

San Onofre
Nuclear Generating Station
Units 2 and 3

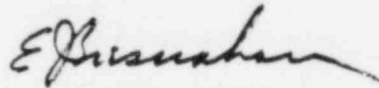
Supplement

Plant Operations Personnel Review
August 1983

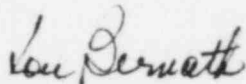
August 29, 1983

Chairman of the Nuclear Control Board
Southern California Edison

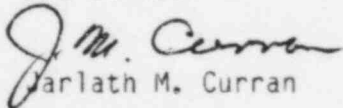
Having reviewed the Management Analysis Company Report of June 3, 1983, we hereby transmit to you the comparison completed between the Plant Operations Personnel Review Committee Report and the MAC Report.



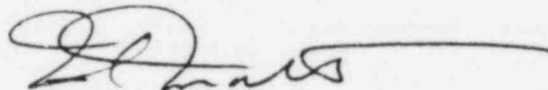
Earl J. Bresnahan
Chairman



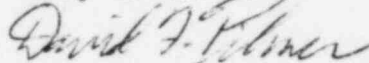
Lou Bernath



Jarlath M. Curran



Harry L. Mathis



David F. Pilmer

Consultant to the Committee

Ben C. Rusche
Vice President
Management Analysis Company

INTRODUCTION

The purpose of this supplement is to describe the results of a comparison between the Plant Operations Personnel Review Committee (POPRC) Report and the Management Analysis (MAC) Report entitled "Recommendations for Improvement of the Operation of San Onofre Nuclear Generating Station, Units 2 and 3." The MAC Report resulted from a study performed in April and May 1983.

The objectives of the study conducted by MAC were:

- o Review and appraisal of the startup, power ascension and initial operation activities associated with San Onofre Nuclear Generating Station Units 2 and 3. Rather than attempting to examine every aspect of the entire station, the effort focused on specific processes and interaction among the Engineering, Construction, Start-up, Operations and Quality Assurance organizations. Particular attention was given to activities associated with safety and regulatory compliance.
- o Determination of the key factors adversely affecting startup, power ascension, initial operation and associated management systems.
- o In conjunction with key SCE personnel, development of recommendations that will assist them in improving performance, with emphasis upon current safety and compliance issues.

Comparison of Conclusions Reached in POPRC and MAC Reports

The POPRC Report focused its study on shift operations personnel. Although the MAC Report was much broader in scope and content some meaningful comparisons can be made. The comparisons are categorized under the major sections of the POPRC Report.

1. Readiness of Plant Operating Personnel

- a. The MAC report recommended an assessment be performed to determine why operators do not make significant use of the plant computers. The POPRC report did not discuss the plant computer because it was not perceived as a problem by shift operations personnel and extensive computer use is not required for normal operation.
- b. The MAC report recommended that the shift supervisors get out into the plant regularly. This could be in conjunction with training periods, but it should also come at times when they can interact with equipment operators and other people on their own shifts. The POPRC report noted that communications among shift personnel could be improved. Clearly the MAC recommendation is one approach to resolution of this concern. As is discussed in the POPRC report the ongoing work of Corporate Systemics Incorporated is another.

2. Past Performance

The MAC report and the POPRC report both recommended that management must continue to reinforce that safety and compliance are the first priority. The POPRC report further recommended that adherence to procedures should be continually emphasized. Both reports recommended completion of the development of a computer based surveillance tracking system.

3. Operator Training

Both reports recommended improvement in supervisory skills training.

4. Operator Feedback

In addition to the recommendations made in the POPRC report, the MAC report also recommended that the Technical Specifications be reviewed for any reduction in complexity and that an effort be made to improve operations procedures to reduce repeat procedural mistakes.

Conclusions

The POPRC and MAC reports are substantially different in scope; the MAC study covered a much broader area. To the extent that the two reports cover the same areas, the POPRC finds no conflicts between the findings of the two reports.