



LONG ISLAND LIGHTING COMPANY

175 EAST OLD COUNTRY ROAD · HICKSVILLE, NEW YORK 11801

MILLARD S. POLLOCK
VICE PRESIDENT - NUCLEAR

August 26, 1983

SNRC-957

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

Management Capabilities
Shoreham Nuclear Power Station - Unit 1
Docket No. 50-322

Dear Mr. Denton:

At my meeting of August 1, 1983 with Mr. D. Eisenhut we discussed a number of options to address strengthening the capabilities of the corporate management structure for the operational phase of the Shoreham Station. This letter is intended to advise you of actions I have initiated and to supplement the letter of August 25, 1983 from our President, Mr. W. O. Uhl, in which he outlined the corporate program designed to evaluate the overall capability and effectiveness of the LILCO nuclear-related organization. Within the Office of Nuclear, the following has been initiated at this time:

1. Deputy Vice President-Nuclear - A search for an outside executive, with extensive nuclear management experience is in progress. BWR background will be given preference. The person will be brought in as soon as an acceptable candidate is located to provide direct advice and assistance to me. This person will participate in all activities of the Office of Nuclear and directly support me in the planning, analysis and decision-making responsibilities of my office until it is determined the need for this support is no longer required.
2. Technical Adviser to Vice President-Nuclear - The general Electric Operations Manager on the Shoreham unit, will continue to serve in a technical and operational advisory capacity to me as we bring the unit into a commercial operating status.
3. Plant Manager - The present Plant Manager, Mr. J. Rivello, has accepted a Management Development assignment in another

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location within the Company. We are actively pursuing an outside replacement for the Plant Manager who will have extensive BWR operating experience. Mr. Rivello will continue to support me in the completion of the Shoreham Plant in his present assignment as Plant Manager - Shoreham until an appropriate replacement is hired.

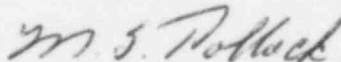
4. Relocation of Office of Nuclear Personnel - Construction of office facilities and relocation of my remaining organization to the plant site was scheduled for April, 1984. I have directed that all work be expedited to move my office, Nuclear Engineering and Nuclear Operations Support with maximum efficiency and minimum upset to the work each organization is responsible for. It is anticipated the support organizations will be functional at the plant site in early first quarter of 1984.

The depth of knowledge and capability of my organization is significant and provides a solid basis with which I can establish an excellent safety and performance record for Shoreham. The valid concerns expressed by you and Mr. Eisenhut of limited "hands on" operating experience and its relationship to the first few years of operation is acknowledge and I am moving to alleviate these concerns.

A completion of review of the depth of capability and experience in all areas of my organization will coincide with the Management Associates Corporation effort defined in Mr. Uhl's letter and I will advise you of additional actions.

I trust the above initiated actions are appropriately responsive and welcome any additional thoughts you may have in this regard.

Very truly yours,



M. S. Pollock,
Vice President-Nuclear

cc: Mr. D. Eisenhut
Mr. J. Higgins
All Parties Listed in Attachment 1

Attach. 2: W. O. Uhl letter to H. Denton
of 8/25/83.

ATTACHMENT 1

Lawrence Brenner, Esq.
Administrative Judge
Atomic Safety and Licensing
Board Panel
U.S. Nuclear Regulatory Commission
Washington, D.C. 20555

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LONG ISLAND LIGHTING COMPANY

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WILFRED O. UHL
PRESIDENT

August 25, 1983

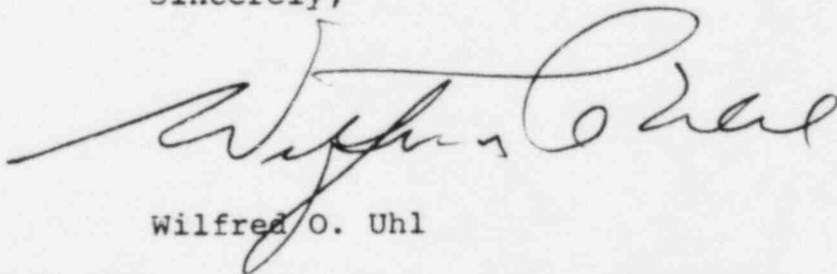
Mr. Harold Denton, Director
Office of Nuclear Reactor Regulation
U.S. Nuclear Regulatory Commission
Washington, D.C. 20555

Dear Mr. Denton:

As I indicated to you in a phone conversation, the Long Island Lighting Company has retained the firm of Management Analysis Company (MAC) to perform an Operational Readiness Audit of our nuclear management.

Enclosed is a list of issues I expect MAC to address.

Sincerely,



Wilfred O. Uhl

WOU:ad

cc: Dr. Thomas Merle
Mr. Darrell G. Eisenhut

Attachment

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SHOREHAM PLANT

Questions to be answered in Management Review and Readiness Assessment

1. Is the Corporate Management at Long Island Lighting fully aware of safety responsibilities in connection with nuclear power? Have we committed adequate resources to insure public and personnel safety and environmental protection? Are personnel attitudes toward safety appropriate to the unique responsibility associated with nuclear power.
2. Does the plant management and the operating staff have the necessary technical expertise, training, and experience to insure safe and reliable operation? Are attitudes toward safety appropriate and is there a commitment to performance excellence? Is the plant adequately staffed in terms of numbers of people at various skill levels?
3. Is the plant organization well structured to insure safe and reliable operation? Are support services, including Quality Assurance, adequate and well organized to meet operational needs?
4. Have appropriate oversight and audit procedures been developed?