Safety Culture Policy Statement Implementation Plan Update

June 2015

Table of Contents

EXECUTIVE SUMMARY

This update to the Safety Culture Policy Statement Implementation Plan summarizes the activities the staff has completed since January 2012. In addition, it includes a summary of the activities planned in response to the Commission's March 1, 2012 Staff Requirements Memorandum (SRM) for SECY-12-0008, "Implementation Plan for the Safety Culture Policy Statement"; that states in part:

> "The Commission has approved the planned activities and initiatives associated with the Safety Culture Policy Statement, as proposed by the staff in SECY-12-0008. Staff activities beyond communication and education should not be pursued without further specific Commission approval . . ."

The Policy Statement clearly communicates the Commission's expectations that individuals at organizations performing or overseeing regulated activities establish and monitor a positive safety culture commensurate with the safety and security significance of their activities and the nature and complexity of their organizations and functions. The education and communication activities described in this plan seek to advance the vision that safety culture within the regulated nuclear sector will improve with increased understanding of the Commission's expectations. The NRC staff through outreach and education will provide the necessary guidance to effectively employ the Safety Culture Policy Statement (SCPS).

Roles and Responsibilities

The Office of Enforcement (OE) is the lead office for Safety Culture. As such, OE plays a major role in developing and coordinating policy-related matters and providing outreach at meetings, conferences, and workshops related to the SCPS, as well as supporting the program offices' outreach by developing presentation and educational materials.

The Office of Nuclear Reactor Regulation (NRR), Office of New Reactors (NRO), and Office of Nuclear Material Safety and Safeguards (NMSS) are directly responsible for outreach and education and for incorporating the Safety Culture Policy Statement (SCPS), as appropriate, when revising existing program office procedures, documents, and inspection activities. The Program Offices lead the implementation of Safety Culture outreach activities aimed at their licensees, as reflected in the budget for Fiscal Year 2015.

The Office of Nuclear Regulatory Research (RES) and Office of Nuclear Security and Incident Response (NSIR) support OE and the other program offices in their SCPS-related activities by providing technical expertise and support, as needed.

This update provides a summary of completed activities since the issuance of the Implementation Plan in January 2012, and describes the future planned activities of these offices in SCPS-related outreach and education, as well as activities performed in response to previous Commission direction.

Office of Enforcement (OE)

OE is the lead office for safety culture policy development, including coordinating outreach and educational activities with the program offices. As such, OE participates in a significant number of these activities. OE is also involved in sharing information, best practices and lessons learned and assisting the international community, as well as other U.S. Government agencies with safety culture activities.

Completed Activities

OE completed numerous outreach activities and developed a variety of educational tools. A comprehensive listing of these outreach activities and educational materials noted below can be found at the safety culture website http://www.nrc.gov/about-nrc/safety-culture/sc-outreach-edu-materials.html.

Outreach: OE staff provided outreach on SCPS at meetings, conferences, and workshops, and provided presentation and educational materials to support the program offices in their outreach and education efforts. These efforts included presentations at the Regulatory Information Conference (RIC), the FCIX, the CRCPD, regional counterpart meetings and public meetings. OE also established an Advisory Group comprised of NRC management representatives from the program offices to provide a forum to discuss safety culture topics, and to provide advice and support to the staff in accomplishing SCPS outreach and education. In addition, the Advisory Group oversees associated activities, such as evaluating the effectiveness of outreach and education for those covered under the expectations of the SCPS, benchmarking with other organizations (both regulatory agencies and private sector organizations), and interactions with other international regulatory bodies.

OE participated in numerous international efforts on safety culture, such as expert, technical and consultancy meetings related to topics in the IAEA's Action Plan for Nuclear Safety, published after the Fukushima Daiichi accident. NRC staff also participates in other safety culture meetings and events at IAEA and at the Nuclear Energy Agency (NEA). The NRC provided presentations on safety culture activities to regulators and licensees in countries such as Japan, Korea, and Russia, as requested. These international efforts promote the NRC's SCPS, and share insights and best practices on safety culture.

OE participated in a variety of interagency activities in the U.S. to promote safety culture and the SCPS. For example, the NRC is a member of the U.S. Federal Regulators of High Reliability Organizations, which meets bi-annually to discuss topics including safety culture. In addition NRC staff supports safety culture activities with other Federal agencies, such as providing assistance on assessing safety culture at DOE facilities.

Educational Materials: OE staff developed educational tools for the regulated communities. These educational tools are available to stakeholders during conferences, workshops, forums, etc. OE and program office staff have distributed over 5000 various educational tools as follows:

> Brochures: OE revised and updated the SCPS brochure for staff to distribute at conferences, meetings and inspection activities, and for licensees to use as well. In addition, OE staff has developed pop-ups which are convenient desktop references for the Safety Culture Policy Statement definition and traits.

Safety Culture Case Studies: OE developed Safety Culture Case Studies to provide examples of events in which a review of the circumstances surrounding the event and the results of the investigations found a clear example of the role that safety culture played in contributing to the causes and consequences of the event:

- *Collision of Two Washington, D.C. Metropolitan Area Transit Authority Metrorail Trains*
- *US Airways Flight 1549: Forced Landing on the Hudson*
- *Partial Collapse of the Willow Island Cooling Tower*
- *Upper Big Branch Mine Explosion – 29 Lives Lost*

Safety Culture Journey: OE developed a new educational tool "Safety Culture Journey" to illustrate how an organization assessed safety culture, what corrective actions and new initiatives they took, and how they began to make improvements in safety culture. This educational tool reflects an organization's journey towards a positive safety culture:

- *Safety Culture Journey: The Washington Metropolitan Area Transit Authority*

Safety Culture Trait Talk: OE developed "Safety Culture Trait Talk" to provide a better understanding of the nine safety culture traits found in the SCPS. Each Trait Talk is a four-page brochure that provides more information on a specific safety culture trait by describing why the trait is important for a positive safety culture, examples of behaviors and attitudes associated with the trait, and scenarios illustrating how the trait may play a role in an organization's safety culture. Both reactor and material licensees are included in the fictional scenario examples:

- *Trait Talk, Issue 1: Leadership Safety Values and Actions*
- *Trait Talk, Issue 2: Work Processes*
- *Trait Talk, Issue 3: Questioning Attitude*
- *Trait Talk, Issue 4: Problem Identification and Resolution*
- *Trait Talk, Issue 5: Environment for Raising Concerns*
- *Trait Talk, Issue 6: Effective Safety Communication*
- *Trait Talk, Issue 7: Respectful Work Environment*
- *Trait Talk, Issue 8: Continuous Learning*
- *Trait Talk, Issue 9: Personal Accountability*

Safety Culture Policy Statement Outreach Effectiveness Survey: In 2014, OE and NMSS conducted a survey to assess whether efforts to inform the materials licensee community about the NRC's SCPS and Commission expectations have been effective. OE and eight participating Agreement States sent a voluntary web-based survey to nuclear materials licensees to obtain feedback on the effectiveness of SCPS outreach. The results indicated that the majority of respondents were aware of the SCPS. Most agreed that it is easy and convenient to access safety culture information on the NRC's Web site and that the safety culture information, including the new Safety Culture Trait Talks, is useful for training. The survey questions, methodology, results, and recommendations are included in the NRC Safety Culture Survey Effectiveness Outreach Final Report and Supplement, available on the website noted above.

- *NRC Safety Culture Policy Statement Outreach Effectiveness Survey Final Report*
- *NRC Safety Culture Policy Statement Outreach Effectiveness Survey Supplement*

Future Planned Activities:

Outreach and Education: OE will continue to provide outreach on the SCPS at conferences and meetings and assist the program offices with their outreach activities, as requested. As the lead office for coordinating outreach and education, OE will ensure that messaging is consistent for all outreach activities and that educational tools developed reflect the needs of a diverse group of licensees.

OE will continue to support the Agency participation in international safety culture outreach and engagement and assist both the International Atomic Energy Agency (IAEA) and the Nuclear Energy Agency (NEA) with their safety culture initiatives to include development of guidance documents. OE will continue sharing information and assisting other U.S. Government agencies with efforts in the safety culture arena, and will stay abreast of international efforts and ensure that our participation reflects the Commissions' Safety Culture Policy.

OE is forming a staff-level working group, mirroring the structure and function of the management-level Advisory Group to ensure that SCPS outreach and education continues to be effective, and to discuss safety culture issues and observations.

With the results of the Effectiveness Survey noted above, OE and NMSS will continue increased efforts in outreach and education to Agreement States and their licensees at conferences, meetings, and teleconferences. OE will also develop specific training materials and modules aimed to support the Agreement States and their licensees.

OE will continue to develop educational materials, including a NUREG combining all nine Safety Culture Trait Talks, and additional Safety Culture Case Studies and Safety Culture Journeys. OE is also considering options for on-line training modules and materials on SCPS that can be used by licensees as well as NRC inspectors and staff.

OE serves as a resource to the Office of the Chief Human Capital Officer (OCHCO) for the consideration of safety culture initiatives and document development for the internal safety culture efforts and will continue to provide expertise, as appropriate.

Office of Nuclear Material Safety and Safeguards (NMSS)

The SCPS activities completed and planned by NMSS are described below.

Completed Activities

Materials Users: NMSS continued to dialogue with NRC licensees and Agreement States for SCPS awareness and education purposes through FSME[1] Newsletters; correspondence; discussions at inspection entrance and exit meetings; monthly teleconferences and annual meetings with the Organization of Agreement States (OAS) and the Conference of Radiation Control Program Directors (CRCPD).

The staff continued making presentations at conferences, internal meetings, and other opportunities to inform and educate NRC and Agreement State staff, licensees, and the industry about the SCPS. NMSS discussed safety culture information sharing with the NRC staff as it relates to their licensees by introducing the safety culture policy and traits into the revision to Inspection Manual Chapter (IMC) 1246, "Formal Qualification Programs in the Nuclear Material Safety and Safeguards Program Area." This document applies specifically to the Nuclear Materials Users program.

NMSS continued to incorporate safety culture updates into the NUREG-1556, "Consolidated Guidance about Materials Licenses," series. The staff involved the Agreement States in these efforts to share lessons learned and best practices.

The staff hosted a safety culture training webinar in September, 2013 for the purpose of discussing how the Agreement State regulators can support the implementation of the policy statement with their licensees and to ensure consistency among their licensees on the expectations contained in the safety culture policy statement.

The staff developed a standardized presentation that consists of a set of slides and accompanying talking points that can be customized, for Agreement States use, on the Safety Culture Policy Statement.

The Nuclear Materials Users program, which is run by NMSS, Region I, Region III, and Region IV, completed the evaluation on the effectiveness of safety culture education and outreach activities.

Decommissioning and Low-Level Waste (includes Uranium Recovery): Regional and Agreement States provided education and awareness of safety culture to licensees by using key messages from the safety culture brochure during site visits and inspections. NMSS incorporated safety culture updates into the uranium recovery and decommissioning licensing guidance documents.

Fuel Facilities: Presentations on safety culture topics were provided at the annual Fuel Cycle Information Exchange (FCIX) conferences in 2012 and 2013. A safety culture poster session was included at the FCIX in 2014. In addition, at the 2014 Annual Nuclear Material Management and Safeguards Meeting, the staff discussed safety culture with the nuclear power industry, fuel cycle

[1] The NRC's former Office of Federal and State Materials and Environmental Management Programs (FSME) was merged with the Office of Nuclear Material Safety and Safeguards (NMSS) effective October 5, 2014.

industry, Department of Energy (DOE) staff and international regulators. In December 2014, the staff met with the Nigerian regulators and discussed how the NRC addresses safety culture.

During annual Licensing Performance Reviews with fuel cycle licensees, safety culture is a standard discussion topic.

As part of the Revised Fuel Cycle Oversight Process (RFCOP), the project development activities included the integration of safety culture attributes into program documents. First, in July 2014, Inspection Procedure (IP) 88161, Corrective Action Program (CAP) Implementation at Fuel Cycle Facilities, was issued. The IP provides considerations on safety culture associated with inspection of a licensee's adequate Corrective Action Program (CAP). Second, as part of the Cornerstones development process safety culture is identified as a potential cross cutting aspect. Public comment period on the draft cornerstone technical document is scheduled.

Spent Fuel Storage and Transportation: At every public meeting since 2012, the staff has made Safety Culture pamphlets available to all stakeholders and summarized the content. In SFM Division town hall meetings, the staff has periodically discussed safety culture initiatives.

Vendors and Suppliers: NMSS staff provides communication and outreach efforts as opportunities are available. Safety Culture topics are included in routine management discussions with the Vendor Task Force.

Future Planned Activities

Materials Users: NMSS will continue to dialogue with NRC licensees and Agreement States through NMSS Newsletters; correspondence; discussions at inspection entrance and exit meetings; monthly teleconferences and annual meetings with the OAS and CRCPD for awareness and education purposes.

The NMSS staff will continue making presentations at conferences, internal meetings, and other opportunities to inform and educate NRC and Agreement State staff, licensees, and the industry about the SCPS.

NMSS will continue to incorporate safety culture updates into the NUREG-1556, "Consolidated Guidance about Materials Licenses," series. Although NMSS and the Agreement States are looking for ways to introduce safety culture into these documents, addressing safety culture is not the primary reason for updating these documents. The work on these updates has begun. The update of the NUREG-1556 series is anticipated to be completed in 2016. The incorporation of safety culture into the NUREG-1556 series will (1) describe the NRC's expectation and to whom it applies, (2) define "nuclear safety culture," and (3) describe the related traits. The appendices will also include a copy of the SCPS.

The Nuclear Materials Users program, which is run by NMSS, Region I, Region III, and Region IV, along with OE safety culture staff, completed the evaluation of the effectiveness of NRC staff's safety culture education and outreach activities. A working group has been formed to determine whether additional enhanced outreach and education activities are needed in response to the survey results. Additional information on the effectiveness review can be found on page 6 of this Plan in section, "Safety Culture Policy Statement Outreach Effectiveness Survey".

Decommissioning and Low-Level Waste (includes Uranium Recovery): Regional and Agreement State inspectors will continue to provide education and awareness of safety culture to licensees by using key messages from the safety culture brochure during site visits and inspections.

Fuel Facilities: During the June, 2015, FCIX, a presentation on safety culture is scheduled. A safety culture presentation will likely be included at future FCIX conferences. During annual public Licensing Performance Reviews with fuel cycle licensees, safety culture will be discussed.

Safety culture aspects will be included in the RFCOP as development of the new oversight process continues.

Spent Fuel Storage and Transportation: SFST will continue to discuss NRC's SCPS in future meetings such as the Nuclear Energy Institute (NEI) Used Fuel Conferences, the NMSS Regulatory Conference and other major public meetings and conferences. At every public meeting NMSS will continue to make brochures available and discuss and summarize the NRC's SCPS. During fabrication inspections SFST advises certificate of compliance holders and vendors of the NRC's SCPS and encourages the vendors to continue maintaining a positive safety culture. SFST is considering other outreach and education opportunities as the staff progresses in licensing and oversight improvement activities for the spent fuel program, including incorporating safety culture updates into spent fuel licensing guidance documents.

Office of Nuclear Reactor Regulation (NRR)

The SCPS activities completed and planned by NRR are described below.

Completed Activities

Operating Reactors: The NRR staff gave presentations on the Safety Culture Common Language Initiative at the Human Performance, Observations/Root Cause/Corrective Action, Trending/Self-Assessment and Operating Experience Conference in June, 2014. NRR met with the Korean Institute for Nuclear Safety (KINS) in March, 2014 to discuss safety culture, the Reactor Oversight Process and inspector training programs. In addition, NRR met with representatives from the Japan Nuclear Regulation Authority in a meeting to exchange information on Safety Culture in March 2015.

Reactor Oversight Process: Since 2006, the NRC's oversight of safety culture for power reactors through the ROP has included guidance and procedures for inspecting and assessing aspects of licensees' safety culture. In 2008, the NRC developed several additional changes to the guidance on oversight of safety culture in the ROP as a result of lessons learned from the supplemental inspection conducted at Palo Verde Nuclear Generating Station. The NRR staff believes that the current process for monitoring and assessing safety culture is effective within the established framework of the ROP.

One of the industry initiatives that NEI was pursuing during the 2011-2013 timeframe was a voluntary industry safety culture initiative, NEI 09-07, "Fostering a Strong Nuclear Safety Culture". Through NEI in partnership with INPO, the nuclear power industry pilot tested a broad initiative to monitor and improve its nuclear safety culture. Four nuclear power plants volunteered to participate in the industry's pilot application of the "Site Nuclear Safety Culture Process," documented in NEI 09-07. NRR agreed to observe three key elements of the safety culture initiatives at the pilot plants. The NRC staff observed all four of the pilot applications as well as a revision to the NEI 09-07 process at Hope Creek Generating Station, including the Nuclear Safety Culture Assessment process (NSCA). The staff has communicated comments and concerns about the NSCA to NEI (ML11061A007) and refrained from endorsing NEI 09-07 due to those concerns. Currently, the nuclear industry is using parts of the NEI 09-07 process but is no longer planning to propose the initiative to the NRC for endorsement.

Another effort to enhance ROP guidance documents was the common language effort. This activity was deferred while the policy statement was being developed. With the insights gained during the policy statement development, NRR worked with NEI, INPO, and the public to develop a common language for safety culture that can be used in the ROP and the INPO principles. The Staff implemented a working group consisting of subject matter experts from various Headquarter offices, all four Regional offices, members of NEI and INPO, and a member of a public interest group. The staff conducted several public workshops between 2011 and 2013. In 2013, the working group successfully finalized an agreed-upon set of safety culture cross-cutting aspects, some of which have been incorporated into the ROP framework and ROP inspection documents. In addition, the NRC staff published NUREG-2165, "Safety Culture Common Language" in March of 2013.

Recently, the staff conducted an effectiveness review of the Substantive Cross-Cutting Issues (SCCI) process to determine if SCCIs were accomplishing their intended purpose. The staff

concluded that it was not possible to determine if the issuance of SCCIs prevented more significant performance issues from occurring, that SCCIs were not a precursor to declining licensee performance, and that the resources expended on the process were not commensurate with the apparent safety benefit. A working group was formed consisting of agency safety culture experts and members of all Regions to evaluate an industry proposal to monitor safety culture in lieu of the SCCI process, and to develop recommendations to improve the process. The working group rejected the industry proposal, and developed a list of recommended changes to improve the SCCI process (ML14328A544). The eight recommendations were intended to reduce the resource effort expended on the SCCI process, reduce the subjectivity associated with the process, standardize opening and closure criteria to improve predictability, and to ensure criteria were more appropriate for identifying a concern in the cross-cutting areas. The staff held a public meeting to roll out the recommendations and solicit comments. Following that public meeting, NEI submitted comments addressing the eight recommendations. After reviewing industry input, MC-0305, "Operating Reactor Assessment Program," was revised on April 09, 2015.

Future Planned Activities

Operating Reactors: NRR staff will continue to support safety culture communication and outreach efforts as opportunities become available. The staff will continue to enhance ROP guidance documents, as needed, based in part on lessons learned through the ROP Annual Assessment and stakeholder feedback. In addition, the staff is working with the Technical Training Center to update IMC 1245, "Inspector Qualification Safety Culture Training" in iLearn which should be completed in the summer of 2015.

Research and Test Reactors: NRR staff will continue to provide safety culture information and communication as opportunities become available.

Vendors and Suppliers: NRR will continue to inform and educate vendors on the policy during inspections and discuss the Commission's expectations at public meetings, professional meetings, and vendor conferences, as they become available.

Office of New Reactors (NRO)

The SCPS activities completed and planned by NRO are described below.

Completed Activities:

New Construction: NRO staff completed a revision to the construction reactor oversight process (cROP) based on the ROP assessment program as directed by the Commission (SECY-10-0140, "Options for Revising the Construction Reactor Oversight Process Assessment Program," dated October 26, 2010) and completed a pilot using the revised cROP in December, 2012. Based on the results of the pilot program, NRO revised the construction oversight process, including the oversight of safety culture as described in IMC 2505 and IMC 0613. IMC 0613 was revised to provide a listing of cross-cutting aspects that can be assigned to inspection findings. Assigned cross-cutting aspects, which are generally associated with the root causes of performance deficiencies, are evaluated to identify cross-cutting themes which are assessed as outlined in IMC 2505.

NRO staff continued to work closely with NRR on revisions to the oversight of how safety culture is currently implemented. Both offices evaluated the use of common terminology between the NRC and the industry, considered the consolidation or revision of the safety culture components and aspects to reflect the safety culture traits in the policy, and assessed stakeholder feedback received during the cROP pilot. NUREG - 2165, "Safety Culture Common Language," describes the essential traits of a healthy nuclear safety culture. NUREG - 2165 is based on the common language that was agreed to during a January, 2013 public workshop and was documented in the enclosure to the meeting summary (ADAMS Accession No. ML13031A343).

Vendors and Suppliers: NRO continued to promote awareness of the SCPS during inspections, and discussed the SCPS at public meetings, professional meetings and at vendor conferences. NRO staff provided an overview of the SCPS at the Workshop on Vendor Oversight in June 2014.

Future Planned Activities:

New Construction: NRO staff will continue to provide communication and outreach efforts as opportunities become available.

Vendors and Suppliers: NRO has oversight of a diverse group of vendors and suppliers, as the lead program office under the Center of Expertise. This is the most challenging group with respect to the SCPS as it applies to both the construction and operating reactor programs. Allegations related to vendors and inspection observations at vendors affect how NRO and NRR look at the efforts by licensees to uphold a rigorous safety culture for vendors and suppliers. NRO will continue to work closely with NRR to look for opportunities to explore lessons learned and provide any additional guidance which can be considered to ensure that vendors and suppliers maintain a positive safety culture.

Based on a recent self-assessment, NRO has increased its efforts to effectively consider safety culture by training a group of vendor and quality assurance program inspectors to perform safety culture assessments. A total of seven inspectors are to be qualified under IMC 1245

Appendix C-12 “Safety Culture Assessor Training and Qualification Journal” for the certification on safety culture assessments. These qualifications provide inspectors with guidance and on-the-job experience on how to assess the safety culture environment. This also allows NRO to provide support to NRR with Safety Culture Assessments for operating reactors. In addition, NRO has implemented several actions to communicate the importance of vendors developing and maintaining a strong safety culture, as well as conducting a limited assessment of the safety culture onsite during inspections. During the inspection entrance and exit meetings with the vendor, the lead inspector describes the NRC safety culture statement and will hand out the brochures. During the course of the inspection, the inspectors will develop a general assessment of the vendors’ safety culture. This is not the Assessment done by those qualified in SCWE, which is generally done as a reactive inspection when evidence of safety culture issues already exists. Following vendor inspections, NRO conducts a Finding Review Panel to determine any additional follow up actions or lessons learned that will enhance and promote the safety culture awareness among vendors and staff. This panel provides a chance for the vendor inspectors to debrief their supervisors on their findings, along with apparent causes, and the need for additional inspection. The inspectors’ assessment of a vendor’s safety culture is discussed when appropriate as a contributing factor during these panels.

NRO will continue to take the lead to inform and educate vendors about the Safety Culture policy during inspections, public meetings, professional meetings, and at vendor conferences. This is an ongoing activity and a routine aspect of the vendor inspection program. The next workshop on the vendor oversight program is scheduled for June, 2016. NRO will take this opportunity to continue to communicate expectations to vendors and suppliers.

Office of Nuclear Regulatory Research (RES)

The SCPS support activities completed and planned by RES are described below.

Completed Activities:

Exploring Relationships between Safety Culture and Safety Performance: As part of User Need OE-2010-001, RES staff led a research study to validate the technical basis for the SCPS. The objectives of the study were to perform a confirmatory validation of an Institute of Nuclear Power Operations (INPO) safety culture survey and explore relationships between safety culture and measures of safety performance. The study found that the safety culture survey was aligned with the traits in the SCPS, and there were statistically significant correlations between the safety culture survey and measures of plant performance. Higher scores on the safety culture survey were related to fewer performance concerns (e.g., fewer inspection findings with cross-cutting aspects, allegations, unplanned scrams). The results provide confidence that the traits in the SCPS are appropriate indicators of safety culture, and safety culture has meaningful relationships with safety performance. The research was documented in a technical report titled, "Independent Evaluation of INPO's Nuclear Safety Culture Survey and Construct Validation Study" (ML12172A093), and published in a peer-reviewed journal, Safety Science, in March 2014 (ML14224A131).

Future Planned Activities:

Technical Support to OE and Program Offices: RES provides technical expertise and support to OE and the program offices primarily through the user need process. The RES staff is continuing to support OE under User Need OE-2015-001 by providing technical support for outreach and education activities and assisting with reviewing the effectiveness of safety culture outreach to nuclear materials licensees. The RES staff assists NRR in the evaluation of nuclear safety culture assessments, as needed, to support supplemental inspections (e.g., IP 95002 and IP 95003). RES staff also continues to participate in the Safety Culture Advisory Committee led by OE.

Information Sharing: The RES staff participates in a number of national and international bodies that set standards, conduct research, or share information related to the technical bases for the NRC's safety culture activities. The RES staff also maintains liaisons with representatives of other Federal agencies who are similarly conducting research and implementing programs to enhance safety culture in their organizations and regulated entities. Participation in these activities avoids duplication of effort among disparate groups and ensures that NRC views on safety culture are incorporated into collaborative research agendas, "good practices" documents, and standards on related topics. Disseminating information internally from these activities provides agency staff with the opportunity to learn from research results and operational experience related to safety culture that are developed internationally and in other domains.

For example, the RES staff represents the NRC on the Organisation for Economic Co-operation and Development, Nuclear Energy Agency, Committee on the Safety of Nuclear Installations, Working Group on Human and Organisational Factors. The RES staff also participates in a Federal interagency roundtable, which meets biannually to share information on issues relevant to safety culture and high reliability organizations.

Office of Nuclear Security and Incident Response (NSIR)

The SCPS support activities completed and planned by NSIR are described below.

Completed Activities:

NSIR staff has continued to support OE and the program offices in SCPS-related endeavors. On a recurring basis, the NSIR staff interacts with a number of nuclear constituents—national and international industry representatives and organizations, national trade groups, and international nuclear organizations—and engages them on safety culture and security issues, as appropriate.

Future Planned Activities

Technical Support to OE and Program Offices: NSIR currently provides technical expertise and support to OE and the program offices. NSIR will continue to support SCPS working group activities led by OE. NSIR will also continue to support NRO's, NRR's, and NMSS' SCPS outreach initiatives.

Information Sharing: NSIR management meets periodically with industry representatives at the Nuclear Security Working Group and the Emergency Preparedness Working Group in Washington, DC. NSIR management and staff also participate in the annual security and emergency preparedness forums hosted by the industry. Through these venues, NSIR maintains a dialogue on safety and security issues and share lessons learned. NSIR's interaction with these working groups and associated industry forums is an effective conduit for dissemination of safety culture awareness and initiatives in the areas of security and emergency preparedness.

Further, as previously noted, NSIR has routine engagements with several other Federal agencies, and State and local governments, as well as bilateral meetings with foreign countries on security and emergency preparedness issues. Through such engagements, NSIR will continue to look for opportunities to gain and share insights on how safety culture is fostered for security issues in the nuclear industry.