



UNITED STATES
NUCLEAR REGULATORY COMMISSION

REGION IV

611 RYAN PLAZA DRIVE, SUITE 400
ARLINGTON, TEXAS 76011-8064

OCT 30 1995

Houston Lighting & Power Company
ATTN: William T. Cottle, Group
Vice President, Nuclear
P.O. Box 289
Wadsworth, Texas 77483

SUBJECT: SOUTH TEXAS PROJECT HUMAN PERFORMANCE ISSUES MEETING

This refers to the meeting conducted in the Region IV office on October 26, 1995. This meeting related to recent assessment of the South Texas Project Employee Concerns Program, the Sitewide Survey of Organizational Effectiveness, and other related issues, such as the Leadership Assessment Tool and recent operational human performance.

In accordance with Section 2.790 of the NRC's "Rules of Practice," Part 2, Title 10, Code of Federal Regulations, a copy of this letter will be placed in the NRC's Public Document Room.

Should you have any questions concerning this matter, we will be pleased to discuss them with you.

Sincerely,

A handwritten signature in cursive script, appearing to read "J. E. Dyer".

J. E. Dyer, Director
Division of Reactor Projects

Dockets: 50-498
50-499
Licenses: NPF-76
NPF-80

Enclosures:
1. Attendance List
2. Meeting Presentation

cc w/enclosures:
Houston Lighting & Power Company
ATTN: Lawrence E. Martin, General Manager
Nuclear Assurance & Licensing
P.O. Box 289
Wadsworth, Texas 77483

OCT 30 1995

Houston Lighting & Power Company

-4-

bcc to DMB (IE45)

bcc distrib. by RIV:

L. J. Callan

Branch Chief (DRP/A)

MIS System

RIV File

R. Bachmann, OGC (MS: 15-B-18)

Resident Inspector

Leah Tremper (OC/LFDCB, MS: TWFN 9E10)

DRSS-FIPB

Project Engineer (DRP/A)

Branch Chief (DRP/TSS)

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AC:DRP/A	D:DRP								
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City of Austin
Electric Utility Department
ATTN: J. C. Lanier/M. B. Lee
721 Barton Springs Road
Austin, Texas 78704

City Public Service Board
ATTN: K. J. Fiedler/M. T. Hardt
P.O. Box 1771
San Antonio, Texas 78296

Morgan, Lewis & Bockius
ATTN: Jack R. Newman, Esq.
1800 M. Street, N.W.
Washington, D.C. 20036-5869

Central Power and Light Company
ATTN: Mr. C. A. Johnson
P.O. Box 289
Mail Code: N5012
Wadsworth, Texas 77483

INPO
Records Center
700 Galleria Parkway
Atlanta, Georgia 30339-5957

Mr. Joseph M. Hendrie
50 Bellport Lane
Bellport, New York 11713

Bureau of Radiation Control
State of Texas
1100 West 49th Street
Austin, Texas 78756

Office of the Governor
ATTN: Andy Barrett, Director
Environmental Policy
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Austin, Texas 78711

Judge, Matagorda County
Matagorda County Courthouse
1700 Seventh Street
Bay City, Texas 77414

Licensing Representative
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Houston Lighting & Power Company
ATTN: Rufus S. Scott, Associate
General Counsel
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Egan & Associates, P.C.
ATTN: Joseph R. Egan, Esq.
2300 N Street, N.W.
Washington, D.C. 20037

Little Harbor Consultants, Inc
ATTN: Mr. J. W. Beck
44 Nichols Road
Cohasset, MA 02025-1166

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ENCLOSURE 1

October 26, 1995, Management Meeting Attendance

<u>NAME</u>	<u>Organization</u>
S. J. Collins	NRC-RIV, Deputy Regional Administrator
J. E. Dyer	NRC-RIV, Director, Division of Reactor Projects
R. Wise	NRC-RIV, Senior Allegations Coordinator
J. L. Pellet	NRC-RIV, Acting Chief, Project Branch A
J. E. Whittemore	NRC-RIV, Allegations Coordinator
D. R. Keating	HL&P, Director, Nuclear Safety and Quality Concerns Program
L. E. Martin	HL&P, General Manager, Nuclear Assurance & Licensing
F. M. Wagar	HL&P, Manager, Human Resources
K. Taplett	HL&P, Nuclear Licensing
R. Tennant	HL&P, Nuclear Purchasing & Material Management
J. Groth	Vice President, Nuclear Generation
M. Hardt	City Public Service - San Antonio
H. A. Levin	SYNERGY Consulting Services Corporation
T. E. McSween	Quality Safety Edge/Behavioral Consultant Services

SOUTH TEXAS PROJECT

HL&P and NRC Management Meeting

October 26, 1995



VISION: STP -- A WORLD-CLASS POWER PRODUCER

AGENDA

- ▶ Opening Remarks
- ▶ ECP Status and Assessment Results
- ▶ BCS Survey Results
- ▶ Leadership Assessment Tool
- ▶ Operational Human Performance
- ▶ Closing Remarks
- ▶ Bill Cottle
- ▶ Dennis Keating
Howard Levin, SYNERGY
- ▶ Dr. Terry McSween, BCS, Inc.
Bill Cottle
- ▶ Frank Wagar
- ▶ John Groth
- ▶ Bill Cottle

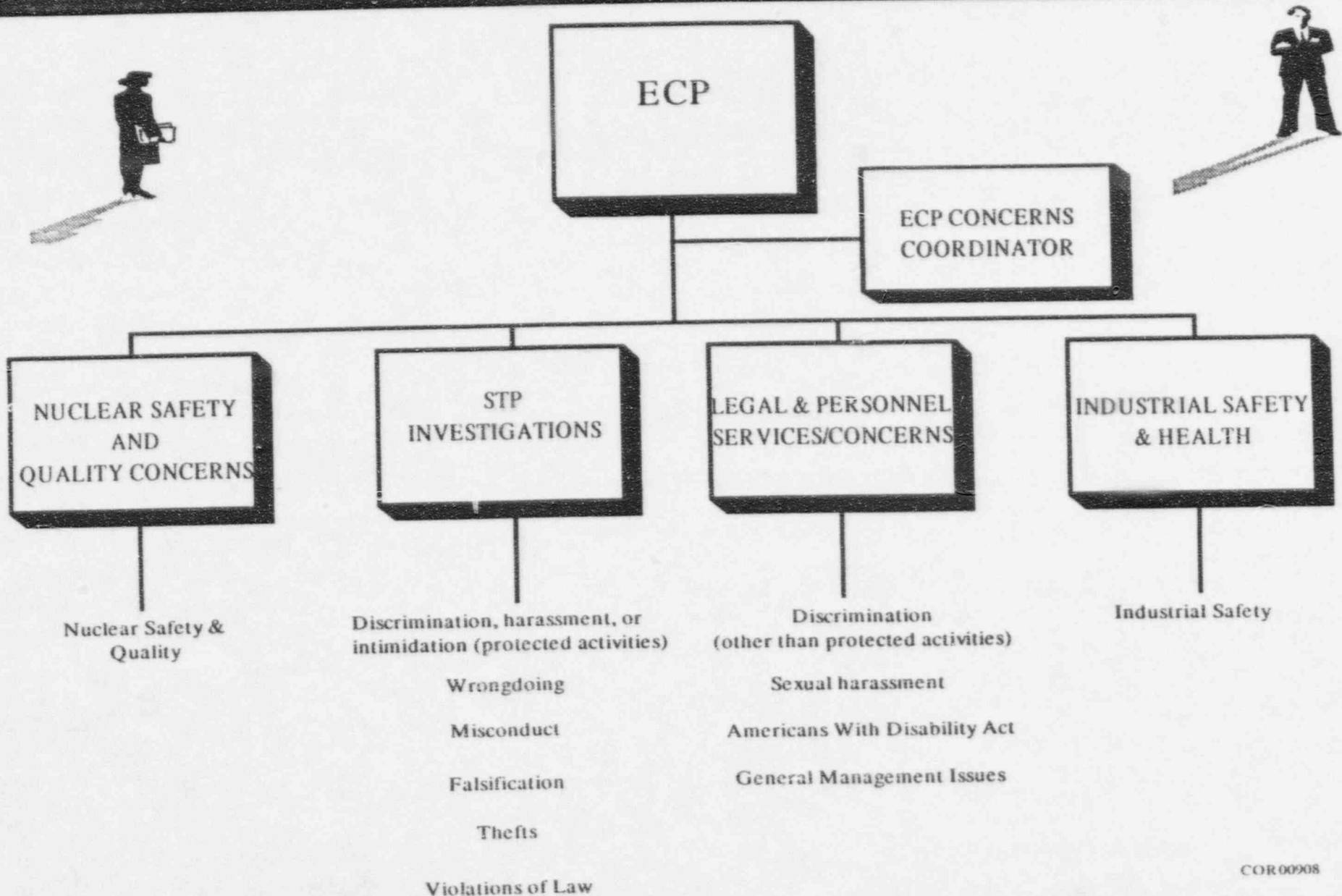
OPENING REMARKS

EMPLOYEE CONCERNS PROGRAM

EMPLOYEE CONCERNS PROGRAM (ECP)

- ▶ New Nuclear Safety and Quality Concerns Program Manager
- ▶ Program Description
- ▶ Internal Self-Assessment Results
- ▶ External Assessment Results

EMPLOYEE CONCERNS PROGRAM (ECP)



ECP CONCERNS COORDINATOR

- ▶ Key feature of Program
- ▶ Serves as an Employee Advocate
- ▶ Serves as an Interviewer
- ▶ Assigns concerns to appropriate Sub-Group
- ▶ Located in Central Processing Facility

ECP INTERNAL SELF-ASSESSMENT RESULTS (AUGUST 1995)

- ▶ Effective in addressing employee concerns
- ▶ Confidentiality maintained
- ▶ Program compares favorably with regulatory and industry guidance
- ▶ Recommendations

ECP EXTERNAL ASSESSMENT (SEPTEMBER 1995)

▶ OBJECTIVES

- Assess ECP structure, practices and effectiveness
- Characterize general site climate for reporting and resolution of concerns
- Characterize nuclear safety culture

▶ SCOPE

- Knowledge of policies, rights and responsibilities regarding reporting and resolution of employee concerns
- Employee awareness of processes to report concerns
- Whether ECP or other organizations create barriers to concern reporting
- ECP implementation

▶ METHODOLOGY

- Employee and contractor interviews
- Processing and evaluating interview data
- Reporting and feedback to the workforce
- Interactions with ECP personnel to explore options for improving performance

ECP EXTERNAL ASSESSMENT RESULTS - ENVIRONMENT THEMES

- ▶ Continuing trend of improvement across all categories of inquiry
- ▶ Employees and contractors are comfortable raising concerns
- ▶ Rating of STP nuclear safety culture highest of nuclear plants and corporate locations surveyed by SYNERGY
- ▶ Highest rating of satisfaction with site environment for willingness to raise concerns
- ▶ Employees believe plant management committed to open and self-critical environment for raising concerns

ECP EXTERNAL ASSESSMENT RESULTS - ECP THEMES

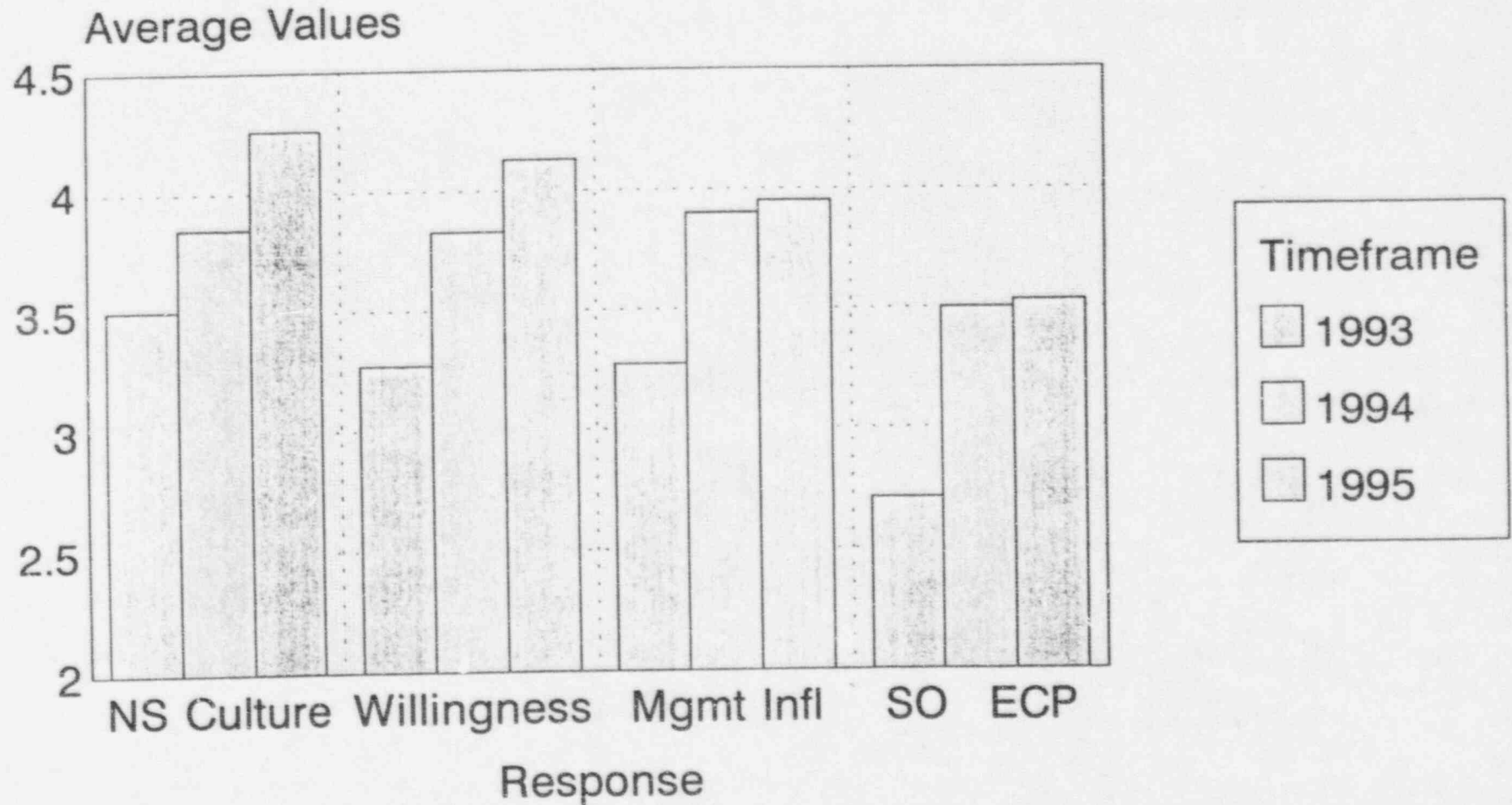
- ▶ Program visibility, acceptance and confidence maintained and well-received
- ▶ Good job informing employees of purpose and scope of ECP and conveying management's commitment to program
- ▶ Earlier problems with confidence in Legal & Personnel Services Sub-Group substantially corrected
- ▶ Additional refinements to assure continuous program improvement aimed at:
 - Improve perceived speed and effectiveness of closure
 - Employee feedback, program performance monitoring and communications

ECP EXTERNAL ASSESSMENT CONCLUSION

STP has Met Its Goal of Creating and Sustaining a Strong Nuclear Safety Culture and Positive Work Environment, and Providing Employees with an Effective Means of Expressing their Concerns About Nuclear Safety, Quality and Other Issues. This Achievement is Reflected in STP Employees' Industry Highest Ratings in the Areas of Nuclear Safety Culture, Management Influence on the Environment and Individual Willingness to Report Potential Nuclear Safety or Quality Issues or Concerns. Recommendations for Additional Changes are Offered as Refinements or Adjustments in Assuring Continuous Improvement.

Environment for Addressing Concerns

STP EMPLOYEE CONCERNS PROGRAM

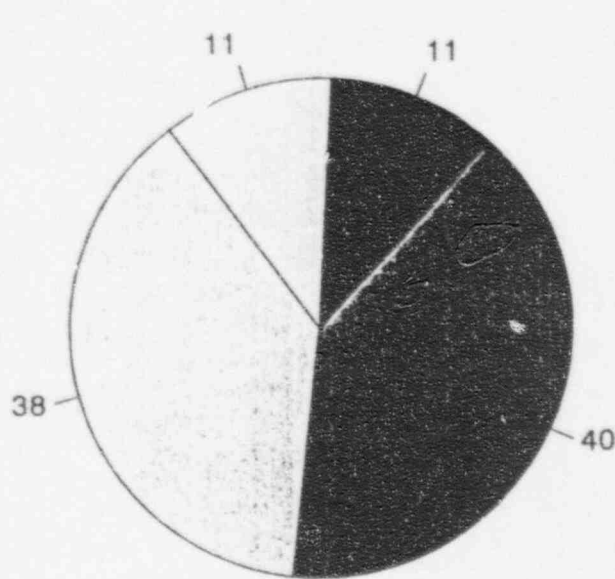


Trend of Perceptions - STP Composite

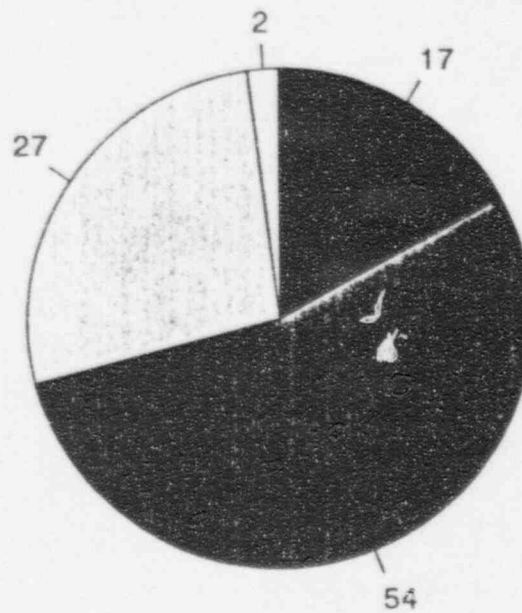
Key: 5=Excellent 4=Very Good 3=Adequate 2=Less-than-Adeq. 1=Inadequate

NUCLEAR SAFETY CULTURE

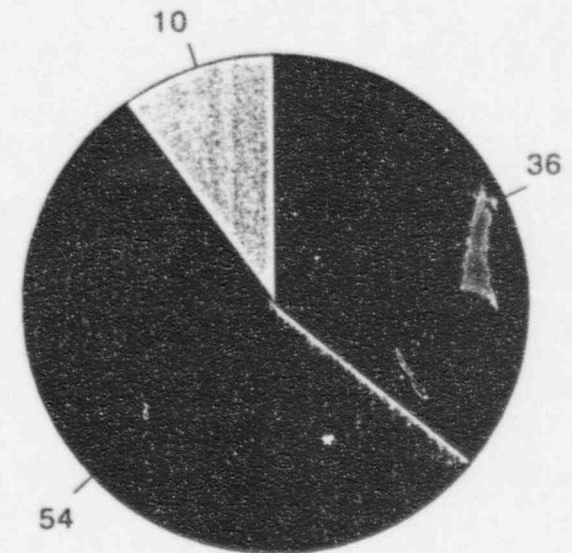
Ratings of STP Culture for Emphasis on Nuclear Safety:



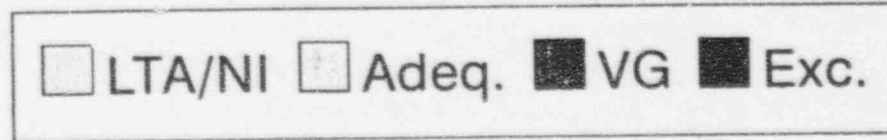
1993
Avg=3.51



1994
Avg=3.85



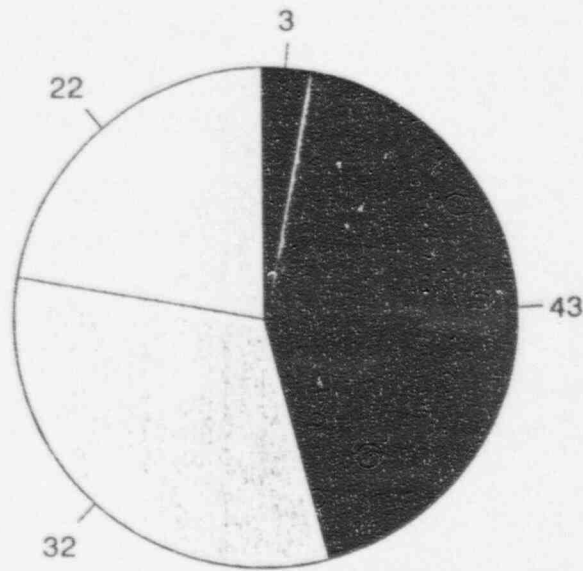
1995
Avg=4.26



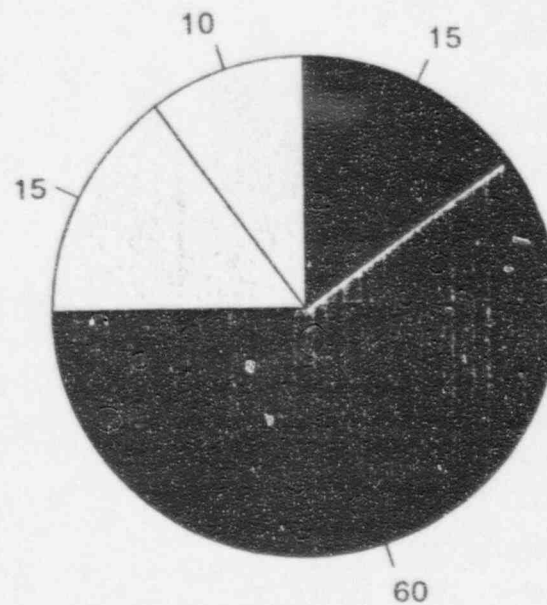
Composite Results

MANAGEMENT'S INFLUENCE ON ENVIRONMENT

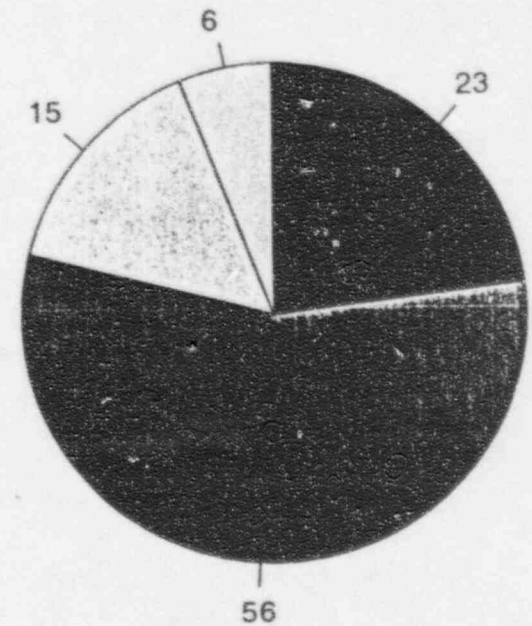
Perceptions of Effectiveness of STP Leadership:



1993
Avg=3.27



1994
Avg=3.90



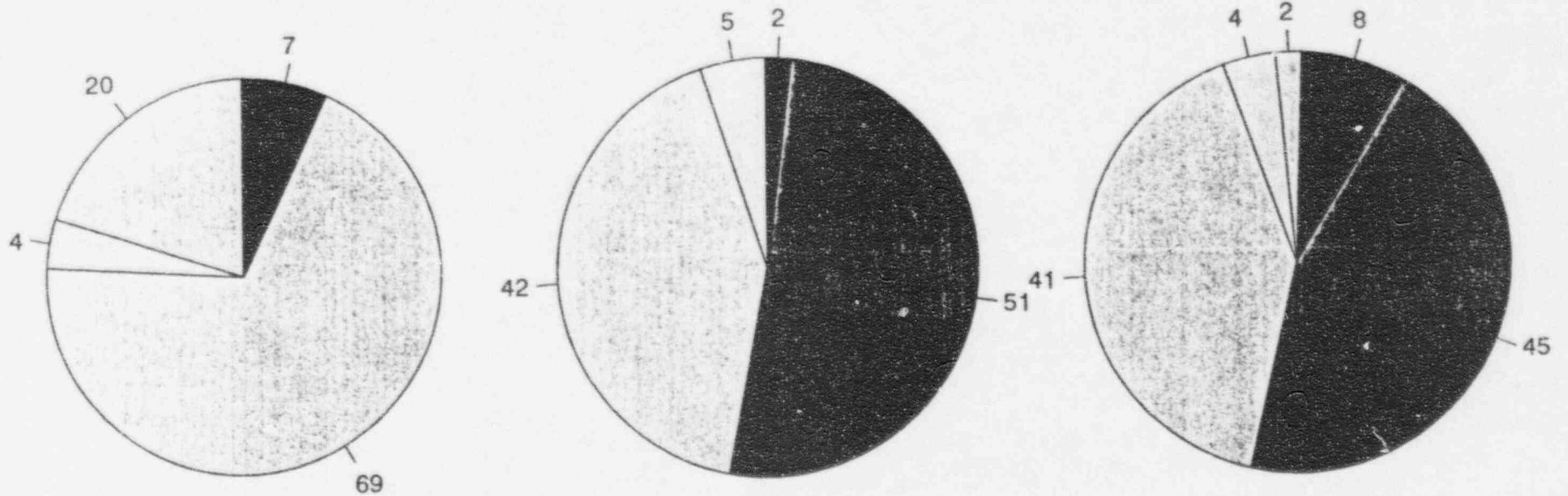
1995
Avg=3.95

□ LTA/NI □ Adeq. ■ VG ■ Exc.

Composite Results

ADEQUACY OF STP CONCERNS PROCESS

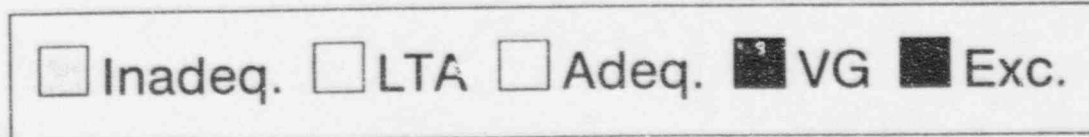
Perceptions of Effectiveness & Confidence:



Speakout
Avg=2.71

ECP '94
Avg=3.50

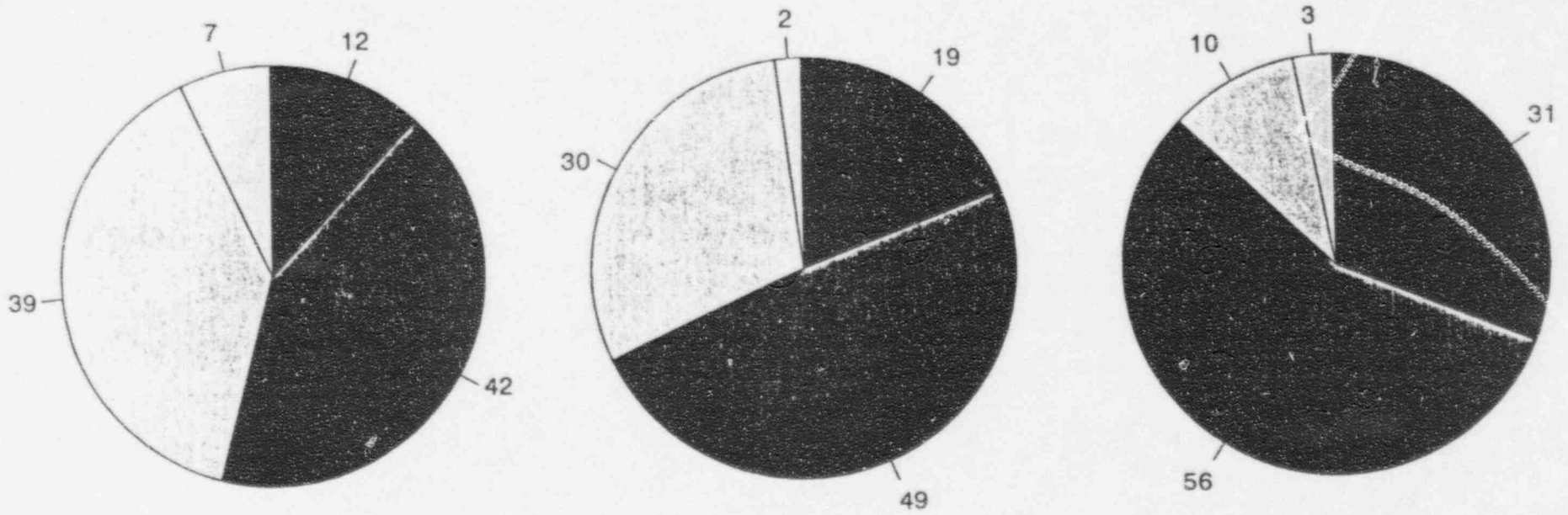
ECP '95
Avg=3.53



Composite Results

INDIVIDUAL WILLINGNESS & LIKELIHOOD

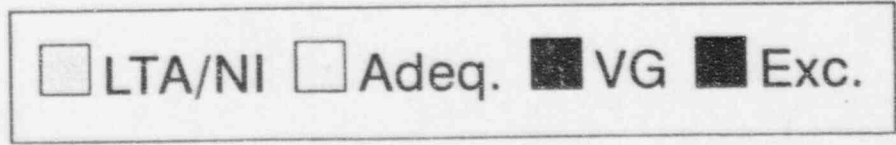
Rating of Environment for Effect on Individuals Pursuing Concerns:



1993
Avg=3.27

1994
Avg=3.83

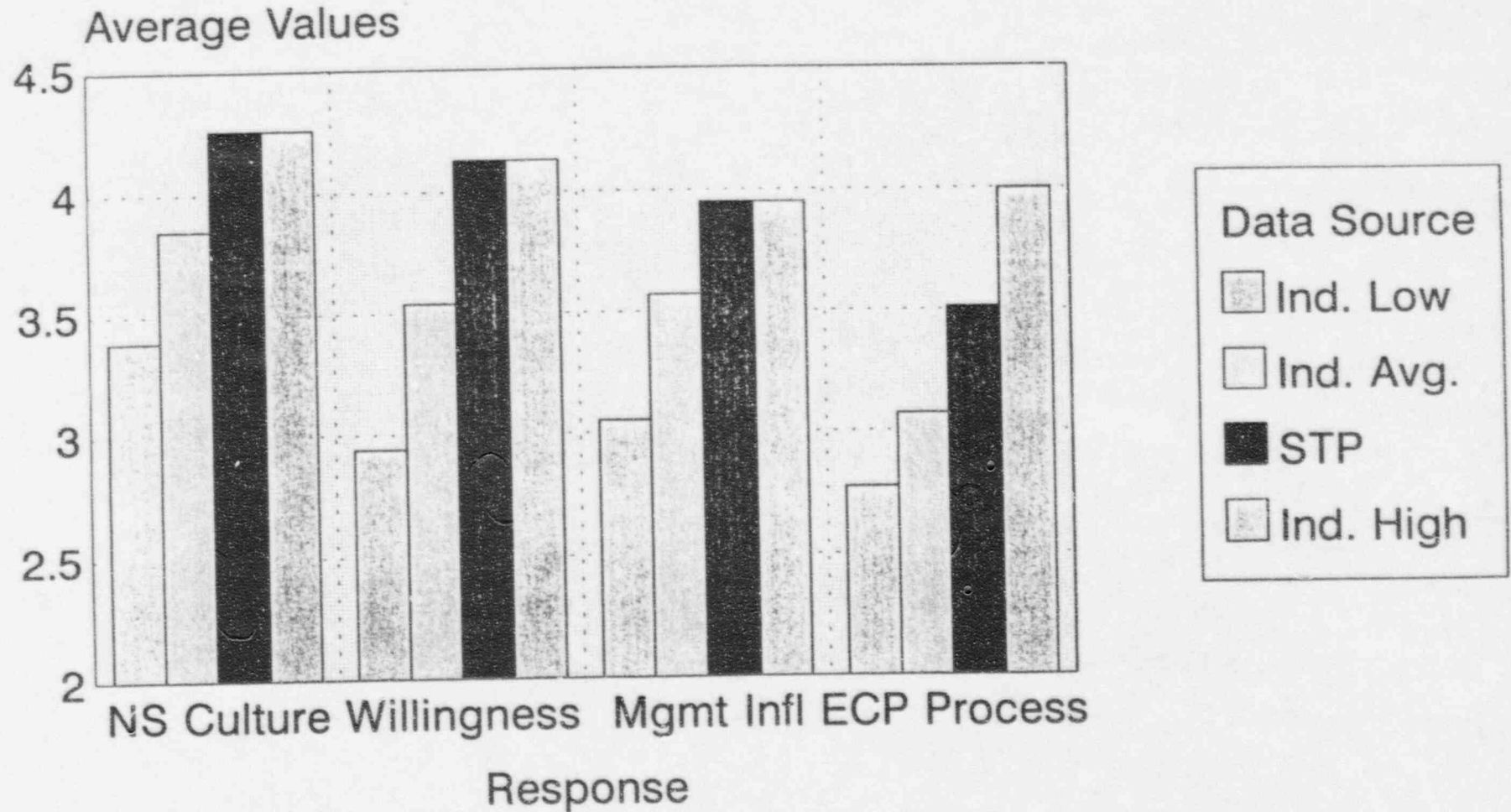
1995
Avg=4.13



Composite Results

Environment for Addressing Concerns

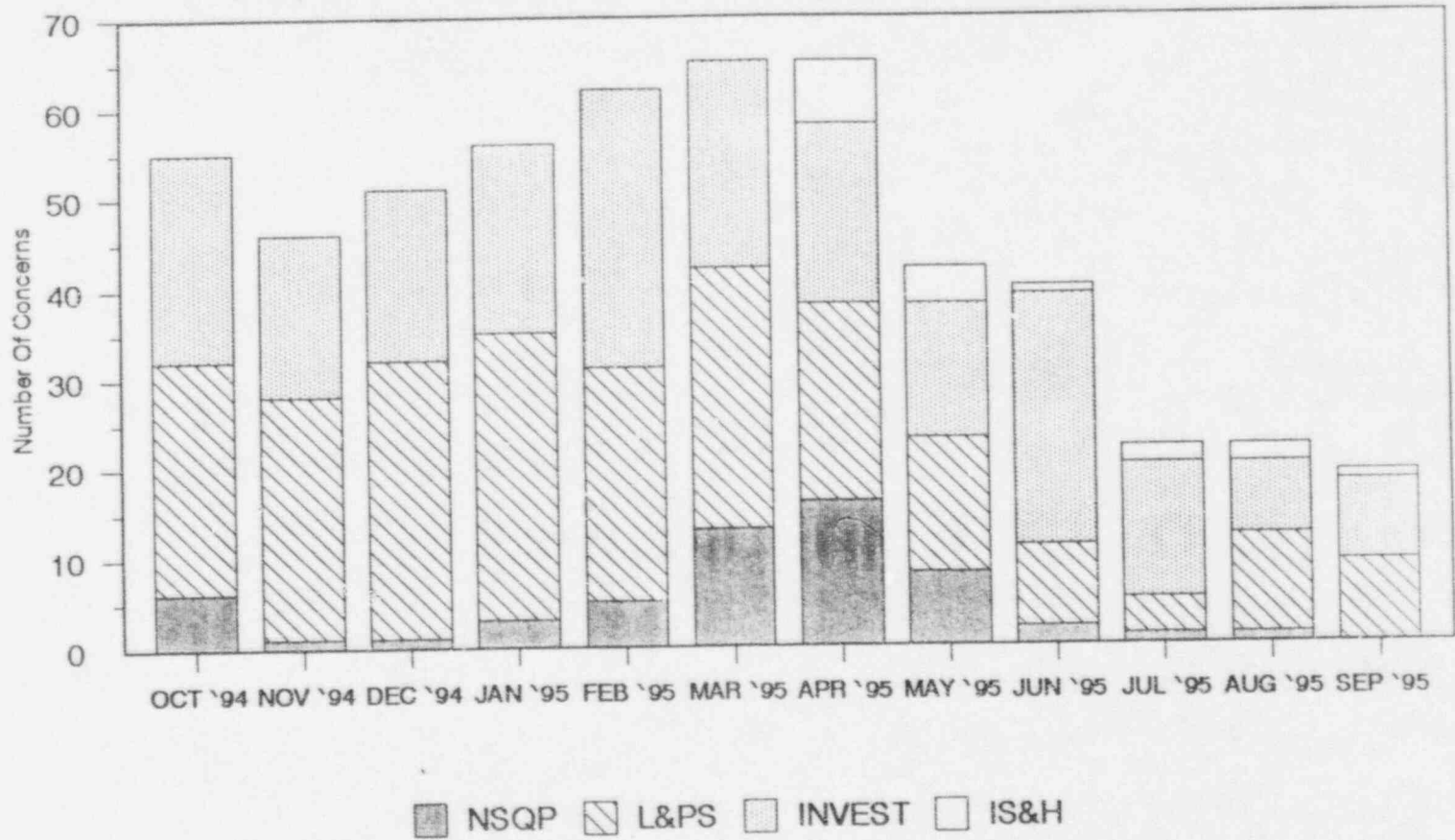
COMPARISON OF STP & INDUSTRY EMPLOYEE CONCERNS PROGRAMS



Composite of 10 Sites & 3 Corporate Locations vs STP Sept. 1995

Key: 5=Excellent 4=Very Good 3=Adequate 2=Less-than-Adeq. 1=Inadequate

ECP OPEN CONCERN BACKLOG



ANONYMOUS CONCERNS

- ▶ SIX MONTHS PRIOR TO NEW ECP - 36.0% anonymous
- ▶ CUMULATIVE SINCE DECEMBER 1993 - 16.9% anonymous

BCS SURVEY

The Survey of Mgmt Practices

- Administered by BCS in 1993, 1994, 1995
- Original study focused on factors impacting communication & teamwork
- Survey address specific practices, not attitudes
- Practices drawn from research literature

Observations from 1995

- STP made significant improvements in all categories
- Noteworthy improvement in use of:
 - » Recognition
 - » Measurement
 - » Correction

Data Overview

- Survey scores significantly improved:

Category	1995	1993	Change
Measurement	3.37	2.98	.39
Feedback	3.38	3.15	.23
Teamwork & Comm - Goal setting	3.67	3.15	.52
Teamwork & Comm - Participation	3.78	3.40	.38
Teamwork & Comm - W other groups	3.54	3.24	.30
Consequences - Recognition	3.34	2.93	.41
Consequences - Compensation	3.08	2.95	.13
Consequences - Correction	3.56	3.20	.36
Training and Development	3.95	3.72	.23
Overall	3.56	3.26	.30

Final Report

- Used “best in category” as benchmark
- Identified
 - » Outlying groups
 - » Improvements from last survey
 - » Current opportunities

SOUTH TEXAS PROJECT RESPONSE TO BCS SURVEY RESULTS

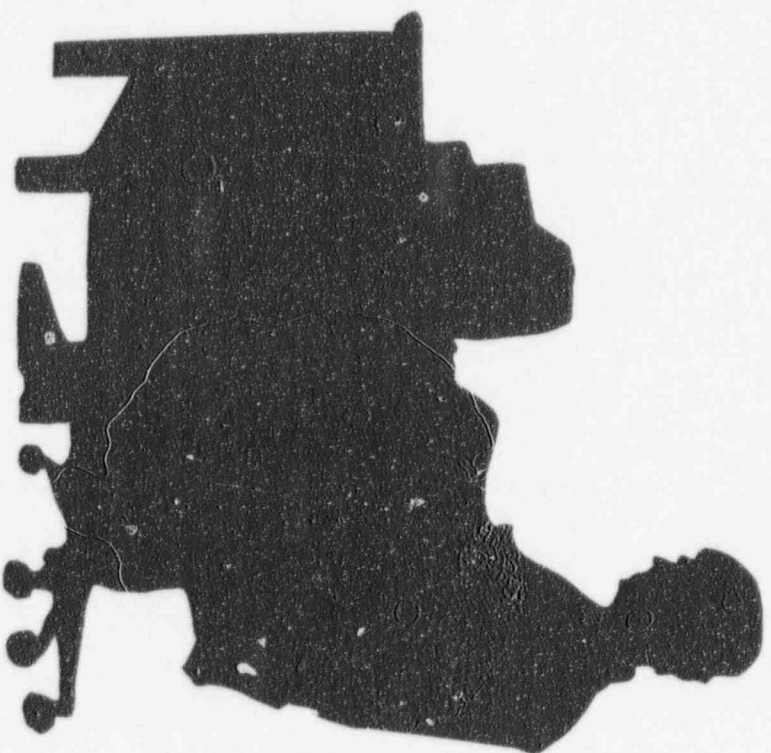
- ▶ Pleased with progress indicated by survey results particularly:
 - Degree of employee comfort in bringing forth nuclear safety & quality concerns to supervision
 - Significant decrease in the use of embarrassment/humiliation as methods of control on the job
- ▶ Continue to use survey as a tool to improve individual and organizational performance in conjunction with other assessment tools
- ▶ Continue to use survey results as performance measure in South Texas Project's Business Plan

LEADERSHIP ASSESSMENT TOOL



LEADERSHIP ASSESSMENT TOOL (LAT)

- The Leadership Assessment Tool (LAT) was developed in 1993 to annually review the Leadership Performance of STP Supervisors and Managers.



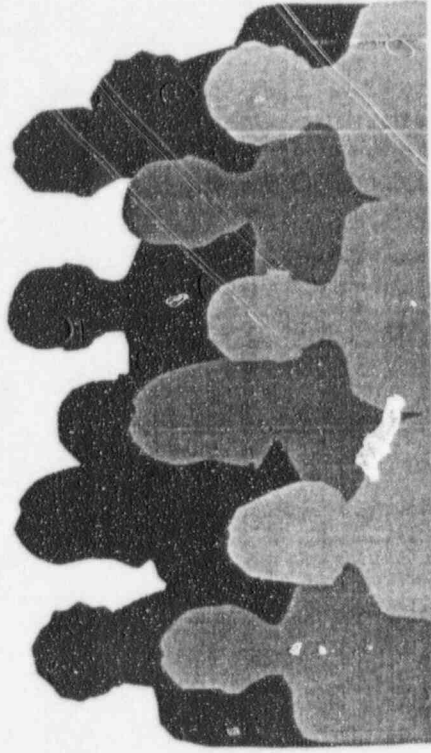
LEADERSHIP AND MANAGEMENT

- The LAT identifies leadership characteristics and expectations for STP Management.
- It is designed to establish the baseline of current leadership capabilities.



LEADERSHIP ASSESSMENT TOOL

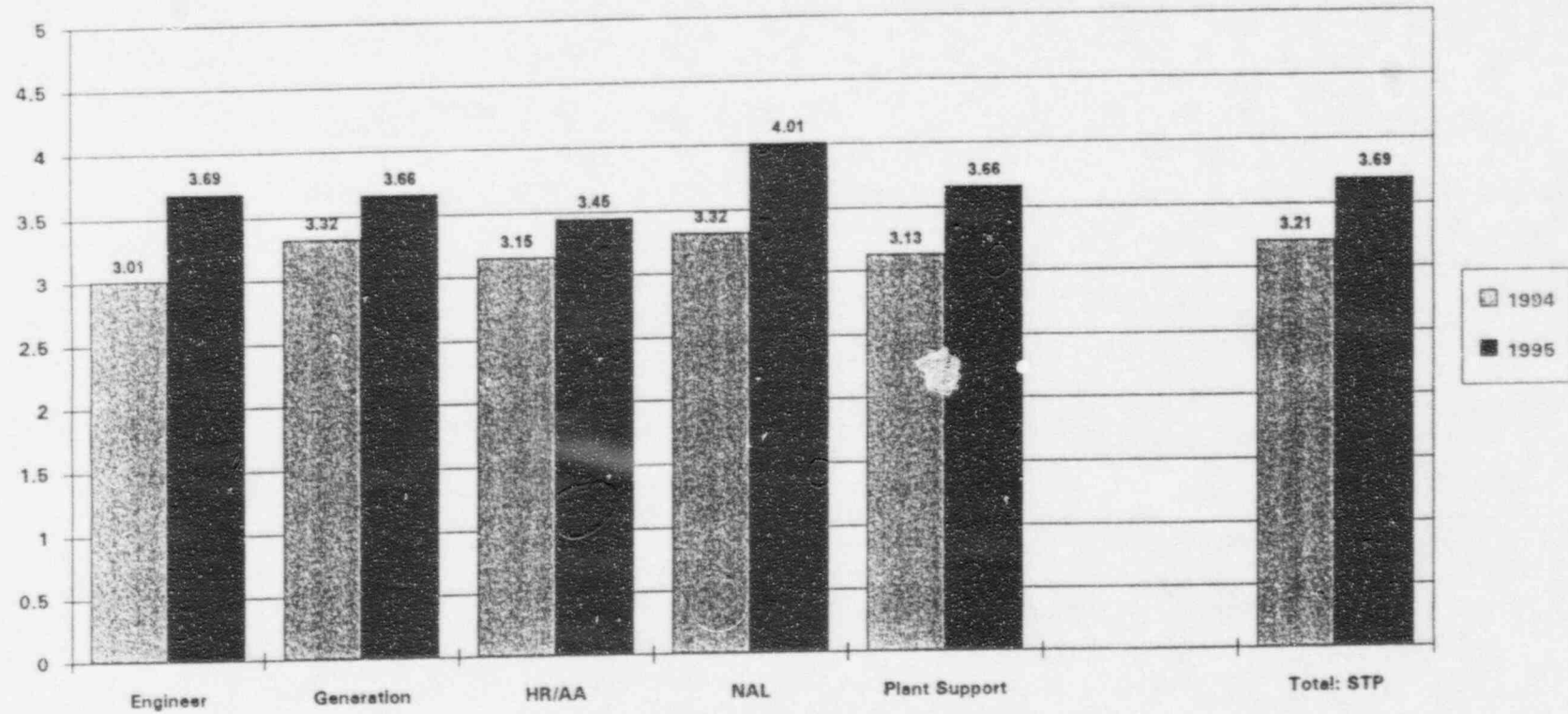
- Trends identified through the use of the LAT are intended to aid in upgrades to Supervisory Skills Training and to determine optimum methods to develop the STP Management Team.



CATEGORIES OF RATINGS:

- Vision/Leadership
- Customer/Quality Focus
- Integrity
- Accountability/Commitment
- Communication/Influence
- Knowledge
- Teambuilding/Development
- Involvement
- Initiative
- Station Mind-Set
- Process Management
- Management Performance

1994-1995 LAT AGGREGATE



**OPERATIONAL
HUMAN
PERFORMANCE**

OPERATIONAL HUMAN PERFORMANCE

- ▶ Corrective Action Program identified that non consequential human performance incidents were not being documented
- ▶ Line management instituted corrective actions for individual incidents
- ▶ Continual emphasis to lower threshold and devise effective corrective actions

OPERATIONAL HUMAN PERFORMANCE (CONT)

- ▶ Recent occurrences triggered need for independent assessment.

Some examples are:

- Chemical sample valve for the Volume Control Tank
- Electrical relay calibration causing plant trip
- Boron Thermal Regeneration System operation
- Spent Fuel Pool syphoning

SPECIAL INDEPENDENT ASSESSMENT

▶ INDEPENDENT ASSESSMENT TEAM MEMBERS

- Team Leader - Joe Sheppard
- Team members from Operating Experience Group, Asst to VP Nuclear Eng, Electrical Design Eng Mgr, Shift Supervisor & experienced industry representatives

▶ OBJECTIVES

- Review in aggregate across the organization
- Focus on root causes
- Use results to enhance standards

SPECIAL INDEPENDENT ASSESSMENT (CONT)

► CONCLUSIONS

- Significance of individual occurrences low
- Collectively occurrences represent a shortfall in performance when compared with STP goals

SPECIAL INDEPENDENT ASSESSMENT (CONT)

► RECOMMENDATIONS

- Reconfirm consistent set of expectations; review and discuss barriers to achieving expectations
- Review duties and distractions potentially reducing the effectiveness of manager and supervisor performance
- Continue to communicate/coach employees
- Reassess Work Risk Assessment process effectiveness & scope
- Provide consistent guidance on expectations with regard to seemingly non-challenging evolutions

CLOSING REMARKS