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 DENTON, H.R. Office of Nuclear Reactor Regulation, Director

SUBJECT: *see rpt* Forwards "Plant Operations Personnel Review," detailing results of plant operations personnel review committee review & recommendations on how licensee mgt can assist in improving effectiveness of operations personnel.

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August 29, 1983

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Mr. Harold Denton
Director, Office of Nuclear Reactor Regulation
U.S. Nuclear Regulatory Commission
Washington, D.C. 20555

Gentlemen:

Subject: Docket No. 50-362
San Onofre Nuclear Generating Station
Unit 3

By letter dated November 15, 1982, Southern California Edison Company (SCE) advised the NRC of its plans to establish a committee to review and evaluate the staffing and training of operations personnel at San Onofre, Unit 3. The enclosed report details the results of the Plant Operations Personnel Review Committee's (POPRC) review including conclusions and recommendations on how SCE management can assist in improving the overall effectiveness of the Unit 3 operations staff.

The POPRC was composed of five professionals, four of whom were independent of SCE's operating staff. Mr. Ben C. Rusche of Management Analysis Company was retained by SCE to actively participate in the POPRC's review. The services of appropriately qualified non-members were used as necessary to provide supplementary technical expertise.

The review was conducted by developing an action plan as described in SCE's submittal of December 28, 1982. The action plan provided a basis for evaluating the readiness of plant operations personnel in terms of certain defined parameters.

The POPRC recommended that six items receive management attention and further action. They are:

1. Adherence to procedures should be continually emphasized. The POPRC felt that continual emphasis was appropriate to maintain the current high standard of care necessary to assure the safe operation of the plant.
2. The computer based surveillance program presently used in some station divisions for preventive maintenance and Technical Specification surveillance should be implemented for all station departments to improve adherence to surveillance schedules.

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3. The administrative training requirements in the senior reactor operator training program should include the delineation of job responsibilities for other operator classifications.
4. Stress management training for reactor operators should be upgraded to equal that for senior reactor operators.
5. A program to improve communications between the shift staff and station management should be instituted.
6. Additional supervisory skills training should be provided to operations supervisors.

SCE has taken the following steps to implement the POPRC recommendations:

1. Adherence to procedures has been emphasized by station directives. Station division managers continually emphasize this point to their employees.
2. SCE has implemented the San Onofre Maintenance Management System (SOMMS) within the Maintenance and Instrumentation and Control Divisions. SOMMS will be made available to other divisions to assist in meeting surveillance schedules. This system combines the plant data base, surveillance plan, preventive maintenance planning, and the execution of surveillance activities into a single computer-based system.
3. Administrative training requirements in the senior reactor operator training program include the delineation of job responsibilities for other operator classifications.
4. Stress management training for reactor operators has been upgraded to the level of that for senior reactor operators.
- 5&6. To improve shift communications, the Operations Division has instituted an expanded thirty minute shift turnover session. The incoming shift meets as a group first with the offgoing shift supervisor. Items discussed are:
 - a. Events that have occurred since the time this shift was on duty;
 - b. Particular problems encountered in Unit operations;
 - c. New special orders or changes to procedures; and
 - d. Other general information important to operators.

Following this meeting, the conventional "one on one" shift turnover operation is conducted in the Control Room.

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Additional supervisory skills training will be provided for Operations Supervisors. Further, the Station Operations Division has instituted an organizational development program structured through the use of an outside consultant. Initially, each shift is rotated through the program twice. Thereafter, shift supervision and station management will meet on a periodic basis to discuss any perceived dissatisfaction with shift working conditions and to recommend improvements to maintain a highly motivated nuclear work force.

SCE had originally intended to submit the POPRC report in March 1983. However, submittal of the report was delayed to provide the POPRC an opportunity to review the results of a study conducted by Management Analysis Company (MAC) and documented in "Recommendations for Improvement of the Operation of San Onofre Nuclear Generating Station, Units 2 and 3", dated June 1983. The POPRC's comparison of their report with the MAC report is provided in the attached "San Onofre Nuclear Generating Station, Units 2 & 3, Supplement, Plant Operating Personnel Review, August 1983". The conclusion of this supplement is that there are no conflicts between the two reports.

If you have any questions concerning this matter, please contact me.

Very truly yours,

VP Basiani

Enclosure

cc: Mr. H. Rood, Project Manager
Licensing Branch No. 3