

DCC

June 13, 1997

Mr. Ted C. Feigenbaum
Executive Vice President and Chief Nuclear Officer
c/o R. A. Mellor, Director
Site Operations and Decommissioning
Connecticut Yankee Atomic Power Company
362 Injun Hollow Road
East Hampton, CT 06424-3099

SUBJECT: MANAGEMENT MEETING (REFERENCE NRC INSPECTION REPORT NO.
50-213/97-03)

Dear Mr. Feigenbaum:

A management meeting was held at the NRC Region I office, King of Prussia, Pennsylvania on May 28, 1997. The purpose of the meeting was to meet the new management team for the decommissioning of Haddam Neck, and to discuss past performance and corrective actions to improve plant controls in general and in radiation protection in particular. The topics discussed are summarized in the attached meeting report, which included your actions to improve performance relative to the radiation protection controls, updating the licensing and design basis for the plant, improving human performance and procedure quality, and to improve the corrective action program. During the meeting, we expressed our concerns regarding the progress to correct performance deficiencies, and the need to address areas of concern prior to moving forward with major decommissioning activities.

The meeting provided an opportunity for our staff to better understand your assessments, cause evaluations, and corrective measures relative to the deficiencies that were identified, and your planned efforts to strengthen the performance of your organization in support of decommission activities. The enclosed meeting report summarizes the meeting.

In accordance with 10 CFR 2.790 of the NRC's "Rules of Practice," a copy of this letter and its enclosures will be placed in the NRC Public Document Room (PDR). No response to this letter is required.

Sincerely,

Original Signed By:

Richard J. Conte, Chief
Projects Branch No. 8
Division of Reactor Projects

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Docket No. 50-213

License No. DPR-61

Enclosure: Management Meeting Report

cc w/encl:

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D. Goebel Vice President - Nuclear Oversight
F. Rothen, Vice President - Nuclear Work Services
J. Thayer, Recovery Officer, Nuclear Engineering and Support
L. Cuoco, Senior Nuclear Counsel
G. van Noordennen, Manager, Nuclear Licensing
R. Johannes, Director - Nuclear Training
J. Smith, Manager, Operator Training
W. Meinert, Nuclear Engineer
R. Bassilakis, Citizens Awareness Network
J. Block, Attorney for CAN
J. Brooks, CT Attorney General Office
M. DeBold, Town of Haddam
State of Connecticut SLO

Mr. Ted C. Feigenbaum

3

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Report Details

1.0 Attendees

Licensee

Russell A. Mellor, Director Site Operations & Decommissioning
Gary Bouchard, Work Services Director
John D. Haseltine, Engineering Director
Richard J. Sexton, Health Physics Manager
Gerry van Noordennen, Licensing Manager

NRC

Richard Conte, Chief, Reactor Projects Branch 8, Division of Reactor Projects
John R. White, Chief, Radiation Safety Branch (RSB), Division of Reactor Safety
Robert J. Bores, Senior Project Manager, Division of Reactor Safety
William J. Raymond, Senior Resident Inspector, Division of Reactor Projects
Ronald L. Nimitz, Senior Radiation Specialist, RSB
Jason Jang, Senior Radiation Specialist, Division of Reactor Safety
S. Singh Bajwa, Chief, Decommissioning Section, Nuclear Reactor Regulation (NRR)
Morton Fairtile, Project Manager, Decommissioning, NRR
T. Fredrichs, Project Manager, NRR

Others

Edward House, BWG, Inc.

2.0 Purpose

The purpose of the meeting was to discuss actions in response to the findings detailed in NRC Inspection Report Nos. 50-213/96-12, 96-201 and 97-01, which described deficiencies involving the implementation of the radiation protection program, maintaining the licensing basis and implementing effective corrective actions. During the meeting, the licensee presented information and their assessment of performance in the areas of concern, including causes and corrective measures to improve performance. The radiation protection improvement program was discussed in particular. The meeting was open for public observation.

3.0 Meeting Discussions and Presentations

The licensee summarized the present organization structure for decommissioning, and discussed actions to address problems in the areas of maintaining the licensing and design basis and in maintaining control of the plant configuration, particularly as related to the spent fuel island; in correcting problems with the effluent monitors, improving human performance and procedure quality; and, to addressing weaknesses in the corrective action process and the radiation protection program. The licensee discussed initiatives to raise management standards, and to improve monitoring of activities in the plant, such as through the work observation program and trending activities through the use of the nuclear oversight organization and the use of enhanced key performance indicators. The results of the recently completed

independent assessment of the radiation protection program were discussed in particular, and the aspects of the radiation protection improvement program that will address the past concerns and improve performance.

Attachment 1 to this meeting report provides a copies of the slides and other presentation materials that were provided by the licensee to support the discussions.

Connecticut Yankee Atomic Power Company

MANAGEMENT MEETING

May 28, 1997



Agenda

- Opening Remarks R. Mellor
- Human Performance R. Mellor/G. Bouchard
- Radiation Protection R. Sexton/G. Bouchard
- Corrective Action Program J. Haseltine
- Licensing/Design Basis J. Haseltine
- Summary R. Mellor



Opening Remarks

- Introductions
- Organizational Structure
- Recognition of Issues
- Progress Toward Solutions



Human Performance Issues

- Management Standards
- Haddam Neck Improvement Program
- Self-Assessment/Work Observations
- Oversight Activities Strengthened
- Communication
- Procedure Upgrades/PORC Effectiveness



Radiation Protection

- Millennium Services Assessment Complete
- Radiation Protection Improvement Plan Developed
- Confirmatory Survey Status
- Radiation Monitoring System



Root Cause Summary

- Lack of clear definition of responsibilities, authorities, and accountabilities for program elements
- Lack of program documents that describe management structure, program commitments, and methods to meet those commitments
- Failure to establish rigorous standards for execution and documentation of field radiation protection activities, including surveys, postings, RWPs
- Insufficient self assessment to identify and correct problems and to reinforce strong performance
- Inadequate integration of radiation protection into station work procedures and programs
- Inadequate training of department personnel on procedures and programs



Improvement Program Objectives

- Identify Problems, Underlying Causes and Associated Corrective Actions
- Prioritize and Implement Corrective Actions Using a Logic Scheme Based on the Degree of Risk and/or Implementation Time Requirements
- Identify Methods to Measure Improvements
- Track, Trend and Monitor Corrective Action Effectiveness



Improvement Initiatives

- Develop methods to ensure that organizational roles and management expectations are clearly defined and communicated
- Improve the quality of the Radiological Control Manual through development of a Radiation Protection Plan and improved implementing procedures
- Establish self assessment program and reinforcement of department standards
- Establish site-wide radiation protection performance measures and goals
- Improve the quality of department training to assure effective implementation of program enhancements



Phases and Schedule

- Phase I- August 1, 1997
 - Address higher risk issues associated with worker, public health and safety or regulatory compliance
- Phase II - October 1, 1997
 - Complete program enhancements necessary to meet or exceed standard industry good practices
- Phase III - December 31, 1997
 - Monitor program improvements and modify staffing levels to support RCS chemical decontamination



Confirmatory Survey Status

- Areas Surveyed
 - Areas outside Protected Area complete
- Results to Date
 - 4,000 items surveyed; 27 items less than 1000 ccpm
- Preliminary Conclusion
 - Number of items and contamination levels substantiate initial assessment
 - Minimal risk to worker and public health and safety



Corrective Action Program

- Improved software and process developed
- Station personnel trained on software
- Weekly and quarterly trending has started
- Effectiveness audit completed by Oversight



Licensing/Design Basis

- Implemented new safety evaluation procedure
- Implemented new FSAR change procedure
- Revised accident analyses nearing completion
- On-going system recategorization
- Revising Design Control Manual and Configuration Management Program
- Updating Licensing/Design Basis for defueled systems



Closing Remarks

- The management team is moving from the transition phase into a stable team
- Standards are being raised
- Oversight activities strengthened
- Short-term station goals are focused on improving plant conditions
- Corrective Action Program enhancements are progressing
- KPI's are used to highlight problem areas and trends



Connecticut Yankee Mission

The Power Generating Portion of the Connecticut Yankee (CY) Mission Has Been Completed After 28 Years of Safe, Highly Reliable Power Production.

Our Mission Now Is to Complete the Life Cycle of CY by Safely Storing the Spent Nuclear Fuel Until It Has Been Removed From The Site and Safely Decommissioning Those portions of CY Not Supporting Spent Nuclear Fuel Storage.

We Are Committed to Perform This Mission With the Utmost Regard for Health, Safety and the Environment, Respect for and Trust in Our Fellow Team Members and Information Sharing With the Community.



Spent Fuel Cooling Objective

Eliminate the Dependence of The Spent Fuel Pool Cooling System on the Installed Service Water System by December 1, 1997.

To Achieve This Objective We Must:

- Complete Environmentally Safe Mechanical and Temporary Electrical Designs
- Procure equipment and Component
- Install and Test Replacement Mechanical Cooling
- Install Ant Test Temporary Power Systems
- Operate New System Successfully



Decontamination Preparations Objective

*Prepare the CY Plant for Reactor Coolant System
Chemical Decontamination by January 31, 1998.*

To Achieve This Objective We Must:

- Improve Our Radiation Protection Performance
- Implement Our Corrective Action Program Improvements
- Maintain Needed Equipment Operable



Decontamination Preparations Objective

To Achieve This Objective We Must (con't):

- Select the Most Qualified Decontamination Vendor
- Install Any Required System Modifications
- Install Reactor Internals, Dispose of Rod Drives, De-Water the Refueling Cavity and Install the Reactor Vessel Head.

