



*Pacific Gas and
Electric Company*

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PG&E Letter DCL-01-058

U.S. Nuclear Regulatory Commission
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Docket No. 50-275, OL-DPR-80
Docket No. 50-323, OL-DPR-82
Diablo Canyon Units 1 and 2
Results of 2000 Safety Culture Survey

David H. Oatley
Vice President
Diablo Canyon Operations

Diablo Canyon Power Plant
P.O. Box 56
Avila Beach, CA 93424

805.545.4350
Fax: 805.545.4234

Dear Commissioners and Staff:

The purpose of this letter is to provide a summary of the results of PG&E's most recent nuclear safety culture and work environment survey completed in December 2000.

In 1998, PG&E conducted a survey of the nuclear safety culture and the general culture and work environment, administered by SYNERGY Consulting Services Corporation. The survey concluded that the sitewide safety culture was "adequate to good," and that Diablo Canyon Power Plant (DCPP) personnel were willing to identify potential nuclear safety issues. The survey also identified parts of the organization that were outliers with respect to the sitewide ratings and where specific opportunities for improvement existed. Those groups included:

- NSSS Maintenance
- Shift Operations
- Fire, Safety and Health
- Radiation Protection
- Security Services
- NSSS System Engineering
- Technical Support Engineering
- General Services

The leadership of each of these organizations developed action plans to address the issues identified in the survey. In addition, we began a process to improve the general culture across the entire organization.

In 1999, a mini-survey was conducted, specifically targeted at those organizations that had the lowest safety culture and work environment scores in the 1998 SYNERGY survey. The results of the survey indicated that safety culture and work environment were improving, and additional effort was required to further improve the safety culture and work environment.

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In December 2000, PG&E completed data collection for its most recent survey by SYNERGY of the culture of the DCPD organization. The results of the survey were finalized in March 2001. The results of the survey indicate notable improvement in both the safety culture and general culture and work environment. Several notable positive results include:

- The overall nuclear safety culture for DCPD was rated as "good to very good," and improved notably since 1998.
- The overall response rate improved from 62 percent in 1998 to 80 percent in 2000.
- Approximately 98 percent of those responding to the survey indicated that they would document a safety problem in the plant's corrective action tracking system.
- Approximately 90 percent of those responding to the survey indicated that they would pursue an issue that they believed to be a safety issue up their management chain if they did not get an appropriate response from their supervisor.
- Progress was noted in each of the issues identified as opportunities for improvement in the 1998 survey.
- Approximately 98 percent of 2000 respondents indicated the organization with which they were affiliated as opposed to 84 percent in 1998 allowing survey results to be more accurately used to address culture changes.

With few exceptions, nuclear safety culture ratings for all organizations showed improvement, with the greatest improvement noted in several of the previously targeted organizations. Only two of the eight organizations remain as organizations targeted for additional improvement as a result of this survey: Shift Operations and NSSS Maintenance. The NSSS Maintenance organization has shown significant improvement, while the Shift Operations area remained unchanged, with the exception of the Employee Concerns Program area, which declined. It should be noted that some organizations would always be targeted based on the comparison of survey results between organizations on site.

Although the overall numerical results of the survey do not indicate an improvement in safety culture in the Shift Operations organization, responses to survey questions that indicate precursors of a chilled work environment have shown notable improvement. Also, comments from the survey indicate that the majority of the organization has put past issues regarding termination of a shift foreman behind them. Significant improvement was also noted in the relationship between the Shift Operations work force and Operations Section leadership. Based on these results and the ongoing cultural initiatives, PG&E believes that the nuclear safety culture in the Shift Operations organization will continue to improve.



Although improvement has occurred in each of the following areas, sitewide scores indicate opportunities for continued improvements in the areas of:

- Employee confidence in the Employee Concerns Program
- Employee confidence of the timeliness and effectiveness of the corrective action process
- Communication of basis and appropriateness of management's decision in areas involving cost, production or schedule versus nuclear safety

As with the last SYNERGY survey, this survey also assessed the general culture and work environment, and leadership, management, and supervisory skills and practices. The DCPD general culture and work environment and the leadership, management, and supervisory skills and practices were rated as "adequate" and have improved notably since the 1998 survey.

Conclusions

Although the 1998 SYNERGY scores indicated an adequate safety culture, the management of DCPD initiated many changes in the culture at DCPD to assure that not only the nuclear safety culture, but also the general culture and work environment, remain conducive to employees identifying issues and pursuing them to resolution. Overall, the nuclear safety culture and the general culture and work environment at DCPD are improving. Some organizations, such as Shift Operations, have only begun to show improvement. However, the precursors related to the overall nuclear safety culture score are indicating an improving trend. This trend is expected to continue as specific opportunities for improvement, identified as a result of this survey are addressed, and as necessary, incorporated into the ongoing cultural initiatives at DCPD.

If you have questions concerning the survey results, please contact Mr. Rich Cheney at (805) 545-4971.

Sincerely,

David H. Oatley
Vice President, Diablo Canyon Operations



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cc: Ellis W. Merschoff
David L. Proulx
Girija S. Shukla
Diablo Distribution