



UNITED STATES
NUCLEAR REGULATORY COMMISSION
WASHINGTON, D.C. 20555-0001

September 16, 1994

MEMORANDUM TO: RECORD

FROM: James M. Taylor
Executive Director for Operations

SUBJECT: DROP-IN VISIT -- NORTHEAST UTILITIES

On September 13, 1994, at 9:00 a.m., Northeast Utilities representatives Mr. James Opeka, Executive Vice President - Nuclear, and Mr. Richard Kacich, Director, Nuclear Planning, Licensing, and Budgeting, met with Mr. J. Taylor, Mr. C. Miller (NRR), Mr. J. Ruberg (OGC), Ms. Mary Miller (OEDO), and Mr. W. Dean (OEDO) to discuss items of mutual interest. The following topics were discussed:

- ▶ Management Team Building/Interpersonal Skills Training
- ▶ Incorporating the Performance Enhancement Plan (PEP) into the Business Plan
- ▶ Barriers to the Success of the Organization

The licensee discussed in some detail the different programs they have instituted to enhance team building among upper management, and how they are filtering this training into lower levels of management. Interpersonal skills training for first-line supervision is also underway, with a slant towards handling allegation type situations better.

The PEP, which was instituted in 1992 as a result of continued performance problems, is being subsumed into the licensee's Business Plan over the next two years. About 50% of the PEP programs have been completed and validated thus far, and the licensee noted they are committed to follow through each of these programs even after their inclusion into the Business Plan.


The licensee discussed what they see as four barriers to their being successful in achieving a preeminent role in the nuclear industry: 1) Allegation/Employee Concerns, 2) Work Control/Outage Practices, 3) Procedural Compliance, and 4) Root Cause/Corrective Actions. They outlined actions in effect or those that will be implemented to address these issues. Of note was their recognition that the level of trust within the organization needs to be elevated, that there is a resistance to establishing common

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procedures among the Millstone Units, and that the maintenance department is uncomfortable in relinquishing their planning function.

The EDO noted that the experience Seabrook is having with their Personnel Error Response Team may be worth sharing with the other units. He also noted that the errors that continue to take place "on the floor" are really holding them down, indicating the PEP has not been as successful as desired. Examples of plants that have turned a poor operating record around were given (Turkey Point and Davis-Besse). It was noted that the licensee appears to be doing things to get their personnel moving in the right direction, but that they have a substantial amount of work to do in order to achieve their goals.

The meeting adjourned at 10:05 a.m. No regulatory decisions were requested nor made.

A handwritten signature in dark ink, appearing to be "John H. Smith", is located in the lower right quadrant of the page. The signature is fluid and cursive, with the first name "John" being the most prominent part.



From the Desk Of
Donald B. Miller, Jr.
Millstone Ext. 4300

1/19/95

PAUL:

Trustee Names/Affiliation - See attached

Trustee Meetings:

Ten times/year (months excluded: March & August)

Next three meeting dates:

January 24

February 28

April 25

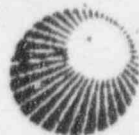
Meeting location: NU Berlin Headquarters.

Information provided by Theresa Allsop, Berlin Legal Department (8-50-3079)

Linda

Linda Kenefick for D. B. Miller
MP Ext. 5888

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- Committee on Organization,
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QUORUM - Majority (applicable to Board and Committees)

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(7/1/94)

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