

From: Dave Hills  
To: WLA - *William Apelson*  
Date: 12/27/96 10:32am  
Subject: LaSalle and Zion ISA Dates

The dates you requested are as follows:

ISA In-office Document Reviews	10/22-11/8
Zion ISA Onsite Review	11/11-11/22
ComEd/NRC Meeting on ISA Effort and Plans	11/19
LaSalle ISA Onsite Review	12/3-12/13
ComEd/NRC Meeting on ISA Results	12/23
Planned ComEd Public Exit Meeting for Zion ISA (Zion Training Center)	1/8
Planned ComEd Public Exit Meeting for LaSalle ISA (Mazon EOF)	1/9
Planned ISA Report Completion	1/17

CC: JLC1, RJS2

PD III-2 STAFF NOTES - WEEK OF 11/11/96

1. SIGNIFICANT MEETINGS/ACTIVITIES WITHIN THE NEXT MONTH:

11/12	0900	R-III	Zion Enforcement Conference (Capra & Shiraki).
11/13	----	LaSalle	F. Gillespie Site Visit to LaSalle (Skay).
11/14	0900	17H01	EDO Briefing on Dresden ISI (Stang).
11/14	1100	17H01	H. Keiser Drop-in Meeting with EDO (Dick).
11/14	1300	T7F05	Meeting with ComEd to discuss Braidwood 1 S/G Inspection Results (Lynch & Assa).
11/14	1400	12D09	R. Zimmerman Briefing on Dresden ISI (Stang).
11/19	----	R-III	Meeting with ComEd on Zion/LaSalle Self-Assessment (Capra, Shiraki & Skay).
11/19	1500	01F07	DRPW Division Meeting and PM Training (PMs & LA).
11/20	0730	12B11	R-III Senior Management Meeting Screening Meeting.
12/03	----	R-III	Industry/NRC Interface Workshop (12/03-04) (Capra, Shiraki & Skay).
12/05	----	Zion	Mid-Cycle SALP Visit to Zion (Capra & Shiraki).
12/09	1000	8FCR	Chairman Briefing on Dresden ISI (Capra & Stang).
12/09	1300	AUDT	PM Workshop (1300-1600).
12/10	----	R-III	R-III Inspector Counterpart Meeting (12/10-12).
12/12	----	Dresden	Dresden ISI Public Exit (Capra & Stang).
12/18	----	QC	Quad Cities SALP Management Meeting.

2. DIVISION TRAINING

At the next Division Meeting on 11/19, Bob Haag will discuss recent a change made to Inspection Manual Chapter 2515 relating to NRC's interaction with licensees during events and Marty Virgilio will discuss the results of his teams inspections at Millstone and Haddam Neck.

3. ET SITE VISITS

The following ET members will be making Pre-SMM Site Visits for our plants:

LaSalle.....F. Gillespie...11/13.  
Zion.....A. Thadani....TBD.  
Dresden.....R. Zimmerman...12/11-12 (Combined with ISI Exit)  
Quad Cities....R. Zimmerman...TBD.

November 22, 1996

To: All Station Employees

Subject: Independent Self Assessment

OPTIONAL FORM NO. 10 (7-90)

**FAX TRANSMITTAL**

To: H. DAPAS From: ZION

Department: \_\_\_\_\_ Phone: \_\_\_\_\_

Fax: \_\_\_\_\_ Fax: \_\_\_\_\_

5010 7540-95-217-9000 5010-101 GENERAL SERVICES ADMINISTRATION

This morning the Independent Self Assessment of Zion concluded with a presentation by team members to about 180 of us. Because all of you could not be present to hear the insights from the team of industry peers, I want to provide my perspective to you on the message I heard.

Although the assessment results were divided into such traditional areas as operations, maintenance and engineering, I was struck by common themes throughout the team's presentation. These themes should give us serious insight to the consequences of our performance. I was impressed by the commitment of the people who delivered the message today - they truly delivered a no-holds-barred message. That message is:

We are not helping each other succeed. We are not learning from each other or the industry - we are more interested in blaming each other - management, union, other work groups and also people outside of Zion than we are in operating Zion successfully. The way we treat each other is unprofessional and does not promote respect for each other or our jobs.

We do not approach our jobs as though we are accountable for the success of what we are doing - we have no performance measures to determine if we can even succeed. We are not willing to define high standards for performance and then hold ourselves accountable for meeting those standards. Instead we focus on our own problems, stay in our individual silos and do not contribute to our overall success.

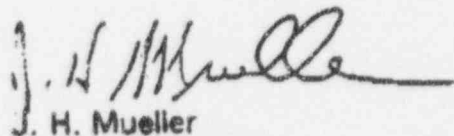
Our work control processes inhibit performance and our engineering programs are ineffective. Our operating and maintenance standards for equipment reliability, cleanliness and radiation protection are far below what other plants view as acceptable. Plant equipment is suffering from our inability to operate and maintain it to meet minimal industry standards.

(over)

B/2

The closing message was particularly important - in the future competitive business world, Zion can only succeed by operating safely. There is clear industry evidence that the only way plants can be competitive is to operate safely. Zion is not ready for that future. It is a matter of survival - nobody on the outside cares about our inability to work together, our broken work processes or our low standards. Zion is at a crossroad - it is up to us to determine if we will succeed.

Although some of us may believe that the message was directed to managers, and much of it was, it was also strongly delivered to senior and mid-level managers, supervisors, workers - the entire workforce. The team was clear that all levels at Zion exhibit a lack of leadership and accountability. We must get serious about ownership, accountability and performance improvement.



J. H. Mueller  
Site Vice President  
Zion Station

JHM/tis

PD III-2 STAFF NOTES - WEEK OF 12/09/96

1. NEAR TERM SIGNIFICANT MEETINGS/ACTIVITIES:

12/09	0900	17H01	EDO Pre-Brief on Dresden ISI (Capra & Stang).
12/09	1000	8FCR	Chairman Briefing on Dresden ISI (Capra & Stang).
12/10	----	LaSalle	L. Rossbach at LaSalle 12/10-13 for Site Coverage during R-III Inspector Seminar.
12/10	----	QC	R. Zimmerman Pre-SMM Site Visit to Quad Cities.
12/10	----	R-III	R-III Inspector Seminar 12/10-12.
12/11	----	Dresden	EDO/R. Zimmerman Pre-SMM Site Visit to Dresden 12/11-12 (Capra & Stang).
12/12	----	Dresden	Dresden ISI Public Exit (Capra & Stang).
12/16	1400	CCR	Commission Meeting on Inspection Criteria, Evolution of Assessment & SALP Process.
12/17	0800	BETH	Meeting with BWROG regarding BL 96-03 (Lynch).
12/17	----	-----	DRPW Holiday Party.
12/18	----	Zion	A. Thadani Pre-SMM Site Visit 12/18-19 (Shiraki).
12/18	?	?	Meeting with ComEd to discuss Dresden Containment Cooling Water System Issues from the ISI (Stang).
12/18	1000C	QC	Quad Cities SALP Management Meeting (Capra & Pulsifer).
12/19	0830	T6A01	Meeting with ComEd to discuss deletion of Byron 1 Mid-Cycle SG Inspection (Lynch & Dick).
12/19	----	Dresden	Meeting with ComEd at Dresden to discuss status of CAL Action Items (Capra & Stang).
12/19	1400	AUDT	NRR Awards Ceremony (Stang, Pulsifer & Skay Receive TSUP Group Award).
12/23	0900C	R-III	Meeting with ComEd to discuss Zion/LaSalle ISA.
01/07	1300	AUDT	PM Workshop (1300-1600).
01/08	0900C	R-III	Dresden SALP Board (Capra & Stang).
01/28	?	?	Meeting with ComEd on Mixed Oxide Fuel Project (Capra, Dick, Assa, Skay & Rossbach).

OPTIONAL FORM 99 (7-90)

## FAX TRANSMITTAL

# of pages 11

To <i>Clyde Shireki</i>	From <i>Dave Hills</i>
Dept./Agency	Phone #
Fax #	Fax #
NHN 7540-01-517-7388 8099-101 GENERAL SERVICES ADMINISTRATION	

December 13, 1996

To: All Station Employees

Subject: Independent Self Assessment

Concluding two weeks on site, the Independent Self Assessment team presented its detailed findings to 200 LaSalle employees this morning. The following is a summary of what they, as peers, had to say about LaSalle Station.

There were several common themes in the areas of operations, maintenance and engineering. Giving immediate attention to these items is essential to the success of LaSalle. The main themes are:

Key attributes of a successful plant that are missing at LaSalle include: accountability, teamwork, open communications, trust between all levels, and a generally healthy working relationship.

We are not performing as a team. We are not learning either from each other or from the rest of the nuclear industry. Placing blame is prevalent throughout the facility and is hindering our progress toward successful operation. We are not treating one another with the proper professionalism or respect.

We are not accepting accountability for the results of our work, and we are not even measuring whether or not we are successful. We tend to work within silos and isolate ourselves with our own problems. We do not set high standards for our work and hold ourselves accountable for meeting those standards.

Our work control processes preclude productivity. People not working as a team contributes to the system not working effectively. There are high project backlogs, scheduling is ineffective and work packages are inadequate.

Our operations department lacks a clear understanding of operating excellence and teamwork. Significant weaknesses were also noted in shift manager performance and training. These deficiencies are magnified by the lack of acceptance of accountability for performance.

There are major problems in engineering. Deficiencies are evident in the areas of configuration management, work quality, system engineering and work management.

The need for a strong team effort extends beyond senior and mid-level management. The ISA team emphasized that the key problems of accountability, teamwork, communication

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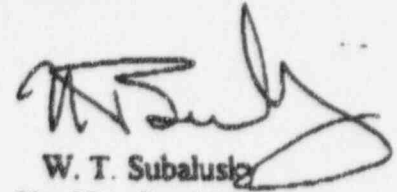


Dec-17-96 10:45A NRC LaSalle

815-357-6624

and trust exist at all levels. Every LaSalle employee must be willing to address these critical issues if we are to achieve the potential that LaSalle Station is capable of.

In conclusion, the team's message was bleak but clear: LaSalle has a long way to go, and can only succeed in the future competitive business world by working together to achieve excellence in performance. The industry evidence is clear that the only way to excellent performance is by focusing on operating safely. LaSalle must decide now whether it will take on these issues and follow the road to a successful future, or be left behind.



W. T. Subaluski  
Site Vice President

PD III-2 STAFF NOTES - WEEK OF 12/16/96

1. NEAR TERM SIGNIFICANT MEETINGS/ACTIVITIES:

12/16	1400	CCR	Commission Meeting on NRC's Assessment and the SALP Process.
12/17	1000	T9A01	Meeting with BWROG regarding BL 96-03 (Lynch).
12/17	1130	Champ.	DRPW Holiday Party.
12/18	----	Zion	A. Thadani Pre-SMM Site Visit 12/18-19 (Shiraki).
12/18	1000C	QC	Quad Cities SALP Management Meeting (Capra & Pulsifer).
12/19	0830	T6A01	Meeting with ComEd to discuss deletion of Byron 1 Mid-Cycle SG Inspection (Lynch & Dick).
12/19	1000	07H01	Dresden/Quad Cities Enforcement Boards (Pulsifer).
12/19	----	Dresden	Meeting with ComEd at Dresden to discuss status of CAL Action Items (Capra & Stang).
12/19	1400	AUDT	NRR Awards Ceremony (Stang, Pulsifer & Skay Receive TSUP Group Award).
12/23	0900C	R-III	Meeting with ComEd to discuss Zion/LaSalle ISA.
01/07	1300	AUDT	PM Workshop (1300-1600).
01/08	0900C	R-III	Dresden SALP Board (Capra & Stang).
01/28	?	?	Meeting with ComEd on Mixed Oxide Fuel Project (Capra, Dick, Assa, Skay & Rossbach).

2. TIAs

The following is a list of TIAs being tracked that are assigned to our PD. PMs should ensure that these TIAs are being reviewed appropriately.

Plant	Due Date	Subject
Zion	12/20/96	Revised design basis for Aux. Bldg. HVAC.
Dresden	01/20/97	ECCS operability with test return valve open.
Braidwood Byron Zion	02/15/97	Containment Spray Additive System design basis
Quad Cities	03/15/97	Licensing Basis requirements regarding water hammer as a result of LOOP/LOCA.
Dresden Quad Cities	03/20/97	Use of safety factor of 2 for concrete expansion anchors in HELB restraints



Commonwealth Edison Company  
LaSalle Generating Station  
2601 North 21st Road  
Marseilles, IL 61341-9757  
Tel 815-357-6761

**ComEd**

December 30, 1996

**Mr. A. Bill Beach**  
**Regional Administrator**  
**U. S. Nuclear Regulatory Commission**  
**801 Warrenville Road**  
**Lisle, IL 60532-4351**

ROUTING

First		Second	
✓ RA	hac	RC	
✓ DRA	hac	EIC	
✓ DRD		SGA	
✓ DRS	hac	OI	
DNAS		PAO	
DEMA			

FILE hac

Dear Mr. Beach:

This letter is to inform you of the actions that will be taken to address key problem areas and accelerate the rate of performance improvement at LaSalle County Station.

During the period December 3 through December 13, 1996, an independent Industry Safety Assessment (ISA) team conducted a comprehensive review of the performance at the LaSalle County Nuclear Station. This assessment, done at the request of ComEd, was conducted by a team of industry peers, and included representatives of the Institute of Nuclear Power Operations. The team noted a number of deficiencies in the areas of Operations, Engineering, and overall Management. This assessment confirmed the deficiencies identified earlier in the Service Water Sealant Injection Event in June, 1996, the Service Water System Inspection conducted by the NRC on September 3-24, 1996, and the SALP 13 report of October 17, 1996. The ISA team provided valuable insight into these issues, along with a number of suggestions for addressing them. We are planning to brief you and your staff on the results of the ISA in a public meeting on January 9, 1997.

As you may recall, I made a strong statement at the SALP meeting on October 29, 1996, that the LaSalle nuclear units would not be started up before we were ready to conduct the start up and subsequent operations in a safe and reliable manner. In keeping with that philosophy, and in consideration of the additional insight provided by the ISA team, I have canceled the start up dates of the units, and directed development of a restart plan that will address the following four major areas: safe plant operation, effective work management, engineering support of the plant and configuration control, and effective human interaction and performance.

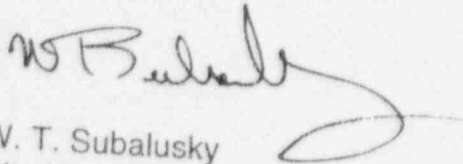
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This plan will include actions such as: intensive retraining of the Operators, design and functional reviews of selected plant systems, as well as upgrading a wide range of operations, engineering and work management activities. The development of this plan will define the actions needed for the restart of the units, and until these times are determined and the plan developed, the start up dates of the units will remain indeterminate. A copy of this restart plan will be provided to you as soon as it is developed.

If there are any questions or comments concerning this letter, please refer them to me at (815) 357-6761, extension 3600.

Respectfully,



W. T. Subalusky  
Site Vice President  
LaSalle County Station

cc: M. P. Huber, NRC Senior Resident Inspector - LaSalle  
D. M. Skay, Project Manager - NRR - LaSalle  
Central File