



UNITED STATES  
NUCLEAR REGULATORY COMMISSION  
REGION IV  
612 EAST LAMAR BLVD, SUITE 400  
ARLINGTON, TEXAS 76011-4125

April 8, 2010

Jeffrey S. Forbes,  
Senior Vice President and  
Chief Operating Officer  
Entergy Nuclear Operations, Inc.  
1340 Echelon Parkway  
Jackson, Mississippi 39213

SUBJECT: MEETING SUMMARY FOR PUBLIC MEETING WITH ENTERGY  
OPERATIONS, INC.

Dear Mr. Forbes,

This refers to our meeting conducted at the NRC Region IV office, in Arlington, Texas, on March 31, 2010. At this meeting, NRC and Entergy management discussed the 2009 Nuclear Safety Culture Assessment performed at Arkansas Nuclear One, Grand Gulf Nuclear Station, River Bend Station, and Waterford Steam Electric Station, Unit 3.

In accordance with 10 CFR 2.390 of the NRC's "Rules of Practice," a copy of this letter and its enclosures will be available electronically for public inspection in the NRC's Public Document Room or from the Publicly Available Records (PARS) component of the NRC's Agencywide Documents Access and Management System (ADAMS). ADAMS is accessible from the NRC web site at <http://www.nrc.gov/reading-rm/adams.html> (The Public Electronic Reading Room).

Sincerely,

***/RA/ Dale A. Powers for***

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Chief, Technical Support Branch  
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ANO: 50-313; 50-368  
GG: 50-416  
RBS: 50-458  
WAT: 50-382

Licenses:  
ANO: DPR-51; NPF-6  
GG: NPF-29  
RBS: NPF-47  
WAT: NPF-38

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1. Attendance List  
2. Presentation Slides

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# PUBLIC MEETING ATTENDANCE

<b>LICENSEE/FACILITY</b>	Entergy Operations, Inc.
<b>DATE/TIME</b>	March 31, 2010 / 8:00 AM
<b>LOCATION</b>	NRC Region IV Office 612 E. Lamar Blvd Arlington, TX 76011
<b>NAME (PLEASE PRINT)</b>	<b>ORGANIZATION</b>
Mike Hy	NRC
Bob Giviano	NRC.
E Collins	NRC
D. CHAMBERLAIN	NRC
Jeff Forbes	Entergy
Tim Mitchell	Entergy

# **2009 Nuclear Safety Culture Assessment**

**Entergy Presentation**

**to**

**NRC Region IV**

**March 31, 2010**

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## **NRC ORDER EA-09-060**

**Task 5 :**

**Entergy shall meet with the NRC Regional Administrators in the three regions in which Entergy owns and operates plants, to discuss the results of the safety culture workplace surveys conducted in 2009.**

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## Scope & Methodology

### Scope of 2009 NSCA

- Comprehensive, Psychometrically Validated Nuclear Safety Culture Survey with Write-In Comments Using:
  - SYNERGY's Standard Cultural Models
    - Nuclear Safety Culture Model (NSC)
      - Nuclear Safety Values, Behaviors & Practices
      - Safety Conscious Work Environment
      - Employee Concerns Program
    - General Culture & Work Environment (GCWE)
    - Leadership, Management and Supervision (Abridged) (LMS)
  - SYNERGY'S Model for INPO Principles
  - SYNERGY'S Model for NRC RIS 2006-13

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## Scope & Methodology

### Methodology Update – Rating Criteria

- Measuring site performance acceptability based on comparisons to the industry norms.
  - Top Industry Quartile – “Areas of Strength” (AOS)
  - Middle Industry Quartiles – “Areas of Adequacy / Competency” (AOA)
  - Low 3<sup>rd</sup> Industry Quartile – “Opportunities for Improvement” (OFI)
  - Bottom Industry Quartile – “Area in Need of Attention” (ANA)
  - Bottom Industry Decile – “Area for Improvement” (AFI)

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## Summary of Results

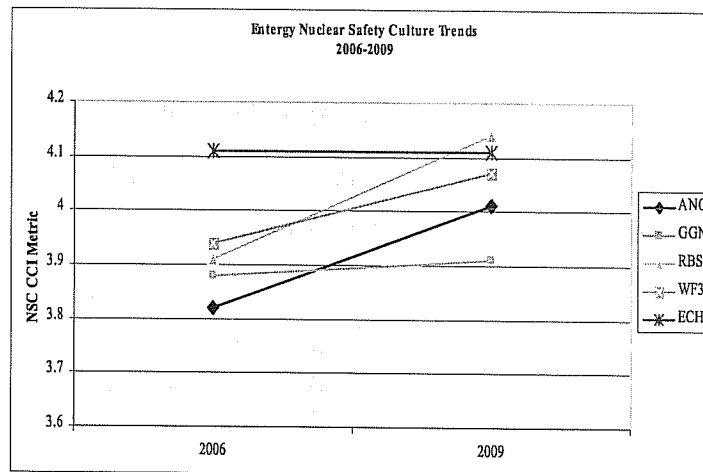
### 2009 Response Summary

#### 2009 NSCA Response Summary

Location	Location Total	No. Respondents	% Response
River Bend	788	670	85.0%
Echelon Office	290	238	82.1%
Waterford 3	848	627	73.9%
Arkansas Nuclear One	995	707	71.1%
Grand Gulf	695	456	65.6%
<b>Entergy Nuclear Composite</b>	<b>7561</b>	<b>5656</b>	<b>74.8%</b>

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## Summary of Results



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## Summary of Results

### NSC Metrics, Trends & Industry Comparison Summary

NSC Metrics, Trends & Industry Comparison Summary

Location	NSC		SCWE		ECP	
	Metric / Trend	Industry Quartile	Metric / Trend	Industry Quartile	Metric / Trend	Industry Quartile
River Bend	4.14 +5.9%	1 <sup>st</sup>	4.48 +2.8%	1 <sup>st</sup>	3.93 +4.1%	1 <sup>st</sup>
Echelon	4.11 +0.1%	n/a	4.47 -1.8%	n/a	3.98 +1.7%	n/a
Waterford 3	4.07 +3.4%	1 <sup>st</sup>	4.43 +1.6%	2 <sup>nd</sup>	3.77 +9.6%	2 <sup>nd</sup>
Arkansas Nuclear One	4.01 +4.9%	2 <sup>nd</sup>	4.45 +3.2%	2 <sup>nd</sup>	3.95 +7.8%	1 <sup>st</sup>
Grand Gulf	3.91 +0.8%	3 <sup>rd</sup>	4.36 +0.8%	3 <sup>rd</sup>	3.65 +6.1%	Low 3 <sup>rd</sup>
Energy Composite	4.08 +6.0%	n/a	4.46 +3.1%	n/a	3.87 +9.2%	n/a

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## Summary of Results

### GCWE Metrics, Trends & Industry Comparison Summary

Location	GCWE		Job Satisfaction & Morale	
	Metric / Trend	Industry Quartile	Metric / Trend	ST Trend
Echelon	3.80 +1.2%	n/a	3.69 +2.9%	+2.2%
River Bend	3.78 +6.9%	1 <sup>st</sup>	3.64 +12.1%	+6.0%
Waterford 3	3.72 +7.1%	1 <sup>st</sup>	3.65 +14.2%	+3.7%
Arkansas Nuclear One	3.56 +4.3%	3 <sup>rd</sup>	3.31 +9.1%	-4.9%
Grand Gulf	3.48 -1.6%	4 <sup>th</sup>	3.20 -3.2%	0.0%
Energy Composite	3.71 +7.4%	n/a	3.57 +15.1%	+1.1%

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## **Summary of Actions Taken or Planned (Fleet)**

- **Communications of Results**
  - Executive Management was briefed by Synergy on fleet wide results
  - Site lead teams were briefed by Synergy on site specific results
  - Site lead team members briefed all-hands on site results
  - Department managers brief workers on department results (ongoing)

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## **Summary of Actions Taken or Planned (Fleet)**

- **Action Planning**
  - Action Planning Guidelines and Action Plan Templates were developed and provided to the sites to ensure consistency and focus when developing action plans.
  - The Corrective Action Program (CAP) is used to track each site's review of results and the development of action plans.
  - Each site (NSA Director) reviews their site specific results to determine what will be addressed in their site action plan and for the need for specific department action plans.
  - Fleet wide results were reviewed to determine common themes and areas appropriate for inclusion in the fleet wide action plan.
  - Action plans are submitted to the VP Oversight for Management review.
  - Periodic summary report of action plan status will be provided to Fleet Management.

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## Summary of Results

### Arkansas Nuclear One

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## Summary of Results

### ANO – NSC Metrics

Location	NSC	NS VBP	SCWE	ECP	GCWE
	Metric / Trend	Metric / Trend	Metric / Trend	Metric / Trend	Metric / Trend
Arkansas Nuclear One	4.01 +4.9%	3.86 +5.4%	4.45 +3.2%	3.95 +7.8%	3.56 +4.3%
- Description	Adequacy/ Competency	Adequacy/ Competency	Adequacy/ Competency	Strength	Adequacy/ Competency
- Industry Rank (quartile)	2 <sup>nd</sup>	2 <sup>nd</sup>	2 <sup>nd</sup>	1 <sup>st</sup>	3 <sup>rd</sup>
- Fleet Rank (position / 9)	Tied 5 <sup>th</sup>	7 <sup>th</sup>	4 <sup>th</sup>	2 <sup>nd</sup>	6 <sup>th</sup>
Entergy South Composite	4.05 +4.0%	3.92 +4.6%	4.44 +2.1%	3.86 +6.9%	3.66 +4.6%
Entergy Composite	4.08 +6.0%	3.96 +6.9%	4.46 +3.1%	3.87 +9.2%	3.71 +7.4%

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## Summary of Results

ANO

- NSC Strengths
  - NS VB&P – Confidence in CAP.
  - SCWE – Lack of negative reactions from peers, supervision; Willingness to inform supervision of NS concerns; Genuine encouragement to raise issues; Self-identification of errors; Open door with mgmt.; Confidence in methods to detect and prevent retaliation.
  - ECP – All Areas.
- NSC Weaknesses – Areas for Improvement
  - NS VB&P – NS is top priority – Staffing; Funding.
  - SCWE – ECP – None.
- NSC Weaknesses – Areas in Need of Attention
  - NS VB&P – Workload impacting NS; Quality of procedures; Timely correction of procedures; Sr. mgmt. communicating NS as top priority; Seeking best practices.
  - SCWE – Rewards and discipline encouraging appropriate NS behaviors.
  - ECP – None.

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## Summary of Results

ANO

- Priority Organizations
  - Three Priority Level 1 & 2 Targeted Orgs:
    - Mechanical Maintenance
    - Security; and
    - I&C Maintenance.

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## **Summary of Actions**

### **ANO**

- All hands meetings, department meetings and written communications were used to communicate survey results
- Identified weaknesses were categorized into focus areas using INPO's Principles for a Strong Safety Culture
- ANA on procedure quality will be rolled into the INPO AFI on procedure quality
- Site action plan focuses on general communications, funding, recognition and rewards, and employee satisfaction and morale and procedure quality
- Mechanical Maintenance, I&C Maintenance and Security have developed action plans to address weaknesses

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## **Summary of Results**

**Grand Gulf**

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## Summary of Results

### Grand Gulf – NSC Metrics

Location	NSC	NS VBP	SCWE	ECP	GCWE
	Metric / Trend	Metric / Trend	Metric / Trend	Metric / Trend	Metric / Trend
Grand Gulf	3.91 +0.8%	3.77 +0.5%	4.36 +0.8%	3.65 +6.1%	3.48 -1.6%
- Description	Adequacy/ Competency	Adequacy/ Competency	Adequacy/ Competency	Opp. for Improvement	Need of Attention
- Industry Rank (quartile)	3 <sup>rd</sup>	3 <sup>rd</sup>	3 <sup>rd</sup>	Low 3 <sup>rd</sup>	4 <sup>th</sup>
- Fleet Rank (position / 9)	Tied 8 <sup>th</sup>	9 <sup>th</sup>	Tied 8 <sup>th</sup>	7 <sup>th</sup>	9 <sup>th</sup>
Entergy South Composite	4.05 +4.0%	3.92 +4.6%	4.44 +2.1%	3.86 +6.9%	3.66 +4.6%
Entergy Composite	4.08 +6.0%	3.96 +6.9%	4.46 +3.1%	3.87 +9.2%	3.71 +7.4%

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## Summary of Results

### Grand Gulf

- NSC Strengths
  - SCWE – Lack of negative reactions for raising a concern.
- NSC Weaknesses – Areas for Improvement
  - NS VB&P – Staffing ; funding; Sr. mgmt. communicating NS is top priority; Supv./mgmt. ensuring individuals are qualified and fit for duty.
  - SCWE – Rewards & discipline encouraging appropriate NS behaviors.
- NSC Weaknesses – Areas in Need of Attention
  - NS VB&P - 21 Attributes – Operational practices and processes (11); NS Expectations (2); Maintaining NS as top priority (4); Continuous improvement (2); Identification of Issues (2).
  - SCWE – Sr. mgmt. valuing individuals who raise concerns; Site, supv., mgmt., & Sr. mgmt. favorably receiving individuals who raise concerns; Supv./mgmt. genuinely encouraging individuals to raise NS issues.
  - ECP – Mgmt. Support; Program visibility.

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## **Summary of Results**

### **Grand Gulf**

- **Priority Organizations**
  - Three Priority Level 1 & 2 Targeted Orgs:
    - Administrative Services
    - Materials, Purchasing, & Contracts
    - Mechanical Maintenance.

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## **Summary of Actions**

### **Grand Gulf**

- All hands meetings and department meetings were used to communicate survey results
- Site action plan focuses on Reinforcing NSC and SCWE concepts, rewards and recognition, leadership effectiveness, general communications and worker engagement
- Administrative Services, Mechanical Maintenance and MP&C departments have developed plans to address weaknesses

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## Summary of Results

### River Bend

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## Summary of Results

### River Bend – NSC Metrics

Location	NSC	NS VBP	SCWE	ECP	GCWE
	Metric / Trend	Metric / Trend	Metric / Trend	Metric / Trend	Metric / Trend
River Bend	4.14 +5.9%	4.03 +7.3%	4.48 +2.8%	3.93 +4.1%	3.78 +6.9%
- Description	Strength	Strength	Strength	Strength	Strength
- Industry Rank (quartile)	1 <sup>st</sup>	1 <sup>st</sup>	1 <sup>st</sup>	1 <sup>st</sup>	1 <sup>st</sup>
- Fleet Rank (position / 9)	2 <sup>nd</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	3 <sup>rd</sup>	3 <sup>rd</sup>
Entergy South Composite	4.05 +4.0%	3.92 +4.6%	4.44 +2.1%	3.86 +6.9%	3.66 +4.6%
Entergy Composite	4.08 +6.0%	3.96 +6.9%	4.46 +3.1%	3.87 +9.2%	3.71 +7.4%

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## **Summary of Results**

### **River Bend**

- **NSC Strengths**
  - NS VB&P – 93% of attributes are areas of strength.
  - SCWE – The overall environment for raising concerns and individual willingness to raise concerns.
  - ECP – Overall confidence; Acceptable path; Effective evaluations; Fair evaluations; Management support; Visibility; Confidentiality; Staff.
- **NSC Weaknesses – Areas for Improvement**
  - None.
- **NSC Weaknesses – Areas in Need of Attention**
  - NS VB&P – NS is top priority - Staffing.
- **Priority Organizations – None**
- **Some positive bias in the ratings.**

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## **Summary of Actions by Site**

### **River Bend**

- All hands meetings and department meetings were used to communicate survey results
- Site action plan focuses on recognition and rewards, general communications and workforce engagement
- No Priority Departments were identified

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## Summary of Results

### Waterford 3

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## Summary of Results

### Waterford 3 – NSC Metrics

Location	NSC	NS VBP	SCWE	ECP	GCWE
	Metric / Trend	Metric / Trend	Metric / Trend	Metric / Trend	Metric / Trend
Waterford 3	4.07 +3.4%	3.97 +3.7%	4.43 +1.6%	3.77 +9.6%	3.72 +7.1%
- Description	Strength	Strength	Adequacy/ Competency	Adequacy/ Competency	Strength
- Industry Rank (quartile)	1 <sup>st</sup>	1 <sup>st</sup>	2 <sup>nd</sup>	2 <sup>nd</sup>	1 <sup>st</sup>
- Fleet Rank (position / 9)	4 <sup>th</sup>	4 <sup>th</sup>	5 <sup>th</sup>	6 <sup>th</sup>	4 <sup>th</sup>
Energy South Composite	4.05 +4.0%	3.92 +4.6%	4.44 +2.1%	3.86 +6.9%	3.66 +4.6%
Energy Composite	4.08 +6.0%	3.96 +6.9%	4.46 +3.1%	3.87 +9.2%	3.71 +7.4%

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## **Summary of Results**

### **Waterford 3**

- **NSC Strengths**
  - NS VB&P – 58% of attributes are areas of strength.
  - SCWE – Self-identification of errors; Genuine encouragement to raise issues; Respect for differing opinions; Valuing those who challenge; Willingness to raise issues without concern; Open door with mgmt.
  - ECP – None.
- **NSC Weaknesses – Areas for Improvement**
  - NS VB&P – “NS is Top Priority” - Staffing .
- **NSC Weaknesses – Areas in Need of Attention**
  - SCWE – Negative reactions from Sr. management, supervision, and peers towards individuals who raise potential NS concerns.

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## **Summary of Results**

### **Waterford 3**

- **Priority Organizations**
  - Two Priority Level 1 & 2 Targeted Orgs:
    - Electrical Maintenance
    - Materials, Purchasing & Contracts.

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## **Summary of Actions by Site**

### **Waterford 3**

- All hands meetings and department meetings were used to communicate survey results
- Site action plan focuses on training and communications regarding safety conscious work environment
- Electrical Maintenance and MP&C departments will develop action plans to address weaknesses

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## **Glossary of Terms**

- CCI – Composite Cultural Indicator
- ENT – Entergy
- NSC – Nuclear Safety Culture
- GCWE – General Culture and Work Environment
- LMS – Leadership, Management and Supervision
- SCWE – Safety Conscious Work Environment
- NSVB&P – Nuclear Safety Values, Behaviors and Practices
- ECP – Employee Concerns Program

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