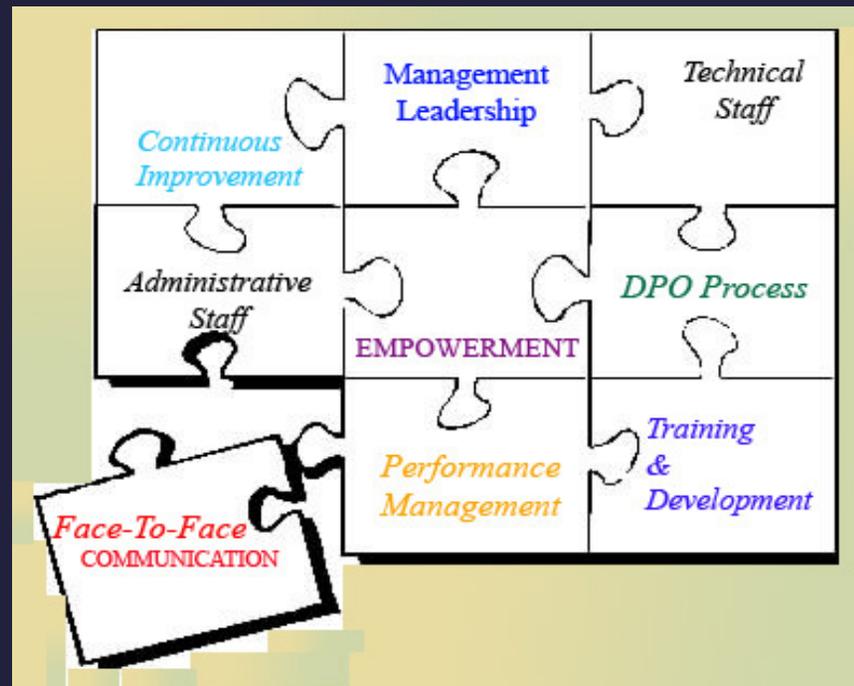# DORL Management Meeting:
DORL Safety Culture Task Force (SCTF) Recommendations

September 12, 2006
2:00pm – 3:00pm , O-5B6
Presenter: DORL SCTF Team

The SCTF Members!!

Technical Team Members:

- Stephen Campbell, Project Manager (DORL)
- Balwant Singal, Project Manager (DORL)
- Mohan Thadani, Senior Project Manager (DORL)
- Meghan Thorpe-Kavanaugh, NSPDP (DORL)

Administrative Team Members:

- Clara Sola, Licensing Assistant (DORL)
- Bridin Tully, Secretary (DORL)

Purpose

- SCTF Next Steps
- Provide a summary SCTF areas for improvement for the following:
  - NRC
  - NRR
  - DORL
- DORL Specific Recommendations
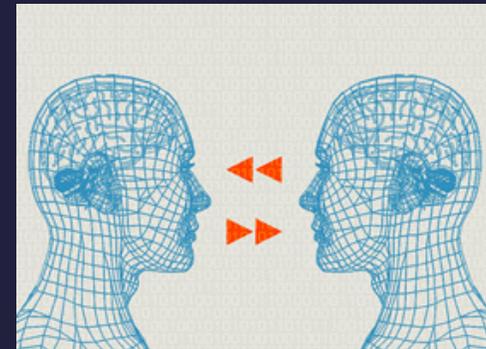
SCTF Next Steps

- **October 1, 2006**: SCTF members will brief Division line management Division areas for improvement.
- **November 1, 2006**: Divisions develop action plans, if warranted, to address unique areas for improvement and best practices.
- **April 1, 2007**: Division Directors/Deputy Directors will meet with the NRR & NRO Safety Culture Champion to discuss progress/share insights.

- Divisions asked to consider "best practices" for implementation as they develop action items to address Division-specific areas for improvement

    (These are provided at the end of your packets)

NRC SCTF Improvements

- NRC Areas for Improvement:
  - ✓ Empowerment
  - ✓ Communication
  - ✓ Training & Development
  - ✓ DPO/non-concurrence Process
- Recommendations:
  - SCTF Recommendations Address Areas For Improvement By Enhancing Staff Opportunities to Engage In Face-To-Face, Two-Way Communication With Its Leaders

NRR SCTF Improvements

- **NRR Areas for Improvement:**
  - ✓ Communication
  - ✓ Training & Development
  - ✓ Performance Management
  - ✓ Quality Focus
  - ✓ Continuous Improvement
- **Recommendations:**
  - Emphasize face-to-face, two-way communication with the staff.
  - Link changes/improvements to the NRR Safety Culture Survey analysis.

DORL Areas for Improvement

- ☑ **Workload and Support**
- ☑ **Regulatory Effectiveness**
- ☑ **Organizational Change**
- ☑ **Performance Management**
- ☑ **Management Leadership**

Workload & Support

Regulatory Effectiveness

Organizational Change

Communication

Management Leadership

Performance Management

DORL Area for Improvement: Workload and Support

- Processes for Improvement:
  - ✓ Work Planning Process
  - ✓ Work Planning Databases
  - ✓ PM Qualification
- Recommendations:
  - Develop formalized written instruction for PM regarding work planning process.
  - Commitment by DORL Management to correct problems associated with databases by reasonable date.
  - Create an OJT for the PM qualification program specifically discussing PM's role in work planning databases, work planning process, expectations for updating, and require PM attendance at one work planning group meeting.
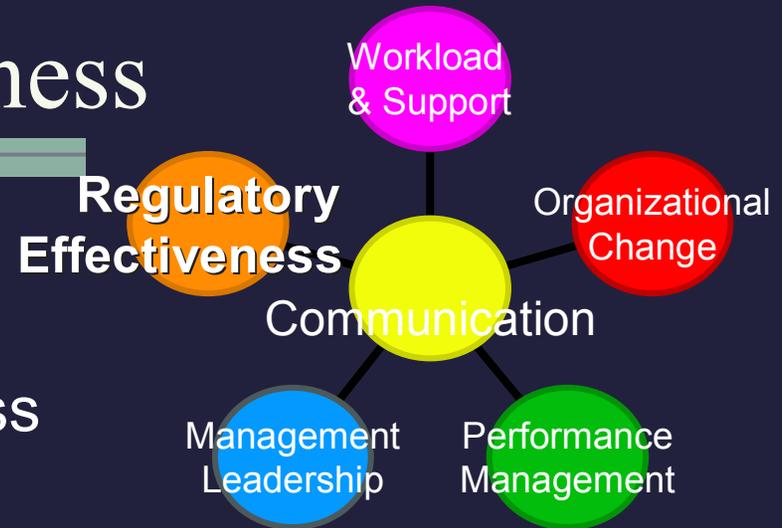
DORL Area for Improvement: Regulatory Effectiveness

- Processes for Improvement:
  - ✓ DPO Process
  - ✓ Non-Concurrence Process
- Recommendations:
  - Increase staff awareness of the two processes by creating a page on the DLPM Handbook (see web page)
  - Create and maintain a DORL point of contact list on the PM handbook website (See point of contact list)

Workload & Support

Regulatory Effectiveness

Organizational Change

Communication

Management Leadership

Performance Management

DORL Area for Improvement: Organizational Change

- Processes for Improvement:
  - ✓ Administrative availability
  - ✓ Position Turnover Management
- Recommendations:
  - Establish effectiveness review of existing division policies
  - Develop and implement a position turnover process similar to those established by the regions (see turnover checklist)
  - Create an OJT for PM qualification program specifically aimed at understanding the administrative role in DORL and the routine administrative processes such as concurrence process revisions, ADAMS checking in/out documents, and profiling documents

Workload & Support

Regulatory Effectiveness

Organizational Change

Communication

Management Leadership

Performance Management

DORL Area for Improvement: Performance Management

- Processes for Improvement:
  - ✓ Alignment with division goals
  - ✓ Individual career development
- Recommendations:
  - Create a division-wide standard check-list available to staff and management regarding the performance appraisal process, including topics such as:
    - Career Development
    - DORL Metrics
    - Overall individual Performance
    - Training for current performance
  - (see appraisal template)

Workload & Support

Regulatory Effectiveness

Organizational Change

Communication

Management Leadership

Performance Management

DORL Area for Improvement: Management Leadership

- Processes for Improvement:
  - ✓ Management Communication
  - ✓ Management Vision
- Recommendations:
  - Improve communication by establishing routine meetings for each branch to recognize safety significant items, priorities, resource deficits, etc. and reallocate as necessary (see branch meeting template)
  - Develop Division-wide Quick-Look email showing success and accomplishments covering topics such as metrics, planned accomplishments, and branch successes, and updates regarding work planning improvements (see quick-look email template)

Workload & Support

Organizational Change

Regulatory Effectiveness

Communication

Management Leadership

Performance Management

Conclusion: Communication is Key!

Workload & Support

Regulatory Effectiveness

Communication

Organizational Change

Management Leadership

Performance Management

→ All of the areas for improvement affect DORL's ability to effectively communicate

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Best Practices (Administrative Staff)

- Communication
  - Increase the technical staff's understanding of office processes (i.e. public meeting notices, controlled correspondence).
  - Routinely solicit input on the frequency of branch meetings. Seek agenda topics from administrative staff.
  - Hold quarterly division meetings with senior managers.
- Training & Development
  - Utilize licensing assistants (or other non-secretarial administrative staff) as mentors.
- Working Relationships
  - Continuously emphasize the role that administrative staff have within NRR.
- Quality Focus
  - Emphasize that how staff complete projects (professional conduct) is just as important as meeting the deadline.
- Performance Management
  - More frequent feedback (informal).
  - Communicating expectations/employee role.
  - Discussing IDP's.
  - Limit comments that don't help employee performance.
  - Implementing MD 10.67 – Explaining how staff performance aligns with "FS", "E" or and "O.

Best Practices (Technical Staff)

- Communication
  - Routinely solicit input on the frequency of branch meetings. Seek agenda topics from technical staff.
  - Hold quarterly meetings with senior managers.
- Training & Development
  - Emphasize succession planning & identify opportunities for cross-training of technical staff.
  - Delegate backups.
- DPO/Non-concurrence/Quality Focus
  - Recognize staff for "focus on safety" – not solely that the product deadline was met.
- NRC Mission & Strategic Plan
  - Office initiatives that are important should be continuously communicated so that new staff are also informed.
- Performance Management (same recommendations as Administrative staff)
- Regulatory Effectiveness
  - Maintain a general awareness of sensitivities surround the resolution of challenging technical issues.
  - Encourage PRA Refresher Training
  - Establish consistency in the approach we take with licensees that use risk-informed regulations.