



**Dominion<sup>®</sup>**

# Maintaining a Strong Safety Culture after Shutdown

Kewaunee Power Station Experience

NRC RIC March 15, 2017



# Strong Operational Safety Culture

- Organizational Culture
  - Part of the Organization's DNA
  - Carries over to Decommissioning
- Safety Culture Focus
  - Strong Safety Focus
  - Strong CAP program
  - Effective ECP

# Shutdown Shock

- The Announcement-October 22, 2012
  - Denial
  - Anger
  - Grieving
  - Acceptance
- Time to Move On
  - Operate Reactor Safely until shutdown
  - Zirconium Fire Window
  - EP and Security Plan Approval
  - Technical Specification Approval

# Staff Engagement Challenges

- Before people can move on
  - Finish the operating cycle
  - Work is different
    - Not Rewarding
    - Plant is Silent
    - No Future
  - Regulation drives release dates
  - Paradigms change
- Maintain Focus on Safety
  - What will I do next

# Leadership Response

- Continue focus on standards and coach small deviations
- Create a new purpose after shutdown
  - Changed Vision and Mission Statements
    - Safely Transition the site from wet to dry fuel storage
- Transparency with the staff
  - Share facts quickly
  - Discussed the next steps and effects on staff
  - Leadership led small group discussions
  - Onsite Employee Concerns resource
  - Reinforce standards and the need to maintain them at high levels

# Leadership Response

- Corrective Action Program Focus
  - Continue to identify issues
  - Close actions no longer required
  - Recognize and thank people for right CAP behavior
- Retain people who adapt to changing environment
  - Decommissioning shifts paradigms
  - Need people who can embrace change

# KPS SCWE allegation history

NON-OP REACTOR ALLEGATIONS BY CY RECEIVED\*: January 2012 - December 2016

Site	2012	2013	2014	2015	2016
BELLEFONTE 1	1				
BELLEFONTE 3 & 4	1				
BIG ROCK POINT		1			
CRYSTAL RIVER	2	3			
HUMBOLDT BAY	2			1	
KEWAUNEE	1				
LA CROSSE	1	1			1
MAINE YANKEE				1	
SAN ONOFRE 1	1	1			
SAN ONOFRE 2 & 3	35	14	3		
SUMMER 2 & 3	10	6	12	30	14
TROJAN	1				
TURKEY POINT 6 & 7				1	
VERMONT YANKEE		1	1		2
VOGTLE 3 & 4	8	6	16	40	62
ZION	1	3	1		

\*This table refers to allegations from all sources external to the NRC.

Ref: <https://www.nrc.gov/about-nrc/regulatory/allegations/stats/2-nonrx-rcvd.pdf>

# Safety Culture Survives

- Safety Culture should not and cannot diminish after shutting down.
- Management's challenge is providing purpose and vision to ensure a strong safety culture is maintained.
- Transparency, adherence to standards, and strong corrective action focus keeps people engaged.