

October 24, 2008

MEMORANDUM TO: Douglas H. Coe
Special Assistant to the Director
Office of Enforcement

FROM: R. W. Borchardt */RA/*
Executive Director for Operations

SUBJECT: INTERNAL SAFETY CULTURE TASK FORCE CHARTER

The purpose of this memorandum is to assign you to lead the inter-office task force. This task force will look for ways to increase awareness of internal safety culture at the U.S. Nuclear Regulatory Commission (NRC) and to provide the Commission with a report outlining potential initiatives that could improve the agency's internal safety culture, in accordance with the Staff Requirements Memorandum M080317B "Briefing on State of NRC Technical Programs," dated March 17, 2008.

Although I believe the NRC continues to maintain a strong and healthy safety culture, it is always appropriate to examine how we might improve.

The task force charter (Enclosure 1) and plan of action and milestones (Enclosure 2) are approved.

As the task force leader, you will report to the Deputy Executive Director for Material, Waste, Research, State, Tribal and Compliance Programs (DEDMRT) through the Director, Office of Enforcement. If you identify concerns or issues that may need to be promptly addressed, you should promptly communicate and coordinate these with the responsible program office and cognizant Deputy Executive Director.

The task force will periodically brief the DEDMRT and other senior managers regarding the progress of the task force. The task force will provide its observations, conclusions, and recommendations in the form of a written report consistent with the guidance provided in the charter. The task force should identify any recommendations it believes meet the threshold for entry into the agency Lessons Learned Program as described in NRC Management Directive 6.8 "Lessons-Learned Program."

Enclosures: As stated

cc: Those on the Attached List

CHARTER FOR THE INTERNAL SAFETY CULTURE TASK FORCE

Objective

The overall objective of the internal safety culture task force is to define internal safety culture and provide recommendations to enhance NRC's internal safety culture. To support this objective, the task force will develop a definition and set of components to define the internal safety culture at NRC. This framework will be used as a baseline to conduct a gap analysis, consider agency best practices, and identify and assess potential initiatives for enhancing the internal safety culture.

Scope

The task force activities will address, but are not limited to the following areas:

- a. Definition and articulation of NRC internal safety culture;
- b. Consideration of current agency initiatives and activities for external (licensee) safety culture including the applicability of the definition of safety culture and safety culture components;
- c. Consideration of agency best practices and current initiatives that link to (or address) internal safety culture;
- d. Benchmarking with private organizations and other Federal Agencies;
- e. Identification and review of key documents;
- f. Interface with Office of the Inspector General (OIG) relative to development and execution of the 2008 Safety Culture and Climate Survey;
- g. Interface with internal and external stakeholders as appropriate.
- h. Identification of potential initiatives to improve NRC's internal safety culture.

Should the task force decide to expand or otherwise revise the scope of the charter, it will discuss any significant changes to the charter or the topics of review with the Deputy Executive Director for Materials, Waste, Research, State, Tribal and Compliance Programs (DEDMRT).

Expected Product and Schedule

The task force will provide its observations, conclusions, and recommendations in the form of a Commission paper presented through the DEDMRT. Consistent with the original SRM tasking [M080317B Staff Requirements – Briefing on State of NRC Technical Programs, March 17, 2008], the report will be provided to the DEDMRT on, or before, March 31, 2009.

The task force's effort will be independent of the OIG's next triennial Safety Culture and Climate Survey. The task force intends to consider the results of this survey consistent with the SRM tasking. Any potential schedule impacts will be discussed with the DEDMRT.

Staffing (Revised September 30, 2008)

The task force will consist of the following members:

Team Leadership

Former Team Leader	Ed Hackett, ACRS
New Team Leader (September 22, 2008):	Doug Coe, OE
Assistant Team Leader:	June Cai, OE
Senior SES Advisor to the Task Force:	Cynthia Carpenter, OE

Team Members

OE - Lisamarie Jarriel, Isabelle Schoenfeld, Renee Pedersen, Carolyn Faria-Ocasio
NRR – Laura Gerke
HR – Patricia Adelstein
NMSS – Lisa Ann Culp
NRO – Molly Keefe
ADM – Cindy Bladey
CFO - Richard Rough
NSIR – David Diec
RES – Les Cupidon
OEDO - Mindy Landau
SBCR – Barbara Williams
Region I – Gene Cobey
Region II – Jim Moorman
Region III – John Madera
Region IV – Greg Werner
OGC – Laura Zaccari
NTEU – Amir Kouhestani
OBSERVER: OIG – Michael Steinberg

All team members are participating on the task force in part-time status. The team leadership will make a reasonable effort to match the level of effort required of each member with their availability. Emergent high priority demands in member home offices will be accommodated as needed, and such demands that may significantly impact the task force activities or schedule may require adjustment to this charter as noted in the Scope section above.

The composition of the task force represents a broad diversity of Offices, disciplines, positions, and grade levels. Any changes that may be required during the course of this effort will continue to maintain an appropriate focus on diversity.

Senior Management Interface

The task force will report to the Deputy Executive Director for Materials, Waste, Research, State Tribal and Compliance Programs and will periodically brief senior management (Executive Director for Operations, Office Directors, Regional Administrators, or their designees) on the status of the effort and provide early identification of any significant issues. In addition, the task force will interface with the Commission's Technical Assistants and relevant OEDO staff to keep them abreast of progress.

Plan of Action and Milestones

Phase I – Task Force Stand-up/Roles and Responsibilities (2 Months)

- (1) Obtain commitments and approvals for members;
- (2) Assign roles and responsibilities;
- (3) Develop operational guidelines – reporting, regular meetings, interfaces, etc.;
- (4) Set up internal Community of Practice for the task force;
- (5) Develop definition and components of internal safety culture;
- (6) Develop communication plan;
- (7) Conduct Commission and senior management interviews;
- (8) Obtain senior management approval for task force charter.

Phase II – Research and Data Gathering (3 months)

- (1) Identify and review key documents (e.g., NRC internal office initiatives, National Aeronautics and Space Administration (NASA), Columbia Accident Investigation Board, International Atomic Energy Agency (IAEA), etc.);
- (2) Conduct additional interviews with Commission, management and staff;
- (3) Develop appropriate focus group plans to gather information on agency best practices and on what areas important to safety culture are addressed or need to be addressed;
- (4) Conduct focus groups with major offices and regions;
- (5) Interface with OIG to leverage task force activities relative to the Safety Culture and Climate Survey;
- (6) Conduct selected benchmarking with private industry and private sector organizations on internal safety culture. Examples include:
 - BP Oil
 - John Hopkins Hospital
 - Disney
 - Pantex
 - Institute of Nuclear Power Operations (INPO)
- (7) Selected benchmarking with other Federal Agencies on internal safety culture. Examples include:
 - National Aeronautics and Space Administration (NASA)
 - Federal Aviation Administration (FAA)
 - National Transportation Safety Board (NTSB)
 - Naval Reactors (NR)
 - Chemical Safety and Hazard Investigation Board
- (8) Meetings and discussions with internal stakeholders;
- (9) Meetings and discussions with external stakeholders (public, industry groups, etc.).

Phase III – Analysis and Integration (1 Month)

- (1) Identification and articulation of current internal safety culture;
- (2) Identification and articulation of desired internal safety culture;
- (3) Identification and analyses of gaps – re-prioritization of key focus areas as needed;
- (4) Identify recommendations and potential initiatives designed to enhance the current safety culture;
- (5) Develop resource estimates for the recommendations.

Phase IV – Report Writing and Communications (2 months)

- (1) Identify and assign writing responsibilities;
- (2) Produce initial draft;
- (3) Iterate within the task force;
- (4) Develop final draft;
- (5) Conduct senior management pre-briefings;
- (6) Produce concurrence copy;
- (7) Obtain necessary concurrences;
- (8) Conduct appropriate communications per communication plan;
- (9) Issue the report.

Target completion date: by March 31, 2009

MEMORANDUM TO DOUGLAS H. COE FROM R. W. BORCHARDT

DATED: October 24, 2008

SUBJECT: Internal Safety Culture Task Force and Charter

Chairman Klein
Commissioner Jaczko
Commissioner Lyons
Commissioner Svinicki
Frank P. Gillespie, Executive Director, Advisory Committee
on Reactor Safeguards/Advisory Committee on Nuclear Waste
E. Roy Hawkens, Chief Administrative Judge, Atomic Safety
and Licensing Board Panel
Karen D. Cyr, General Counsel
John F. Cordes, Jr., Director, Office of Commission Appellate
Adjudication
James E. Dyer, Chief Financial Officer
Hubert T. Bell, Inspector General
Margaret M. Doane, Director, Office of International Programs
Rebecca L. Schmidt, Director, Office of Congressional Affairs
Eliot B. Brenner, Director, Office of Public Affairs
Annette Vietti-Cook, Secretary of the Commission
Martin J. Virgilio, Deputy Executive Director for Materials, Waste,
Research, State, Tribal, and Compliance Programs, OEDO
Darren B. Ash, Deputy Executive Director
for Corporate Management, OEDO
Bruce S. Mallett, Deputy Executive Director for Reactor
and Preparedness Programs, OEDO
Vonna L. Ordaz, Assistant for Operations, OEDO
Peter J. Rabideau, Director, Strategic Organizational Planning
and Optimization, OEDO
Timothy F. Hagan, Director, Office of Administration
Patrick D. Howard, Computer Security Office
Cynthia A. Carpenter, Director, Office of Enforcement
Charles L. Miller, Director, Office of Federal and State Materials
and Environmental Management Programs
Guy P. Caputo, Director, Office of Investigations
Thomas M. Boyce, Director, Office of Information Services
James F. McDermott, Director, Office of Human Resources
Michael R. Johnson, Director, Office of New Reactors
Michael F. Weber, Director, Office of Nuclear Material Safety
and Safeguards
Eric J. Leeds, Director, Office of Nuclear Reactor Regulation
Brian W. Sheron, Director, Office of Nuclear Regulatory Research
Corenthis B. Kelley, Director, Office of Small Business and Civil Rights
Roy P. Zimmerman, Director, Office of Nuclear Security
and Incident Response
Samuel J. Collins, Region I
Luis A. Reyes, Region II
James L. Caldwell, Region III

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L. Gerke, NRR
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L. A. Culp, NMSS
R. Rough, CFO
M. Keefe, NRO
D. Diec, NSIR
C. Bladey, ADM
L. Cupidon, RES
M. Steinberg, OIG
M. Landau, OEDO
G. Cobey, RI
J. Moorman, RII
J. Madera, RIII
G. Werner, RIV
L. Zaccari, OGC
A., Kouhestani, FSME
L. Jarriel, OE
I. Schoenfeld, OE
R. Pedersen, OE

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DATE	10/09/08	10/15/08	10/23/08	10/24/08

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