

COC PER NUCLEAR STATION
DIAGNOSTIC SELF ASSESSMENT (DSA)
IMPLEMENTATION PLAN

Objective

Conduct an in depth independent Diagnostic Self Assessment of the performance of Nebraska Public Power District's (NPPD's) Cooper Nuclear Station (CNS).

Overall Scope

The NPPD DSA will evaluate performance in the areas of operations and training, maintenance and testing, engineering and technical support and management and organization. The evaluation will include specific emphasis on assessment of CNS's performance history. The results of past NRC diagnostic evaluations and experience gained from other industry initiatives will be utilized as a basis for the evaluation. Some of the significant problem areas identified from these activities which will be included in the DSA are:

- Management's effectiveness in resolving underlying root causes and improvement in overall organizational performance
- Effectiveness of site and corporate management leadership
- Effectiveness of the onsite QA organization
- Effectiveness of line organization performance (self) assessment activities
- Ability and capacity of the organization to simultaneously support normal operations, deal with extraordinary plant problems, and respond to significant regulatory initiatives
- Management tolerance of inadequate organizational performance
- Management tolerance of equipment problems
- Effectiveness of management processes and work control processes
- Effectiveness and technical adequacy of engineering support
- Understanding of the facility design basis and adequacy of conformance

Self Assessment Schedule

The self assessment will consist of four weeks of onsite evaluation activities beginning on July 25, 1994 and continuing through August 19, 1994. Progress toward meeting the objectives will be continually evaluated and the need for additional team resources and/or onsite time will be determined. The onsite activities will be followed by two weeks of report preparation. The assessment report executive summary and key findings will be available shortly after the conclusion of the assessment. NPPD will be prepared to discuss the results of the DSA and its overall findings with NRC at a public meeting. A final report will be issued after the public meeting.

the team, and documented.

1. **Operations and Training**

The effectiveness of training programs will be evaluated for Operations, Maintenance, Engineering Support, Chemistry, and Health Physics, including observation of simulator training activities, control room activities, classroom training and work processes.

The adequacy and effectiveness of operational activities by observation of work processes, interview of workers and managers, review of procedures, and evaluation of past and current problems will be evaluated. Individual attributes considered will include:

- Adequacy of Shift staffing
- Shift Supervisor Command and Control
- Operating shift professionalism
- Control Room Decorum, (free from distractions, control room access, etc.)
- Shift routine and control room shift turnovers
- Awareness and control over plant activities
- Control Room Alarm status
- Operator "Work-Arounds"
- Supervision of activities outside the control room
- Response to plant annunciators and off normal conditions
- Equipment out of service controls
- Control over surveillance and maintenance activities
- Log keeping (In and outside control room)
- Observation of simulator drills
- Adherence to procedures (philosophy and practice)
- Operability Determinations (Compliance with T.S. and Plant procedures)
- Event reporting
- Verification of system lineups
- Independent verification process
- Walkdown of Selected Systems
- Housekeeping
- Design Change Interfaces with Procedures and Training
- Performance of surveillances and return to normal activities
- Quality of Communications/Interfaces with other departments (On shift, Shift turnover meetings, Plan of the Day Meetings)
- Operations Department staffing and morale
- Effectiveness of interfaces between operations and testing groups
- Surveillance procedure review, field verification and validation
- Conduct of start up testing

Post trip review (process for unit restart following reactor trip).
Emergency Plan Implementation

Utility self assessment activities will be reviewed for effectiveness including: QA audits and surveillances; management oversight of their own activities; formal and informal self-assessments done by work groups; third party or contractor technical evaluations and assessments.

2. **Maintenance and Testing**

Assess material condition via plant tours keying on safety systems and important balance of plant systems; review backlogs and backlog prioritization system(s); evaluate the impact of open maintenance on safety systems; and, review trend data and performance indicators.

Maintenance backlog will be reviewed by evaluation of management responsibility assignments, system engineer involvement in backlog management, backlog prioritization, management awareness of backlog status, trend data, and performance for key safety systems. Forced outage planning will also be reviewed. These review swill be done in conjunction with evaluations of material condition and deficiency identification and correction.

The operations interface with maintenance will be evaluated by review of operator work-arounds for plant problems, operator involvement in routine maintenance scheduling and prioritization, and work control.

Maintenance work observations will be conducted to review safety related and important balance of plant work activities for control of plant conditions, worker safety measures, workmanship and proper installation, adequacy of work instructions and their use, presence and effectiveness of supervisory oversight, and successful outcome of the activity.

Supervisory and management oversight of maintenance activities will be evaluated by field observations, staff interviews, review of plant problems for supervisory presence, and management and supervisory time management and commitments (meetings, administrative workloads, etc.)

Workers, supervisors, and managers will be interviewed to determine the content and extent of communication of management expectations. Application of expectations will be observed during field activities.

The interface between maintenance, operations, and engineering will be evaluated to determine the effectiveness of technical support activities including input to maintenance prioritization, ownership and involvement of systems engineering of plant hardware and its problems, involvement in and effectiveness of root cause and equipment failure analyses, and involvement in

DSAT Management and Composition

An experienced nuclear utility executive team manager has direct responsibility for and control of the DSA. The DSA Team manager will report to the NPPD President and Chief Executive Officer and concurrently to the Vice President, Nuclear. See Attachment A for the background and experience of the assigned team members.

The DSA Team manager will direct and manage the DSA during the assessment process and ensure that the objectives and schedules described herein are achieved. He will insure that safety concerns identified by the team are promptly reported to the site manager.

Methodology

The DSA will use performance based evaluation techniques to assess both past and present NPPD performance. Most of the team are INPO trained peer evaluators and several team members are former NRC inspectors and managers who have experience in application of safety-oriented, performance based assessments. The DSA will also utilize the guidance from the NRC Diagnostic Evaluation Program Directives and Handbook in conducting the assessment.

The team's selection of specific issues and evaluation subjects will be guided by its review of the plant history, including Cooper performance information collected or developed by INPO. The team is also including the information provided via NRC DET "requests for information" in their review. The DSA team will review plant event and problem histories, directly observe NPPD's handling of contemporary issues, evaluate plant and corporate NRC-licensed programs and their implementation, and conduct a vertical slice audit of at least two important safety systems.

The DSA will apply the evaluation methodology used by NRC in its performance of Diagnostic Evaluations. Level 1 of the DSA evaluations will focus on plant safety performance with respect to personnel, equipment and procedures. Level 2 of the evaluations will concentrate on program adequacy and performance. Activities at Level 3 will seek to understand the effectiveness of management in directing the plant's activities and responding to the problems identified in Levels 1 and 2. The DSA will, using the information developed in the Level 1-3 activities, identify root causes for significant verified problems identified at those levels.

Functional Area Assessments and Attributes

The following set of attributes have been provided as initial entry points for assessing the four functional areas. The attributes will be modified based on the team's findings as the evaluation progresses. Review of activities in each functional area will focus on safety and performance issues which warrant senior station and corporate management attention. Issues for which NPPD has not taken effective corrective action or was not aware will be clearly defined, evaluated by

the control of temporary and permanent modifications.

Procedures and work control documents will be reviewed to determine the adequacy of the performance and quality standards imposed by management.

Corrective action program activities including recent deficiencies and their resolution will be reviewed relative to human performance of maintenance personnel. Training activities will be evaluated for the use of remedial training in identified problem areas.

Maintenance rework history and tracking methodology will be reviewed to evaluate maintenance effectiveness.

Work control processes will be evaluated including pre-job activities, adequacy of maintenance planning and scheduling functions, emergent work controls, operations involvement, technical support interfaces, control of work impacting Technical Specifications LCOs, and adequacy of in-process and completed work.

The vendor and technical information program (VETIP) will be reviewed to assure that vendor information is current, available and being used by the plant staff, is properly reflected in maintenance activities.

The management of the preventive maintenance (PM) program will be evaluated to include the adequacy of preventive maintenance for safety related and important balance of plant systems, including conformance with vendor recommendations, adequacy of instructions to workers, management of PM scheduling and backlogs, handling of PM identified deficiencies, and the contribution of the PM to improved reliability.

Station problems related to surveillance testing including reportable events and deficiencies will be evaluated. Surveillance testing, post modification testing, and post maintenance testing will be evaluated for adequacy including scheduling and completion, organizational interfaces, adequacy of programs, procedures and their implementation, and conformance with the license and design bases. This will include review of the ISI/IST, 10 CFR 50, Appendix J, and other testing programs.

Utility self assessment activities will be reviewed for effectiveness including: QA audits and surveillances; management oversight of their own activities; formal and informal self-assessments done by work groups; third party or contractor technical evaluations and assessments.

3. **Engineering and Technical Support**

Engineering and technical support staffing levels, organizational responsibilities, and functional performance will be evaluated, including the effectiveness of support to operational activities, and management of engineering backlog.

System engineering functions will be evaluated including the effectiveness of field engineering activities; interfaces with operations, maintenance, and design engineering; involvement in corrective action processes; and application of sound safety and engineering principles to plant activities.

The design change program will be reviewed to determine the effectiveness of the program and its controls.

The configuration control program will be evaluated for effectiveness including review of station information that indicates potential or actual program deficiencies.

The design basis reconstitution program will be reviewed with respect to program effectiveness including program status, schedule for completion, acceptability and use of program outputs, and how the design basis documents are used at the plant.

The drawing control program will be reviewed in conjunction with the reviews of the configuration control, design change, and other programs.

Plant temporary modifications will be evaluated for program adequacy and its implementation, tracking and management of temporary modifications, and conformance of temporary modifications with the licensing and design basis.

Engineering input to and involvement in Operability Determination and Evaluations will be reviewed for adequacy.

Engineering input to and involvement in the safety evaluation program will be evaluated for adequacy.

Utility self assessment activities will be reviewed for effectiveness including: QA audits and surveillances; management oversight of their own activities; formal and informal self-assessments done by work groups; third party or contractor technical evaluations and assessments.

A vertical slice assessment of the shutdown cooling mode of the Residual Heat Removal System and portions of the Electrical Distribution System will be conducted consistent with NRC inspection guidance.

4. Management and Organization

Organization and staffing adequacy will be assessed in conjunction with other functional areas to review the effectiveness of site management to direct and manage site activities including planning, management processes, staffing, prioritization, and management direction.

The site and corporate communications and interfaces and the effectiveness of communication of NPPD goals and objectives to workers will be evaluated, including how safety goals and objectives and relevant management expectations are set and communicated.

The effectiveness of long range planning will be assessed by how improvement and strategic plans are being developed, monitored, results measured and effectiveness determined.

Management's attitude regarding nuclear safety will be evaluated by reviewing the conduct and output of the Site Operations Review Committee and the Safety Review and Audit Board and assessing the degree of safety consciousness, conservatism and urgency displayed in management's response to problems, and management's philosophy and expectations toward the importance of procedure adherence.

Assess management's oversight activities including their awareness of plant program effectiveness, plant status, and procedures; use of performance Indicators to monitor safety performance; presence in the plant, and self assessment activities.

The effectiveness of the corrective action program will be evaluated including the adequacy of program staffing and management, review of current and past condition reports, effectiveness of cause and failure analyses, corrective action status for recent events, corrective and preventive action backlogs, effectiveness of the human performance elements of the program, review of corrective action program effectiveness reviews, and review of program trend reports.

The industry operating experience review (OER) program will be evaluated including the effectiveness of program staffing and management, adequacy of the program's procedures, and the development and implementation of actions taken in response to the items. The evaluation will also include the use of OER information in the operations, maintenance, corrective action, system engineering, design engineering, and other processes.

Utility self assessment activities will be reviewed for effectiveness including: QA audits and surveillances; management oversight of their own activities; formal and informal self-assessments done by work groups; third party or contractor technical evaluations and assessments.

ATTACHMENT A

COOPER DIAGNOSTIC SELF ASSESSMENT TEAM

Team Manager - Ralph Beedle

Assistant Team Manager - Don Beckman (Consultant)

Administrative Assistant - Leslie McAtee

Operations and Training

1. Wade Warren - (Farley) Training
2. David Morris - (Clinton) Operations

Maintenance

1. Steve Verrochi - (Pilgrim) Mechanical Maintenance Supervisor
2. Rich Clemens - (Ft. Calhoun) Outage Director

Engineering

1. Gary Welsh - (INPO) Technical Support area
2. Bob Azzerello - (Waterford) Dir. Design Engineering
3. Dan Kimball - (Catawba) Operating Experience
4. Charlie Brooks - (INPO) Operating Experience
5. Joe Connolley - (Ft. Calhoun) Performance Engineering

Management and Organization

1. Jay Doering - (PECO) Dir. Strategic Planning
2. Steve Eisenhart - (VEPCO) Quality Assurance
3. Har. Kister - (Consultant)

RALPH E. BEEDLE

Ralph E. Beedle was the executive vice president, nuclear generation of the New York Power Authority from April 1991, to February 1994. Mr. Beedle, who joined the Power Authority's staff in 1985, was responsible for the operation of the James A. FitzPatrick and Indian Point 3 Nuclear Power Plants.

Mr. Beedle was employed by the Institute of Nuclear Power Operations (INPO) from 1983 to 1985 and was responsible for nuclear station management and operations evaluations.

During twenty-one years of service in the U.S. Navy, Mr. Beedle served in many shipboard positions including commanding officer and in staff positions reporting to senior Navy officials. In his last duty assignment to a group of officers personally selected by the Secretary of the Navy, he reported to the Chief of Naval Operations for studies conducted of military and naval strategy.

He graduated from the U.S. Naval Academy in 1962 with a Bachelor of Science in Engineering and completed the Navy Nuclear Power Program in 1963. Mr. Beedle received a Senior Reactor Operator Certification from the General Electric Corporation in 1985.

DONALD A. BECKMAN

Since 1982, Mr. Beckman has provided management and technical consulting services to the U.S. Nuclear Regulatory Commission, the U.S. Department of Energy, and various commercial nuclear generating stations. These services have included assessments and inspections, quality assurance program development and support, management program support and mentoring, and operational readiness planning.

From 1977-1982, Mr. Beckman held several positions with the USNRC Region I, including Chief, Plant Systems Section and Senior Resident Inspector at the Beaver Valley Power Station. Mr. Beckman was a startup and operations manager for Burns and Roe, Inc. from 1976-77. He was a Naval Reactors certified shift test engineer and Chief Test Engineer at Newport News Shipbuilding and Drydock Co. from 1971-76. From 1969-71, Mr. Beckman was a licensed operator, shift supervisor, health physicist, and engineering officer aboard the Nuclear Ship Savannah.

Mr. Beckman received a Bachelor of Science in Marine Engineering and a U.S. Coast Guard Marine Engineer's License from the U.S. Merchant Marine Academy in 1969.

WADE H. WARREN

Wade H. Warren is Technical Training Supervisor at Farley Nuclear Plant in Ashford, Alabama. He supervises the following technical training programs: General Employee, Engineering Support Personnel, Electrical Maintenance, Mechanical Maintenance, Health Physics, Chemistry Environmental, Instrumentation and Control, Fire Brigade, and Emergency Plan.

Mr. Warren has been employed by Farley Nuclear Plant for 14 years, serving in various capacities which include Operations Shift Supervisor, Safety Audit and Engineering Review, and Operations STA/Shift Foreman.

In 1979, Mr. Warren received his Master of Science degree in Physics from Auburn University, where he was also an instructor. He received a Bachelor of Science degree in Mathematics from University of Montevallo, Montevallo, Alabama.

DAVID R. MORRIS

David R. Morris has been Director of Nuclear assessment at Illinois Power Company since 1992. He is currently responsible for the assessment and auditing of station activities, including operations, maintenance, engineering and outages.

Mr. Morris has been with Illinois Power Company since 1984 and has served in many capacities, including INPO Loaned Employee - Senior Operations Evaluator for two years. While an INPO Loaned Employee, he was responsible for plant, simulator and outage evaluations, facilitating Senior Nuclear Plant Manager and Shift Supervisor Courses Operations Workshop speaker. While an employee of Illinois Power Company, Mr. Morris served as Director of Plant Operations, Director of Outage and Maintenance Programs, Director of Nuclear Planning, Scheduling, and Outage Maintenance, Project Manager of ASME Programs and Senior Consulting Engineer.

In 1973, Mr. Morris received a Bachelor of Science degree in Mechanical Engineering from Texas A-I University, Kingsville, Texas. For the next eleven years he served in officer positions aboard submarines and shore commands with the U.S. Navy Nuclear Power Program and was an Engineer Officer aboard the U.S.S. Indianapolis. In December, 1987, Mr. Morris received his SRO license for Clinton Power Station.

STEVEN VERROCHI

Steven Verrochi is Mechanical Maintenance Division Manager Pilgrim Nuclear Power Station. He is responsible for all mechanical maintenance with six supervisors as direct reports. In his seven years at Pilgrim Nuclear Power Station, he has also had experience in Operations, Maintenance Engineering, Maintenance Planning, Maintenance Programs and Reliability-centered Maintenance Development.

Mr. Verrochi had been assigned to INPO as a Boston Edison loaned employee, he has conducted evaluations of seven nuclear sites as a maintenance evaluator.

Mr. Verrochi served eight years as a Marine Engineer in charge of power plant operations and maintenance on merchant tanker vessels. He received a Bachelor of Science degree in Engineering from Massachusetts Maritime Academy.

Richard P. Clemens, PE

Richard Clemens is currently the Outage Director, Nuclear Operations Division at Fort Calhoun Nuclear Station in Fort Calhoun, Nebraska. His responsibilities include the planning, preparation, scheduling and management of all planned and forced outages. Mr. Clemens manages a staff of 10 direct reports and over 1000 indirect reports (including engineering craft and administrative personnel) during refueling outages.

Mr. Clemens has held several positions at Fort Calhoun since he began working there in May of 1981. Those positions include Supervisor - Simulator Services, Nuclear Operations Division and Supervisor - Electrical/I&C Engineering; Production Engineering Division, Design Engineering - Nuclear.

In 1981, Mr. Clemens received his Bachelor of Science in Electrical Engineering from the University of Nebraska.

GARY WELSH

Mr. Welsh has been with INPO since November, 1985. He has participated in approximately 35 INPO plant evaluations and 20 INPO corporate evaluations. He was Assistant Manager of Nuclear Station Engineering at the Clinton Power Station for over a year as an INPO reverse loanee.

Prior to joining INPO, Mr. Welsh was QA Engineering Support Supervisor at E.I. Hatch Nuclear Plant for approximately two and one-half years. In this capacity, he was responsible for QA oversight of the Hatch 2 recirculation pipe replacement project and was certified as a Lead Auditor. Prior to his QA assignment, he was a design engineer in the Georgia Power Power Supply Engineering and Services Department, responsible for various modification activities on fossil and hydroelectric power stations, as well as temporary assignments supplementing the staff at E.I. Hatch during outage periods. During these outage periods, he performed analyses on pipe supports, served as a plant modifications and testing engineer, and served as a lead coordinator and contract administrator for the torus modifications on both units at Hatch.

Mr. Welsh has received a Senior Reactor Operator's Certification on a Combustion Engineering unit and is a registered professional engineer in the state of Georgia.

ROBERT G. AZZARELLO

Robert G. Azzarello has been the Director of Design Engineering at Waterford 3 since April, 1991. His responsibilities include design engineering, design control, engineering studies, EQ, procurement engineering, UNID system, ISI program, NPRDS, and SIMS data base maintenance, thermal hydraulic and reload analyses, PRA and 50.59 safety analysis.

Mr. Azzarello was Engineering and Construction Manager for Entergy Operations, Inc. - Waterford 3 from June, 1989, to April, 1991. This position included the additional responsibilities of plant construction and maintenance activities and design change project control.

August, 1988, to June, 1989, Mr. Azzarello was Modification Controls Manager at Louisiana Power & Light - Waterford 3. He was responsible for the plant modification budget, the overall modification process including project initiation, design, implementation, and closeout, and the scheduling and estimating of all modifications. In addition, Mr. Azzarello was Manager of Electrical/Controls from May, 1987, to August, 1988. He was able to direct the I & C and Electrical engineering services in support of the plant including station modifications, engineering requests, and licensing.

Mr. Azzarello received a Bachelor of Science in Engineering (Electrical Option) in 1973 and is a Registered Profession Engineer in the state of Louisiana.

DANIEL P. KIMBALL

Daniel P. Kimball is currently the manager of the Catawba Safety Review Group (CSRG), which is responsible for independent assessment of site operations and administration of the site corrective action program, including trend analysis and Human Performance Enhancement System. The CSRG also determines the need for operability and reportability of site problems and investigates, determines root cause, and issues site Licensee Event Reports (LERS).

Prior to 1992, Mr. Kimball was Integrated Scheduling Manager, Lead Shift Manager, Engineer in Operations, Electrical Startup Engineer and Electrical/I&C startup coordinator at Catawba.

Mr. Kimball received his Bachelor of Science degree in Engineering Analysis and Design from University of North Carolina at Charlotte in 1977. He also held a Senior Reactor Operator License at Catawba Nuclear station from 1983 through 1991.

CHARLES R. BROOKS

Charles R. Brooks has been with INPO since May, 1991. He screens reports of plant events for significance and drafts documents that disseminate important lessons learned from these events to the industry. He conducts plant evaluations in the operating experience area.

Mr. Brooks was employed by the U.S. Department of Energy, Savannah River Site, at various positions including Branch Chief for Safety Oversight Division and Director, Reactor Engineering Division - Special Projects office.

During four and a half years of service with the U.S. Nuclear Regulatory Commission as a resident inspector at Browns Ferry Nuclear Plant, Mr. Brooks also participated in inspections at Brunswick, Grand Gulf, Catawba, Watts bar, Sequoyah, Turkey Point, Farley, and Hatch.

He graduated cum laude from the University of Alabama with a Bachelor of Science in Chemical Engineering in 1977. In addition, Mr. Brooks has received SRO Certification, Human Performance Enhancement System Training and Management Oversight and Risk Tree (MORT).

JOSEPH L. CONNOLLEY

Mr. Connolley has been the Lead Test and Performance Engineer for the System Engineering Department of Omaha Public Power District Fort Calhoun Nuclear Station since 1991. He provides support to Operations, Maintenance, and System Engineering through various programs, including Steam Cycle Thermal Performance, Predictive Maintenance, Surveillance Test Program, System Performance Monitoring, Performance Indicators, and NPRDS.

Mr. Connolley was a System Engineer for Engineered Safety Features (ESF) System, OPPD Fort Calhoun Station from 1989 to 1991. He was responsible for all aspects of ESF System availability, reliability, maintenance, modifications, and testing.

From 1986 to 1988 Mr. Connolley served as Senior Electrical Engineering Consultant and finally as chief Electrical Engineer for Applied Power Associates, Inc. in Omaha, Nebraska. As Chief Electrical Engineer, he was responsible for all activities of the Electrical Engineering Department, including project management and overall direction of electrical projects from initial development to installation. While he was Senior Electrical Engineering Consultant, Mr. Connolley prepared Instrumentation and Control Special Test Procedure for Emergency Diesel Generator Control System, Nebraska Public Power District.

In 1974, Mr. Connolley received a Bachelor of Science degree from the University of Nebraska. He is a Registered Professional Engineer in Nebraska and Kansas.

JOHN DOERING JR.

John Doering is the Chairman of the PECO Energy Company Offsite Review Committee. He is also the Director of Strategic Planning for the Nuclear Generation Group. His responsibilities include leading the over sight function for Peach Bottom and Limerick stations and the corporate support function. As strategy Director he manages the formulation and execution of strategy for PECO Nuclear. He has held this position for one year.

Prior to his present assignment, Mr. Doering was Plant Manager at the Limerick Generating Station. He held this position since 1990 following two decades of experience in nuclear operations, start-up, engineering, maintenance, and support services. He has held NRC Senior Reactor Operators licenses at both Limerick and Peach Bottom.

Mr. Doering has participated in a number of industry initiatives and committees and he has presented papers covering topics including management of plant operations, operation of off gas systems, and ware house inventory selection strategy. He was an early participant with the BWR Owners Group in the development of symptomatic emergency procedures. His involvement with INPO has included participation as a peer evaluator for operations, attendance at the Senior Plant Managers Course and Mentor for the Shift Supervisor course. He conducted an operational readiness for restart assessment of the Shoreham station and was a member of the Peach Bottom Restart Over Sight Committee.

Mr. Doering is a 1965 graduate of the University of Pennsylvania with a Bachelor of Science degree in Mechanical Engineering. He served in the U.S. Navy from 1965 to 1970.

STEPHEN B. EISENHART

Stephen Eisenhart is presently employed at Virginia Power, as Nuclear Specialist assigned to the Quality Assurance group in an advisory capacity to the Manager of Quality Assurance to enhance oversight functions.

Mr. Eisenhart has been employed by Virginia Power Since 1973 in various capacities which include Senior Staff Engineer and Corporate Nuclear Safety Review. In October of 1993, he completed qualification as an evaluator in Operating Experience, O & A and as and Assistant Team Manager with INPO.

Mr. Eisenhart served six years in the U.S. Navy in the Nuclear Power Program as Engineering Watch Supervisor.

HARRY B. KISTER

Mr. Kister brings extensive regulatory, assessment and management consulting experience to the Cooper Nuclear Station Diagnostic Self Assessment Team. Most recently, he assisted Palisades Nuclear Station in preparing for an NRC DET and participated as the single consultant member of a Commonwealth Edison sponsored Self Assessment team at LaSalle. The level of effort was similar to an NRC Diagnostic Evaluation. In this role he was responsible for assessing the station management and organization function and charged with summarizing the management effectiveness issues that rolled out the functional area assessments.

Previously Mr. Kister served as an advisor to CECO's Quad Cities Business Development Team which was formed to assist CECO management in preparing for an NRC Diagnostic Evaluation. He has performed in similar consultant roles at CECO's Dresden and Zion Nuclear Stations, Niagara Mohawk's Nine Mile Point Station, Philadelphia Electric's Peach Bottom Station, and at Carolina Power and Light's Brunswick Station. He has also served as a consultant for the NRC on Team inspections at Washington Public Power's WNP-2, Indian Point Unit 3 and at Brown's Ferry Unit 2.

Prior to his consultant role, he served with the Nuclear Regulatory Commission for 12 years, both in Region I as a Projects Branch Chief, and in Region III as a Project Inspector. Mr. Kister also served as a Senior Start Up Engineer with Bechtel Power Corporation at Rancho Seco, and as a Senior Manager in the Mare Island Naval Shipyard's nuclear submarine and surface ship programs.