



UNITED STATES
NUCLEAR REGULATORY COMMISSION
REGION IV
1600 EAST LAMAR BLVD
ARLINGTON, TEXAS 76011-4511

April 25, 2012

PG 9007D.8 - DIVISION OF REACTOR SAFETY (DRS) COMMUNICATION
PLAN

EFFECTIVE: Upon Issuance

CONTACT: Chief, TSB

SUPERSEDES ROPG 9007D.7

DISTRIBUTION: DRS Staff

APPROVAL: /RA/
Tom Blount, Acting Director, Division of Reactor Safety

A. Purpose/Discussion

Revision: Enclosure 1 of this policy guide has been revised to reflect changes made to Division of Reactor Safety organizations and their communications. Changes are highlighted in bold.

This policy guide provides guidance, through a communication plan, to DRS staff and management by describing the processes for communicating amongst the staff, management, and outside parties. The purpose of the plan is to foster the DRS mission. The objectives of the plan are to ensure communications, deliver the information needed to drive the division mission, encourage feedback from the staff and management to improve performance and exchange information periodically during branch/division level meetings and through e-mail.

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Publicly Avail.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Sensitive	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Sens. Type Initials	RDA
RIV:DRS	CPSB2	C:EB1	C:EB2	C:PSB1	
RAlexander	GWerner	TFarnholtz	GMiller	MHay	
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C:OB	ADD:DRS	AD:DRS			
MHaire	PLouden	TBlount			
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B. Action

The DRS Communication Plan is provided as Enclosure 1. The plan establishes the type and frequency of division and branch level meetings. The plan will be periodically updated and reissued as needed. The following enclosures are included as additional guidance: Enclosure 2 identifies characteristics of effective meetings, Enclosure 3 identifies methods for improving communications, and Enclosure 4 describes DRS expectations in the form of a cross reference to NRC organizational values.

Enclosures:

1. DRS Communication Plan
2. Characteristics of Effective Meetings
3. Methods for Improving Communications
4. DRS Expectations

cc w/Enclosures via e-mail:

OEDO RIV Executive Technical Assistant (Michael.McCoppin@nrc.gov)

DRS COMMUNICATION PLAN

A. DRS Mission Statement

The Division of Reactor Safety supports the mission of the NRC by performing baseline inspections of specialty areas, evaluating and inspecting events and degraded conditions, responding to emergency situations, and licensing competent plant operators at nuclear power reactor facilities. The Division of Reactor Safety supports the Agency's strategic performance goals with a primary focus of maintaining safety, while also increasing efficiency and effectiveness, reducing unnecessary regulatory burden, and increasing public confidence.

Outside of Scope

Outside of Scope

Outside of Scope

Outside of Scope

J. Communications Outside DRS

1. **Regional Meetings:** DRS staff **conducts or participates** in a variety of information sharing meetings sponsored by other divisions within Region IV. These meetings include, in part, the daily DRP 10:00 a.m. morning meeting, training committee, mid-cycle/end-of-cycle review, principal staff, bi-weekly resource planning, information technology, LAN committee, newsletter committee, NRC Technical Library Advisory Board, Manual Chapter 1245 Working Group and Steering Committee, Labor and Partnership, travel, and radiation safety committee, **knowledge management** meetings. The goal in attending these meetings is to ensure that DRS views and concerns are expressed.
2. **Headquarters and Regional Offices:** DRS staff **is** encouraged to exchange information and network with their peers in other NRC offices. These communication links occur formally and informally. Formal information exchanges occur during regularly scheduled teleconference counterpart calls with the program office (e.g., security, senior reactor analyst, health physics, operator licensing, and fire protection) and during the development of new policies impacting the implementation of the inspection program (e.g., inspection procedures, manual chapters, management directives, analytical techniques, and temporary instructions). In addition, as applicable, DRS provides input to the daily notes prepared for the Executive Director for Operations, the weekly information report, and the weekly EDO call notes.
3. **Industry and Stakeholders:** DRS staff is encouraged to identify and participate in industry meetings involving NRC activities. The purpose of DRS participation is to share insights associated with items of interest to members of the public, industry, and NRC. Examples of meetings which typically receive DRS participation include the Regulatory Information Conference, America Nuclear Society meetings, industry workshops, and Region IV user group meetings.
4. **Inspectors** are encouraged to participate in counterpart meetings in their specialty. A number of DRS specialties (license examiners, fire protection inspectors, security inspectors) conduct counterpart meetings 1 - 2 times per year to conduct training, discuss current issues, etc.

CHARACTERISTICS OF EFFECTIVE MEETINGS

A. Before the Meeting

1. Define the purpose.
2. Have clear expectations and goals.
3. Develop an agenda.
4. Prioritize the agenda so the important topics are first.
5. Distribute the agenda and background material so participants will be prepared.
6. Provide sufficient notification of meeting time and duration.
7. Start on time.
8. Obtain an appropriate size room for the meeting.
9. Arrange the room so participants will be facing each other, if possible.
10. Arrange visual aids, if useful.
11. Make sure that responsibility for assignments is clear.
12. If needed, establish a telephone bridge for traveling staff to participate.

B. During the Meeting

1. Start on time.
2. Review the agenda before discussing items.
3. Stick to the agenda.
4. Encourage group discussion to get all viewpoints and ideas.
5. Keep conversations focused on the agenda topics.
6. Tactfully end discussions when they become destructive or unproductive.
7. Listen, appreciate, and have confidence in members.
8. Admit mistakes, when appropriate.
9. Solicit good and bad items observed since the last meeting.
10. Summarize any agreements reached.
11. Set a date and time for the next meeting, unless it is routine.
12. Make sure that responsibility for assignments is clear.
13. Try to end on time.

C. After the Meeting

1. Distribute meeting minutes promptly.
2. Make sure that responsibility for assignments is clear.
3. Develop ways for improving meeting conduct problems.
4. Put unfinished business on the agenda for the next meeting.
5. Determine if the results of the meeting were what you expect.

METHODS FOR IMPROVING COMMUNICATIONS

The May 2001 "Communication is the Key," SES Candidate Development Action Learning Project provided many lessons learned and recommendations on how the agency can improve communications within and outward from the Agency. Using this document as a guide, four major categories can be identified for key improvements in communication. The following outline provides the four major categories and key items for focus, improvement, and consideration:

1. Avoiding the Exclusion of Stakeholders - "Feeling out of the Loop" Syndrome
 - a. Keep an open door policy.
 - b. Institute "rumor control."
 - c. Communicate good and bad news timely.
 - d. Be clear and concise in disseminating information down the chain of command.
 - e. Solicit feedback.
 - f. Select the appropriate frequency and media (meetings, e-mail, memoranda, etc.) to relay information.
2. Unlimited Management Knowledge versus Empowerment
 - a. It is acceptable for management to not know all the answers all the time.
 - b. Empower staff with clear direction and authority to represent the organization.
 - c. Provide the understanding that with empowerment comes responsibility and accountability.
 - d. Avoid using "failure is not an option" mentality.
3. Effective Communications
 - a. Provide clear and concise goals, objectives, and assignments - be as descriptive as possible of the expected end result and when results are due.
 - b. Obtain "playback" to ensure the message and/or assignments were clearly received.
 - c. Reinforce key points and issues.
 - d. Deliver timely information and messages - good and bad.
 - e. Efficiently, effectively, and appropriately utilize the various forms of media (face-to-face meetings, memoranda, e-mail, telephone calls, etc.) at your disposal to distribute information. Consider what would be the most effective and efficient method to deliver your message.
4. Effective Meetings (See Enclosure 2, "Characteristics of an Effective Meeting")

DRS EXPECTATIONS	
<p>The mission of the NRC is to ensure adequate protection of the public health and safety, the common defense and security, and the environment in the use of nuclear materials in the United States.</p> <p>The Region IV Division of Reactor Safety supports the mission of the NRC by performing baseline inspections of specialty areas, evaluating and inspecting events and degraded conditions, responding to emergency situations, and licensing competent plant operators at nuclear power reactor facilities. The Division of Reactor Safety supports the Agency's strategic performance goals with a primary focus of maintaining safety and security, while also increasing efficiency and effectiveness, reducing unnecessary regulatory burden, and increasing public confidence.</p>	
<u>NRC VALUES</u>	<u>DRS EXPECTATIONS</u>
Top Priority: The Mission	<ul style="list-style-type: none"> • Maintain public health safety, and security • Identify and pursue safety issues promptly • Optimize strategic performance goals while maintaining safety and security
Integrity: In our working relationships, practices, and decisions	<ul style="list-style-type: none"> • Take accountability, admit mistakes and seek support • Be reliable and consistent
Excellence: Both in our individual and collective actions	<ul style="list-style-type: none"> • Strive for continuous improvement - be self critical • Continually have high standards • Continuously challenge yourself to reach your full potential • Value diversity - differences in ideas, thinking, approach, etc. • Continuously grow and learn • Challenge the status quo
Service: To the public, and others who are affected by our work	<ul style="list-style-type: none"> • Perform baseline inspections of specialty areas • Evaluate and inspect events and degraded conditions • Respond to emergency situations • License competent plant operators • Be a part of the solution and always be helpful • Hold yourself accountable to behavioral expectations • Deal with and serve others well • Have a positive attitude • Be clear, concise, and efficient
Respect: For individual roles, diversity, and viewpoints	<ul style="list-style-type: none"> • Be firm on safety and security issues but kind to people • Be considerate of the interests of all involved parties • Seek to be less defensive • Support accountability and equity • Expect the best from yourself and others • Provide honest, constructive feedback
Cooperation: In the planning, management, and work of the Agency	<ul style="list-style-type: none"> • Strive together for continuous performance improvement • Listen and learn from others, seek feedback

DRS EXPECTATIONS		
Commitment: To protecting public health and safety	•	Be committed to results while striving to meet expectations
	•	Deliver on your commitments
	•	Do your best to be proactive
Openness: In communications and decision making	•	Keep all interested parties informed
	•	Make information available when appropriate
	•	Appropriately consider and balance all input