

March 27, 2001

LICENSEE: Southern California Edison Company

FACILITY: San Onofre Nuclear Generating Station (SONGS) Units 2 and 3

SUBJECT: SUMMARY OF MEETING WITH SOUTHERN CALIFORNIA EDISON COMPANY - SUMMARY OF MEETING OF MARCH 23, 2001

On March 23, 2001, the Nuclear Regulatory Commission (NRC) staff met with the representatives of the Southern California Edison Company, the licensee for San Onofre Nuclear Generating Station (SONGS) Units 2 and 3. The licensee presented its status of the SONGS' safety conscious work environment program. The meeting did not result in any regulatory action or determination. At the end of the meeting, the NRC staff answered questions from the members of the public who attended the meeting.

Enclosure 1 is the list of attendees. Enclosure 2 is the licensee's handout.

/RA/

L. Raghavan, Senior Project Manager, Section 2  
Project Directorate IV & Decommissioning  
Division of Licensing Project Management  
Office of Nuclear Reactor Regulation

Docket Nos. 50-361 and 50-362

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**UNITED STATES  
NUCLEAR REGULATORY COMMISSION**

WASHINGTON, D.C. 20555-0001

March 27, 2001

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**FACILITY:** San Onofre Nuclear Generating Station (SONGS) Units 2 and 3  
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A handwritten signature in black ink, appearing to read "L. Raghavan", written over a horizontal line.

L. Raghavan, Senior Project Manager, Section 2  
Project Directorate IV & Decommissioning  
Division of Licensing Project Management  
Office of Nuclear Reactor Regulation

Docket Nos. 50-361 and 50-362

cc w/encls: See next page

San Onofre Nuclear Generating Station, Units 2 and 3

cc:

Mr. R. W. Krieger, Vice President  
Southern California Edison Company  
San Onofre Nuclear Generating Station  
P. O. Box 128  
San Clemente, CA 92674-0128

Mr. Douglas K. Porter  
Southern California Edison Company  
2244 Walnut Grove Avenue  
Rosemead, CA 91770

Mr. David Spath, Chief  
Division of Drinking Water and  
Environmental Management  
P. O. Box 942732  
Sacramento, CA 94234-7320

Chairman, Board of Supervisors  
County of San Diego  
1600 Pacific Highway, Room 335  
San Diego, CA 92101

Alan R. Watts, Esq.  
Woodruff, Spradlin & Smart  
701 S. Parker St. No. 7000  
Orange, CA 92668-4720

Mr. Sherwin Harris  
Resource Project Manager  
Public Utilities Department  
City of Riverside  
3900 Main Street  
Riverside, CA 92522

Regional Administrator, Region IV  
U.S. Nuclear Regulatory Commission  
611 Ryan Plaza Drive, Suite 400  
Arlington, TX 76011-8064

Mr. Michael Olson  
San Onofre Liaison  
San Diego Gas & Electric Company  
P.O. Box 1831  
San Diego, CA 92112-4150

Mr. Steve Hsu  
Radiologic Health Branch  
State Department of Health Services  
Post Office Box 942732  
Sacramento, CA 94327-7320

Mr. Ed Bailey, Radiation Program Director  
Radiologic Health Branch  
State Department of Health Services  
Post Office Box 942732 (MS 178)  
Sacramento, CA 94327-7320

Resident Inspector/San Onofre NPS  
c/o U.S. Nuclear Regulatory Commission  
Post Office Box 4329  
San Clemente, CA 92674

Mayor  
City of San Clemente  
100 Avenida Presidio  
San Clemente, CA 92672

Mr. Dwight E. Nunn, Vice President  
Southern California Edison Company  
San Onofre Nuclear Generating Station  
P.O. Box 128  
San Clemente, CA 92674-0128

Mr. Robert A. Laurie, Commissioner  
California Energy Commission  
1516 Ninth Street (MS 31)  
Sacramento, CA 95814

Mr. Harold B. Ray  
Executive Vice President  
Southern California Edison Company  
San Onofre Nuclear Generating Station  
P.O. Box 128  
San Clemente, CA 92674-0128

LIST OF ATTENDEES  
MEETING WITH REPRESENTATIVES OF  
SOUTHERN CALIFORNIA EDISON COMPANY  
ROCKVILLE, MARYLAND

March 23, 2001

<u>Name</u>	<u>Organization</u>
Ed Baker	NRR
Frank Congel	OE
Steve Dembek	NRR
L. Raghavan	NRR
Edward Holub	Public
Margaret Cahill	Public

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# **SONGS' SAFETY CONSCIOUS WORK ENVIRONMENT**

## **UPDATE**

**Nuclear Regulatory Commission Public Meeting  
March 2001**

## **Presentation Outline:**

- Establishing and maintaining SONGS' Safety Conscious Work Environment (SCWE)
- Assessing the SCWE - 2000 Nuclear Safety Culture Survey Results
- Assessing the SCWE - Analysis of Nuclear Safety Concerns and NRC Allegations
- Actions
- Conclusions

**ESTABLISHING AND MAINTAINING  
SONGS' SCWE**

## **Establishing and Maintaining SONGS' (SCWE)**

- Senior Management responsible for SCWE
- Policies established, communicated, and followed
- Workers encouraged to raise issues at a zero threshold
- Multiple paths provided for raising concerns - Action Requests, Supervision/Open Door Policy, Nuclear Safety Concerns Program, and NRC
- Effective corrective action program (AR System) maintained
- Workers, Supervisors and Contract organization provided training, annual re-training, and periodic reminders on key policies and practices
- Allegations of discrimination, chilled or hostile work environments investigated and actions taken when required

## **Nuclear Safety Concerns Program**

- Independent of Line Organizations
- Confidential or anonymous alternative for all workers
- Program has broad scope
- Timely and complete responses provided
- Staff - 4 specialists, 1 manager and clerical support
- Feedback solicited from Submitters
- Effectiveness of program periodically assessed
- Assists Managers and Supervisors in maintaining an effective SCWE

# **ASSESSING THE SCWE**

## **2000 NUCLEAR SAFETY CULTURE SURVEY RESULTS**

## **Compressive Cultural Assessment - Scope & Methodology**

### **Question Base**

- 35 questions with 129 parts. 2 write-ins
- 7 questions (Areas of Inquiry) ask for current and 1 year ago opinions

### **Nuclear Safety Culture (NSC) 62 Questions**

- NS Values, Behaviors & Practices (NS VB&P) 40 Questions
- Safety Conscious Work Environment (SCWE) 14 Questions
- Nuclear Safety Concerns Program(NSCP) 8 Questions

### **Special Topics of Interest 13 Questions**

### **General Culture & Work Environment 54 Questions**

### **Change Management 23 Questions, 1 write-in**

## Response and Assessment Scales

- 5 "Fully Agree" or "Excellent"
- 4 "Strongly Agree" or "Very Good"
- 3 **"Generally Agree" or "Adequate"**
- 2 "Disagree" or "Less-than-Adequate"
- 1 "Strongly Disagree" or "Inadequate"

	Very Good - Excellent	> 4.21
	Good - Very Good	3.71-4.20
	Adequate-to-Good	3.16-3.70
	Nominally Less-than-Adequate	2.85-3.15
	Less-than-adequate	<2.84

≥ 3.00 = "positive or adequate"

< 3.00 = "negative less-than-adequate/inadequate"

## **Administration of Survey**

- Survey August 2000
- Interviews October 2000

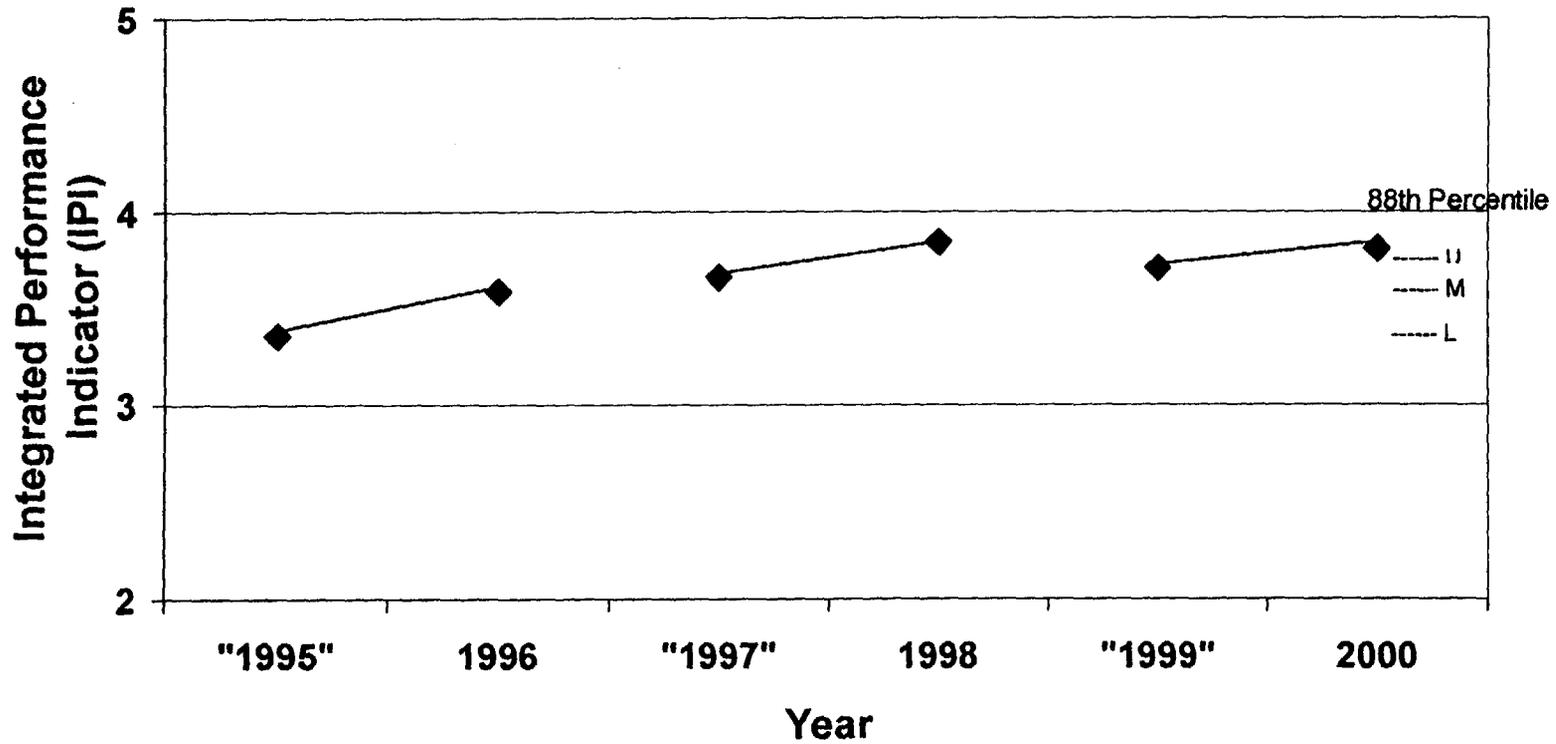
## **Participation**

- Response rate - 58% vs. 59% in 1998
- Overall results > 95% confidence & < 5% margin of error

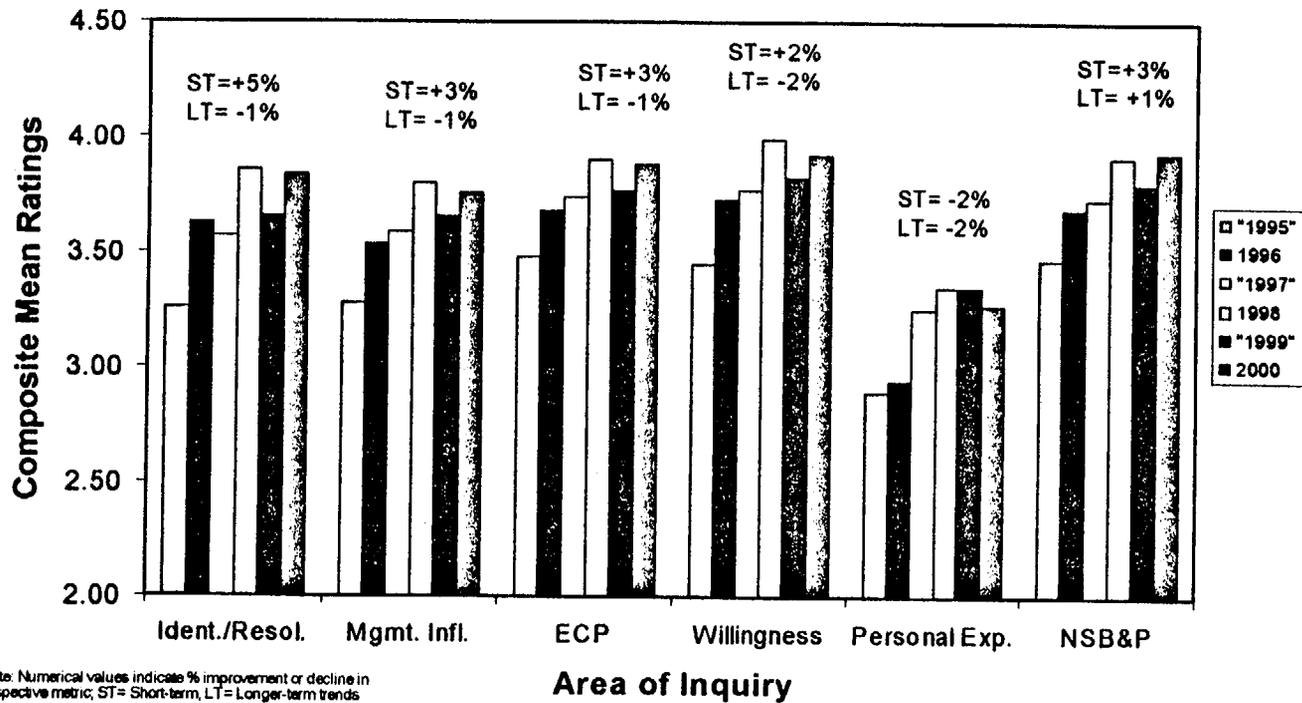
## SONGS Nuclear Safety Culture

- Nuclear Safety Culture - ***“very good”*** and ***“continuing to improve”***
- NS Values, Behaviors and Practices - ***“upper end of good to very good”*** range and ***“improving”***
- SCWE - ***“very good to excellent”*** and ***“improving”***
- Nuclear Safety Concerns Program - ***“very good”*** and ***“steady”***

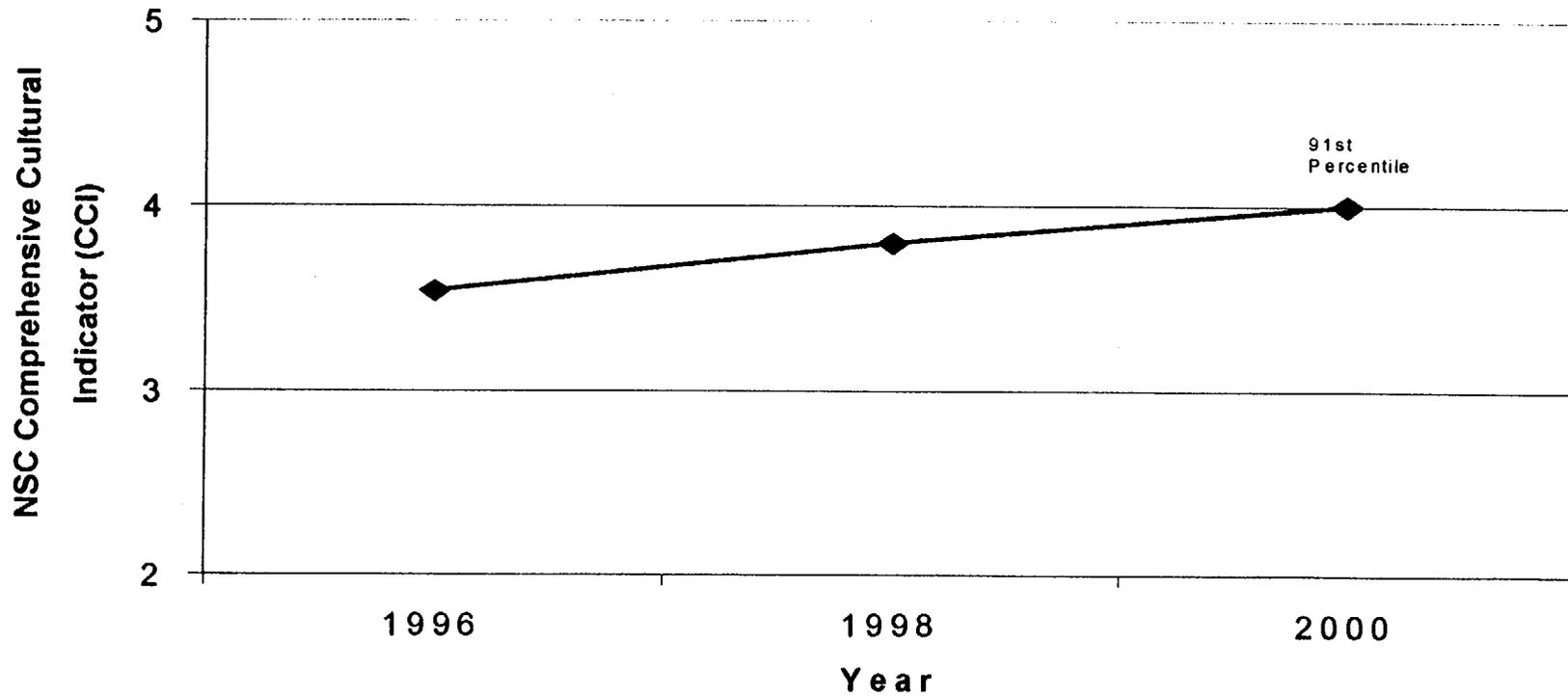
## SONGS Nuclear Safety Culture Trends NSC IPI (7 Questions)



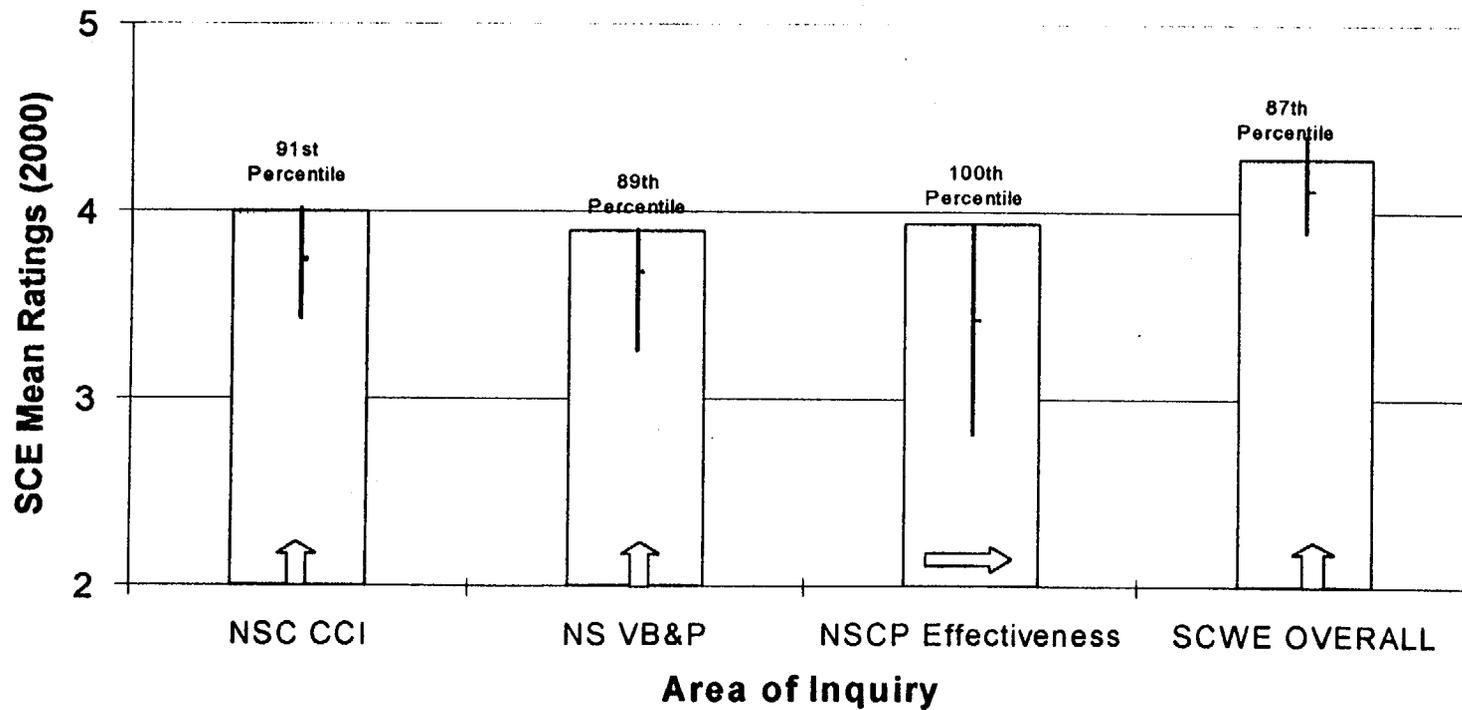
## Trend of SONGS Employee Ratings Integrated Performance Indicator Key Areas of Inquiry (7 questions)



**SONGS Nuclear Safety Culture Trend  
NSC CCI (62 Questions)**



**SONGS NSC Trends & Industry Comparisons**  
**Nuclear Safety Culture Indicators**  
**(62 Questions)**



**Nuclear Safety Culture Areas of Strengths**

- Safety Conscious Work Environment
- Conduct of activities in accordance with Licensing and Design Bases
- Thorough Safety Analyses
- Anticipation of operational risks / taking precautions

**Nuclear Safety Culture Area of Relative Weakness**

- Confidence in decisions on allocation of resources to assure Nuclear Safety is maintained

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## **Progress on Previously Identified Issues**

- SCWE sensitivity training effective
- Ratings of AR system improved significantly

**Response Variance:**

- Bargaining Unit - Generally 9% lower than site average
- Non-Represented - Generally 4% higher than site average

## **“Pocket” Analysis**

- Review for skewing of data towards “negative” by group
- *Analysis Inputs:*
  - Nuclear Safety Culture, NS Values, Behaviors and Practices, SCWE, NSCP and GCWE responses
  - Score, percent negative, and changes since last survey
    - Absolute Scores
    - Scores Relative to Synergy Client Base
    - Scores Relative to SONGS
- *Analysis Outputs:*
  - Pockets
  - Priorities relative to Synergy Client Base
  - Priorities relative to SONGS

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## **1998 Nuclear Safety Culture Survey Pockets Demonstrating Significant Improvement**

- Regulatory Affairs, Chemistry, Nuclear Fuels Management

## **2000 Nuclear Safety Culture Survey Pockets**

- Instrumentation, Control and Radiation Monitoring Maintenance,\* Boiler & Condenser Maintenance, Security,\* Other Business & Financial Services, Mechanical Maintenance, Health Physics, Electrical Maintenance

\* Pocket in 1998

## Opportunities for Improvement

- Communication of bases and rationale for changes in modus operandi that lead to perceived changes in NS priorities
- Focus on pockets

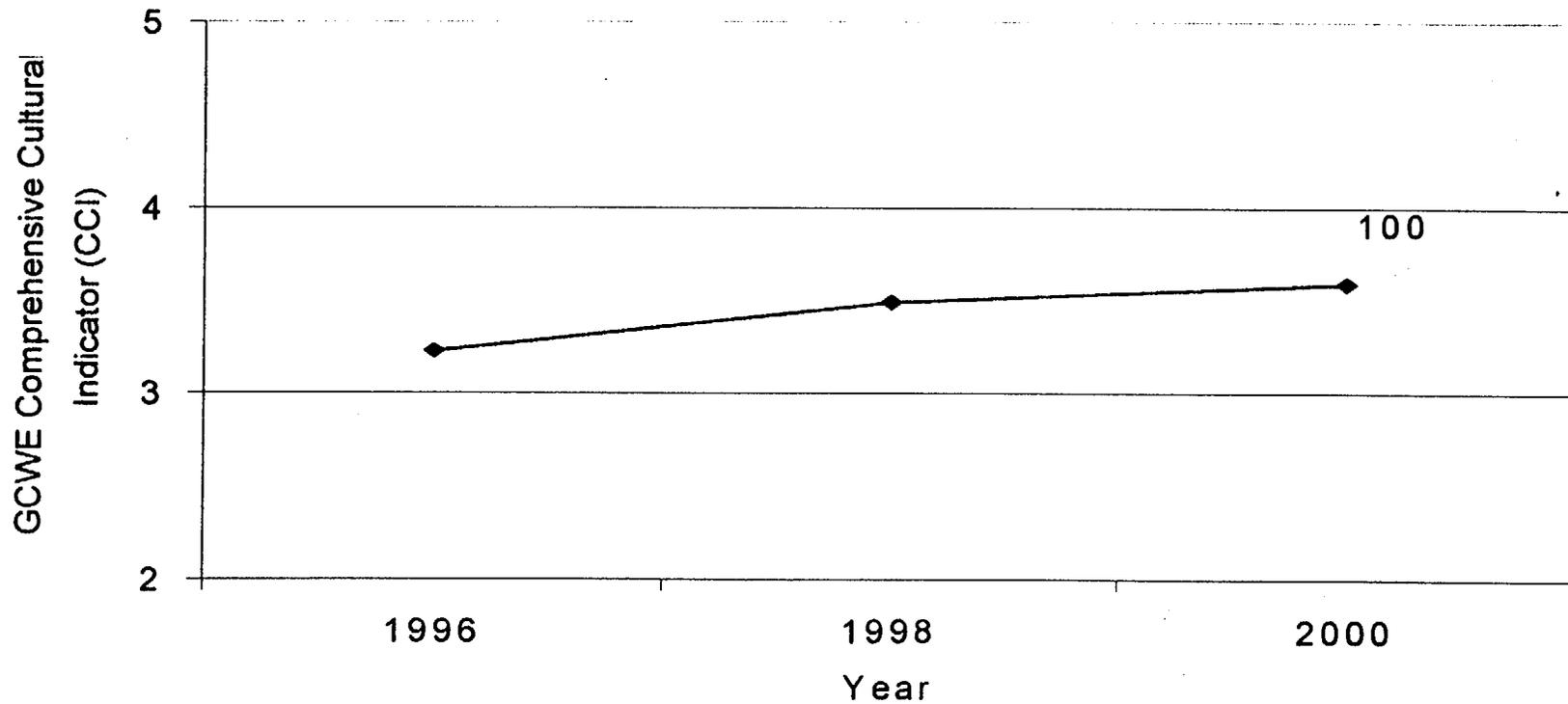
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## **Special Topics Results:**

- Industrial Safety - **“Good to Very Good”** and **“improving”**
- Responsiveness to Previous Survey- **“Adequate”** and **“steady”**
- Trust in Management - **“Adequate to Good”** and **“improving”**
- Confidence in Management - **“Adequate to Good”** and **“improving”**

- General Culture & Work Environment Results**
- General Culture & Work Environment - *“good”* and *“steady”*
- Improving:
  - Ten of the thirteen topical areas
  - Lowest rated areas showed most significant improvement
    - Communications
    - Performance Appraisal
- Declining:
  - Focus on Results/Accountability

**SONGS General Culture & Work Environment Trend  
CCI (54 Questions)**



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## **Conclusions from 2000 CCA:**

- SONGS Nuclear Safety Culture - “very good” and “continuing to improve”
- SONGS Safety Conscious Work Environment - “very good to excellent” and “improving”
- Nuclear Safety Concerns Program - “very good” and “steady”
- General Culture & Work Environment - “good” and “steady”
- Aspects of the culture for improvement exist and were identified
- Organizational pockets for improvement exist and were identified

**Actions:**

- Continue Communication of Results
- Develop detailed action plans and follow completion

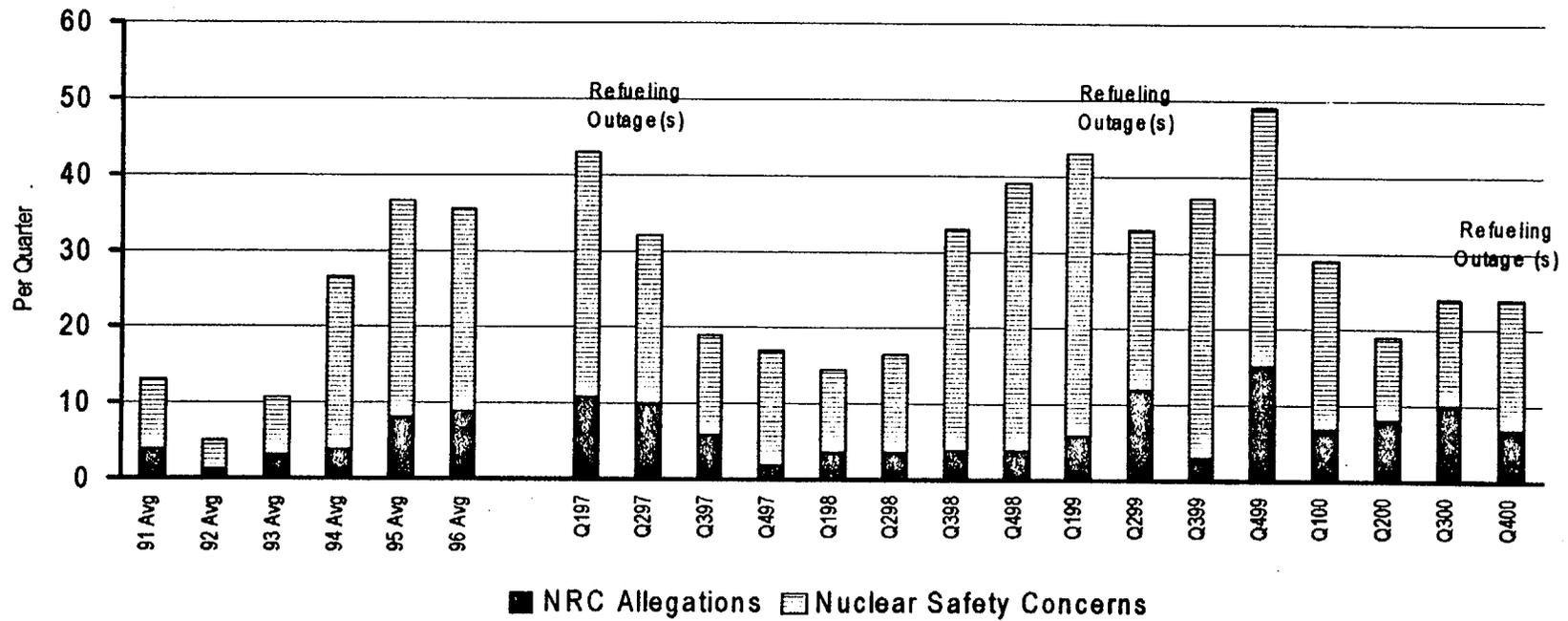
# **ASSESSING THE SCWE**

## **ANALYSIS OF NUCLEAR SAFETY CONCERNS AND NRC ALLEGATIONS**

**Analysis based on:**

- Concerns and allegations and trends in concerns and allegations
- Information from other processes available to workers
- NSC Program customer surveys
- Culture Survey Results
- Interviews of specific work groups about the SCWE
- Special assessments

## Trends in Nuclear Safety Concerns and NRC Allegations



## **Results of Analysis of Nuclear Safety Concerns and NRC Allegations**

- Number of NSCs decreasing
- Number of NRC Allegations decreasing, but still greater than industry average
- Current organizational and subject matter trends
  - Outage and outage contractor issues (4<sup>th</sup> quarter 2000)
  - Industrial Safety, down since February 2000
- Trends analyzed and actions taken

# **ACTIONS**

## **Actions to Continue the SCWE**

- Continue management support of SCWE
- Maintain an effective AR system
- Continue training on responsiveness to issues for first line supervisors
- Maintain an effective NSC Program
- Continue timely, complete and effective responses to NSCs and allegations of hostile or chilled work environments
- Prepare for challenges to General Work Environment
- Continue training on regulatory and emerging issues for middle and senior managers
- Complete analysis of 2000 survey and prepare detailed action plan
- Continue periodic assessments

# **CONCLUSIONS**

## Conclusions

- SONGS has an effective Safety Conscious Work Environment and a strong Nuclear Safety Culture
- The SCWE is established, maintained, and supported by management and workers
- AR system provides an effective corrective action program
- NSC Program provides an effective alternative means to raise issues
- Independent validation confirms effective SCWE
- Analysis of SCWE and trends continues
- Actions are developed as required