



RIC 2008

***Getting Ahead of
Performance Issues***

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**Identifying Declining Performance
Before it De-rails Safety**



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Potential Signs of Declining Performance

- Weakness in Plant Safety Culture
- Plant Equipment Issues
- People/Resource Issues

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Weakness in Plant Safety Culture

- Human Performance
- Problem Identification and Resolution
- Safety Conscious Work Environment
- Other

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Human Performance:

- Resources
 - Inadequate investment in future/deferral of needed changes
- Decision Making
 - Decisions dominated by schedule
 - Lack of focus on mission goals
 - Tolerance of declining performance
 - Tolerance of poor work performance
 - Decisions indicating standards erosion
 - Complacency towards risk

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Problem Identification and Resolution:

- PI&R
 - Shallow analysis of problems and issues
 - Ineffective corrective actions
- Self and Independent Assessments
 - Unreceptive to outside views/isolated

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Safety Conscious Work Environment:

- Environment for Raising Concerns
 - an increase in allegation or employee concerns program activity could represent declining performance

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Other:

- Accountability
 - Responsibility/accountability not clearly assigned
 - Poor oversight and controls
- Continuous Learning Environment
 - Over-confidence
 - Poor emphasis on learning and benchmarking

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Other (continued):

- Organizational Change Management
 - Lack of experience/depth in leaders
- Safety Policies
 - Policies unclear or implemented inconsistently
 - Degradation in industrial safety standards

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Plant Equipment Issues

- Equipment Reliability Issues
 - increased failures of non-safety SSCs
 - longstanding operator workarounds
- Work Request Back-logs
 - gradual increase in back logs
 - multiple tracking systems or prioritization methods

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People and Resources Issues

- Loss of Licensed Operators
- Degradation in Operator Standards
- Loss of Qualified and Experienced Staff Exceeds Gains
- Construction/Restart Project Distraction

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Possible Enhancements to the ROP to Identify Declining Performance:

- Use of “Precursors” as Inspection Tools
- Additional Safety Culture Components in ROP
- Integration of Cross-Cutting Issues in Action Matrix
- Increased Oversight for Plants with Continued Substantive Cross-cutting Issues

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Closing Thoughts - Keeping Performance "On Track"

- Change in Industry Demographics – Need for ROP Changes?
- Performance Precursors – Need for Different NRC Approach to Assessing Safety Culture, Equipment Reliability, and Staffing/Resources?
- Additional/Different Training for NRC Inspectors

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