



January 27, 1995

Docket No. 50-336
B14923

U.S. Nuclear Regulatory Commission
Attention: Document Control Desk
Washington, DC 20555

Millstone Nuclear Power Station, Unit No. 2
Response to Request for Additional Information
Shift Team Effectiveness Enhancement Progress

Purpose

The purpose of this letter is to provide the NRC Staff information on Millstone Unit No. 2 Operations Shift Team Effectiveness enhancement progress, as was requested by the NRC Staff's letter of April 26, 1994⁽¹⁾.

Background

In a letter dated July 22, 1993,⁽²⁾ the NRC Staff issued a combined inspection report for Millstone Station which transmitted three Notices of Violation (NOVs) pertaining to Millstone Unit No. 2. In a letter dated September 10, 1993,⁽³⁾ Northeast Nuclear Energy Company (NNECO) transmitted the Reply to the Notices of Violation cited in the Inspection Report. The September 10, 1993, response to violation A described a number of

- (1) W. D. Lanning letter to J. F. Opeka, "Combined Inspection Reports 50-245/93-16; 50-336/93-11; 50-423/93-13;" dated April 26, 1994.
- (2) A. R. Blough letter to J. F. Opeka, "Millstone Combined Inspection Report Nos. 50-245/93-16; 50-336/93-11; 50-423/93-13," dated July 22, 1993.
- (3) J. F. Opeka letter to the U.S. Nuclear Regulatory Commission, "Millstone Nuclear Power Station, Unit No. 2, Reply to a Notice of Violation, Combined Inspection Report Nos. 50-245/93-16; 50-336/93-11; 50-423/93-13," dated September 10, 1993.

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items that were being considered by operations department management to assist the shift supervisors in the performance of their duties, and to help prevent recurrence of the events cited in that violation.

Subsequently, in a letter dated April 26, 1994, the NRC Staff acknowledged NNECO's NOV responses. The NRC requested that NNECO inform the Staff of the results or progress on the actions pertaining to violation A which will make the team (shifts) more effective or of any other corrective actions which may have been taken to address these deficiencies.

NNECO's letter of December 1, 1994⁽⁴⁾ summarizes a management meeting conducted between the NRC Staff and representatives of NNECO, and augments much of the material presented herein.

Discussion

Since NNECO's letter of September 10, 1993, which responded to the NOV's, NNECO has made a number of changes which we believe have enhanced the Millstone Unit No. 2 shift team effectiveness. These enhancements are: 1) Implementation of a work observation program; 2) Revision of instructions to assist in the clear communication of data; 3) Initiation of an Advanced Requalification Training (ART) program; 4) Increase in the number of Plant Equipment Operators (PEOs) on staff; and, 5) Addition of a number of technical advisors to the operations staff.

NNECO's letter of December 1, 1994, discussed the Work Observation Program in detail and indicated that the work observation program requires that Directors, Managers and Supervisors go into the field and observe and evaluate their employees in the performance of their assigned tasks. Discrepant conditions which are identified are promptly corrected. The on-shift shift supervisors are among those performing work observations. Analysis of the work observation results is being performed to identify potential generic issues. The implementation of the work observation program is relatively new for the operations department. Recently, the frequency of performing work observations, and the subsequent analysis of data, has been increased. NNECO believes that our management and Quality Services Department observations, as part of the work observation program, have confirmed improved teamwork effectiveness within the shift teams. The work observation

(4) J. F. Opeka letter to the U.S. Nuclear Regulatory Commission, "Response to a Request for Information, Millstone Unit No. 2 Management Meeting - November 17, 1994," dated December 1, 1994.

program and the results of this program are available on-site for NRC review.

To assist the shift supervisors and operations department staff in the performance of these activities, the operations department has, over the past year and a half, implemented numerous organizational changes and programs which NNECO believes are necessary to prevent recurrence of previous problems. The operations department has implemented revision 1 to communication standard 2-OPS-1.16 "Unit 2 Operations Department Communications." This instruction addresses communications and provides information on the following:

- Methods of maintaining contact among plant personnel,
- Methods to notify department management in a timely manner, and
- Information on interpersonal communications.

This last topic is covered in detail in Section 1.4 of the instruction. The following passage illustrates the importance that NNECO management places on interpersonal communication.

"The accurate transmission of information is important to ensure that teamwork, good decision making, and positive control of the plant will come together for the team's success."

This instruction contains a number of communication enhancements which we believe are instrumental in enhancing the shift team's effectiveness. For example, all communications associated with plant operations are required to be repeated back to the extent necessary for the sender to verify that the message was received correctly.

In March 1994, NNECO developed the ART program. This program are specifically designed to enhance shift team skills and has been implemented with all six operating shifts. A "Licensed Operator Standards and Expectations" manual was developed and issued as part of this program. It includes sections on Shift Turnover, Shift Supervisor Pre-Briefing, Shift Supervisor/Shift Technical Advisor Performance, Senior Control Operator Performance, Board Operator Performance, Alarm Response, Abnormal Operating Procedure usage, Emergency Operating Procedure usage, Command and Control, Self Verification, Evolution Update, Professionalism, Communication, Analysis, Teamwork, Mentors, and Critiques.

PEOs, from the first four shifts, participated with the licensed operators during appropriate portions of the ART program. Based

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on student feedback and the scheduling of subsequent operator regualification training, the last two shifts were conducted with the licensed operators only.

Additional operations department personnel have been added to increase the number of Millstone Unit No. 2 PEOs. As a result of this effort, thirteen additional PEOs have been qualified as Turbine Building and Auxiliary Building watch-standers. This allows the PEO rounds activities to be routinely rotated among a larger population of operators, thereby reducing the repetitive nature of the rounds activities. NNECO believes that this rotation of PEO job roles will encourage increased attention to detail and stimulate questioning attitudes due to the less repetitive nature of their jobs.

A number of on-shift technical advisors were added (one for each shift) to provide assistance to our unit staff, including operations department personnel, following the recent operational and classification events. Their presence is expected to continue through the ongoing refuel outage. Their observations and feedback are expected to provide further insight toward potential enhancements.

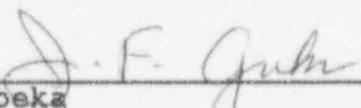
Conclusion

NNECO believes that the actions taken since the May 1993 events and the September 1993 Reply to the Notices of Violation, as discussed above, have begun to and will continue to enhance shift team effectiveness. We believe that as these actions are reinforced during routine operation, in regualification training, and in the performance of the work observation program, the operational performance will be further strengthened.

If you have additional questions regarding these activities, please contact Mr. W. E. Hutchins at (203) 440-2073.

Very truly yours,

NORTHEAST NUCLEAR ENERGY COMPANY



J. F. Opeka
Executive Vice President

cc: T. T. Martin, Region I Administrator
G. S. Vissing, NRC Project Manager, Millstone Unit No. 2
P. D. Swetland, Senior Resident Inspector, Millstone Unit
Nos. 1, 2, and 3