

## **Part 3: Corporate Management Strategies**

### **Chapter 2. Internal Communication Activities**

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Risk-informed regulation entails change both in the regulations and in how the NRC staff carries out its tasks. The January 2000 GAO report provides results of a survey that solicited staff opinions concerning risk-informed regulation. It is clear from the reported results that the staff of the NRC is highly motivated to maintain safety. Concerns were expressed that illustrated uncertainty about how risk-informed regulation may effect safety. Thus, it is important that a plan be implemented to ensure effective internal communications with regard to risk-informed regulation. The SRM dated April 18, 2000 concerning the RIRIP addressed this issue. "Management should continue its efforts to communicate effectively with the staff on the implementation of risk-informed regulatory initiatives, and should ensure that mechanisms exist to solicit and consider staff input and feedback on the agency's plans and progress on these initiatives." The SRM went on to direct the staff to describe an internal communications plan and training requirements for the staff in the October 2000 update of the RIRIP.

#### **Communication Goals**

The goals of this communication plan are:

1. To create and foster awareness of the RIRIP.
2. To communicate the planned activities, major milestones, and status of implementation activities to NRC staff.
3. To establish mechanisms to solicit and consider staff input and feedback on the agency's plans described in the RIRIP.

#### **Audiences**

Although it is indeed vital to communicate effectively with external stakeholders, the primary focus of this communication plan is:

1. NRC staff in Headquarters and the Regions
2. The Commission
3. The Executive Director for Operations, the Chief Financial Officer, the Chief Information Officer.

## Communication Mechanisms

MECHANISM	PURPOSE
Yellow Announcement	Alert the staff to the availability of the RIRIP and solicit input and feedback
Website	Give the staff ready access to the RIRIP and provide a mechanism for providing input and feedback
In-house meetings - staff - management	Conducted by NRC management to provide a forum for discussion
Training	Discussed in Chapter 1 of Part 3

## Messages to Communicate

1. What is risk-informed regulation?
2. Safety comes first.
3. Change is necessary.
4. The RIRIP provides the agency's plans for moving forward with risk-informed regulation.
5. Staff input and feedback on the agency's plan and on its progress toward risk-informed regulation will be solicited, are welcome, and will be considered in updates to the RIRIP.
6. Some major implementation activities (e.g., those associated with the reactor oversight process) have communication plans specifically tailored to those activities.

## Schedule of Communication Activities

Provide RIRIP to the Commission	October 2000
Brief ACRS	November 2000
Brief ACNW	TBD
Issue Yellow Announcement on availability of RIRIP	December 2000
Add RIRIP to NRC Website	February 2001
In-house meetings	TBD
Provide next RIRIP update to the Commission	May 2001

## Consideration of Input and Feedback

Input and feedback received from the staff will be summarized and discussed at inter-office meetings held as part of the effort to provide semi-annual updates of the RIRIP as well as at meetings of the PRA Steering Committee. This input and feedback will be assessed to determine appropriate changes to the agency's planned implementation activities.

## Guiding Communication Principles

Some general guidance is provided to ensure the development of effective communication plans. In general, the communications activities should:

- Clearly delineate the purpose and results expected from moving to a risk-informed approach
  - Define the goals and milestones of the RIRIP or specific implementation activity
  - Define the stakeholder groups that are critical to implementing risk-informed regulation (e.g., the Commission, the EDO, the regulated industry, Agreement States, public interest groups, the public)
  - Clarify the role of stakeholders in the process and why their involvement is critical to success
- Develop an integrated communication plan
  - Define the purpose of communication or results expected
  - Identify the targeted audience
  - Develop the messages
  - Select the messengers
  - Select modes of communications, including where two-way feedback is critical
  - Adopt an integrated approach to communications across the three arenas (i.e., reactor safety arena, nuclear materials safety, and nuclear waste safety)
- Develop measures for success of communication