

NORTHEAST UTILITIES



THE CONNECTICUT LIGHT AND POWER COMPANY
WESTERN MASSACHUSETTS ELECTRIC COMPANY
HOLYOKE WATER POWER COMPANY
NORTHEAST UTILITIES SERVICE COMPANY
NORTHEAST NUCLEAR ENERGY COMPANY

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February 10, 1993

Docket Nos. 50-213
50-245
50-336
50-423
B14365

Re: Performance Enhancement
Program

Mr. James T. Wiggins
Division of Reactor Projects, Region I
U.S. Nuclear Regulatory Commission
475 Allendale Road
King of Prussia, PA 19406

Gentlemen:

Haddam Neck Plant
Millstone Nuclear Power Station, Unit Nos. 1, 2, and 3
Performance Enhancement Program Update

In a submittal dated June 4, 1992,⁽¹⁾ Northeast Utilities (NU) transmitted the Phase II Completion Report for the NU Performance Enhancement Program (PEP). We noted in that submittal that the PEP is a living program which would be updated, as necessary, to implement improvements, enhance the integration of the various action plans, and reflect conditions that might change over the course of the implementation phase. In a letter dated November 25, 1992,⁽²⁾ NU informed the Staff of several PEP Action Plan changes that had been approved or that were in process as of that date. In keeping with that practice, Attachment 1 to this letter provides a summary of additional substantive changes to the PEP that have been approved or that are in process as of this writing. The criteria used to measure the significance of the Action Plan changes include the following:

- Completion Date
- Scope
- Objective
- Personnel Additions or Deletions
- Cost Increase or Decrease

(1) J. F. Opeka letter to T. T. Martin, "Performance Enhancement Program," dated June 4, 1992.

(2) J. F. Opeka letter to J. T. Wiggins, "Performance Enhancement Program Update," dated November 25, 1992.

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The number of changes made to date remains relatively small considering the scope and complexity of the PEP. As with our previous update, we are not requesting that any action be taken by the Staff based on the changes described herein.


While the program is proceeding as planned, it is noteworthy that two elements of the PEP have been receiving enhanced emphasis. First, considerable effort has gone into the refinement of the validation process. The validation procedure (NEO 2.35) has been revised to improve the effectiveness of the validation phase of the program. A standard validation plan format has been developed. As appropriate, draft validation plans for completed Action Plans are under development, and Validation Team leaders, with responsibility for final validation plan development, are in the process of being selected. Second, the PEP Communication Plan has been issued and its implementation is under way, with guidance and direction provided by a PEP Communications Review Committee. This committee, consisting of both exempt and nonexempt personnel from Millstone Station, the Haddam Neck Plant, Corporate Offices, and Seabrook Station, has oversight responsibilities to evaluate the effectiveness of PEP communications, effect liaison with the workforce, and provide input to the various communication media employed.

Should you require additional information on these or other PEP matters, please feel free to contact Mr. Richard M. Kacich at (203) 665-3298 or me.

Very truly yours,

CONNECTICUT YANKEE ATOMIC POWER COMPANY
NORTHEAST NUCLEAR ENERGY COMPANY

FOR: J. F. Opeka
Executive Vice President

BY: 
E. A. DeBarba
Vice President

cc: See Page 3

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cc: T. T. Martin, Region I Administrator
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V. L. Rooney, NRC Project Manager, Millstone Unit No. 3
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and 3
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U. S. Nuclear Regulatory Commission
Attn: Document Control Desk
Washington, DC 20555

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Attachment 1

Haddam Neck Plant
Millstone Nuclear Power Station, Unit Nos. 1, 2, and 3

Northeast Utilities Performance Enhancement Program Action Plan Changes

February 1993

Attachment 1

Haddam Neck Plant
Millstone Nuclear Power Station, Unit Nos. 1, 2, and 3
PEP Action Plan Changes Since November 25, 1992 Update

The following revisions have been approved:

<u>Action Plan</u>	<u>Revision</u>
1.1.3 Motivation	The completion date has changed from August 1993 to December 1993 to facilitate data collection through one common survey with the Cultural Analysis Action Plan, Action Plan 1.4.1, rather than separate surveys.
2.2.1 Business Plan	The deliverable for this Action Plan (develop and document the operational planning process) was completed in October 1992 as scheduled. The original Action Plan completion date of October 1993 included the on-going administration and maintenance of this process, which will be removed from this Action Plan in a future revision. The administration and maintenance will become a line organization responsibility.
2.3.6A Maintenance Rule 4.1.1 MEPL/BOM	The scope of work associated with enhancing the Production Maintenance Management System (PMMS) for non-QA components has been transferred from Action Plan 4.1.1, MEPL/BOM, to Action Plan 2.3.6A, Maintenance Rule, to more accurately reflect the responsibility for its completion. The associated budget was also transferred.
3.3.1 Assessment Philosophy	Objective #2 (Periodic Self-assessment) was revised to clarify the product to be developed (i.e., the requirement for management to perform a periodic review in lieu of a policy).

Action Plan

Revision

3.3.2 Corrective Action
Execution

Deliverable #3 (Tracking System) was revised to add the assistance of the Information Resources Group and the preparation of a Project Viability Assessment (PVA).

3.4.2 Root Cause Evaluation
and Assessment

The completion date has changed from December 1992 to May 1993 to accommodate the addition of three new deliverables: (1) development of qualification requirements for root cause investigators; (2) provide for root cause training to be conducted by INPO; and (3) enhance the existing nuclear root cause training program.

The following revision is in process:

Action Plan

Revision

1.1.1 Management Skills
Development

1.2.3 Talent Development

Both Action Plans pertain to strengthening the competency and performance of the nuclear organization staff. During 1992, several interrelated processes were put into effect under these Action Plans. Both Action Plans are now at a stage where their objectives can be most effectively achieved by consolidating them into a single Action Plan. This integration will occur during the first half of 1993.