

UNITED STATES OF AMERICA
NUCLEAR REGULATORY COMMISSION

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28th ANNUAL REGULATORY INFORMATION CONFERENCE

OPENING SESSION WITH
REMARKS OF EDO VICTOR MCCREE

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TUESDAY,

MARCH 8, 2016

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ROCKVILLE, MARYLAND

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The Regulatory Information Conference met
in the Grand Ballroom at the Bethesda North Marriott
Hotel & Conference Center, 5701 Marinelli Road,
Rockville, Maryland, at 9:30 a.m., William M. Dean and
Michael F. Weber, facilitators, presiding.

COMMISSION MEMBERS:

STEPHEN G. BURNS, Chairman

JEFF BARAN

WILLIAM C. OSTENDORFF

KRISTINE L. SVINICKI

ALSO PRESENT:

WILLIAM M. DEAN, Director, Office of Nuclear Reactor
Regulations

VICTOR M. McCREE, Executive Director of Operations,
Nuclear Regulatory Commission

MICHAEL F. WEBER, Director, Office of Nuclear
Regulatory Research

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for Operations (EDO) "NRC Operations:

Continuity and Change"

Victor M. McCree, EDO, NRC

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P R O C E E D I N G S

9:30 a.m.

1
2
3 MR. DEAN: So before I get to my next
4 presenter, Victor McCree, the Executive Director for
5 Operations, I thought about Vic and Vic is certainly an
6 optimist and an engineer. An optimist would look at
7 this glass as half full. A pessimist would look at it
8 as half empty. An engineer would look at it as twice
9 as large as it needs to be.

10 (Laughter)

11 Okay. Victor McCree became the Executive
12 Director for Operations in September 2015. He is the
13 Chief Operating Officer of the Commission and is
14 authorized and directed to discharge the operational
15 and administrative functions necessary for the day to
16 day operations of the agency.

17 Mr. McCree joined the NRC in 1988 as an
18 operations engineer in the Office of Nuclear Reactor
19 Regulation. Over the years, he has held many
20 leadership positions at the NRC including most recently
21 serving since 2011 as the Regional Administrator in the
22 NRC's Region 2 Office in Atlanta.

23 Prior to joining the NRC, Mr. McCree was a
24 nuclear trained submarine officer and completed nuclear
25 engineer and officer certification. He also served on

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1 the staff of Chief of Naval Operations and retired from
2 the Naval Reserve as a Commander.

3 He is a graduate of the U.S. Naval Academy
4 and holds an Executive MBA from Georgia State
5 University. Our Executive Director for Operations, my
6 good friend, Victor McCree.

7 (Applause)

8 REMARKS FROM EXECUTIVE DIRECTOR FOR OPERATIONS
9 (EDO)

10 MR. MCCREE: Good morning. On behalf of
11 the staff of the U.S. Nuclear Regulatory Commission, it
12 gives me immense pleasure to add my welcome to this
13 year's conference. I look forward to the numerous
14 interesting sessions and interacting with you over the
15 next several days.

16 I also want to thank the many people in the
17 Offices of Nuclear Reactor Regulation and Nuclear
18 Regulatory Research as well as other volunteers who
19 contribute so much to the success of this conference.

20 Having first joined the NRC in 1988 as an
21 inspector, I was honored to become the NRC's 10th
22 Executive Director for Operations this past September.
23 In my 28 years with the agency, I've held a number of
24 positions that have allowed me to get to know and respect
25 many of you from the U.S. nuclear industry, our

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1 international colleagues and other stakeholder
2 organizations who have joined us here this week for the
3 Regulatory Information Conference. As a result, I know
4 you share with me a commitment to ensuring the safe and
5 secure use of radioactive materials.

6 I want to begin by sharing with you and
7 reiterating to my NRC colleagues the priorities I shared
8 in late September. Because of the inevitable
9 challenges and uncertainties that arise when there is
10 significant change, to successfully manage change in
11 the day to day execution of NRC operations, it is
12 imperative that we focus on four priorities: our
13 mission, our people, our values and our communications.

14 The NRC Safety and Security Mission must
15 always be the highest priority. We should carry out our
16 work in a way that reflects our principles of good
17 regulation: independence, clarity, openness,
18 efficiency and reliability or ICOER.

19 We should recognize that people are our
20 most important asset and continue to invest in people
21 resources. We should demonstrate and reinforce our
22 organizational values: integrity, service, openness,
23 cooperation, commitment, excellence and respect,
24 knowing that our values guide our behavior. Finally,
25 we should communicate well and actively and openly

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1 engage one another and with you, our stakeholders, to
2 create shared understanding and make good decisions.

3 I would also like to note that we recently
4 received the results of the 2015 NRC Office of the
5 Inspector General Safety Culture and Climate Survey.
6 As with all surveys of this nature, the results give us
7 very useful information including indications of our
8 strengths and opportunities for improvement.

9 This survey identified strengths in areas
10 such as mission and objectives, training and
11 supervision. But it also highlighted opportunities
12 for improvement in our differing views process,
13 empowerment and respect and senior management.

14 It is important to keep in mind that our
15 current environment is very different from the last time
16 the survey was conducted in 2012. In the years leading
17 up to that survey, we were a growing organization with
18 the promise of substantial opportunity.

19 Since then, the agency has had to adjust the
20 way we do business to reflect the changing environment.
21 The challenges that accompany those changes have in turn
22 affected our workplace perceptions. So it's only
23 natural that the survey results reflected some of those
24 changes. However, as we've done in the past, we take
25 the survey results very seriously and are taking a

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1 closer look at the results to better understand the
2 insights and identify actions to address the underlying
3 concerns.

4 To reiterate, maintaining our focus on our
5 priorities provides important continuity whatever the
6 issue of challenge. And doing so is key to helping us
7 to continue the past success we've had and fulfilling
8 our mission.

9 But it's also important to engage in
10 constructive change. In the words of Winston
11 Churchill, "There's nothing wrong with change if it is
12 in the right direction." Although we're not seeking to
13 constantly change, this has been and remains a time of
14 remarkable change at the NRC and within the nuclear
15 industry.

16 At the NRC, we are pursuing the Project Aim
17 initiative to improve our efficiency, effectiveness and
18 agility so that we are better positioned to respond to
19 future changes while fulfilling our mission. Other
20 changes at the NRC range from responding fully and
21 effectively to the lessons learned from the accident at
22 Fukushima Daiichi, to ensuring an efficient and
23 effective regulatory infrastructure to exist to handle
24 the increased workload in decommissioning, to
25 subsequent license renewal beyond 60 years and to

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1 preparing not only to receive the first small modular
2 reactor application this year but also to complete the
3 technical and regulatory infrastructure to support
4 advanced reactor application reviews in the future.

5 Within the U.S. nuclear industry,
6 continuing energy market pressures affect the economics
7 of both operating nuclear power plants and new nuclear
8 construction. With such changes, challenges emerge
9 for both the nuclear industry and the NRC.

10 My experience tells me that the U.S.
11 nuclear industry responds well to challenges
12 particularly ones that could affect operational safety.
13 This is demonstrated by the significant security
14 improvements after 9/11 and the safety enhancements at
15 U.S. facilities that have already been made in response
16 to the Fukushima accident including the investment in
17 flex strategies to mitigate the risk associated with
18 beyond design basis events.

19 Also we see safety prominently sited in
20 plants to further improve industry efficiency and
21 economic viability. And this is good because the NRC
22 will closely follow these efforts to verify that their
23 implication does not have an unattended effect on safety
24 and security.

25 At this point, I'd like to briefly

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1 highlight several current issues of interest to the NRC
2 and potential challenges for the nuclear industry. We
3 continue to see events and conditions that indicate the
4 need for more focus on the control and oversight on
5 contractor and vendor related activities, particularly
6 during large scale projects on site.

7 I recognize that this focus area is not new
8 to the industry, but ongoing occurrences indicate that
9 more can and should be done to reinforce standards,
10 clarify expectations and communicate lessons learned
11 from such events. I'd also urge that a continued effort
12 to improve supply chain quality, particularly
13 sub-suppliers that may not fully appreciate the nuclear
14 safety culture.

15 We also continue to see opportunities to
16 improve knowledge management, particularly in the
17 knowledge of the design and licensing basis. This is
18 evidenced in the accuracy and completeness of licensing
19 submittals as well as inoperability evaluations. Of
20 course, learning from what has occurred in licensing and
21 other regulatory matters is important as well as in
22 equipment and system issues.

23 But because of new entrants to the current
24 nuclear workforce, including NRC staff, and given the
25 sheer volume of licensing basis information, related

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1 NRC documents and operating experience, knowledge
2 management remains a challenge for the current and
3 future industry workforce.

4 Finally, over the next few years, licensee
5 attention will be needed to ensure orderly transition
6 to decommissioning for several sites. For plants that
7 undergo decommissioning, it is important to continue to
8 invest in equipment reliability and operator training
9 and retention while maintaining appropriate focus on
10 human performance during the period between a closure
11 announcement and the final shutdown which in some cases
12 spans several operating cycles.

13 As plants approach closure, the NRC will
14 implement a tailored oversight plan for the final phase
15 of operation at each affected facility. In the
16 meantime, effective stakeholder engagement with NRC in
17 the ongoing decommissioning rulemaking will help ensure
18 that these transitions occur in a safe and effective
19 manner. At the NRC, we are also changing as we respond
20 to challenges to our established way of doing business
21 and expectations for the future.

22 Shortly after I assumed my new role, I
23 announced a number of leadership and organizational
24 changes to streamline and refocus our efforts and bring
25 fresh perspectives to bear on a range of agency

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1 activities. In parallel, we have reassessed our work,
2 identified efficiencies and made budget reductions to
3 reflect our declining workload.

4 Our fiscal year 2016 enacted budget without
5 the Office of the Inspector General is \$990 million
6 dollars and 3,552 full-time equivalents or FTEs. This
7 represents a decrease of \$13 million including 163 FTEs
8 as compared to the fiscal year 2015 enacted budget.
9 This \$990 million budget fully supports the safety and
10 security mission of all NRC programs and it reflects
11 greater efficiencies in areas such as training, travel,
12 rulemaking and consolidation and streamlining of
13 overhead functions.

14 Regarding our fees in fiscal year 2015,
15 annual fees for most licensees decreased. Our fiscal
16 year 2016 appropriations provide about \$883 million of
17 fee revenue, a reduction of over \$12 million from the
18 prior year. We expect a continuing downward trend in
19 fees going forward as you will see in our proposed 2016
20 fee rule that should be published for comment later this
21 month.

22 These staffing and budget reductions are
23 closely tied to the larger change effort underway at the
24 NRC, Project Aim, an endeavor begun by my predecessor,
25 Mark Satorius and Maureen Wiley, the NRC's Chief

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1 Financial Officer. With Project Aim, we are
2 strengthening our ability to fulfill our safety and
3 security mission by improving our efficiency and
4 increasing our agility by which I mean our ability to
5 adapt more quickly to changes in our workload, budget
6 and other unexpected challenges that may come our way.

7 This also involves a cultural change
8 affecting our people, our planning, and our processes
9 that will make us an even stronger and more effective
10 nuclear regulator. We are moving quickly to implement
11 these changes.

12 Overall, re-baselining efficiencies in
13 fiscal years 2017 and 2018 could further reduce the
14 NRC's expenditures by over \$40 million. If the
15 Commission approves all or most of the re-baselining
16 recommendations, we expect NRC's cost to be comparable
17 to our cost in 2008 without reducing our ability to
18 fulfill our mission. And as we move forward we will
19 identify additional ways to increase efficiency and
20 cost savings.

21 You can hear more detail about our progress
22 on Project Aim during a RIC session later today. But
23 if you take one thing away from Project Aim, I hope it
24 is this. Project Aim is a serious effort to ensure NRC
25 remains a strong, credible regulator now and in the

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1 future.

2 A key part of that and the essence of
3 Project Aim is our commitment to our stakeholders to be
4 independent, clear, open, reliable and efficient,
5 providing the best possible management and
6 administration of our regulatory activities including
7 use of our resources wisely and efficiently.

8 While Project Aim and the other activities
9 addressing change are important, we have remained
10 focused on our core safety and security mission. And
11 it has been another year of important accomplishments.

12 This week marks the fifth anniversary of
13 the accident at Fukushima Daiichi. So it is important
14 to remember those directly affected by the earthquake,
15 tsunami and accident as well as recognize and
16 acknowledge the substantial accomplishments and still
17 ongoing efforts here in the United States to address the
18 lessons learned from that tragic event.

19 We remain focused on assuring completion of
20 the remaining high priority or Tier 1 activities and are
21 currently on pace to complete them by the end of this
22 calendar year in accordance with the Commission's five
23 year implementation objective. As this slide shows by
24 the end of 2016, the majority of the post Fukushima
25 related safety enhancements will be complete or

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1 transitioned into normal agency processes.
2 Specifically, this includes implementation of the
3 Mitigation Strategies Order, fleet wide compliance with
4 the Spent Fuel Pool Level Instrumentation Order,
5 completion of emergency preparedness and communication
6 assessments, and the reevaluation of seismic hazards.

7 Additionally, by the end of this year, all
8 sites except those needing U.S. Army Corps of Engineers'
9 input will have completed reevaluation of their
10 flooding hazard. And all the Tier 2 and 3 activities
11 will be dispositioned. That is those actions that
12 required additional assessment, critical skill sets or
13 were dependent on the resolution or pathway forward on
14 Tier 1 activities.

15 Limited work in 2017 will focus on
16 documentation of NRC staff reviews, post compliance
17 inspections and issuance of the high priority rule for
18 mitigation of beyond design basis events. This rule
19 will codify the most significant, ongoing regulatory
20 actions that all nuclear power reactor licensees are
21 implementing in the United States following the
22 Fukushima event.

23 The comment period on the proposed rule
24 closed in February. And the staff is on schedule to
25 deliver a final rule to the Commission for its review

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1 in December of this year. Work continuing beyond 2017
2 includes completing implementation of the Severe
3 Accident Capable Hardened Vents Order which requires
4 plant modifications in an extended outage, supplemental
5 hazard evaluations and development of a program for
6 long-term oversight to ensure the lasting safety
7 benefit of the NRC and industry efforts to date.

8 We will of course continue to look for
9 efficiencies and creative solutions in these areas to
10 strive toward complete implementation of all Fukushima
11 lessons learned ahead of even today's aggressive
12 schedules. The NRC's initiatives have and will
13 continue to result in significant safety improvements
14 at U.S. nuclear power plants.

15 I also want to recognize the recent
16 successful completion of substantial licensing and
17 inspection activities over a number of years leading to
18 the issuance of the operating license at the Tennessee
19 Valley Authority's Watts Bar Unit 2. This is the first
20 operating license issued this century and the first in
21 over 20 years.

22 This was in addition to issuing combined
23 licenses for an economic, simplified boiling water
24 reactor at the Fermi site in Ohio and an advanced water
25 boiling reactor at the South Texas Project near Bay

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1 City, Texas.

2 We also issued a construction permit as
3 Bill mentioned to SHINE Medical Technologies for a first
4 of a kind facility dedicated to medical isotope
5 production. This permit is the first construction
6 permit we have issued for nonpower utilization or
7 production facility since 1985. These actions
8 demonstrate that we have the capability -- that is the
9 organization and processes -- to successfully carry out
10 our responsibilities for safe licensing and inspection
11 of ongoing and future new reactor and other construction
12 activities. While these are noteworthy
13 accomplishments, we still face the challenge of
14 enhancing our regulatory framework to better address
15 advanced non light-water reactor designs. There's a
16 great deal of activity and a lot to do in this particular
17 area.

18 To be clear, the NRC can license advanced
19 non light-water reactor designs today. But we're
20 working to improve our licensing infrastructure so that
21 if and when applications are submitted the reviews can
22 be done timely and effectively and in a manner that
23 reflects our principles of good regulation. And we're
24 taking a number of strategic steps to prepare ourselves
25 to do exactly that.

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1 We're focusing on technology neutral
2 activities commensurate with a pace of non light-water
3 reactor technology, development and maturity and within
4 our budget constraints. We plan to use off fee-base
5 resources which the Chairman alluded to focus on three
6 main areas: (1) the licensing process, (2) technical
7 preparation and (3) stakeholder outreach. Our efforts
8 recognize that the licensing process must ensure
9 safety, security and environmental responsibility
10 while supporting any future schedules that may be put
11 forward for these new designs.

12 In June of this year, the NRC and the
13 Department of Energy will host the Second Advanced Non
14 Light-Water Reactor workshop between industry and
15 government to discuss pathways for commercialization of
16 non light-water reactors and to identify emerging
17 issues and formulate possible solutions. At the same
18 time, we're developing a strategic plan for licensing
19 advanced non light-water reactor designs and expect to
20 complete it later this year.

21 We're also finalizing the proposed
22 advanced reactor design criteria and in response to
23 vendor requests are developing a step-wise licensing
24 process for innovative designs within the current
25 licensing framework. In addition, we're developing

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1 guidance on prototype licensing and testing which we
2 expect to issue for public comment by mid year.

3 In the course of undertaking these varied
4 efforts to enhance the current regulatory framework for
5 both new light-water reactors and non light-water
6 reactors, we're also keeping the Commission informed
7 and seeking resolution of critical issues such as annual
8 fees, emergency preparedness, modularity and
9 co-location, source terms and siting proximity to
10 densely populated areas.

11 Not unlike advanced reactor designs, the
12 NRC is ready to review an application for a consolidated
13 interim storage facility. We've received two letters
14 of intent to submit applications for such facilities,
15 one or both of which are expected this fiscal year. And
16 although we do not have resources budgeted for such a
17 review in 2016, we will reprioritize work and seek
18 additional resources if necessary if applications are
19 submitted this year.

20 Another challenge we've met and are
21 overcoming has been in our operator licensing reactor
22 action backlog. Our performance metrics in this area
23 were challenged due to Fukushima related work which
24 competed for the same critical resources. Through
25 increased management attention on timely completion of

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1 licensing actions, reallocation of resources from other
2 areas, expanding the use of contractor support and other
3 efficiencies we have significantly reduced our backlog
4 and are on schedule to meet our metrics in this area by
5 the end of this year.

6 The NRC and industry also took important
7 steps over the year as we prepared for full
8 implementation of cyber security requirements.
9 Licensees completed the first phase of implementation
10 in 2012 by completing milestones one through seven with
11 the controls put in place to address the most
12 significant threat factors. The NRC independently
13 verified those actions through inspections completed
14 this past December.

15 Now we're working towards full
16 implementation of cyber security controls which
17 includes the completion of an expanded,
18 consequence-based approach to assessing critical
19 digital assets. We'll work with industry to ensure
20 necessary Milestone 8 guidance is in place prior to a
21 licensee's full implementation commitment dates.

22 Since the last regulatory information
23 conference we've issued a number of important guidance
24 documents and reports. For example, we employed a first
25 of a kind approach with significant stakeholder input

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1 and interaction to develop a draft revision of the
2 standard review plan for renewal of specific licensees
3 and certificates of compliance for dry storage of spent
4 nuclear fuel. We used this renewal framework in the
5 issuance of the Prairie Island independent spent fuel
6 storage installation license renewal.

7 Our efforts to address and increase
8 workload in decommissioning again has also been an area
9 of recent accomplishment and continuing challenge.
10 Currently there are 20 power reactor units in a
11 decommissioning status. Five of those 20 have entered
12 the status since the last Regulatory Information
13 Conference. This required the NRC to complete about 35
14 decommissioning transition licensing actions over the
15 past year, including exemption requests for emergency
16 preparedness and security requirements, use of the
17 decommissioning trust fund, liability and property
18 insurance, staffing training and qualifications to name
19 a few.

20 This is a challenging and important
21 direction of regulatory activity within in the NRC that
22 will demand continued attention in the coming years.
23 Of course, connected to this is our ongoing effort to
24 develop a rulemaking for reactor decommissioning as
25 directed by the Commission in the late 2014.

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1 Our goal is to develop a proposed rule for
2 Commission consideration that provides a more efficient
3 decommissioning process and reduces the need for
4 exemptions from current regulations while supporting
5 our principles of good regulation. We published an
6 Advanced Notice of Proposed Rulemaking last November to
7 obtain stakeholder input in several key areas and held
8 a public meeting in December to discuss the content of
9 the advanced notice.

10 Because of the high level of stakeholder
11 interest in this rulemaking, we extended the public
12 comment period from January 4 to March 18. And the
13 Commission will hold a public meeting on the proposed
14 rulemaking next week on March 15.

15 One final area of accomplishment that I'd
16 like to highlight is in our corporate support services.
17 As the Chairman mentioned, we recently completed the
18 consolidation of the NRC Headquarters' office space,
19 closing out a number of satellite buildings and
20 significantly reducing our presence in the 3 White North
21 Flint Building. This action has resulted in
22 significant savings in our rent, utilities and security
23 cost which of course is reflected in our lower overall
24 cost.

25 In addition, we recently upgraded the

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1 internet bandwidth for our resident inspectors which
2 removes many of their connectivity impediments and
3 allows them to spend less time at the computer and more
4 time out on the plants focusing on their core inspection
5 responsibilities as I know many of you want them to. I
6 would like to thank those licensees who have resident
7 inspectors for their support and cooperation as we
8 completed this critical upgrade.

9 The accomplishments and challenges that
10 I've highlighted today are only a selection of the wide
11 ranging achievements of the past year and the continuing
12 tasks before us. But all this makes me immensely proud
13 of the people at the NRC. The work they do on behalf
14 of the American people indicates how well and faithfully
15 they are discharging their duties and reflects well on
16 our ability and our willingness to address the
17 challenges yet before us.

18 The mini conference technical sessions and
19 poster presentations over the next several days will
20 give you a broad view of the work we've accomplished as
21 well as the issues confronting us in implementing our
22 mission.

23 I began my remarks by discussing our
24 priorities which include fulfilling our important
25 safety and security mission by carrying out our work in

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1 a way that reflects our principles of good regulation.
2 If you've listened closely, you may note that this is
3 the fourth time I've mentioned our principles.

4 But given that this year does indeed mark
5 the 25th anniversary of their creation and as Bill noted
6 we are in a period of such significant change, I think
7 it's appropriate reminder that constant vigilance and
8 faithful adherence to those principles will enable us
9 to continue to make sound regulatory decisions.

10 In closing, I feel confident that NRC has
11 continued to do its job to regulate the peaceful uses
12 of nuclear materials in a manner that has protected
13 public health and safety in the environment. But
14 essential to the success now and in the future is the
15 continued recognition by our licensees that they hold
16 the primary responsibility for safety and security.
17 This recognition is evidenced in the actions licensees
18 take and decisions they make which demonstrate that
19 safety and security is the overriding priority.

20 As we go forward, the NRC staff remains
21 committed to continued productive engagement with our
22 many stakeholders so that we are prepared for and can
23 respond to change while ensuring nuclear safety and
24 security. Thank you for your attention. And I'd be
25 happy to try to answer any questions you have.

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1 (Applause)

2 MR. DEAN: So I think we have time for a
3 couple of questions. The first one I'm going to ask you
4 really I'm going to combine a couple of questions, but
5 it deals with the agency's culture. First you
6 mentioned that for the NRC to become agile its culture
7 must change. So what specific cultural changes are
8 needed? And then in light of the recent unusual step
9 taken by seven NRC staff to submit a 2.206 petition
10 related to open phase conditions, does that reflect that
11 there are cultural issues within the NRC?

12 MR. MCCREE: Thanks Bill. Let me start
13 with 2.206 which is under review. I want to engage that
14 specifically. As I was sharing with colleagues the
15 other day, Bill, and you, as you know we have a number
16 of ways that employees can share their differing views.
17 I think it's a healthy sign for NRC that we have people
18 willing to bring forward and share their differing
19 views.

20 I believe doing so makes us stronger as an
21 organization. We're only as smart as the collective
22 intelligence of the people that work for us.

23 But as you know, there are a number of ways
24 that people can bring forward their concerns. Some are
25 informal through our open door policy. There's a

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1 non-concurrence process. There's a differing
2 professional view process. To other formal processes,
3 the generic issues program as well as issuing a 2.206.
4 It's not unprecedented that someone would bring forward
5 an issue, a differing view, through a 2.206.

6 I think this particular issue may reflect some
7 frustration that the individuals had with the pace of
8 resolution of this particular issue. And that's
9 something we need to be mindful of. But again I don't
10 view the submission of this 2.206 as a negative
11 indication of the NRC's culture.

12 As for cultural change and Project Aim, I
13 do believe one of the key benefits, whether it was
14 intended or unintended, is that our participation in
15 Project Aim has highlighted the importance of NRC being
16 more focused on not only the effectiveness of carrying out
17 our mission, but the efficiency with which we do it.
18 Again, that's highlighted in one of our principles of
19 good regulation.

20 We need to look at and in fact we've already
21 made changes to processes that will enable us to create
22 that cultural change. It has certainly heightened an
23 awareness of it within the staff. So I do see the
24 essence of Project Aim living long after we no longer
25 refer to Project Aim because we'll have built it and

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1 ingrained it into the way we think, the way we act and
2 into our processes. It will make us more disciplined
3 going forward.

4 MR. DEAN: Let me ask you one more and then
5 it will be time for the break. In your statements as
6 well as the Chairman's, there was 100 percent focus on
7 regulating nuclear power plants and no mention of
8 materials, although you did talk about the SHINE
9 facility. Materials have an impact on work, patients,
10 the public, environment, etc. And accidents are more
11 common in the materials world. Is the NRC
12 underestimating materials?

13 MR. MCCREE: No. The NRC is not
14 underestimating materials. And I do recognize that
15 this is a regulatory information conference. And the
16 materials and waste areas are a significant part of what
17 we do as an effective regulator. So I can guarantee you
18 at the next RIC I'll discuss materials programs a bit
19 more. Of course we have other sessions by three other
20 Commissioners. I'm sure they'll make mention of that
21 as well. So the answer is no.

22 MR. DEAN: Okay. That's our time for this
23 morning. Please a round of applause for the Executive
24 Director of Operations Victor McCree.

25 (Applause)

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1 The next session starts promptly at 10:30
2 a.m. So please be here and seated in time. Thank you.

3 (Whereupon, the above-entitled matter went
4 off the record at 10:03 a.m. and resumed at 10:30 a.m.)

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