

Northeast  
Utilities System

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October 3, 1996

Docket Nos. 50-213  
50-245  
50-336  
50-423  
50-443

B15922

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

Haddam Neck Plant  
Seabrook Station  
Millstone Nuclear Power Station, Unit Nos. 1, 2, 3  
Changes in the Northeast Utilities' Nuclear Organization

When I joined Northeast Utilities as the President and Chief Executive Officer of its nuclear companies I stated that I would be creating a recovery organization for the Haddam Neck and Millstone plants. On September 18, 1996, after several weeks of development, I announced the formation of this new organization, the details of which are contained in the speech I delivered to our employees. A copy of my remarks is provided as Attachment 1 to this letter.

Effective October 1, 1996, I have put in place a recovery organization for each of the three Millstone units. Each Millstone unit will be headed by a Recovery Officer who will report directly to me. Reporting to each Recovery Officer will be the Unit Director, Engineering Director and administrative support. I am deferring the establishment of a recovery organization for the Haddam Neck Plant pending the outcome of the ongoing economic analysis, although a similar organizational concept will be put in place should the outcome of the analysis be favorable. Seabrook Station, while not in "recovery," will also use the same organizational principles. The organization is shown on the charts provided as Attachment 2 to this letter.

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In general, we are taking a unitized approach at each of our five nuclear units. This will result in the decentralization of a number of functions that have recently been centralized. Certain limited functions, such as oversight, emergency planning and licensing, will remain under centralized direction, although they will have a strong unit presence.

The three Millstone Recovery Officer positions will be filled temporarily by employees loaned to Northeast Utilities from other utilities. PECO Energy Company's Jack McElwain, Virginia Power's Martin L. Bowling and Carolina Power & Light Company's John P. Cowan will lead the recovery efforts for Millstone Unit Nos. 1, 2 and 3 respectively. Also reporting directly to me is the position of Vice President of Nuclear Oversight which has been filled by recently retired Admiral David M. Goebel. The biographical profiles of each of these individuals are provided as Attachment 3 to this letter.

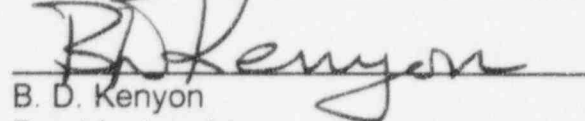
Ted Feigenbaum and I will function as a team to lead this organization. In his position as the Executive Vice President and Chief Nuclear Officer, Mr. Feigenbaum will have direct responsibility for Seabrook Station and the Haddam Neck Plant. In addition, he will serve as my deputy in leading the recovery of the Millstone units. Mr. Feigenbaum will have the additional responsibilities of Acting Recovery Officer for the Haddam Neck Plant and Acting Vice President for Seabrook Station. Also reporting to Mr. Feigenbaum are the Vice President, Work Services and a Vice President, Nuclear Engineering and Support. Filling the former position is Frank Rothen and I will shortly name an individual to fill the latter position, once we complete our search for a Recovery Officer.

On February 1, 1996, Northeast Utilities filed a request for license amendments for each of its five units to reflect the organizational changes that became effective on that date. That request is with the NRC for review, however, given the substantial changes from the organization described in our earlier submittal, we are formally withdrawing that request. We will be filing a request to change our technical specifications to reflect this newly announced organization in the near future. In the interim, the roles and responsibilities as defined in each unit's technical specifications will be satisfied as indicated in Attachment 4.

If you should have any questions on the above or attached, please contact Mr. T. L. Harpster at (860)437-5880.

Very truly yours,

North Atlantic Energy Corporation  
North Atlantic Energy Service Corporation  
Northeast Nuclear Energy Company  
Connecticut Yankee Atomic Power Company



B. D. Kenyon  
President and  
Chief Executive Officer

Attachments

cc: H.J. Miller, Region I Administrator  
F.J. Miraglia, Acting Director, NRR  
S. Dembek, NRC Project Manager, Haddam Neck Plant  
W.J. Raymond, Senior Resident Inspector, Haddam Neck Plant  
J.W. Anderson, NRC Project Manager, Millstone Unit No. 1  
T.A. Easlick, Senior Resident Inspector, Millstone Unit No. 1  
D.G. McDonald, Jr., NRC Project Manager, Millstone Unit No. 2  
P.D. Swetland, Senior Resident Inspector, Millstone Unit No. 2  
V.L. Rooney, NRC Project Manager, Millstone Unit No. 3  
A.C. Cerne, Senior Resident Inspector, Millstone Unit No. 3  
A.W. DeAgazio, NRC Project Manager, Seabrook Station  
J.B. Macdonald, Senior Resident Inspector, Seabrook Station  
W.D. Lanning, Deputy Director Division of Reactor Projects, NRC Region 1  
P. F. McKee, Director, Project Directorate I-3  
J. P. Durr, Chief, Projects Branch No. 6  
J. F. Rogge, Chief, Projects Branch No. 8

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Attachment 1  
Haddam Neck Plant  
Seabrook Station  
Millstone Nuclear Power Station, Unit Nos. 1, 2, 3  
Speech to Employees

October 1996



## **SPEECH TO EMPLOYEES ANNOUNCING RECOVERY ORGANIZATION SEPTEMBER 18, 1996**

This is a very important day for Northeast Utilities and this organization because it is the day we are announcing a major step toward returning our shutdown nuclear plants to operation and toward bringing Northeast Nuclear back to being a highly regarded organization in the nuclear industry.

When I joined the company two weeks ago, I stated that the "Power of Five" organization was not realistically capable of addressing the challenges currently confronting us and I committed to announce a new "Recovery Organization" in week three, which is now.

Over the last two weeks I have spent as much time as possible meeting individually with many members of the current leadership team and with groups of employees. Also, a number of you sent me letters and notes, primarily through e-mail. While there are many more initial meetings that I still want to have, I believe that I have received sufficient confirmation regarding the fundamental problems of the organization that I am comfortable announcing the Recovery Organization this week - and thus now - as committed.

Before describing the new organization, I believe it is important to discuss the organizational problems that I want to solve. The current approach is highly centralized and has as a principle focus that almost everything be done through common processes. Because of this, committees have worked laboriously for long periods of time to develop processes to which everyone can agree. In an effort to avoid errors through control, as opposed to several other methods, the processes have become lengthy and complex, and accountabilities are weak.

What we have at Northeast Nuclear are five fundamentally different nuclear units. Three of them happen to coexist at the Millstone station with very little interdependency.

Here is my fundamental statement. With relatively few exceptions, I really do not care if we do things at each unit exactly the same way. What I want are results. What I want is a strong commitment to doing what is right. What I want is an organizational structure for each unit where it is absolutely clear who is fully accountable for the success of that unit. What I want is for that person to have reporting to him the necessary spectrum of resources so that the clear accountability that I believe is so essential to our long term success can be made a reality. And I want processes which are efficient and effective and which will allow the good workers that we have to get a lot more work done.

Accordingly, effective October 1st, I am establishing a recovery organization for each of the Millstone units. I am deferring the establishment of a full recovery organization for CY pending the outcome of the currently in progress economic

analysis, but the organizational principles will be applied. Further, while a "recovery" organization is not needed for Seabrook, the organizational principles also are appropriate and will be applied.

Let me now describe the concept of a recovery organization for each of the Millstone units. Each unit will be headed by a Recovery Officer. Reporting to the Recovery Officer are the Unit Director, an Engineering Director, licensing, budgeting, staff and administrative support, and an assigned human resources specialist.

As a result of "unitizing" the organization, a significant portion of what has been centralized will be decentralized with resources transferred to the unit organizations. As examples, Health Physics, Outage Management and Corrective Action functions all will be added to the Unit Director's organization.

The restart of Millstone Unit 3 still will be the first priority among the Millstone units and thus resources will be weighted toward this unit. However, I do not want to apply any more resources than what can be reasonably managed. And, because there will now be separate organizations for the other Millstone units, I want to add resources to them so that they can move forward on a much quicker basis.

The remaining centralized resources will have as their general purposes the establishment of corporate standards and occasionally processes, coordination where coordination of functions between units or across the nuclear organization is important, and the performance of certain functions where it is not efficient or appropriate to perform them on a unitized basis. Although each unit will have considerable latitude in achieving their goals, we must have high standards across the organization.

Each Millstone Recovery Officer will report directly to me. Ted Feigenbaum, as Executive Vice President and in addition to his other direct responsibilities, to be discussed shortly, will serve as my deputy in helping to lead the recovery of these units.

To simply establish a new organization with existing leadership would not be sufficient to solve our problems. We need individuals who have proven themselves to be excellent leaders in a nuclear environment. We need individuals who are very familiar with what it means to be an excellent nuclear organization and who know the current best practices and standards in the nuclear industry. We need individuals who are committed to do what is right to set and achieve high standards. We need individuals with fresh eyes and ears to look at what we are doing, to hear about the various issues and concerns and to provide direction on how to dramatically move this organization toward a state of nuclear excellence. We need individuals who are not bogged down defending past practices or justifying the status quo. We need individuals who have strong credibility with the regulators and others.

And we also need leaders. We need leaders who care about employees, who believe in candid and frequent communications, who seek employee input, who empower employees to take action, who encourage employees to bring forward safety

concerns and who thank them for doing so. We need leaders with good self confidence and judgment who can differentiate between what is a meaningful problem and what is not. We need leaders with the courage to stand up for what is right. While we have many leaders in the organization with these characteristics, it is clear we have substantial leadership progress to make.

To help us get these units back into operation, to help us understand current industry standards of excellence, to provide us with some needed leadership, to help us change our leadership culture and to help establish a foundation for excellence, I am very pleased to announce that PECO, Virginia Power and Carolina Power and Light each have agreed to lead and provide supporting personnel for a particular Millstone unit - PECO for Unit 1, Virginia Power for Unit 2 and CP&L for Unit 3. While most nuclear organizations have some ups and downs in performance, particularly PECO and CP&L have fairly recent experience in bringing their nuclear organizations back from very troubled situations.

I now want to introduce the individuals who will serve on a loaned basis as Recovery Officers:

- o Leading the recovery of Unit 1 is PECO's Jack McElwain. Jack is Director of Outage Management at Peach Bottom and was part of the team that helped turn around the Peach Bottom units. Jack will be assisted by a team of other experienced individuals from PECO on a full time basis and will draw on other PECO resources as appropriate.

- o Leading the recovery of Unit 2 is Virginia Power's Marty Bowling. Marty is Manager of Nuclear Licensing and Operations Support for VEPCO. He will be assisted by several other experienced individuals from VEPCO and will draw on other VEPCO resources as appropriate.

- o Similarly, the recovery of Millstone Unit 3 will be lead by CP&L's John Cowan. John is Vice President of Operations and Environmental Support at CP&L and helped Brunswick get off the Watch List and get to SALP 1s from a 2.5 just two years earlier. John will be assisted by several other experienced individuals and will draw on other CP&L resources as appropriate.

Their mission is to provide the leadership foundation upon which we can build nuclear excellence. Each company has agreed to provide a Recovery Officer and supporting personnel for a period of up to six months. This support from each utility can be extended by mutual agreement.

The loaned supporting personnel will augment the NU unitized organization as determined by the appropriate Recovery Officer. This may or may not result in temporary displacements of NU personnel.

I expect the leadership team for each unit to develop and refine an Operational Readiness Plan which details what needs to be completed in order for that unit to be ready to return to operation. I also want each unit to develop a unit-specific Excellence Plan which establishes what we envision needs to be accomplished following restart in

order to become a top quartile plant. Appropriate elements of the current organization-wide Excellence will be included in the specific unit plans.

These loaned individuals are just that - loaned. My commitment to these utilities is that we will replace them as quickly as we can. To that end, a search for long term unit officers for each of the Millstone Units already has begun.

I want to emphasize that I am giving the Recovery Officers full authority to take the actions necessary to dramatically move their unit toward a state of readiness to restart and, ultimately, full nuclear excellence. I expect them to make significant changes to how we do business. And I want their judgment regarding who has what it takes and who doesn't.

As further assistance, the Chief Nuclear Officer of each of these utilities will come to the site on a monthly basis to review the progress of their team and to serve as an advisory team to me regarding issues and direction.

I am very pleased and wish to publicly thank the CEO's and nuclear leadership of PECO, Virginia Power and CP&L who have graciously, promptly and with a sense of industry responsibility responded to my request of nuclear leadership assistance. I am particularly pleased that they are loaning us the Recovery Officers, whose leadership is essential to restoring these units to safe and reliable operation.

I also want to thank Duke Power Company, which is standing by to loan us resources to support the establishment of a recovery organization for CY pending the outcome of the economic analysis in progress. In the interim, Ted Feigenbaum will have the additional responsibility of acting Recovery Manager for CY.

I now want to describe the overall structure for Northeast Nuclear. An organizational chart that goes into further detail will be made available to you along with a copy of this speech.

Ted Feigenbaum and I are going to function as a team to lead this organization. But as a team, we believe it is important to have a clear division of responsibilities. So in this period of intense leadership challenge, the three Millstone units will report directly to me and Ted will provide leadership assistance. The CY and Seabrook units will report to Ted and naturally I will provide some leadership assistance. Other functions reporting to Ted are a Vice President of Millstone Work Services and a Vice President of Nuclear Engineering and Support. Other functions reporting to me are a Vice President of Nuclear Oversight and the following functions matrixed from other parts of Northeast: communications, financial controls and human resources.

In establishing the new organization, it also is important to have new leadership in many of the senior positions. The Recovery Officers are obviously new and loaned. A search for their permanent replacements is in progress. A Recovery Officer for CY will be selected if the unit passes the economic analysis. A unit officer for Seabrook will be



selected at a later time. In the meantime, Ted Feigenbaum also will be acting in this capacity.

Both Don Miller and Eric DeBarba are leaving the NU nuclear organization. These were difficult decisions since I have previously worked with both individuals. But I believe it is essential for the nuclear organization to have a new start with a fresh officer team at the top. On behalf of the company I want to thank them for their years of service, hard work and commitment.

Replacing Don and serving as VP of Nuclear Oversight is recently retired Admiral Dave Goebel. Dave has over 25 years of hands-on experience in nuclear reactor plant operation, maintenance and inspection.

In the near future, I expect to announce a loaned individual to serve as VP of Nuclear Engineering and Support until we complete the search for a permanent replacement.

Also, the VP of Reengineering position is eliminated. Steve Scace will continue in the organization in a non-officer capacity with the initial assignment of helping Ted Feigenbaum with CY matters.

Last but certainly not least, Frank Rothen will continue to serve as VP of Work Services.

What these changes mean is that Northeast Nuclear will be led by a virtually brand new team of officers. No officer will have longevity in his position earlier than February of this year. I pledge to you that this new team in a new organization will deliver strong leadership results.

I want to emphasize that I do not believe the personnel changes made thus far are all the changes that need to be made. I will monitor the performance of the leadership team and make further changes as necessary. In addition to my own observations, I will continue to seek input from others. I have directed that a Leadership Assessment be conducted in November. This survey will allow employees to rate their immediate supervisor on a variety of leadership attributes. This assessment will be repeated no less frequently than annually. Also, a mechanism for a sampling of employees to rate higher levels of management on these same leadership characteristics will be implemented in 1997.

- All of us recognize that many of the problems affecting Northeast Nuclear are people related issues. Thus I am very pleased to announce that Cheryl Grise, Senior VP and Chief Administrative Officer for the company and Donna Cassella, an HR director, will serve as a team to assist me in addressing and resolving the complicated employee issues that are important to this organization. Reporting to them will be a human resources specialist assigned to each unit.

Before going to some closing comments, I want to address the very important topic of employee concerns.

o First, it is normal and healthy for employees to have concerns. When employees identifying what they are worried about, don't understand or think is not right, they provide the major means by which problems are identified and corrected and improvements are made. Thus it is crucial to the success of this organization that you not only feel comfortable reporting your concerns to management, but that your expression of sincere concerns is welcomed and appreciated.

o Second, the individuals most responsible for creating the proper climate and addressing the concerns are members of line management. The answer is not another program! The answer is line management treating employees with respect and responding to their concerns in a timely and thoughtful manner. This should mean sitting down with the employee and discussing the matter. In most cases, line management should be able to directly respond to the concern. Speaking now to line management, if you don't know the answer, go talk to someone who does. If you don't know who to talk to, or can't find an answer on a reasonable basis, tell me. In all cases, I want you, line management, to own the concern. These are your employees. I want you to get them an answer. If you want to dump one more form into some currently overloaded program, that is up to you. But you owe your employees an answer; it is your responsibility to get it, and it is the rest of the organization's responsibility to support you.

o There are a lot of past issues regarding employee concerns. My focus must be on the present and future in building an excellent Nuclear organization. I realistically do not have time to go back and look at previous issues. However, having said this, I want to make it very clear that I will fully and aggressively address concerns on a going forward basis. I will not tolerate anyone who does not handle employee concerns in a responsible manner.

o I now want to summarize the major points regarding the employee concerns issue. In a healthy organization, employees are comfortable expressing their concerns and then line management responsibly deals with those concerns. The fundamental issues are ones of responsibility and trust, not another program. Thus what I want is for employees to report their concerns to line management and for line management to deal with the concerns. This is dependent on trust and I know that I cannot legislate trust. As a second choice, employees have the option of reporting their concerns to the Employee Concerns program, which will address safety concerns and which will forward to the previously mentioned HR team matters relating to personnel and fair treatment. As a third choice, employees always have the legal right to take their concerns directly to the NRC.

Now to closing comments. As I trust you appreciate, the changes I am announcing today are fundamental and far reaching. I am replacing a highly centralized and standardized organizational philosophy with one that has strong accountabilities

and values results over process standardization. I am abandoning the Power of Five as an organizational concept. I expect cooperation and even healthy competition among our five units, but I also expect each unit to learn from the lessons of the others and to apply best practices wherever possible. The current reengineering efforts, which have been largely based on the Power of Five concepts, will be discontinued. We will salvage whatever appropriately fits the new organization.

With a clearer sense of organizational responsibility, there also must be a clearer sense of personal responsibility. I expect all employees to commit to **"being part of the solution"**. As I stated two weeks ago, being part of the solution means, in part, the following:

- o **Doing what is right**, which includes:
  - (1) Setting high standards - standards that we believe in, not just trying for regulatory minimums
  - (2) Demonstrating the highest standards of personal integrity, ethics and fairness
  - (3) Committing to getting our various problems "on the table" and to getting them fixed
- o **Respecting and caring for each other**, which means that we respect individuality value diversity, help those who need it, both within and outside our organization and in the community, and that we function as a team for the best interest, not of ourselves, but for the company and its investors, communities and customers that we serve.

So let's all commit to being part of the solution. And let's commit to aggressively take "the next hill". I define the next hill as the achievement of the following five objectives:

1. The new organization is in place and functioning efficiently and effectively.
2. A new leadership team which rivals any in the industry is functioning with a high degree of expertise and teamwork.
3. Each of the shutdown units has been restarted and is operating well.
4. A plan for long-term excellence for each unit has been adopted and significant progress is being made.
5. No units are on the NRC's watch list and the SALP and INPO evaluation scores are improving.

My commitment is to put in place a good organization with strong leadership. Your commitment must be to "be a part of the solution, to get these plant started up, and to head toward excellence. In other words, it must be our commitment to **"take the next hill!"**

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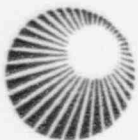
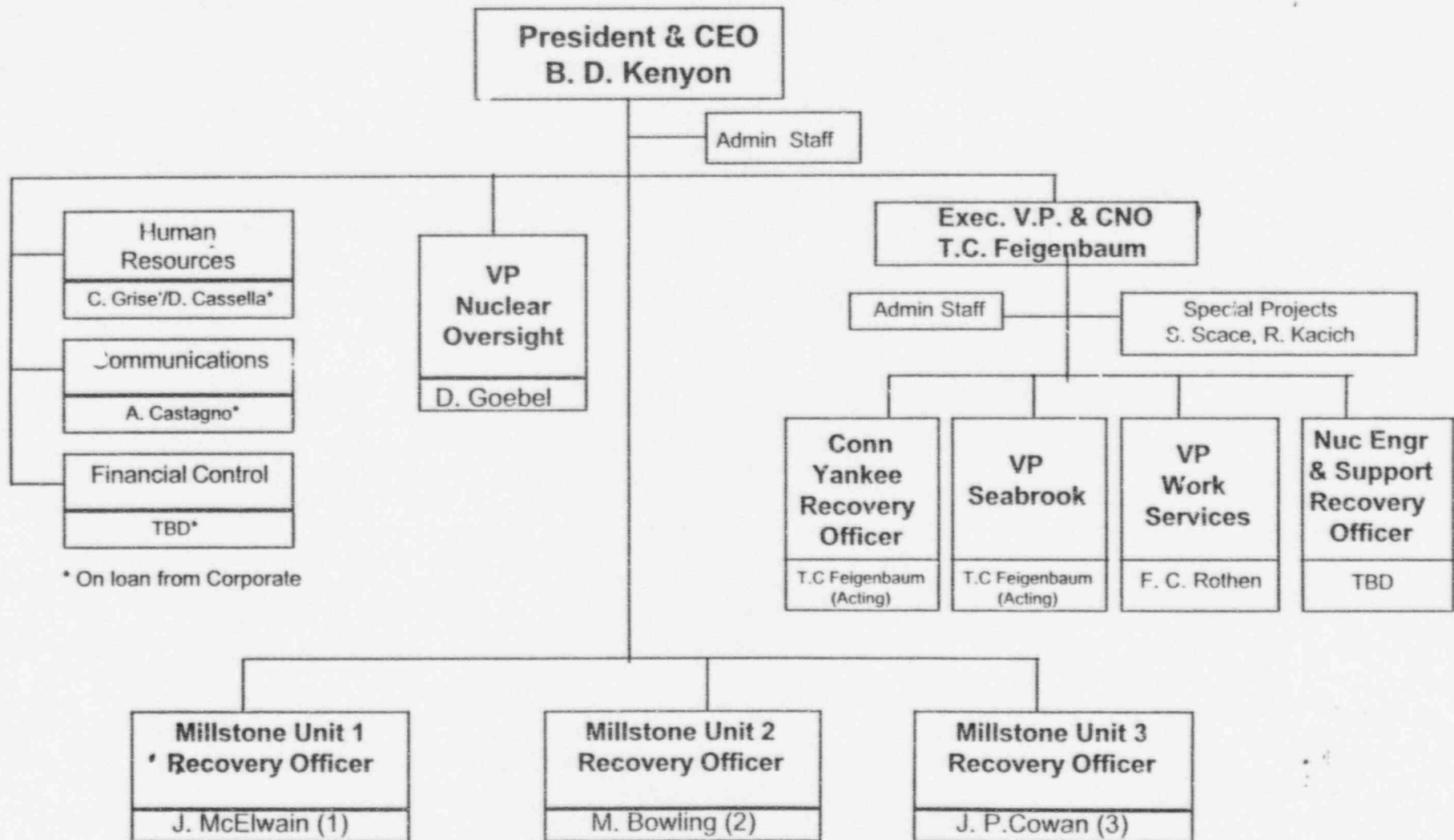
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Attachment 2  
Haddam Neck Plant  
Seabrook Station  
Millstone Nuclear Power Station, Unit Nos. 1, 2, 3  
Organization Charts

October 1996

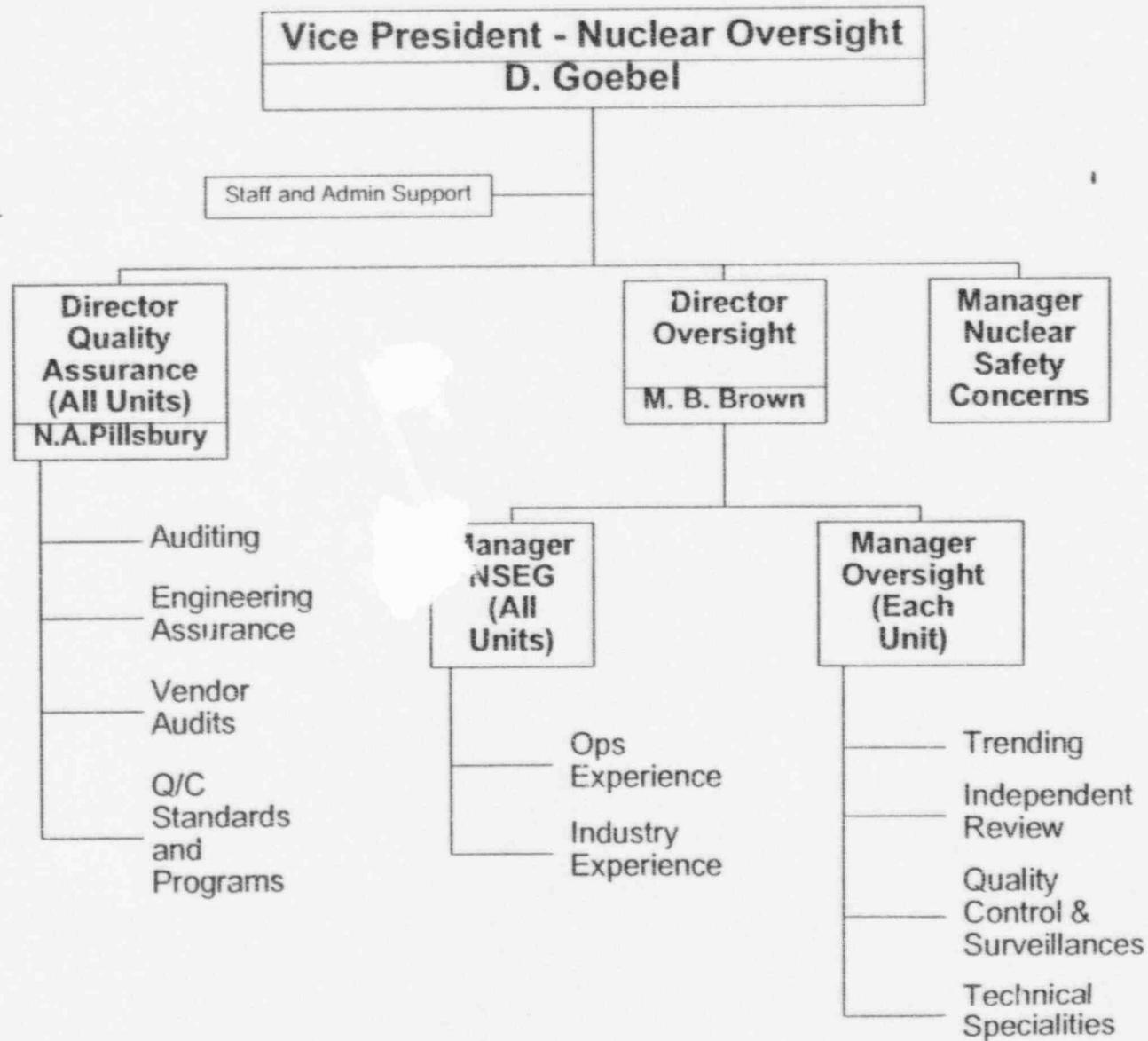
# NU Nuclear Recovery Organization



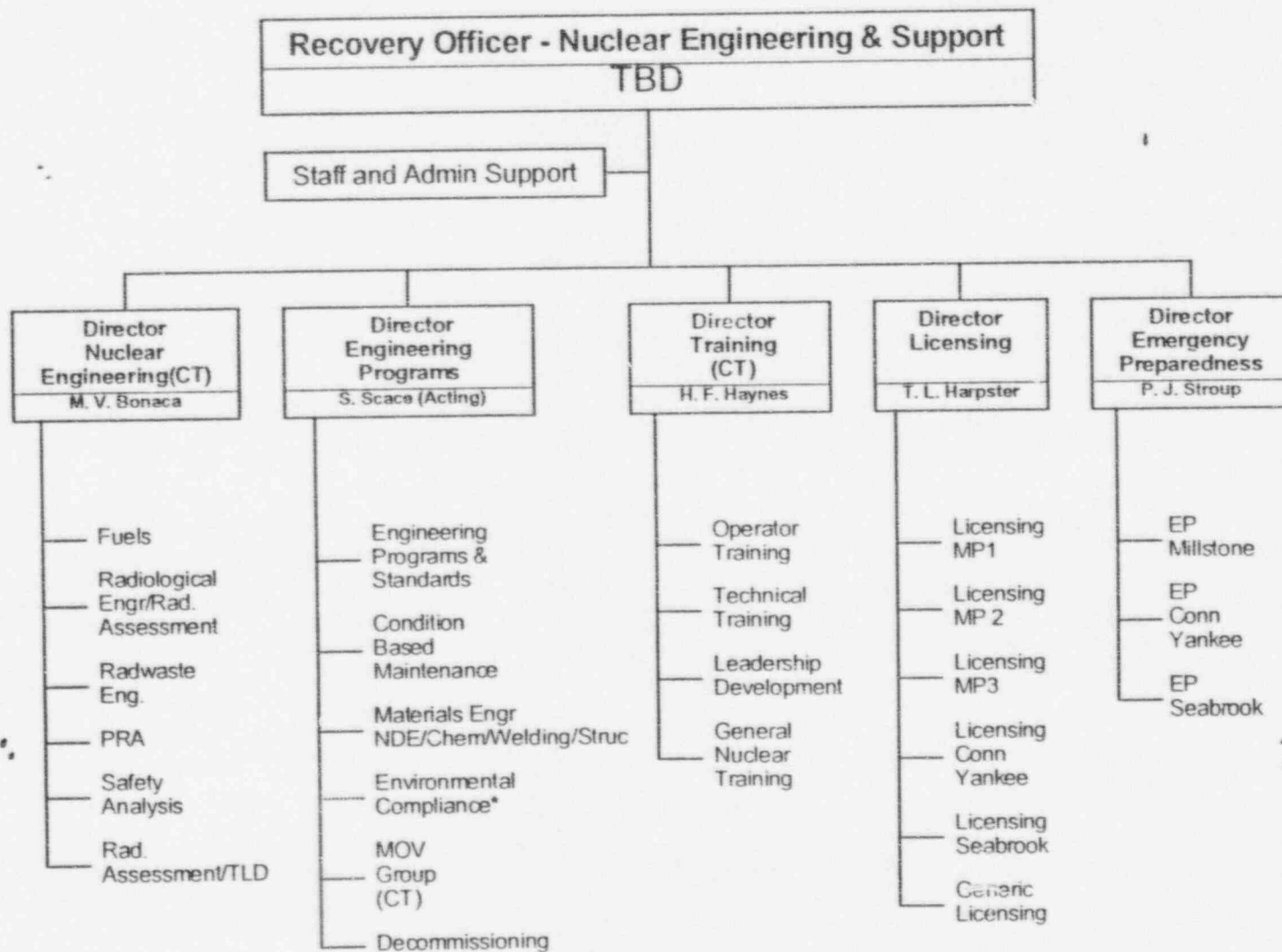
## Northeast Utilities System

- (1) On loan from PECO
- (2) On loan from VEPCO
- (3) On loan from CP&L

# Recovery Organization- Nuclear Oversight

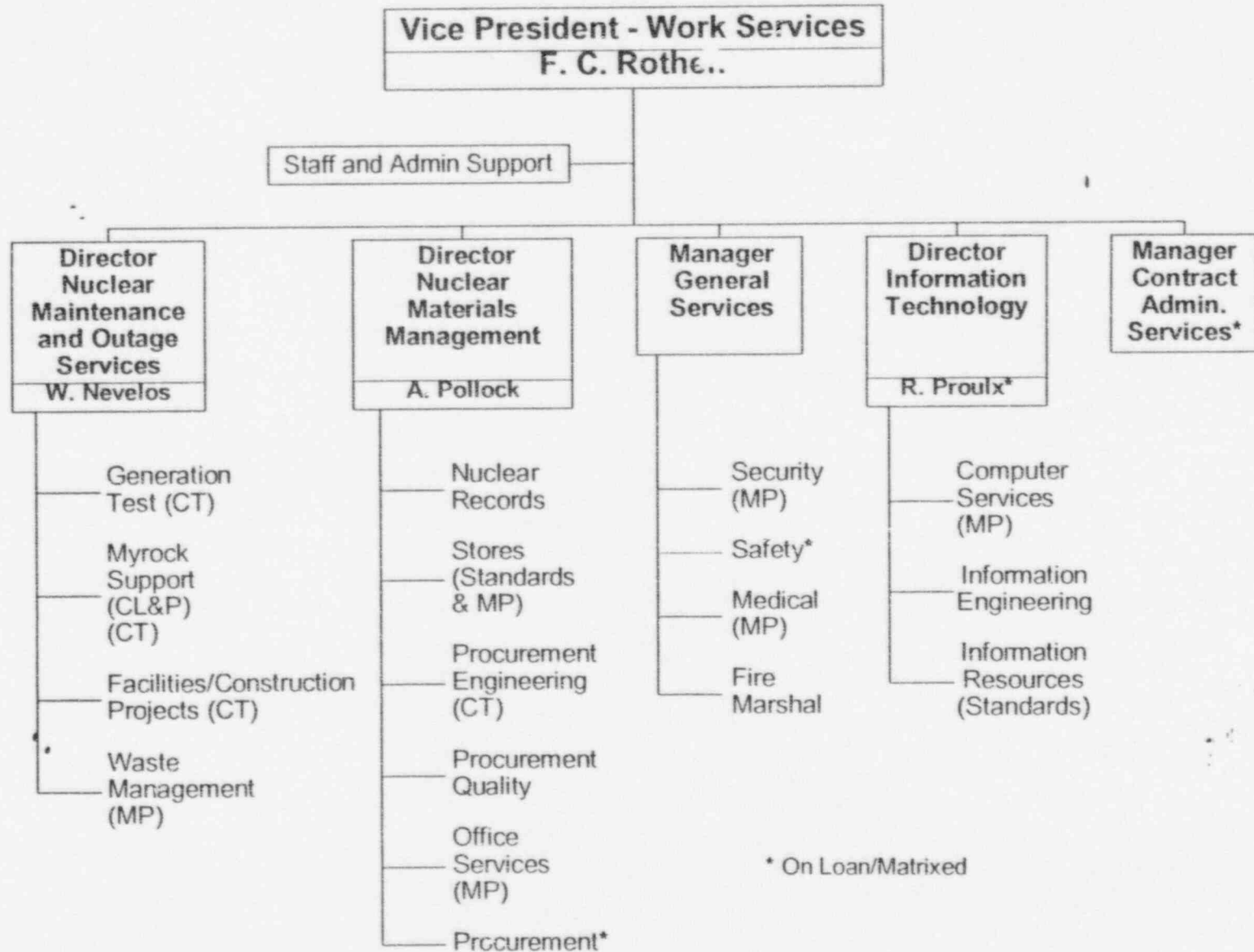


# Recovery Organization - Nuclear Engineering & Support

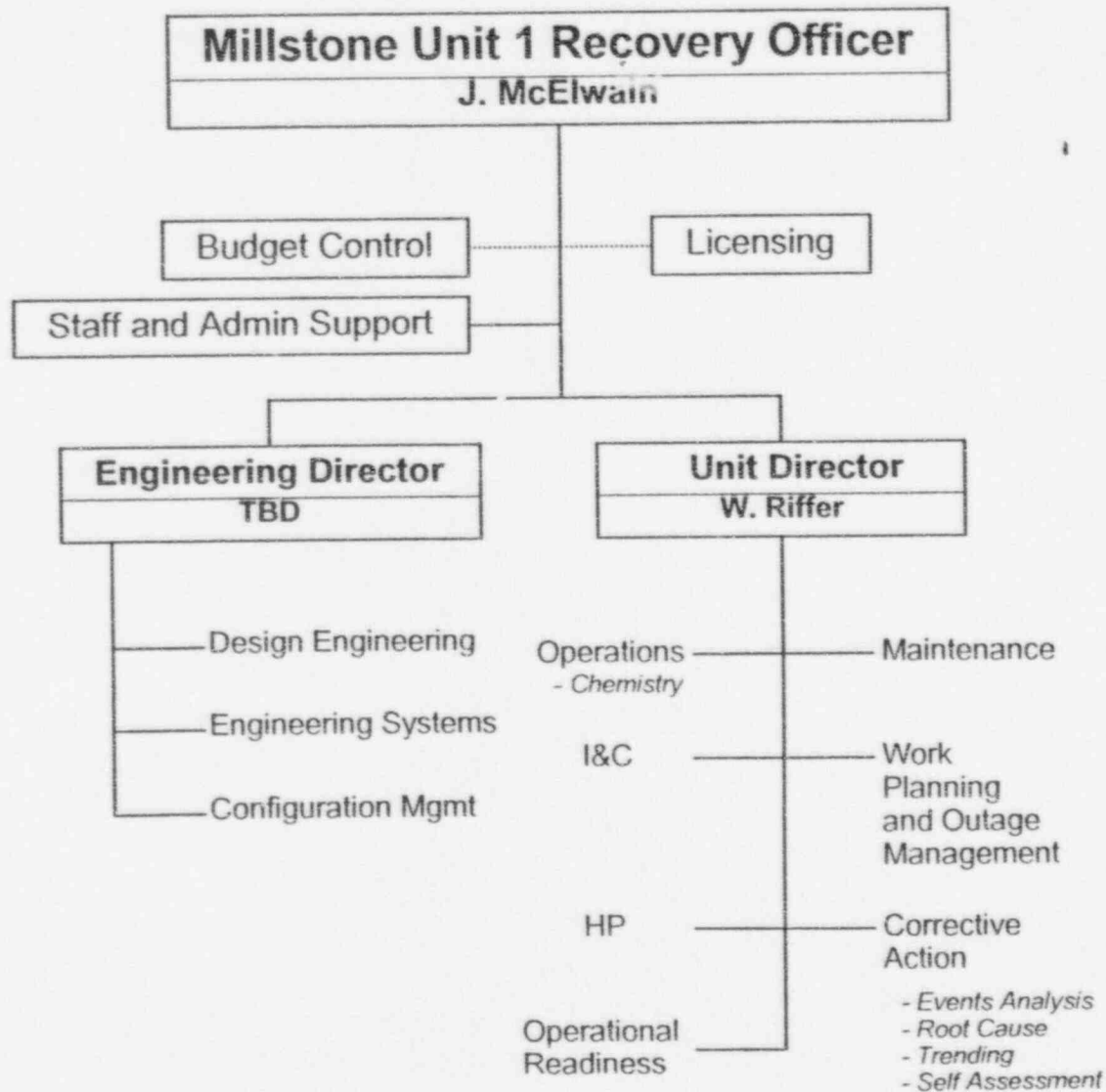


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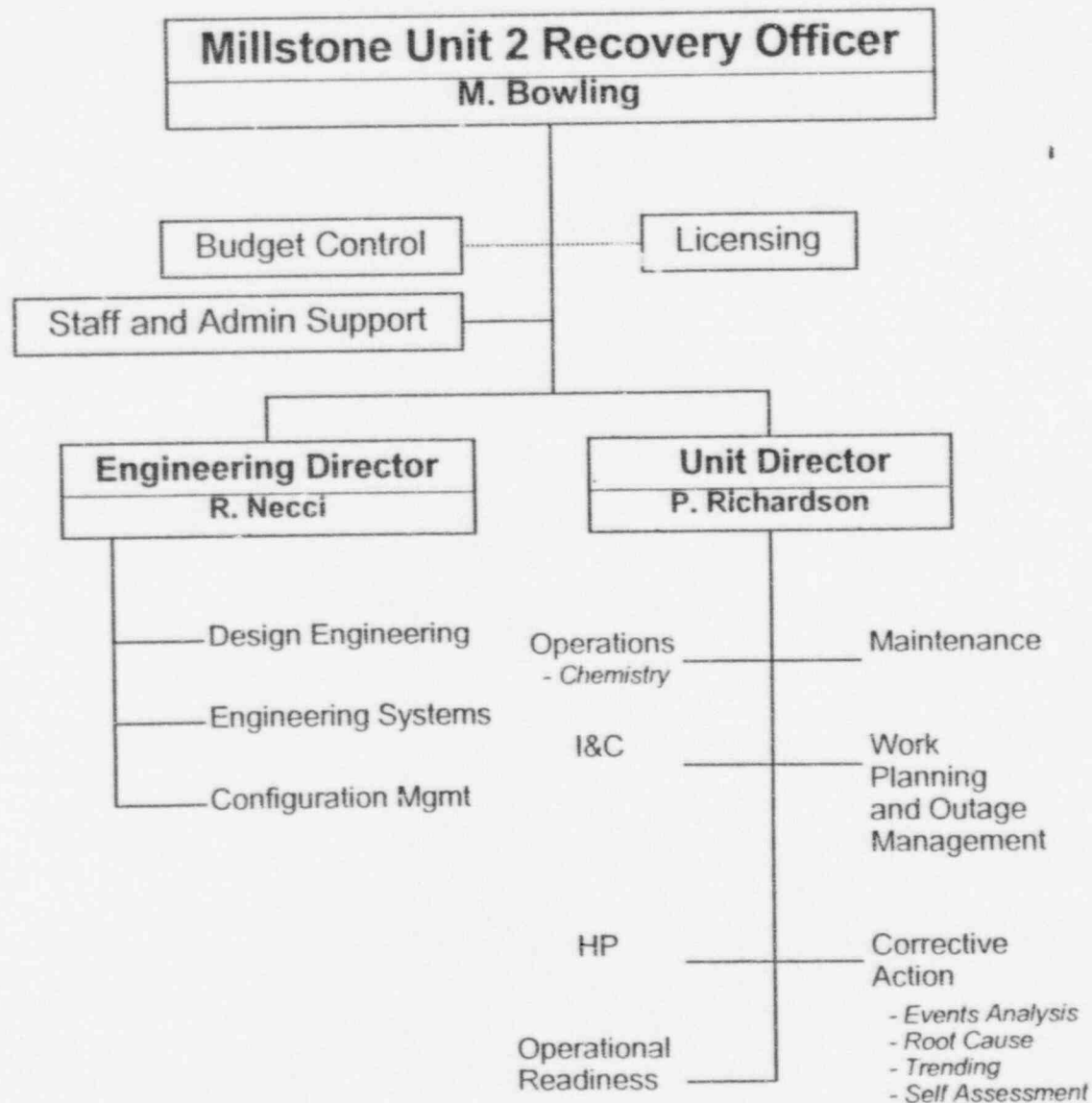
# Recovery Organization- Work Services



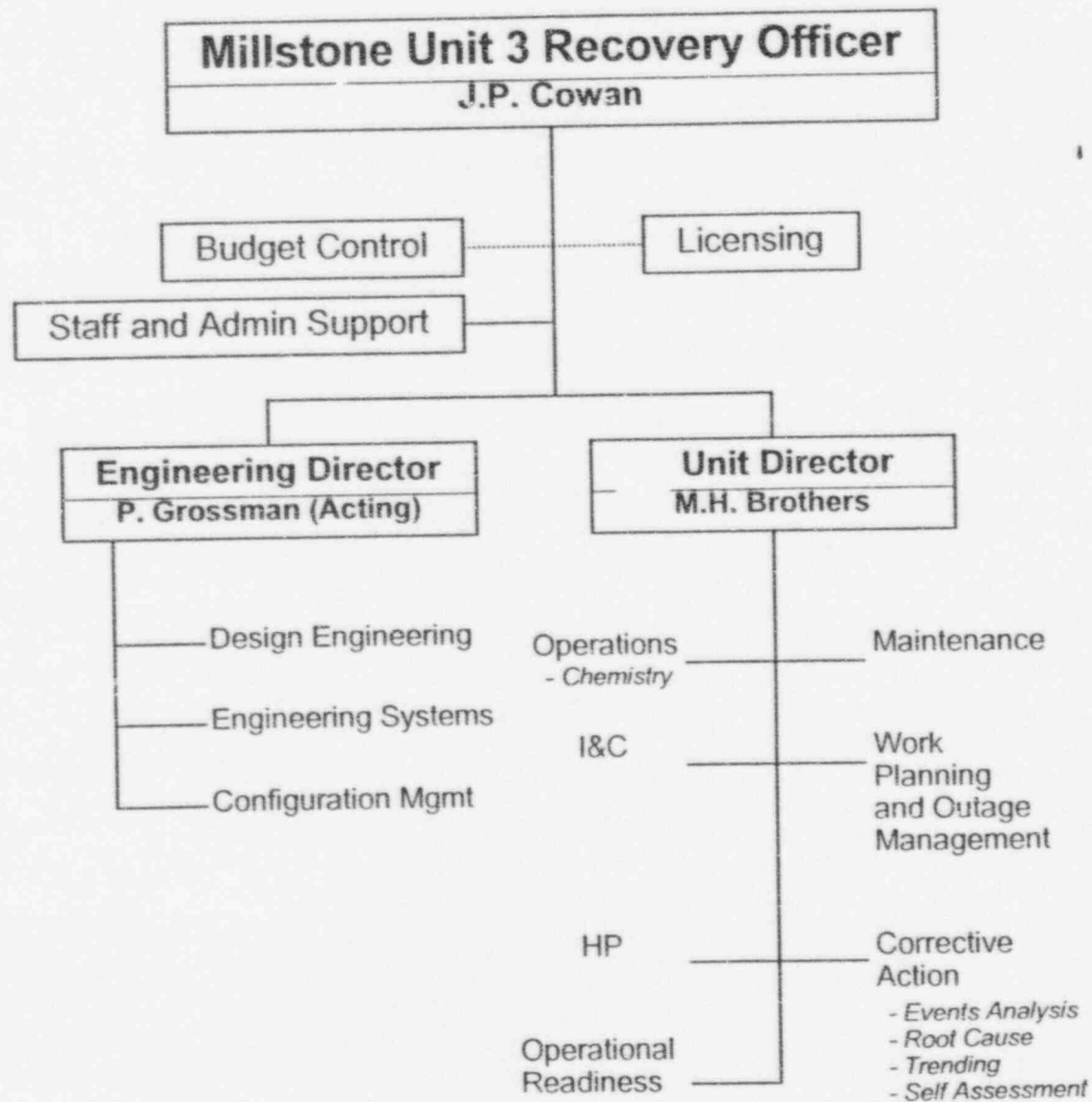
# Recovery Organization - Millstone Unit 1



# Recovery Organization - Millstone Unit 2

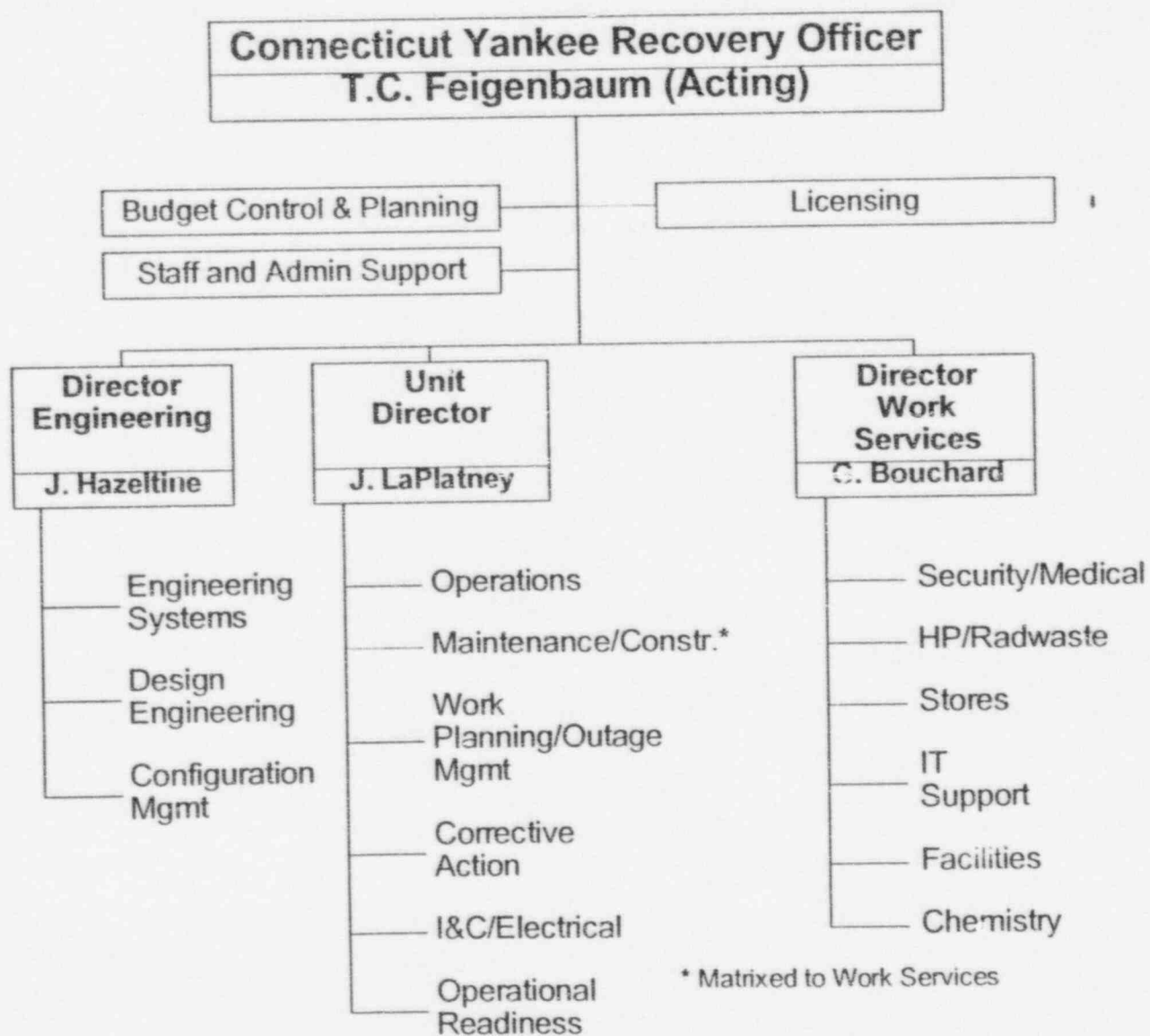


# Recovery Organization - Millstone Unit 3

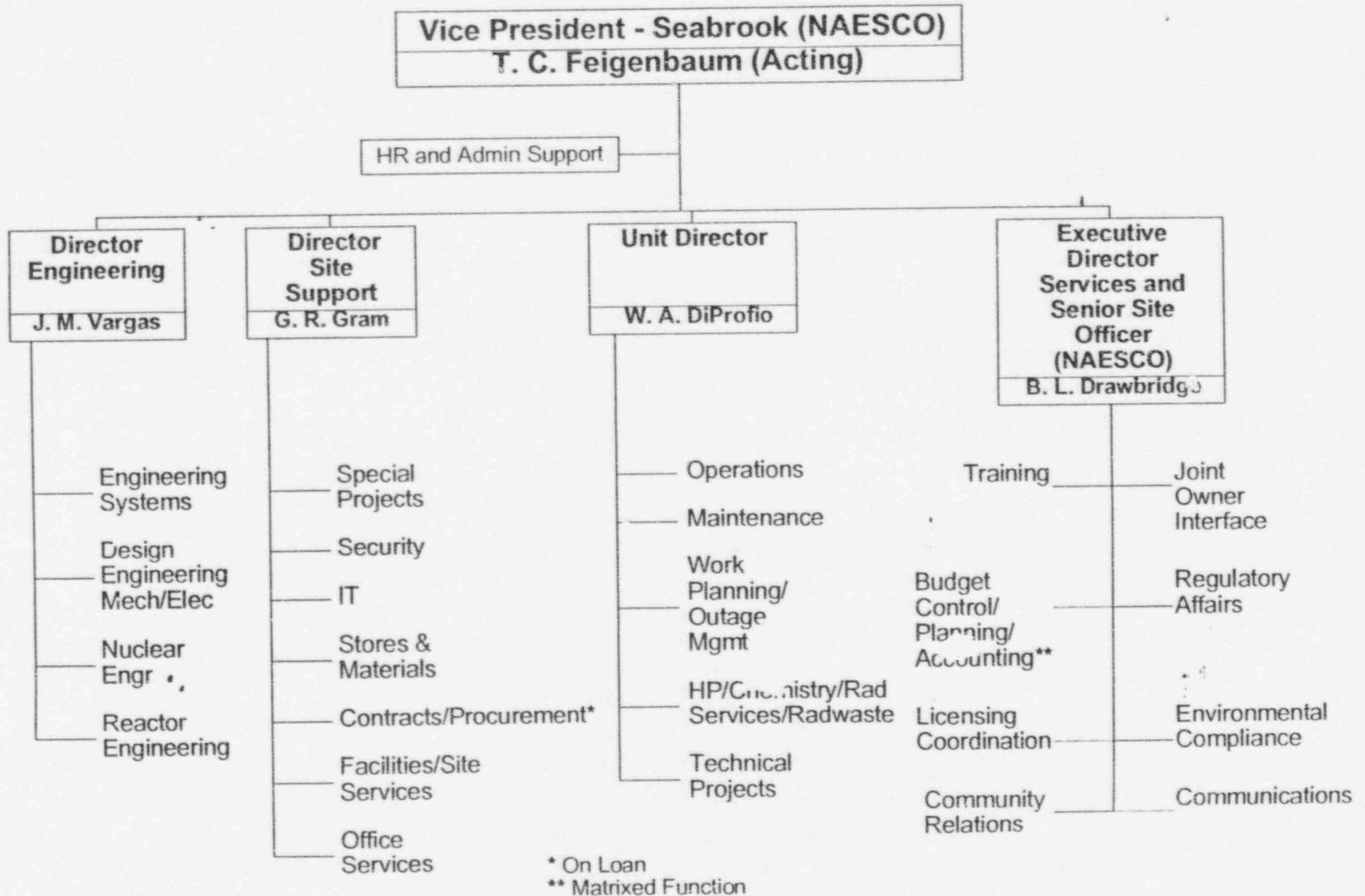




# Recovery Organization - Connecticut Yankee



# Seabrook Station



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Attachment 3  
Haddam Neck Plant  
Seabrook Station  
Millstone Nuclear Power Station, Unit Nos. 1, 2, 3  
Biographical Profiles

October 1996



## **BIOGRAPHICAL PROFILES OF ADMIRAL GOEBEL AND THE THREE LOANED EXECUTIVES**

The three executives being loaned to Northeast Utilities to lead recovery efforts at the three Millstone Station units have extensive leadership experience in the nuclear power industry. In addition, they work for companies -- PECO Energy, Virginia Power and Carolina Power & Light -- that have strong reputations in the industry.

Recently retired Admiral David Goebel has more than 25 years of nuclear management experience, extensive experience with the U.S. Navy, and holds a Masters Degree in Nuclear Engineering from the Massachusetts Institute of Technology.

Attached are profiles of the four executives and the utilities that employ the three Recovery Officers.

Included in the profiles of the Recovery Officers are references to Systematic Assessment of Licensee Performance (SALP) scores, given by the Nuclear Regulatory Commission. The SALP program began in the early 1980s and is an NRC staff effort to assess a licensee's performance. The SALP evaluation is not based on a special inspection but rather a compilation of the NRC staff's regulatory experience with the plant over an extended period of time. Normally the SALP report covers about 18 months.

Each plant is rated in four areas: plant operations, maintenance, engineering and plant support. Each area is assigned a rating of 1, 2, or 3. The 1 rating represents a superior level of safety performance. A 2 rating reflects a good level of performance. A rating of 3 designates an acceptable level of performance where the NRC will consider increased levels of inspection effort.

**David M. Goebel**

**Vice President for Nuclear Oversight**

U.S. Navy Admiral (Ret.) David Goebel has more than 25 years of nuclear management experience, including serving as Director of Plans and Policy of the U.S. Strategic Command and Commander of Submarine Group Two in Groton.

During a military career that spanned 34 years, Goebel managed plant overhauls of Navy ships, did long-range planning for reactor plant overhaul that resulted in a 50 percent reduction in reactor plant deficiencies; and conducted 57 safety and proficiency inspections as Senior Member, Nuclear Propulsion Examining Board.

At various times during his career he managed \$3 billion in submarine maintenance funds for the Navy; planned industrial maintenance for a 100+ submarine force; and led a U.S. delegation to Moscow to discuss submarine issues.

As Director of Plans and Policy for the Strategic Command, his most recent job, he formulated arms control positions, and conducted studies and assessments of military force structure and programs.

Goebel graduated from the U.S. Naval Academy with distinction in 1962, and has a MS in Nuclear Engineering and a Nuclear Engineer Degree, both from the Massachusetts Institute of Technology. He lives in New Britain, Conn.

## Unit 1

**Jack McElwain**

**PECO Energy Company**

**Director of Outage Management, Peach Bottom Atomic Power Station**

McElwain is the Director of Outage Management at Peach Bottom, responsible for outage management daily work processes, project and materials management and Station capital expenditures. He supervises nearly 300 workers, and is responsible for 1,500 workers during outages.

McElwain served as a member of a team assembled to reorganize the PECO Energy Nuclear Group in 1992. The effort resulted in the present organization at Peach Bottom and Limerick power stations as well as at PECO Corporate Support. He was the lead team-member for Operations, Maintenance and Engineering.

He received his BS in Engineering from Widner University, is certified as a Senior Reactor Operator, and participated in the Advanced Management Program at Duke University's Fuqua School of Business among other management programs.

## PECO Energy Company

PECO Energy Co., formerly known as the Philadelphia Electric Co., provides electricity to nearly 1.5 million customers and supplies natural gas to more than 385,000 customers in southeastern Pennsylvania. The company employs about 7,200 people.

The company operates two, two-unit nuclear power generating stations, one at Limerick in Montgomery County, Pa., and the other at Peach Bottom in York County, Pa. Both the Limerick and Peach Bottom stations received all 1's in their most recent SALP (Systematic Assessment of Licensee Performance) review. It was the second consecutive such ranking for Limerick.

## Unit 2

**Martin L. Bowling Jr.**

**Virginia Power**

**Manager of Nuclear Licensing and Operations Support**

Bowling is responsible for licensing and interactions with the Nuclear Regulatory Commission, the Institute of Nuclear Power Operations, and the direct support of chemistry, radiological protection, maintenance and operation of the stations.

He previously served as Director of Nuclear Fuel Engineering, Director of Nuclear Procurement, Director of Nuclear Project Engineering, Manager of Nuclear Engineering and Assistant Station Manager at the North Anna Power Station.

Before joining Virginia Power, Bowling was an officer in the U.S. Army, serving from 1968 to 1975. He was awarded a Bronze Star Medal for Meritorious Service in Vietnam.

Bowling graduated from the U.S. Military Academy in 1968. He received a MS in political science and an MS in nuclear engineering from the Massachusetts Institute of Technology. He completed the University of Michigan's public utility executive program in 1980, and earned a Master of Business Administration degree from the University of Richmond. He has a Senior Reactor Operator's license.

## Virginia Power

Virginia Power is based in Glen Allen, Va., and its 10,000 employees serve 1.9 million customers. The company operates two nuclear power stations, a two-unit station at North Anna in Mineral, Va., and a two-unit station in Surry, Va.

The North Anna station has just received a letter from the Nuclear Regulatory Commission notifying Virginia Power that it is a "Superior" station. This comes after two cycles during which the station received all 1's in its SALP (Systematic Assessment of Licensee Performance) rating, the highest possible rating.

The Surry station received three 1's and a 2, for maintenance, in its latest SALP review.

### Unit 3

**John P. Cowan**

**Carolina Power & Light Company**

**Vice President, Operations and Environmental Support**

As Vice President for Operations and Environmental Support, Cowan is responsible for providing all non-engineering corporate support to the three nuclear sites. Included in his responsibilities are long-range planning, business operations, plant technical support, strategic planning, regulatory affairs, site materials management and performance assessment.

He also oversees all aspects of CP&L's environmental program for fossil and nuclear facility operation.

Prior to his present job, he was Director/Site Operations for Brunswick Nuclear plant, and prior to that was Plant General Manager. During his tenure at Brunswick Station, the units were removed from the NRC Watch List, overall SALP scores improved from 2.5 (1993) to 1.0 (1995) and the unit established a record for operations of 400+ days.

He has a BS in Nuclear Engineering from the University of Wisconsin-Madison; a Masters in Business Management from Rensselaer Polytechnic Institute; and a JD from Georgia State University. He is licensed as a Senior Reactor Operator.

He is also a certified flight instructor.

### Carolina Power & Light

CP&L is headquartered in Raleigh, N.C., and serves a 30,000-square mile territory covering eastern and central North Carolina, northeastern South Carolina, and the Asheville area in western North Carolina. The company has approximately 6,700 employees and serves about 1.1 million customers.

CP&L operates 16 electric generating plants, including four nuclear units at three different locations. CP&L's Brunswick plant, a two unit station, was placed on the NRC watch list in 1992 and removed in 1994. In July 1995, Brunswick received all SALP 1's, and during the year, the station set an all time generating performance record. In January, 1996, Unit 2 at Brunswick set a world Boiling Water Reactor record of 581 days continuous operation.

The company also operates the Sherron Harris plant in North Carolina, and the two-unit Robinson Station in South Carolina.



Docket Nos. 50-213

50-245

50-336

50-423

50-443

B15922

Attachment 4  
Haddam Neck Plant  
Seabrook Station  
Millstone Nuclear Power Station, Unit Nos. 1, 2, 3  
Responsibility Matrix

October 1996

Millstone Unit No. 1

<u>Tech Spec Section</u>	<u>Function</u>	<u>Responsible Position</u>	<u>Individual Assuming Responsibility</u>
6.1.1	Responsible for overall operation of the Millstone Station.	SVP - Millstone	President & CEO
	Delegate in writing the succession while out of the office.	SVP - Millstone	President & CEO
6.2.1.b	Responsible for overall safe unit operation	SVP - Millstone	Recovery Officer
6.2.1.c	Corporate responsibility for overall plant safety.	EVP - Nuclear	President & CEO
6.4.1	Maintains a retraining and replacement training program for the facility staff per 55.59.	SVP - Millstone	Recovery Officer
6.5.1.5	Potential Chairman of PORC if PORC chairman and vice chairman are not present.	SVP - Millstone	Recovery Officer
6.5.1.6.e	Receives report on violations of TS from PORC.	EVP - Nuclear	Recovery Officer
6.5.1.7.b	Receives notification of disagreement between PORC and Unit Director.	SVP - Millstone	Recovery Officer
6.5.1.7.b	Receives notification of disagreement between PORC and Unit Director.	EVP - Nuclear	Recovery Officer
6.5.1.8	Receives copies of PORC meeting minutes	SVP - Millstone	Recovery Officer

### Millstone Unit No. 1

<u>Tech Spec Section</u>	<u>Function</u>	<u>Responsible Position</u>	<u>Individual Assuming Responsibility</u>
6.5.2.1	Receives SORC input.	SVP - Millstone	President & CEO
6.5.2.2	SORC Chairman	SVP - Millstone	President & CEO
6.5.2.6	Recommends areas that SORC review	SVP - Millstone	President & CEO
6.5.2.7.a	Receives recommendation from SORC on what to approve.	SVP - Millstone	President & CEO
6.5.2.7.b	Receives immediate notification of disagreements between SORC and SVP.	EVP - Nuclear	President & CEO
6.5.2.7.b	Has ultimate authority when disagreements arise between SORC and SVP - Millstone.	SVP - Millstone	President & CEO
6.5.2.8	Receives copies of SORC meeting minutes	SVP - Millstone	President & CEO
6.5.3.1	Is advised by NSAB of results of the reviews	EVP - Nuclear	President & CEO
6.5.3.2	Appoints members to the NSAB.	EVP - Nuclear	President & CEO
6.5.3.3	Appoints alternate members of NSAB.	EVP - Nuclear	President & CEO
6.5.3.6	Receives reports or records of NSAB reviews	EVP - Nuclear	President & CEO
6.5.3.7	Recommends other areas for NSAB to audit	EVP - Nuclear	President & CEO
6.5.4.2	Establishes a SQR program	SVP - Millstone	Recovery Officer
6.5.4.4	Can appoint people to be SQRs	SVP - Millstone	Recovery Officer
6.6.1	Receives copy of PORC review of reportable	EVP - Nuclear	Recovery Officer

Millstone Unit No. 1

<u>Tech Spec Section</u>	<u>Function</u>	<u>Responsible Position</u>	<u>Individual Assuming Responsibility</u>
	events.		
6.7.1.b	Notified within 24 hours of any reportable event	EVP - Nuclear	Recovery Officer
6.7.1.d	Notified within 14 days of safety limit violation	EVP - Nuclear	Recovery Officer
6.8.2.a	Designates specific programs or procedures in SQR	SVP - Millstone	Recovery Officer
6.8.2.b	Optional approver on items reviewed by SQR	SVP - Millstone	Recovery Officer
6.8.2.b	Can appoint those who can approve SQR work	SVP - Millstone	Recovery Officer
6.8.2.c	Can approve procedures which are reviewed by PORC.	SVP - Millstone	Recovery Officer
6.8.3.c	Can approve temporary procedure changes	SVP - Millstone	Recovery Officer
6.15.b	Approves the REMODCM	SVP - Millstone	President & CEO

Millstone Unit No. 2

<u>Tech Spec Section</u>	<u>Function</u>	<u>Responsible Position</u>	<u>Individual Assuming Responsibility</u>
6.1.1	Responsible for overall operation of the Millstone Station.	SVP - Millstone	President & CEO
	Delegate in writing the succession while out of the office.	SVP - Millstone	President & CEO
6.2.1.b	Responsible for overall safe unit operation	SVP - Millstone	Recovery Officer
6.2.1.c	Corporate responsibility for overall plant safety.	EVP - Nuclear	President & CEO
6.4.1	Maintains a retraining and replacement training program for the facility staff per 55.59.	SVP - Millstone	Recovery Officer
6.5.1.5	Potential Chairman of PORC if PORC chairman and vice chairman are not present.	SVP - Millstone	Recovery Officer
6.5.1.6.e	Receives report on violations of TS from PORC.	EVP - Nuclear	Recovery Officer
6.5.1.7.b	Receives notification of disagreement between PORC and Unit Director.	SVP - Millstone	Recovery Officer
6.5.1.7.b	Receives notification of disagreement between PORC and Unit Director.	EVP - Nuclear	Recovery Officer
6.5.1.8	Receives copies of PORC meeting minutes	SVP - Millstone	Recovery Officer

Millstone Unit No. 2

<u>Tech Spec Section</u>	<u>Function</u>	<u>Responsible Position</u>	<u>Individual Assuming Responsibility</u>
6.5.2.1	Receives SORC input.	SVP - Millstone	President & CEO
6.5.2.2	SORC Chairman	SVP - Millstone	President & CEO
6.5.2.6	Recommends areas that SORC review	SVP - Millstone	President & CEO
6.5.2.7.a	Receives recommendation from SORC on what to approve.	SVP - Millstone	President & CEO
6.5.2.7.b	Receives immediate notification of disagreements between SORC and SVP.	EVP - Nuclear	President & CEO
6.5.2.7.b	Has ultimate authority when disagreements arise between SORC and SVP - Millstone.	SVP - Millstone	President & CEO
6.5.2.8	Receives copies of SORC meeting minutes	SVP - Millstone	President & CEO
6.5.3.1	Is advised by NSAB of results of the reviews	EVP - Nuclear	President & CEO
6.5.3.1	Is notified within 24 hours of safety significant disagreement between NSAB and others.	EVP - Nuclear	President & CEO
6.5.3.2	Appoints members to the NSAB.	EVP - Nuclear	President & CEO
6.5.3.3	Appoints alternate members of NSAB.	EVP - Nuclear	President & CEO
6.5.3.6	Receives reports or records of NSAB reviews	EVP - Nuclear	President & CEO
6.5.3.7	Recommends other areas for NSAB to audit	EVP - Nuclear	President & CEO
6.5.4.1	Establishes a SQR program	SVP - Millstone	Recovery Officer

Millstone Unit No. 2

<u>Tech Spec Section</u>	<u>Function</u>	<u>Responsible Position</u>	<u>Individual Assuming Responsibility</u>
6.5.4.4	Can appoint people to be SQRs	SVP - Millstone	Recovery Officer
6.6.1	Receives copy of PORC review of reportable events.	EVP - Nuclear	Recovery Officer
6.7.1.b	Notified within 24 hours of any reportable event	EVP - Nuclear	Recovery Officer
6.7.1.d	Notified within 14 days of safety limit violation	EVP - Nuclear	Recovery Officer
6.8.2.a	Designates specific programs or procedures in SQR	SVP - Millstone	Recovery Officer
6.8.2.b	Optional approver on items reviewed by SQR	SVP - Millstone	Recovery Officer
6.8.2.b	Can appoint those who can approve SQR work	SVP - Millstone	Recovery Officer
6.8.2.c	Can approve procedures which are reviewed by PORC.	SVP - Millstone	Recovery Officer
6.8.3.c	Can approve temporary procedure changes	SVP - Millstone	Recovery Officer
6.15.b	Approves the REMODCM	SVP - Millstone	President & CEO

### Millstone Unit No. 3

<u>Tech Spec Section</u>	<u>Function</u>	<u>Responsible Position</u>	<u>Individual Assuming Responsibility</u>
6.1.1	Responsible for overall operation of the Millstone Station.	SVP - Millstone	President & CEO
	Delegate in writing the succession while out of the office.	SVP - Millstone	President & CEO
6.2.1.b	Responsible for overall safe unit operation	SVP - Millstone	Recovery Officer
6.2.1.c	Corporate responsibility for overall plant safety.	EVP - Nuclear	President & CEO
6.2.3.4	Receives quarterly reports of ISEG activities.	VP - Nuclear, Ops Ser.	VP - Nuc Oversight
6.4.1	Maintains a retraining and replacement training program for the facility staff per 55.59.	SVP - Millstone	Recovery Officer
6.5.1.5	Potential Chairman of PORC if PORC chairman and vice chairman are not present.	SVP - Millstone	Recovery Officer
6.5.1.6.e	Receives report on violations of TS from PORC.	EVP - Nuclear	Recovery Officer
6.5.1.6.h	Performs special reviews as requested	SVP - Millstone	Recovery Officer
6.5.1.7.b	Receives notification of disagreement between PORC and Unit Director.	SVP - Millstone	Recovery Officer
6.5.1.7.b	Receives notification of disagreement between PORC and Unit Director.	EVP - Nuclear	Recovery Officer



### Millstone Unit No. 3

<u>Tech Spec Section</u>	<u>Function</u>	<u>Responsible Position</u>	<u>Individual Assuming Responsibility</u>
6.5.1.8	Receives copies of PORC meeting minutes	SVP - Millstone	Recovery Officer
6.5.2.1	Receives SORC input.	SVP - Millstone	President & CEO
6.5.2.2	SORC Chairman	SVP - Millstone	President & CEO
6.5.2.6	Recommends areas that SORC review	SVP - Millstone	President & CEO
6.5.2.7.a	Receives recommendation from SORC on what to approve.	SVP - Millstone	President & CEO
6.5.2.7.b	Receives immediate notification of disagreements between SORC and SVP.	EVP - Nuclear	President & CEO
6.5.2.7.b	Has ultimate authority when disagreements arise between SORC and SVP - Millstone.	SVP - Millstone	President & CEO
6.5.2.8	Receives copies of SORC meeting minutes	SVP - Millstone	President & CEO
6.5.3.1	Is advised by NSAB of results of the reviews	EVP - Nuclear	President & CEO
6.5.3.2	Appoints members to the NSAB.	EVP - Nuclear	President & CEO
6.5.3.3	Appoints alternate members of NSAB.	EVP - Nuclear	President & CEO
6.5.3.6	Receives reports or records of NSAB reviews	EVP - Nuclear	President & CEO
6.5.3.7	Recommends other areas for NSAB to audit	EVP - Nuclear	President & CEO
6.5.4.1	Establishes a SQR program	SVP - Millstone	Recovery Officer

### Millstone Unit No. 3

<u>Tech Spec Section</u>	<u>Function</u>	<u>Responsible Position</u>	<u>Individual Assuming Responsibility</u>
6.5.4.4	Can appoint people to be SQRs	SVP - Millstone	Recovery Officer
6.6.1.b	Receives copy of PORC review of reportable events.	EVP - Nuclear	Recovery Officer
6.7.1.b	Notified within 24 hours of any reportable event	EVP - Nuclear	Recovery Officer
6.7.1.d	Notified within 14 days of safety limit violation	EVP - Nuclear	Recovery Officer
6.8.2.a	Designates specific programs or procedures in SQR program	SVP - Millstone	Recovery Officer
6.8.2.b	Optional approver on items reviewed by SQR	SVP - Millstone	Recovery Officer
6.8.2.b	Can appoint those who can approve SQR work	SVP - Millstone	Recovery Officer
6.8.2.c	Can approve procedures which are reviewed by PORC.	SVP - Millstone	Recovery Officer
6.8.3.c	Can approve temporary procedure changes	SVP - Millstone	Recovery Officer
6.13.b	Approves the REMODCM	SVP - Millstone	President & CEO

### Haddam Neck Plant

<u>Tech Spec Section</u>	<u>Function</u>	<u>Responsible Position</u>	<u>Individual Assuming Responsibility</u>
6.1.1	Responsible for overall operation of the Haddam Neck.	VP - CY	EVP - CNO
	Delegate in writing the succession while out of the office.	VP - CY	EVP - CNO
6.2.1.b	Responsible for overall safe unit operation	VP - CY	Recovery Officer <sup>1</sup>
6.2.1.c	Corporate responsibility for overall plant safety.	EVP - Nuclear	EVP - CNO
6.5.1.1	Receives advice from PORC	VP - CY	Recovery Officer
6.5.1.2	Chairman of PORC.	VP - CY	Recovery Officer
6.5.1.6.a	Recommends items to be reviewed by PORC	VP - CY	Recovery Officer
6.5.1.6.e	Receives report on violations of TS from PORC.	EVP - Nuclear	EVP - CNO
6.5.1.6.h.	Recommends special reviews by PORC	VP - CY	Recovery Officer
6.5.1.7.a	PORC reports to and advises	VP - CY	Recovery Officer

<sup>1</sup> The Executive Vice President and Chief Nuclear Officer, will on an interim basis, be fulfilling the duties and responsibilities of the Haddam Neck Plant Recovery Officer.

### Haddam Neck Plant

<u>Tech Spec Section</u>	<u>Function</u>	<u>Responsible Position</u>	<u>Individual Assuming Responsibility</u>
6.5.1.7.b	PORC determinations rendered in writing	VP - CY	Recovery Officer
6.5.1.7.c	Receives notification of disagreement between PORC and VP- CY.	EVP - Nuclear	EVP - CNO
6.5.1.7.c	Has ultimate authority when disagreements arise between PORC and VP - CY.	VP - CY	EVP - CNO
6.5.2.1	Is advised by NSAB of results of the reviews	EVP - Nuclear	President & CEO
6.5.2.2	Appoints members to the NSAB.	EVP - Nuclear	President & CEO
6.5.2.3	Appoints alternate members of NSAB.	EVP - Nuclear	President & CEO
6.5.2.6	Receives reports or records of NSAB reviews	EVP - Nuclear	President & CEO
6.5.2.7	Recommends other areas for NSAB to audit	EVP - Nuclear	President & CEO
6.6.1.b	Receives copy of PORC review of reportable events.	EVP - Nuclear	EVP - CNO
6.7.1.b	Notified within 24 hours of any reportable event	EVP - Nuclear	EVP - CNO
6.7.1.d	Notified within 14 days of safety limit violation	EVP - Nuclear	EVP - CNO
6.8.2	Approves procedures which are reviewed by PORC.	VP - CY	Recovery Officer
6.8.3.c	Can approve temporary procedure changes	VP - CY	Recovery Officer

Haddam Neck Plant

<u>Tech Spec Section</u>	<u>Function</u>	<u>Responsible Position</u>	<u>Individual Assuming Responsibility</u>
6.13.b	Approves the REMODCM	VP - CY	EVP - CNO

Seabrook Station

<u>Tech Spec Section</u>	<u>Function</u>	<u>Responsible Position</u>	<u>Individual Assuming Responsibility</u>
6.1.2	Issue management directive on control room command.	ED - NP	VP - Seabrook <sup>2</sup>
6.2.1.c	Corporate responsibility for overall plant safety.	ED - NP	EVP - CNO
6.4.1.6.e	Receives report on violations of TS from SORC.	ED - NP	VP - Seabrook
6.4.1.6.k	Receives reports of unplanned release	ED - NP	VP - Seabrook
6.4.1.7.b	Receives notification of disagreement between SORC and Station Manager.	ED - NP	VP - Seabrook
6.4.3.1	Is advised by NSARC of results of the reviews	SVP	EVP - CNO
6.4.3.2	Appoints members to the NSARC.	SVP	EVP - CNO
6.4.3.3	Appoints alternate members of NSARC.	SVP	EVP - CNO
6.4.3.8	Recommends other areas for NSARC to audit	SVP	EVP - CNO
6.4.3.9.a	Receives NSARC meeting minutes	SVP	EVP - CNO
6.4.3.9.b	Reports of training reviews sent to SVP	SVP	EVP - CNO

<sup>2</sup> The Executive Vice President and Chief Nuclear Officer, will on an interim basis, be fulfilling the duties and responsibilities of the Vice President - Seabrook

Seabrook Station

<u>Tech Spec Section</u>	<u>Function</u>	<u>Responsible Position</u>	<u>Individual Assuming Responsibility</u>
6.4.3.9.c	Reports generated under 6.4.2.8.	SVP	EVP - CNO
6.5.b	Receives copy of SORC review of reportable events.	SVP	VP - Seabrook
6.6.a	Notified within 24 hours of any reportable event	ED - NP	VP - Seabrook
6.6.c	Notified within 14 days of safety limit violation	ED - NP	VP - Seabrook