

IN RESPONSE, PLEASE
REFER TO: M920117C

March 19, 1992

MEMORANDUM FOR: James M. Taylor
Executive Director for Operations

FROM: Samuel J. Chilk, Secretary /S/

SUBJECT: STAFF REQUIREMENTS - BRIEFING ON PROGRESS OF
RESEARCH IN THE AREA OF ORGANIZATION AND
MANAGEMENT (SECY-92-008), 2:00 P.M., FRIDAY,
JANUARY 17, 1992, COMMISSIONERS' CONFERENCE
ROOM, ONE WHITE FLINT NORTH, ROCKVILLE,
MARYLAND (OPEN TO PUBLIC ATTENDANCE)

The Commission was briefed by the NRC staff on the progress of research in the area of organization and management and requested that the staff explore other possibilities related to this research effort.

1. The staff should examine other areas in which this type of research may be ongoing, either in industry, or organizations such as NASA, universities, or in foreign nuclear power programs. The staff should determine whether full advantage is being taken of these other sources.
2. The staff should determine the specific reasons why EPRI declined to participate in this research effort and attempt to reemphasize the potential importance of joint research in this area to EPRI and NUMARC. The industry stands not only to gain from the positive aspects of the research itself, but its involvement could potentially assist the NRC in developing effective regulatory oversight in this area.
3. Based on this briefing, the more significant organizational factors identified by research thus far are: communication; decision making; management attention, involvement and oversight; standardization of work processes; organizational culture; and the relationship with entities beyond the plant (including the NRC). Promising areas for programmatic indicators of plant safety performance include: organizational learning; resource availability and allocation; unavailability of safety systems; and daily power loss. The staff should continue efforts to attempt to

correlate these organizational factors and candidate performance indicators with plant safety performance and thereby gain the most useful insights possible -- even if not quantifiable -- from this research effort.

4. The staff should address any correlation noted between good performance and both the education and separately, the training of the people that work in plants.

(EDO)

(SECY Suspense:

11/30/92)

cc: The Chairman
Commissioner Rogers
Commissioner Curtiss
Commissioner Remick
Commissioner de Planque
OGC
OCAA
OIG
ACRS
PDR - Advance
DCS - P1-24

