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 RECIP. NAME: SCHWENCER, A. RECIPIENT AFFILIATION: Licensing Branch 2

SUBJECT: Forwards info requested during 831206 meeting w/uttl re length of svc w/uttl for staff & trip rept prepared by INPO subsequent to 830926 special visit to facility.

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Washington Public Power Supply System

3000 George Washington Way P.O. Box 968 Richland, Washington 99352-0968 (509)372-5000

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PDR ADOCK 05000397
A PDR

December 9, 1983
G02-83-1132

Docket No. 50-397

Director of Nuclear Reactor Regulation
Attention: Mr. A. Schwencer, Chief
Licensing Branch No. 2
Division of Licensing
U.S. Nuclear Regulatory Commission
Washington, D.C. 20555

Dear Mr. Schwencer:

Subject: NUCLEAR PROJECT NO. 2
REQUEST FOR INFORMATION

During the December 6, 1983 NRC meeting with the Supply System, Mr. Tom Novak made the following request:

1. Provide information relative to length of service with the Supply System for members of the WNP-2 staff.
2. Provide a copy of the trip report prepared by INPO subsequent to their special visit to the Supply System the week of September 26, 1983.

Attachments 1 and 2 provide the requested information.

Should you have any questions, please contact Mr. P. L. Powell, Manager, WNP-2 Licensing.

Very truly yours,



G. C. Sorensen, Manager
Regulatory Programs

cc: R Auluck - NRC
WS Chin - BPA
AD Toth - NRC Site
TM Novak - NRC

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ATTACHMENT 1

The following table provides information on length of service with the Supply System for the 309 permanent employees at WNP-2.

<u># YEARS WITH SUPPLY SYSTEM</u>	<u># EMPLOYEES</u>	<u>% OF WNP-2 STAFF</u>
More than 10	13	4.2
5-10	83	26.9
3-5	98	31.7
Less than 3	115	37.2

<u>Personnel Category</u>	<u>Average Service (years)</u>
Exempt (Management, Engineering)	4.1
Nuclear Bargaining (Operators & Maintenance)	3.8



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OCT 18 1983

MANAGING DIRECTOR

Mr. Donald W. Mazur
Managing Director
M/D 387
Washington Public Power Supply System
P. O. Box 968
Richland, WA 99352

Dear Mr. Mazur:

At your request we conducted a special visit for Washington Public Power Supply System during the week of September 26, 1983.

Attached is the team's trip report to me. This report is provided to you independent of our evaluation program. It is intended for your information and use as desired.

If there are any questions, please let me know, or have your staff contact Pat Beard (404-953-7670) or Jim O'Hanlon (404-953-5349).

Sincerely,


E. P. Wilkinson
President

EPW/ra

Institute of
Nuclear Power
Operations

1100 Circle 75 Parkway
Suite 1500
Atlanta, Georgia 30339
Telephone 404 953-3600

October 14, 1983

OFFICE OF MANAGING DIRECTOR

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Institute of
Nuclear Power
Operations

Memorandum

Date: October 7, 1983

To: E. P. Wilkinson

From: J. P. O'Hanlon

Subject: SPECIAL VISIT
TRIP REPORT - WASHINGTON
PUBLIC POWER SUPPLY SYSTEM

Prepared by: J. P. O'Hanlon

Reviewed by:

J. P. O'Hanlon

Approved by: P. M. Beard, Jr.

Attached is the trip report for the special visit to Washington Public Power Supply System that was performed during the week of September 26, 1983. This visit was a result of a request from Mr. Donald W. Mazur, Managing Director. The purpose of the visit was to review the Supply System's readiness to safely operate WNP-2. This trip report contains a summary of the visit and specific recommendations listed by area (Attachment A) and a list of persons contacted (Attachment B).

The assistance team consisted of the following members:

J. P. O'Hanlon	- INPO, Team Leader
H. A. Autio	- INPO
J. P. Forsyth	- INPO
W. R. Kindley	- INPO
R. K. Selberling	- INPO
S. L. Daltroff	- Vice President Electric Production, Philadelphia Electric Co.
W. A. Shamla	- Monticello Plant Manager, Northern States Power Co.

JPO/ra
Attachments (2)

SUMMARY

The Institute of Nuclear Power Operations (INPO) conducted a special visit to Washington Public Power Supply System (WPPSS) during the week of September 26, 1983. The visit was in response to a request from Mr. Donald W. Mazur, managing director of WPPSS. The team consisted of seven members, two of whom were representatives from utility companies.

The team reviewed the organization, experience, and qualifications of both WPPSS corporate staff and WNP-2 staff. Areas reviewed included operations, maintenance, engineering, quality assurance, training, industrial safety, nuclear safety, health physics, chemistry, emergency preparedness, and licensing. The information was assembled from discussions, interviews, observations, and reviews of documentation. As a basis for the special visit, the team used the September 1982 Performance Objectives and Criteria for Corporate Evaluation and Assistance Visits.

The team discussed the results of their review with WPPSS management at a meeting on September 29, 1983. It is the opinion of the team that WPPSS has sufficient numbers of qualified personnel to safely start up and operate WNP-2. Filling the position of the Director of Power Generation or the Director of Operations is considered to be the most important recommendation. The specific recommendations on the following pages are listed under the areas to which they pertain.

OPERATIONS AND MAINTENANCE

The organization, management, qualifications, and experience of personnel associated with WNP-2 operations and maintenance were reviewed. It appears there is adequate qualification and experience within the plant staff to safely operate and maintain WNP-2.

The following comments are provided for consideration:

1. Consideration should be given to filling the Director of Power Generation or the Director of Operations positions with a person with BWR operations experience prior to fuel load. The FSAR and Operational Quality Assurance Program Description (WPPSS-QA-004) initially committed to these positions. The absence of both of these positions removes corporate operations support between the managing Director and the plant manager. One of these positions is needed to provide corporate support and guidance to the plant manager. It further provides an operating interface with other Directorates that should not be imposed on the plant manager.
2. In conjunction with 1. above, consideration should be given to strengthening Power Generation staff coordination of activities necessary to support plant operations, maintenance, radiological protection, chemistry, emergency preparedness, and training. This could bring to a single focus under the Director of Power Generation or Director of Operation those things needed for long-term support of WPN-2 operation.
3. The work load and staffing level of the WNP-2 Maintenance Department should be re-evaluated after the plant achieves steady state commercial operation. A supplementary maintenance group currently augments the plant maintenance staff. This additional maintenance capability is prudent during start-up and initial operations. The initial plant operations break-in run needs to be completed in order to determine the permanent maintenance staffing level required.
4. In planning for the use of plant supplementary maintenance, consideration should be given to placing the control of these resources under the plant work control process when they are used for plant maintenance. This would ensure all plant maintenance is performed under appropriate plant procedures.

ENGINEERING SUPPORT

The organization, management, qualifications, and experience of engineering personnel in the Technology Directorate and on the plant staff were reviewed. There appears to be adequate engineering capability in the engineering disciplines associated with nuclear power plant design and operation. Although current Technology Directorate engineering skills are most substantial in areas related to construction and initial design, an adequate core of engineers knowledgeable in plant operation and operational engineering support is available to support initial operation. The plant technical staff appears to have good qualifications and experience to provide high quality support for operations.

The following comments are provided for consideration:

1. Implement plans to retain the engineering personnel most qualified for operational support of the plant.
 - a. Determine, as soon as practicable, appropriate reassignments for start-up engineers after completion of testing. Include reassignments to both the Technology Directorate and plant staff. Inform personnel of their planned reassignments as soon as possible.
 - b. During remaining testing and initial operation, continue assignment of technology directorate engineers to work on site in support of start-up and turnover. Identify and develop those selected to provide engineering support for operational systems.
2. Continue strengthening and developing on-site engineering support, concentrating on establishing strong day-to-day support for solving plant operational problems. Use BWR-experienced personnel in key positions to guide the development of others in supporting operational needs.
3. Exercise care in selection and assignment of engineering work to avoid unnecessary dilution of operational support during start-up and power escalation.
4. Provide additional training to the technology directorate staff in subjects related to operational support. The General Electric station nuclear engineers course and plant systems training courses are example subjects where added training is appropriate.
5. Exercise the design configuration control system as early as practicable for both normal and rapid response design changes. Although the system appears to be well founded and thorough, it may be unnecessarily complex and difficult to use, especially for minor, rapid-response design changes.
6. Strengthen control of design changes during the start-up period. Definitive procedures are not yet in effect for coordinating WNP-2 engineering activities on site with Burns and Roe engineering activities during the time prior to design turnover to WPPSS.

7. Review and strengthen plans for updating and maintaining key drawings used by WNP-2 personnel to operate the plant. Where possible, marked-up drawings should be used to show recent changes instead of simply attaching revision sheets to the original drawing. Experience at operating plants has shown the latter method is not effective for use by operating personnel.
8. Complete and implement computer software configuration control procedures to ensure that computer calculations retain the necessary accuracy and are altered only by approved methods. These controls should be in place before fuel loading.
9. Chemistry monitoring for early signs of fuel failures should be strengthened. Current plans call for chemistry personnel to perform this monitoring, but experience indicates that nuclear engineers should be more involved than currently planned.



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TRAINING

A strong corporate commitment to training is evidenced by the interest at all levels and the construction of a training center including a plant-specific simulator.

The following comments are provided for consideration:

1. Continue with plans to centralize most training functions under a single manager.
2. Evaluate the future needs for simulator, licensed, and non-licensed operator training, and develop the staff to support these functions.

RADIOLOGICAL PROTECTION

The organization, management, qualifications, and experience of personnel associated with the WPPSS radiological protection program were reviewed. It appears there is adequate qualification and experience within the plant and corporate radiological protection groups to implement a high quality radiological protection program.

The following comments are provided for consideration:

1. Appoint an experienced manager to the vacant position of Manager, Health and Safety Programs. This is needed to improve the implementation of Emergency Preparedness and Radiological Programs.
2. Reconsider the proposed administrative procedure on Radiological Support Services with regards to the plant approving programs and procedures prepared by the corporate Radiological Programs Group.
3. Strengthen the corporate Radiological Programs audits of plant radiological protection functions:
 - a. Provide resources to continue the audit program.
 - b. Focus audits on operational aspects such as radioactive contamination control, personnel radiation exposure reduction, and solid waste volume reduction.
 - c. Increase use of technical and operational experienced personnel for performing audits.
 - d. Expand the scope of audits from primarily compliance to include overall assessment of performance.
4. Commencing with fuel load, implement corporate monitoring and trending of radiological protection data such as the following:
 - a. personnel radiation exposure
 - b. radiological incidents
 - c. solid waste volumes
 - d. personnel skin contaminations
 - e. area contamination
5. Reassess the number of permanent health physics technicians needed to support operations. Consider establishing permanent positions for any additional technicians needed so that use of contractor technicians can be minimized.

CHEMISTRY

The organization, management, qualifications, and experience of personnel associated with the WPPSS chemistry program were reviewed. The review concentrated on corporate and plant technical support functions since a separate technical review of the chemistry activities in the plant Health Physics/Chemistry group is planned. It appears there are adequate qualifications and experience within WPPSS to implement a high quality chemistry program.

The following comments are provided for consideration:

1. Define responsibility for corporate auditing and on-site assessment of plant chemistry activities so that this function can be implemented commencing with fuel load. In defining this responsibility, clarify interrelationships among other groups including plant chemistry and the Technology Directorate.
2. Expedite completion of Chemical Process Fluids Management and Control Procedures. These procedures are needed for monitoring and trending chemistry measurements and for performance monitoring of equipment used to control water purity such as demineralizers and evaporators.
3. Consider consolidating plant chemistry functions presently assigned to Health Physics/Chemistry and Technical Support under a single manager. This would provide a single manager responsible for all aspects of plant chemistry.
4. Develop and implement plans to separate the duties of Health Physics/Chemistry technicians. Assign technicians permanently to each function. This should improve plant radiological protection and chemistry programs by permitting technicians to develop more experience in their speciality and permitting better training of each group.

QUALITY PROGRAMS

The organization, management, qualifications, and experience of personnel associated with operational quality programs were reviewed. The qualifications and experience of assigned personnel appear adequate to provide strong and effective quality programs. Conscious efforts to apply quality measures early in work processes seem to be producing effective results and promoting supportive relationships with operating personnel.

The following comment is provided for consideration:

- Establish substantive, structured reviews and analyses of WNP-2 unusual operating events to identify and correct the basic causes. Review of industry operating experience is now proceeding, but a review program for WNP-2 events is needed prior to fuel load.

NUCLEAR SAFETY

Nuclear safety was reviewed by assessing the activities of the Corporate Nuclear Safety Review Board (CNSRB) and the Plant Operations Committee (POC). Both groups have strength in membership qualifications. Meetings are frequent, and agenda topics appear to indicate that prescribed subject matter is covered. Particularly useful is the use of a matrix by the CNSRB to verify quorum requirements and disciplines. The CNSRB also has a highly qualified member from an outside utility, which adds strength to this committee. It appears that both the CNSRB and the POC can support fuel loading and plant start-up.

The following comments are provided for consideration:

1. The plant manager should attend more meetings. As POC chairman, the committee looks to him for leadership as they perform their duties prescribed in the plant technical specifications. He, in turn, would remain more current with the nuclear safety issues being reviewed by the POC. The plant manager's final approval or disapproval will be facilitated by familiarity acquired by meeting attendance.
2. POC members should review technical specifications relating to their authority and requirements. In particular, they should look at quorum requirements. It would be prudent for the POC to function with the philosophy that all technical specification and regulatory requirements will be followed during the period before receipt of the operating license.
3. The CNSRB should consider an accelerated meeting schedule prior to fuel load. They have a heavy commitment in agenda items, the majority of which support fuel load and plant start-up.

INDUSTRIAL SAFETY

The organization, management, qualifications, and experience of personnel associated with the WPPSS industrial safety program were reviewed. The reportable injury rate and the lost-time accident rate for construction workers and permanent employees for 1982 and 1983 were approximately one-third of the industry average accident rate for 1981. Injuries are reported and trended. The review and evaluation of injuries revealed that the majority were back injuries. As a result, a training program was recently conducted on how to avoid back injuries. At least two members of the industrial safety group completed the accident investigation school. Experienced personnel perform routine surveillances and audits at the plants. Reports are provided to the plants and follow-up is done locally. Corporate personnel assist if the plant has difficulty resolving the problems. The industrial safety program is effectively implemented.

LICENSING

The organization, management, qualifications, and experience of personnel associated with the WPPSS licensing program were reviewed. The corporate nuclear licensing staff is well qualified to carry out the functions necessary to support the issuance and maintenance of the WNP-2 operating license.

The following comment is provided for consideration:

Designate the point(s) of contact for communication and correspondence with the NRC for the period beginning with the receipt of the operating license. Establishing these responsibilities prior to fuel load should facilitate notification and response to the NRC within the various time restrictions imposed with the receipt of the operating license.

EMERGENCY PREPAREDNESS

The emergency preparedness program and the emergency response organization were reviewed. The emergency plan and implementing procedures were satisfactorily tested in the June 1983 emergency exercise. The emergency response organization appears adequate to cope with an emergency, and adequate staff is assigned to support the organization on a full-time basis if necessary.

The following comments are provided for consideration:

1. Appoint an individual as emergency planning coordinator to coordinate the interdepartmental activities related to emergency preparedness.
2. Develop a plan for the completion of the Post-Accident Sampling Systems, procedures, and training as a matter of high priority. This system will be required before going above 5 percent power.

PERSONS CONTACTED

G. K. Afflerbach - WNP-2 Assistant Plant Manager
L. G. Barry - Supervisor, Health Physics
J. C. Bell - Manager, Industrial Safety and Fire Protection
C. Bishop - Emergency Preparedness Training
L. F. Coleman - Principal Engineer, Technical Support
R. L. Corcoran - Manager, WNP-2 Operations
K. D. Cowan - Plant Technical Engineer
R. W. Craig - Supervisor, Radiological Services
R. D. Davidson - Plant Training Manager
L. J. Garvin - Manager, Construction Quality Assurance
G. L. Gelhaus - Chemical Nuclear Engineer
R. B. Glasscock - Director, Licensing & Assurance
G. H. Godfrey - Acting Director, Power Generation
R. G. Graybeal - Manager, Health Physics/Chemistry
L. L. Grumme - Assistant Director, Fuels and Environment
J. M. Harding - Director, Human Resources
L. T. Harrold - Assistant Director, WNP-2 Plant Engineering
R. Hintz - HP/Chemistry Department
T. J. Houchins - Manager, Audits
A. N. Kuglar - Equipment Engineering Manager
J. A. Landon - Manager, WNP-2 Maintenance
D. L. Larkin - Manager, Fuels Management
D. E. Larson - Manager, Radiological Programs
D. Mannion - Off-Site Emergency Preparedness
J. D. Martin - WNP-2 Plant Manager
D. W. Mazur - Managing Director
S. McCollough - Public Affairs Liaison
C. H. McGilton - Manager, WNP-2 Nuclear Safety Assurance Group
R. Mogle - On-Site Emergency Preparedness
M. M. Monopoli - Manager, Operational Assurance Programs
L. D. Morrison - Supervisor, Chemistry WNP-2
C. R. Noyes - Technical Assistant
A. L. Ogletree - Manager, Technical Training Program
D. B. Ottley - Senior Health Physicist
J. O. Parry - Principal Health Physicist, Radiological Assessments
J. F. Peters - Manager, WNP-2 Administration
G. R. Peterson - Manager, Public Affairs
D. W. Porter - Manager, Systems Design
W. W. Roberts - Specialist, Engineering Program Management
J. W. Shannon - Director, Support Services
P. K. Shen - Director, Technology
V. E. Shockley - Supervisor, Health Physics/Chemistry Support
A. Squire - Deputy Managing Director
R. R. Stickney - Manager, Generation Services/Training
B. L. Twitty - Assistant Manager, Construction
D. H. Walker - WNP-2 Plant Quality Assurance Manager
J. M. Yatabe - Assistant Director, Systems Engineering

