

April 7, 1993

MEMORANDUM FOR: File

FROM: James M. Taylor
Executive Director for Operations

SUBJECT: DROP-IN VISIT - NORTHEAST UTILITIES

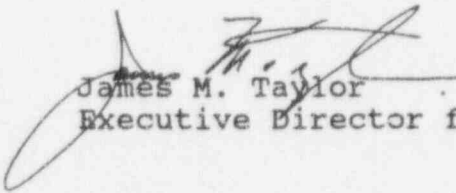
Officials of Northeast Utilities met on April 7, 1993 with J. Taylor, T. Murley, J. Partlow, J. Scinto, and W. Bateman. These officials were Bernie Fox, John Opeka, and Rick Kacich. The meeting was requested by Northeast Utilities.

Northeast Utilities purpose for the meeting was to review their progress in correcting the problems identified in 1991-1992. They made the following points:

- o After a difficult period, there is a sense of cautious optimism imbuing their nuclear organization
- o Their performance enhancement program (PEP) is moving ahead
- o Operational improvements are beginning to appear
- o New incentive programs have been designed and are being implemented to enhance success
- o Communications have been enhanced through the use of new vehicles of communication

Northeast also reviewed some additional areas of ongoing concern to them. These included economic concerns of the viability of Haddam Neck if steam generators need to be replaced.

No regulatory decisions were requested or made.


James M. Taylor
Executive Director for Operations

**NORTHEAST UTILITIES
MEETINGS WITH NRC
COMMISSIONERS AND SENIOR STAFF**

APRIL 7, 1993

Rick Kasich
John Opoka
Bernie Fox

JT, TM, J. Parlow, J. Scinto, WB

After A Difficult Period, There is a Sense of Cautious Optimism Imbuing Our Nuclear Organization

- Performance Enhancement Program
- Operational Improvements
- New Incentive Programs
- Enhanced Communications
- Improved Handling of Nuclear Concerns

Summary:
- morale improvement
- Will market pay for energy
- maintain upward trajectory

91 - very difficult

92 - difficult

93 - trajectory now up

Performance Enhancement Program is Moving Ahead

- Process Mapping Will Have Positive Effects *— IT encouraged how to share process* *— Analyze how to make processes simpler.*
- Programmatic Engineering Approaches to Critical Areas (MOV's, Reliability Centered Maintenance, Erosion/Corrosion, EQ, HELB) are Coming into Place *clearer def. of eng. role* *more systematic approach*
- Deliverable Schedules Being Met/Tracked Closely *across pl't.*

Operational Improvements are Beginning to Appear

- Continued Strong SALP Scores at Haddam Neck
- Capacity Factors Returning to High Levels
- Millstone 2 Steam Generators Working Well
- Operator Requalification Training Program Improvements

Probs were basically @ Unit 1.
Now having 100% pass rates.

Added an extra operator @ BWR in CR.

New Incentive Programs Designed to Enhance Success

- Focussed on Key Safety and Operational Issues
- Good Performance is a "Carrot"
- Stronger Link Between Corporate Goals and Individual Compensation
- All Nuclear Employees will Soon be Participants, Including Unionized Personnel

*Success tied to goals (not SALP & INPO scores)
eg. safety sys availability, success of PEP*

Enhanced Communications Vehicles

- Heightened and More Frequent Management Presence
- Nuclear News/TieLine
- Nuclear Newsreel
- PEP Brochures
- Positive NU Stories Including Non Nuclear Issues

Clean Air Credits - donated to American Lung ...

Some Additional Areas of Ongoing Focus

- Economics of Nuclear Facilities
 - Haddam Neck Plant
 - Haddam Neck Steam Generators
 - Requirements Marginal to Safety
 - Utilization of Risk Based Insights
- Economic Regulation *- see letter*

*Need relief on CT SG main plug repairs.
Cameras in lieu of fire watches.*