From: Lawrence Rossbach
To: dms6 - Donna Skay
Date: 12/18/96 11:10am
Subject: hilite

Donna, Any word on the PN yet? I'd better get this into Vicky soon.

LASALLE, UNITS 1 AND 2

Independent Self Assessment Exit Meeting

The results of the Independent Self Assessment (ISA) for the LaSalle Station were presented at an exit meeting held at the LaSalle Station on December 13, 1996. The ISA is an IPAP type assessment performed for Commonwealth Edison by a high level team of industry peers and consultants.

The ISA scope included performance in Management and the four functional areas of Operations, Maintenance, Engineering, and Plant Support. The ISA assessment was very critical of ComEd performance in all areas. Overriding themes included: performance standards missing or not followed, ineffective field supervision, lack of team work, high management turnover rate and poor change management, union/management issues, inadequate or misapplied resources, inadequate performance indicators, poor individual performance and work quality, inadequate training, staff not keeping up with improvements in the industry and unaware of poor performance, significant problems in work control and control of the licensing and design basis, a weak safety culture. The licensee's assessment is consistent with the recently issued SALP ratings which rated performance to be Category 3 in Operations, Maintenance, and Engineering and Category 2 in Plant Support.

Approximately 200 persons including station management and a cross section of staff from all departments were present for the exit which was video taped with the expectation that all station personnel will see it. Commonwealth Edison management is reviewing the results of the ISA and is developing a restart plan considering the issues raised by the ISA. A revised startup schedule will follow development of the restart plan. Unit 2 began a refueling outage on September 20, 1996 and Unit 1 shutdown on September 22, 1996 to repair a turbine control valve. Both units have remained down due to additional issues being identified since the shutdowns.

Contact:
Larry Rossbach
415-2863

LASALLE, UNITS 1 AND 2

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Contact:
Larry Rossbach
415-2863

DIRECTOR'S HIGHLIGHT

PROJECT DIRECTORATE III-2

DECEMBER 18, 1996

DRESDEN, UNITS 2 AND 3

Dresden Unit 2 Status

Dresden Unit 2 continues operation at 100% power. The unit has been in power operation for approximately 113 days. There are no major LCOs or equipment problems existing on Unit 2.

Dresden Unit 3 Shutdown Update

On 10/26/96, Dresden Unit 3 experienced a trip of the 3B Recirculation MG Set. Subsequent to the MG Set trip, the licensee shut down Unit 3 and commenced an investigation into the cause of the equipment failure.

Testing identified that a ground existed on the "C" phase of the 3B Reactor Recirculation Pump Motor. The motor disassembly, lifting of the stator, and inspection were completed on 12/06/96. The licensee discovered a foreign wire in the pump motor windings which is the potential cause of the ground. The licensee is currently repairing and reassembling the pump motor. Scheduled restart of the unit is 12/30/96.

Site Engineering Manager Replacement

On 12/13/96 Russell Freeman replaced Raj Kundalkar as the Dresden Site Engineering Manager. Mr. Freeman has previously held the position as the Plant Engineering Superintendent at Dresden, in change of the plant system engineering staff. Raj Kundalkar will return to Florida Power and Light in the position of Engineering Vice President.

ISI Inspection Team Public Exit Meeting

On 12/12/96 the ISI team lead by Sam Collins and Art Howell held a public exit meeting with Commonwealth Edison (ComEd) Company at Dresden. At the meeting the team presented the findings of the ISI inspection efforts. The ISI team stated that there was an overall performance improvement observed at Dresden and the area of Plant Operations was where the most improvement was observed. Site Engineering and Work Control continue to be areas of concern and the areas in which the majority of the negative inspection finding were found. The final inspection report is scheduled to be issued on 12/23/96.

Contact:
John F. Stang
415-1345

B/7

LASALLE, UNITS 1 AND 2

Independent Self Assessment Exit Meeting

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The ISA scope included assessment of the performance in Management and the functional areas of Operations, Maintenance, Engineering, and Plant Support. The ISA assessment was very critical of ComEd performance in all areas. Major themes included: performance standards missing or not followed, ineffective field supervision, lack of teamwork, high management turnover rate and poor change management, union/management issues, inadequate or misapplied resources, inadequate performance indicators, poor individual performance and work quality, inadequate training, staff not keeping up with improvements in the industry and unaware of their own poor performance, significant problems in work control and control of the licensing and design basis, and a weak safety culture. The ISA's assessment is consistent with the recently issued SALP ratings which rated performance to be Category 3 in Operations, Maintenance, and Engineering, and Category 2 in Plant Support.

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Contact:
Larry Rossbach
415-2863

ZION, UNITS 1 AND 2

Unitization Process Moves Forward

As stated in a previous highlight, Steve Lacey has accepted the position of acting Plant General Manager, Terry Patterson has been named Unit 1 Plant Manager, and Rob Starkey, has been named Unit 2 Plant Manager. The following personnel have been appointed to positions at Zion Station as direct reports to the Unit Plant Managers. The Unit 1 Operations Manager is Ken Hansing and the Unit 2 Operations Manager is George Vanderheyden, both from Zion Station. Maintenance Managers will be Dave Bump of Zion and Mark Schimmel from Dresden.

The Work Control Managers are Tom Kirwin and Frank Higgins, both from Hope Creek. The Maintenance and Work Control Manager specific unit assignments will be announced next week.

Until actual implementation of the unitized organization structure, Steve Lacey will continue as the leader of the Transition Team on a full-time basis. The newly reporting managers will serve as members of the Transition Team, reporting to Mr. Lacey. Keith Schwartz and the current management team will continue to maintain responsibility for both units until the actual implementation date.

Contact:
Clyde Shiraki
415-3101

CHICAGO TRIBUNE, JAN. 2, 1997, PAGE 1

Edison plant fails to pass its own test

By Peter Kendall
TRIBUNE ENVIRONMENT WRITER

Commonwealth Edison Co. has plenty of experience getting rapped by federal regulators for its problem-plagued Dresden nuclear power plant. But in recent weeks, it has been ripped for yet another plant—and by somebody even tougher than the feds: its own consultants.

A group of consultants hired by the utility to look over its LaSalle Nuclear Station criticized Edison across the board, suggesting that the nation's largest nuclear utility continues to struggle with the fundamentals of running a nuclear power plant.

From safety to management issues, from individual workers to teamwork, the consultants found problems at LaSalle, according to a federal summary of their findings.

Because of what the consultants found, Edison has decided to delay restarting the twin-reactor plant 70 miles southwest of the Loop, which has been switched off since September for maintenance and refueling.

The consultants' report is certain to keep federal regulators focused on Edison's spotty performance at its nuclear plants.

Nuclear Regulatory Commission Chairwoman Shirley Jackson has been vocal in her frustration with the utility's Dresden plant in Morris, which has been on the federal watch list six out of the last nine years—longer than any other plant in the country.

A recent federal review of that station found that while it was improving, a number of troublesome issues remained.

Though they had significant problems and were shut down temporarily a decade ago by the NRC, LaSalle's twin reactors in recent years have squeaked by with the lowest passing grades for much of their operations.

Yet, according to an NRC summary report, the independent analysis of the LaSalle reactors "was critical of ComEd performance in all areas."

The summary was made by NRC staffers who attended a Dec. 13 meeting between Edison and its consultants.

The report, which is being written, will be presented to Edison at a meeting next week.

According to the NRC summary, the independent analysis found "a weak safety culture," a catchall phrase that encompasses the way employees and management embrace safety practices.

The analysis also found ineffective supervision, inadequate training, lack of teamwork and poor work quality, the summary said.

The consultants discovered widespread complacency, noting that staffers were not keeping up with improvements in the industry and were "unaware of their own poor performance," according to the NRC summary.

The lead consultant on the project, Warren Fujimoto—a respected retired executive with a California nuclear utility—did not reply to a request for an interview.

In the last year, Edison has conducted similar independent inspections at its Quad Cities plant near the Mississippi River and its Dresden plant, about 60 miles southwest of the Loop.

According to Edison spokeswoman Sandra Allen, the consultants were hired to act pre-emptively before the NRC suggests a broad inspection.

"The purpose of it is to give us a real-time, current understanding of what we need to do to improve," Allen said of the analysis.

Edison has been trying to turn around its problem-plagued nuclear division over the last year, making wholesale changes in management at headquarters and at the plants.

"We know and we have admitted publicly that our performance must be better than it has been in the past," Allen said. "Part of that is looking critically at [ourselves]."

Regulators have long considered LaSalle to be only adequate in a number of its operations.

In October, the NRC gave

Chicago Tribune

LaSalle the lowest possible passing grades in three out of four areas it inspected.

In June, federal regulators got a wakeup call when Edison bollixed a routine maintenance operation at LaSalle, forcing it to shut down its reactors.

In a letter to Edison, NRC Regional Administrator Bill Beach said that federal inspectors had to show the plant's personnel how to do their jobs correctly during the event.

The event began when a contractor was hired to seal cracks in concrete at the plant. The contractor used a machine that injected grout into the cracks under high pressure.

As it happened, the cracks were above a tunnel that carried water into the plant. The sealant flowed through the cracks into the water, clogging filters.

Edison personnel were unable to diagnose the water-flow problem, and after many days, the plant was shut down in an emergency.

- MORE -

In an October letter to the utility, Beach said: "That event showed that work controls had broken down, revealed previously unidentified material condition problems and disclosed significant engineering weaknesses in support to plant operations.

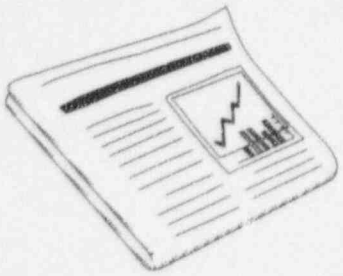
"... [P]lant management and staff focus on operational safety through this event was unsatisfactory, resulting in considerable NRC intervention to assure proper actions were implemented."

After that event, the Edison vice president in charge of LaSalle was replaced.

Beach could not be reached Tuesday for comment.

In 1986, the NRC shut down the LaSalle plant because of "significant failure" in the emergency shutdown systems.

Just before that, the plant was rated by the NRC as one of the poorest in the Midwest.



Connecticut's attorney general and the chairman of the Department of Public Utility Control have asked the Federal Energy Regulatory Commission not to permit Northeast Utilities to charge ratepayers the full cost of shutting down the Haddam Neck plant. The Hartford Courant, 1/7.

In an editorial, The New York Times calls on Russian governmental leaders to "clear the bureaucratic obstacles" and take highly enriched uranium and spent fuel from the independent state of Georgia. (p. A16), 1/7.

DETROIT – Chrysler Corp. has unveiled a car designed to be powered by electric fuel cells that use hydrogen extracted from gasoline. The Washington Post, (p. C1), 1/7.

Reporter Jack Minch writes that NRC's new regional administrator in Atlanta, Luis Reyes, promises to be the same kind of "tough as-nails" leader as his predecessor, Stewart Ebneter, who has retired. The Port St. Lucie (Fla.) Tribune, 1/6.

An editorial says Commonwealth Edison has made a start on understanding its problems by bringing in a group of consultants who have candidly evaluated problems at the company's nuclear power plants. It says the auditors' report on the LaSalle units "described the facility's problems in plain English – something the NRC reports rarely do." The Chicago Sun-Times, 1/6.

B/9

PROPOSED REVIEW PLAN FOR COMPARING AND CONTRASTING NRC ISIs AND LICENSEE ISAs

Objective

To determine the benefit of reviewing the Independent Self Assessments performed for licensees. An estimate of staff resources to accomplish this task is also to be assessed.

Problem Definition

Should the staff commit resources to review ISAs prepared for licensees and then compare and contrast the ISA findings with those findings determined by the staff either in its normal SALP process or through Independent Safety Inspections such as that recently concluded at Dresden.

Background

ComEd has demonstrated a long-standing inability to operate all 12 of its units at uniformly high standards of safety, reliability and efficiency. ComEd will shortly receive two ISA reports (i.e., Zion and LaSalle) which are quite thorough, in-depth, highly critical and reasonably objective. The ISA review areas parallel those the staff uses in its SALP evaluations (i.e., operations, maintenance, engineering, plant support and management). Though these review areas are similar to those of the staff's SALP process, the ISA team effort is far more intensive than that allowed by the resources the staff can commit to a SALP review.

Allocation of Resources

It is estimated that about two person-weeks of review time will be required to conduct an in-depth review of a single ISA and then compare the ISA findings with those of a recent SALP. A proposed plan of action is provided below.

Recommendation

It is recommended that the staff conduct an in-depth review of the forthcoming ISA reports on Zion and LaSalle for the following reasons:

1. It is imperative that the staff be knowledgeable of any factors that may impact safety but which may not be otherwise found through its existing oversight procedures. This is especially important in light of the highly critical tone of the forthcoming Zion and LaSalle ISA reports.

2. The ISA teams are drawn from an industry-wide base, including other nuclear utilities and from INPO, and are therefore able to review a plant's performance from a very broad perspective.

3. The ISA teams potentially are better able than the staff to determine certain factors affecting plant performance such as morale, safety culture, teamwork, quality of leadership and the element of trust between management and a plant's workers as well as between functional areas of responsibility (e.g., engineering and operations). While the resident and regional inspectors can also assess these subjective factors, their status as regulators inhibit their capabilities in these areas as a practical matter.

4. A staff review of ISAs will serve as a complement to its ongoing oversight and does not decrease or eliminate this regulatory responsibility.

5. A staff review of ISAs should require far less resources than the present SALP process but could provide an early warning of emerging or continuing problems as discussed in Item 3 above.

6. This review can be instituted on a pilot basis on one or two plants (e.g., Zion and/or LaSalle) to determine the actual cost/benefit of such an effort.

7. Finally, a precedent has been set in the informal staff review of INPO reports.

Proposed Plan

1. Assign a Senior PM, preferably not one associated with the subject plant, to conduct the review of the ISA and then compare and contrast the ISA findings with those of contemporaneous staff reviews (i.e., SALP or ISI reports).

2. Allow about two weeks for this effort.

3. Require a concise summary of this effort in a memorandum with emphasis on those ISA findings not otherwise found in the SALP or ISI review.

4. Make a Division Director evaluation of the efficacy of this effort.

Contact:
M. David Lynch
(301) 415-3023
01/07/97

INDEPENDENT SELF ASSESSMENTS
AGENDA

- Purpose of Assessments
- Organization
- Staffing
- Process
- Proposed Schedule - Milestones

INDEPENDENT SELF ASSESSMENTS
PURPOSE OF ASSESSMENTS

Independent Assessment to:

- Revalidate performance weaknesses
- Identify new issues
- Identify why past efforts to improve have been ineffective

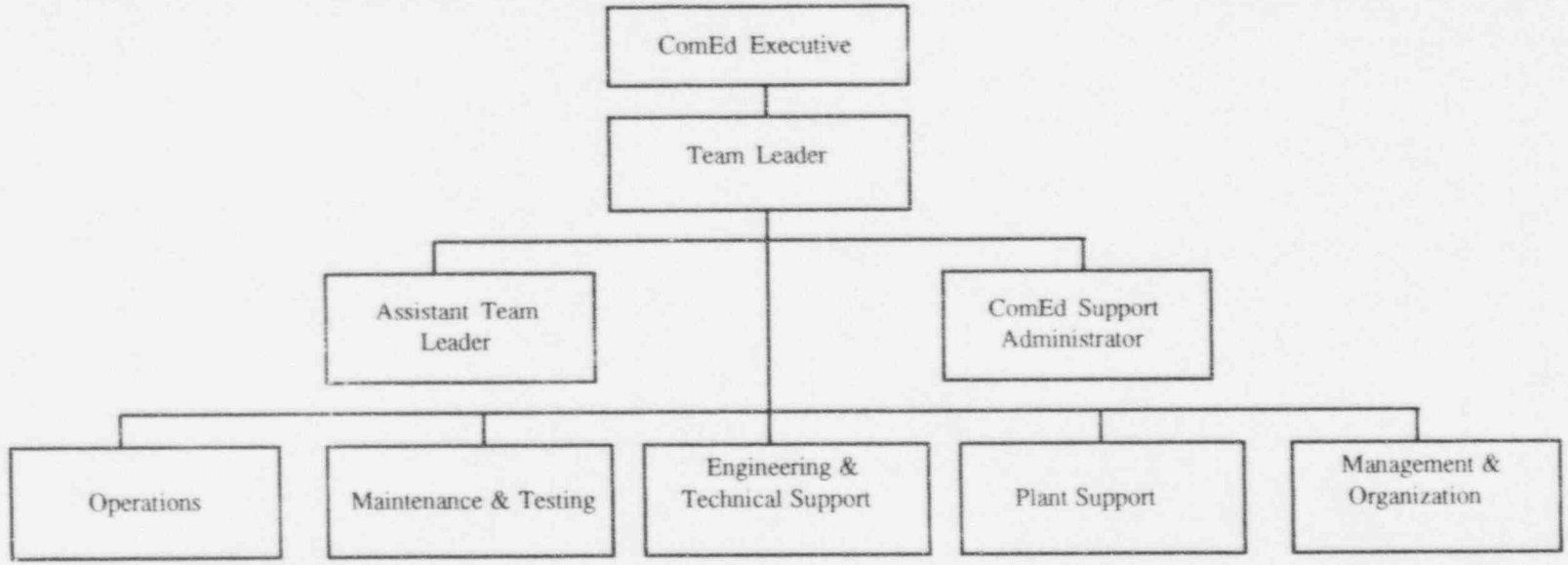
Post Assessment Steps

- Recommend actions
- Develop action plans

INDEPENDENT SELF ASSESSMENTS ORGANIZATION

- Core Team for Phases 1, 2, & 3 (7 members)
- Site Visit Team for Phase 2 (Core Team plus 8 - 12 additional utility peers and INPO assessors)
- Separate Teams of utility peers and INPO assessors for both Zion and LaSalle

INDEPENDENT SELF ASSESSMENTS
ASSESSMENT TEAM STRUCTURE



Assessment Performance Elements	Operations	Maintenance & Testing	Engineering & Technical Support	Plant Support	Management & Organization
	Management Expectations	Management Expectations	Management Expectations	Management Expectations	Management Structure
	Management Presence/ Communication	Management Presence/ Communication	Management Presence/ Communication	Management Presence/ Communication	Management Expectation
	Safety Focus	Safety Focus	Training	Training	Communication
	Training	Training	Self Assessment	Self Assessment	Safety Focus
	Staffing	Self Assessment	Safety Focus	Safety Focus	Self Assessment
	Conduct of Operations	Corrective Action	Conduct of Engineering	Corrective Action	Training
	Work Arounds	Conduct of Maintenance	Corrective Action	Conduct of Support	Corrective Action
	Testing	Material Condition of Plant and Equipment	UFSAR/Design Basis Configuration	Trending	Human Issues
	Fire Protection	Long Standing Problems	System Performance/ Maintenance Rule	Interfaces	Material Condition of Plant
		Testing	Engineering Programs		Budgets
		Interfaces	Interfaces		

DRAFT

INDEPENDENT SELF ASSESSMENTS
CORE TEAM STAFFING

Team Leader/Assistant Team Leader:

Warren Fujimoto

- Former Site Vice President and 28 years experience in nuclear power

Jack Sieber

- Former Chief Nuclear Officer - 30 years experience in nuclear power

INDEPENDENT SELF ASSESSMENTS
CORE TEAM STAFFING (Cont'd)

Core Team Members:

Fred Dacimo

- Former Vice President of Nuclear Operations and 20 years experience in nuclear power

Harry Kister

- Executive consultant with 40 years experience in nuclear power

John Durham

- Engineering/Management consultant with 22 years of nuclear utility experience

INDEPENDENT SELF ASSESSMENTS
CORE TEAM STAFFING (Cont'd)

Core Team Members:

Benjamin Dow

- Engineering/Management consultant with 23 years of experience including NSSS and Utility Management responsibilities

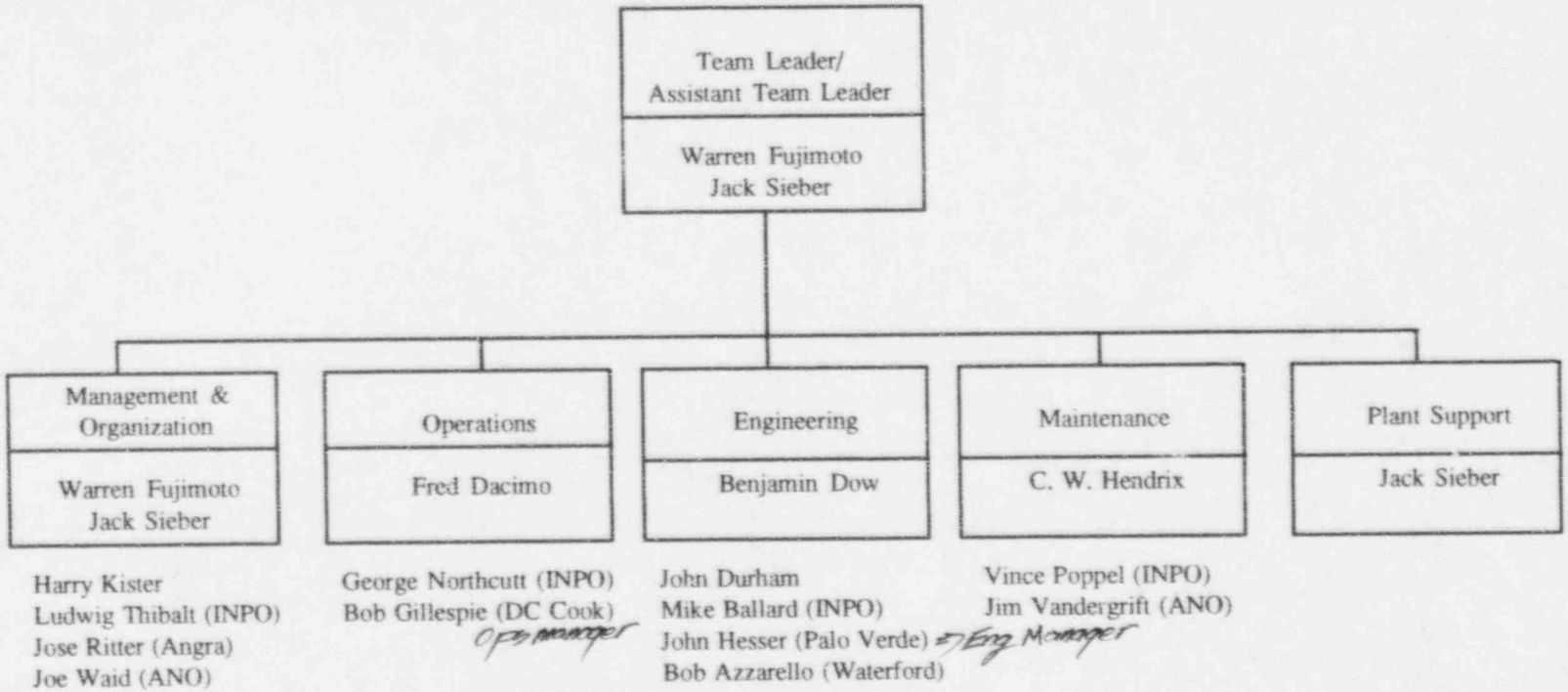
Skip Hendrix

- Maintenance/Maintenance Engineering with 25 years of utility experience

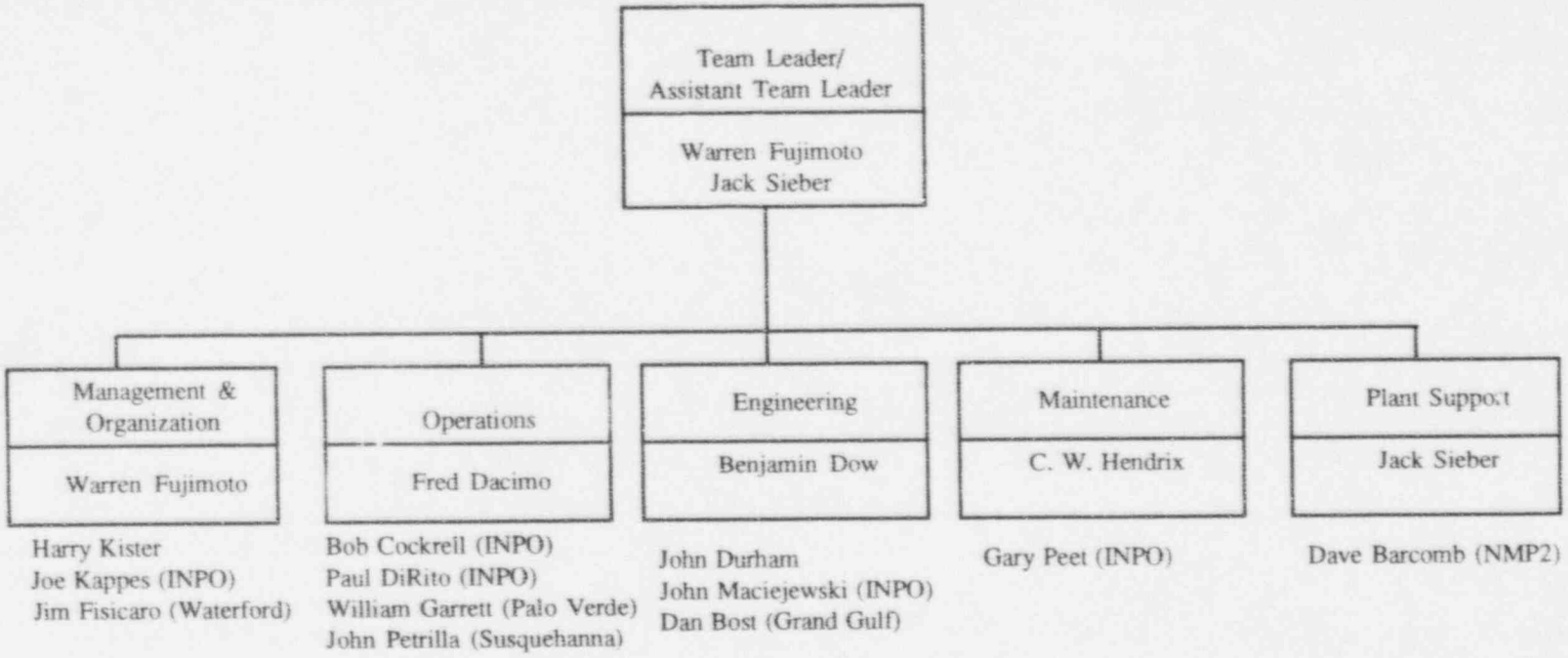
Site Visit Team:

- Utility Peers
- INPO assessors

INDEPENDENT SELF ASSESSMENT
ZION TEAM



INDEPENDENT SELF ASSESSMENT
LASALLE TEAM



INDEPENDENT SELF ASSESSMENTS PROCESS

- Phase 1
  - Detail review of past evaluations, inspections, assessments, performance indicators, and initial identification of strengths & weaknesses
- Phase 2
  - Site visits to validate initial strengths & weaknesses
- Phase 3
  - Analysis, major conclusions and recommendations

INDEPENDENT SELF ASSESSMENTS SCHEDULE - MILESTONE

- 10-11-96 Core Team Selected
- 10-15-96 Team Leader Selected
- 10-22-96 Start Phase 1 Document Reviews
- 11-08-96 Complete Phase 1
- 11-11-96 Begin Phase 2 Onsite Review and Validation at Zion
- 11-22-96 Complete Phase 2 at Zion
- 11-22-96 Zion Status Meeting
- 12-03-96 Begin Phase 2 Onsite Review and Validation at LaSalle
- 12-13-96 Complete Phase 2 at LaSalle
- 12-13-96 LaSalle Status Meeting
- 01-06-97 Begin Phase 3 Final Analysis and Report
- 01-17-97 Complete Report

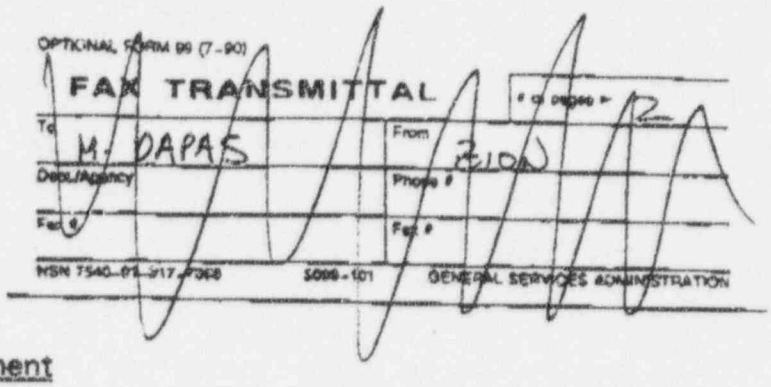
Jack,

Attached are the summaries of the Independent Self Assessments (ISAs) that the Zion and LaSalle Site VPs sent to their station employees. I have highlighted the phrases that were repeated in both summaries and hence could be construed as applicable to both sites. Jim Caldwell cautioned us about trying to draw a conclusion that one site is worse than the other based on the respective ISAs because he does not feel we have sufficient information to draw such a conclusion. However, given the similarities between the ISA results at the two sites, it is striking to me that LaSalle has elected to keep both units shutdown, while Zion is keeping one operating and about to start up the other. I wonder if it might have something to do with Zion being isolated at the northern most end of the ComEd grid, while LaSalle is farther down south, in the heart of ComEd, and surrounded by Braidwood (both units operating), and Dresden (1 unit 40% and 1 unit shutdown).

Clyde Shiraki

cc: R. Capra
D. Skay

B/12



November 22, 1996

To: All Station Employees

Subject: Independent Self Assessment

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)

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

OPTIONAL FORM 99 (7-90)

FAX TRANSMITTAL # of pages ▸ 2

To D. SKAY	From M. HUBER
Dept./Agency	Phone #
Fax #	Fax #

NSN 7540-01-317-7368 5099-101 GENERAL SERVICES ADMINISTRATION

December 13, 1996

To: All Station Employees

Subject: [redacted]nt

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

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. Subalusky
Site Vice President