, Region I  
DRS, Region I  
DRS, Region I  
Resident Inspector, Region I  
Vendor Inspection Branch, NRR

OTHER ATTENDEES

Thomas Magette  
Marvin Riddle  
Vernon Horsmon  
Fran Rosch  
Anthony Fasano  
R.E. Ireland

Maryland DNR  
Calvert County  
Calvert County  
Gilbert/Commonwealth, Inc  
NUS  
NUS