



COMMISSION BRIEFING ON STATUS OF REGIONAL PROGRAMS, PERFORMANCE AND PLANS

May 25, 2000

Regional Activities Overview

Regional Consistency/Assessment

Communications and Change Management

Management Strategies

- Hub Miller

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REGIONAL ACTIVITIES OVERVIEW

Hubert J. Miller

Region I

May 25, 2000

SCOPE OF REGIONAL ACTIVITIES

- Reactor Safety
- Materials Safety
- Incident Response
- Enforcement and Allegations
- Resource Management
- Public Interaction

REACTOR SAFETY

- Core and Regional Initiative Inspections per PPR Assessments
- Event Follow-up Inspections
- Special Inspection Activities - e.g.: D.C. Cook, Clinton and Millstone
- License Renewal and ISFSI Inspections
- Operator Licensing Examinations
- Support RROP Program Development
- RROP Pilot Program Completed at 9 Sites

MATERIALS SAFETY

- 21,000 Licensees - 5,000 NRC Jurisdiction
- Diversity of Licenses and Regional Programs
- High Volume of Inspection/Licensing Actions -
-- Meeting all Operating Plant Goals
- Fuel Cycle Program Oversight
- Site Decommissioning Management Plan
- Reactor Decommissioning
- Extensive Support to Improvement Initiatives
 - General License Oversight
 - Part 35 and Pilot Medical Inspection Program
 - Fuel Facility Oversight Program

INCIDENT RESPONSE

- Participated in Drills and Exercises
- Response to Incidents – Regional IRC's
 - Hurricanes
 - Indian Point 2 SGTR
 - Indian Point 2 Trip with Complications
 - Hatch Trip with Complications
 - Waterford Draindown Event
 - San Onofre and Limerick Bomb Threats
 - Y2K

ENFORCEMENT AND ALLEGATIONS

- Region Meeting Agency Performance Goals
- Allegation Trends
- Enforcement Trends
 - Increased Use of NCVs vs. NOVs
 - Increased Use of Risk
- Coordination with OI on H&I/Wrongdoing

CHALLENGES

- Initial Implementation of RROP
- Risk-Informing Materials Safety Oversight Program
- Implementation of ADAMS and Starfire
- Change Management
- Staff Development



**REGIONAL CONSISTENCY
THROUGH OVERSIGHT, ASSESSMENT,
AND SHARED RESOURCES**

**JIM DYER
REGION III**

PROGRAM OVERSIGHT

STRATEGIC/OPERATING PLAN

EDO/PROGRAM OFFICE PROCESS CONTROLS

**PROGRAM SPONSORED/SUPPORTED COUNTERPART
MEETINGS**

PROGRAM OFFICE TECHNICAL DIRECTION

CONFERENCE CALLS (ROUTINE AND ISSUE RELATED)

COORDINATION OF EVENT RESPONSE

REGIONAL ASSESSMENTS

**INTEGRATED MATERIALS PERFORMANCE
EVALUATION PROGRAM (IMPEP)**

ALLEGATIONS/ENFORCEMENT AUDITS

OPERATING LICENSING AUDITS

INCIDENT RESPONSE AUDITS/EXERCISES

REGIONAL SELF-ASSESSMENTS

SHARED LESSONS LEARNED

LICENSEE FEEDBACK

SHARED RESOURCES

MANAGEMENT/STAFF TRANSFERS

ROTATIONAL ASSIGNMENTS

BENCHMARKING

WORKING GROUPS/TASK FORCES



REGIONAL COMMUNICATIONS AND CHANGE MANAGEMENT

**Ellis W. Merschoff
Region IV**

REGIONAL COMMUNICATIONS AND CHANGE MANAGEMENT

- **The Challenge**
- **Internal Communications**
- **Achieving Organizational Alignment**
- **External Communications with Stakeholders**
- **Change Management/Leadership**

REGIONAL COMMUNICATIONS AND CHANGE MANAGEMENT

- **INTERNAL COMMUNICATIONS PRACTICES**
 - **All Hands Meetings with the RA**
 - **Division Meetings with the RA**
 - **Monthly Division and Branch Meetings**
 - **Senior Resident Inspector calls with the RA**
 - **Inspection findings debriefed to the management team**
 - **A vigorous formal suggestions system**

REGIONAL COMMUNICATIONS AND CHANGE MANAGEMENT

- **ACTIVITIES DIRECTED TOWARD ACHIEVING ORGANIZATIONAL ALIGNMENT**
 - **Daily Working Level Contacts with Program Offices**
 - **Division Director Counterpart Meetings with Program Office sponsors**
 - **Task Force Membership**
 - **Concurrence Opportunities on Policy Issues**
 - **Friday EDO Staff Meeting Participation by RAs via videoconference**
 - **Periodic Branch/Program Office Counterpart calls**

REGIONAL COMMUNICATIONS AND CHANGE MANAGEMENT

- **EXTERNAL COMMUNICATIONS PRACTICES**
 - **Periodic Public Meetings for Power Reactors and Fuel Cycle Facilities**
 - **Regulatory User Group Meetings**
 - **Periodic Press Conferences**
 - **Management Site Visits - Reactors, Materials, and States**
 - **Exercise Participation**
 - **Operator License Presentations**
 - **Issue Specific Public Meetings**
 - **NRC/Industry Workshops**

REGIONAL COMMUNICATIONS AND CHANGE MANAGEMENT

- **CHANGE MANAGEMENT AND LEADERSHIP INITIATIVES**
 - **Managing Change Training for the management team**
 - **Engaging an effective and motivated Labor Management Partnership**
 - **Effective implementation of the Change Coalition, the Transition Task Force, the Executive Forum, Formal Transition Plans, and a Monthly RROP Q&A Forum**
 - **Regional/Division/Branch discussions of GAO and OIG survey findings**
 - **Visible response and effective corrective action to weaknesses**
 - **Facilitated meetings with management team and staff to discuss/understand/embrace change**
 - **Skills inventory to formulate training and recruiting strategy**



MANAGEMENT STRATEGIES

Luis A. Reyes
Region II

MANAGEMENT STRATEGIES

- **Accomplishments in Strategic Plan Areas of:**
 - Employ Innovative and Sound Business Practices**
 - Sustain a High-Performing, Diverse Workforce**
 - Provide Proactive Information Management (IM) and Information Technology (IT) Services**
- **Challenges**

EMPLOY INNOVATIVE AND SOUND BUSINESS PRACTICES

Accomplishments

- **Planning and setting direction**
- **Measuring performance through operating plans**
- **Managing cost**

Challenges

- **Unanticipated increases in operational costs**
- **Control of property**
- **Implementing multiple program changes**

SUSTAIN A HIGH-PERFORMING, DIVERSE WORKFORCE

Accomplishments

- **Recruitment and development of staff**
- **Training for managers**
- **Skills inventory and apprenticeships**
- **Technical training seminars**

Challenges

- **Maintenance of certain skills areas**
- **Effective and efficient use of staff resources**

PROVIDE PROACTIVE IM AND IT SERVICES

Accomplishments

- **Improved capabilities for inspectors**
- **Use of web page**
- **Increased involvement with CIO**
- **Specialized staff resources**

Challenges

- **Implementation of ADAMS and STARFIRE**
- **Effective use of overhead**
- **Cost effective use of equipment**