

December 13, 1994

MEMORANDUM FOR: RECORD

FROM: James M. Taylor
Executive Director for Operations

SUBJECT: DROP-IN VISIT -- PUBLIC SERVICE ELECTRIC AND
GAS COMPANY (PSE&G)

On November 29, 1994, at 10 a.m., PSE&G representatives Mr. Leon Eliason, Chief Nuclear Officer and President of the Nuclear Business Unit, and Mr. Frank Thomson, Manager - Nuclear Licensing and Regulation, met with Mr. J. Taylor, Mr. J. Milhoan, Mr. F. Miraglia (NRR), Mr. S. Burns (OGC), and Mr. W. Dean (OEDO) to discuss items of mutual interest. The following were discussed:

- ▶ Hope Creek Station & Salem Generating Station Performance
- ▶ Mr. Eliason's Goals for the Facility
- ▶ PRA Infusion into Operational Activities

Mr. Eliason, summarized current activities at the site. He noted that there are many people on site trying to resolve numerous problems and that they need to refocus on the more important issues. The EDO indicated that there was a lack of engineering involvement and weak self-assessment capabilities that contributed to the continued poor performance of the Salem units.

Mr. Eliason noted an excessive number of contractors on site and indicated that has contributed to work control problems. He also noted that their revitalization efforts have made a substantial improvement in equipment and plant appearance, though it may not have been all the right equipment. He wants a strong manager to fill the quality assurance position and is close to hiring someone, as well as the vacant plant manager position currently being filled by Joe Hagan. He expressed that operations is taking a much stronger role in dictating the activities that go on at the plant including an active role in planning meetings.

Mr. Thomson provided some information that is being used to educate the operators in use of PRA type thinking in the control room. The focus is on the impact on core damage frequency entailed by taking certain equipment out of service.

It was noted by the EDO that it is up to PSE&G to improve performance, and that it can only be achieved if they go after it in a dedicated and determined fashion. The meeting adjourned at 10:45 a.m. No regulatory decisions were requested nor made.

John H.
2/16/95