



**Nuclear Safety Culture Assessment
(NSCA) Process:
NRC Observations on February 2011
Pilot
Public Meeting with Nuclear
Energy Institute and Industry
Representatives**

June 29, 2011

Purpose of Meeting

- NRC and NEI discussion on observations on the NSCA process and recent observations at Hope Creek.
- For NEI to describe planned modifications to the NSCA based on lessons learned from industry pilots and NRC feedback

General NSCA Miscellaneous Observations

- There is variation in the process between sites
- Threshold for identifying items for inclusion in the process varies
- Process is not transparent to the public
- Benchmarking implementation between the pilot sites may have provided valuable insights
- Based on the processes that already exist at some sites, some plants derive a great benefit from the process and some derive an incremental benefit

Hope Creek NSCA Positive Observations

- **The afternoon team meetings:**
 - Team leader used as a learning opportunity for each assessment sub-team
 - seemed to be effective and allowed for robust team dialog.
- **the day 4 afternoon roll-up exercise:**
 - allowed the NSCA team to continue dialog about issues in greater depth.
 - Each team member appeared to gain a good understanding of the issues facing the site.
 - The team members questioned each other, and used the dialog to develop thoughtful assessments.

Hope Creek NSCA Positive Observations

- Allowing for time to collect clarifying information is effective:
 - Allows opportunity for the team member to fully understand the extent of the issue.

Hope Creek NSCA Positive Observations

- asking for specific examples from interviewees is a good practice/strength.
 - provides a check on the interviewees' understanding of the principle or attribute;
 - provides diagnostic information to the team by identifying past incidents that may have had an impact on individuals' perceptions of safety culture at the site;
 - enhances the assessment team's ability to explain the issues identified by the team to site senior management.

Hope Creek NSCA Observations: Questions and Interviews

- **Interview Questions:**
 - interview questions are worded ambiguously.
 - interview questions were not tailored to the organizational level and work duties of the interviewees.
 - process by which questions were selected did not appear to be clearly defined or consistently implemented.

Hope Creek NSCA Observations: Questions and Interviews

- The process for selecting interviewees was not clear
- It is not clear how and why the choice of interview type, individual or group, is used.
 - Different types of interviews are suggested in the manual for different work groups
- It is not clear why 50 to 60 interviews are considered adequate as described in the manual, for every site.

Hope Creek NSCA Observations Questions and interviews

- The location of the interviews did not always ensure confidentiality, anonymity, and neutrality and limit the amount of distractions present.
 - In some cases, the rooms used by the assessment team for interviews had windows and were located in areas with a high volume of foot traffic.

Hope Creek NSCA Observations: Selection and Training of Interviewers

- No criteria to specify appropriate qualifications for assessment team members.
- No formal training was given to interviewers and a “dry run” interview was not given.
 - Inconsistent with the guidance in the manual.

Hope Creek NSCA Observations: Assessment Scoring

- Scoring rules for the interview responses are unclear and were applied inconsistently by the different assessment sub-teams.
- recently developed video for training which demonstrated the differences between a positive, neutral and negative interview response and how to score.
 - scoring rules used by the actors were unclear
 - interviews did not demonstrate good interviewing practices.

Hope Creek NSCA Observations: Miscellaneous

- Field observations were very limited during most of the week although encouraged for follow-up during the fourth day.
- Document reviews appeared to be limited to a few procedures and site policies.
- During an independent and third party assessment the NSCA team should review previous safety culture self-assessments:
 - determine whether previously identified weaknesses or opportunities for improvement had been addressed.

Hope Creek NSCA Observations: Miscellaneous

- the NRC requirements for conducting an independent or third-party safety culture assessment located in Inspection Procedure 95003.02 were used as a basis for evaluating the NSCA process.



Discussion