

UNITED STATES OF AMERICA
NUCLEAR REGULATORY COMMISSION

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30TH ANNUAL REGULATORY INFORMATION CONFERENCE

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REGULATING WITH EXCELLENCE IN THE 21ST CENTURY

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TUESDAY

MARCH 13, 2018

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The Regulatory Information Conference met in the Grand Ballroom at the Marriott Hotel and Conference Center, 5701 Marinelli Road, Rockville, Maryland, at 8:30 a.m., Brian Holian, Acting Director for NRR, facilitating.

PRESENT:

VICTOR M. MCCREE, Executive Director for Operations,
U.S. Nuclear Regulatory Commission

BRIAN HOLIAN, Acting Director, Office of Nuclear
Reactor Regulations

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P-R-O-C-E-E-D-I-N-G-S

MR. HOLIAN: Well now it is with great pleasure that I introduce Victor M. McCree. Mr. McCree is NRC's Executive Director for Operations.

In this role he serves as the Chief Operating Officer of the Commission and is authorized and directed to discharge the operational and administrative functions necessary for the day-to-day operations of the Agency. Thanks, Vic.

Mr. McCree joined the NRC in 1988 as an operations engineer in the Office of Nuclear Reactor Regulation. Over the years he has held many leadership positions in the NRC, including most recently the regional administrator in NRC's Region II in Atlanta.

Prior to joining the NRC Mr. McCree was a nuclear trained submarine officer and completed nuclear engineer officer certification. He also served on the staff of the Chief of the Naval Operations and retired from the Naval Reserve as a Commander.

Vic is a graduate of the U.S. Naval Academy and holds an Executive MBA from Georgia State University. Join me in welcoming Vic McCree.

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1 (Applause)

2 MR. MCCREE: Thank you, Brian, and good
3 morning everyone. On behalf of the staff of the U.S.
4 Nuclear Regulatory Commission, it gives me great
5 pleasure to add my welcome to this, the 30th NRC
6 Regulatory Information Conference.

7 What began as a small conference on nuclear
8 safety regulation with about 500 attendees, I was
9 actually in that photo, is now an international public
10 meeting with more than 3,000 attendees from the United
11 States, and as Brian mentioned, 32 other countries and
12 international organizations.

13 Those of you who attended last year will
14 fondly recall the late season snow and ice that resulted
15 in a shorten, albeit successful, conference. Some
16 refer to it as the Quick RIC.

17 Fortunately, we're experiencing much more
18 normal March weather this year so we'll be able to
19 explore and discuss the full range of topics on our
20 agenda as planned.

21 Each year we at the U.S. Nuclear Regulatory
22 Commission look forward to the opportunity to host and
23 share information at this unique event. I thank you
24 all for being here and I'm excited about the healthy
25 dialogue bound to occur at this year's conference.

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1 Of most importance, thank you as well for
2 your ongoing committee to ensuring safety and security
3 in the use of radioactive materials and technology.

4 I would also like to acknowledge, in
5 particular, the presence of our many international
6 counterpart regulators. Welcome to Maryland and thank
7 you for your participation.

8 Finally, I want to echo Brian Holian's
9 thanks to the many people in the offices of nuclear
10 reactor regulation and nuclear regulatory research.
11 As well as other volunteers whose work and planning has
12 set the stage for another successful conference.

13 I will invest the bulk of my time this
14 morning talking about the NRCs ongoing commitment to
15 improving effectiveness, efficiency and agility in
16 accomplishing our safety and security mission.

17 This remains a high priority for the NRC
18 as both the agency and the regulated industry in the
19 United States, continue to operate in a very dynamic
20 environment. My goal is to make you aware of our
21 efforts and invite your participation to further inform
22 our decision making and to clarify our shared
23 expectations.

24 A few years ago, Mary Barra, the CEO of
25 General Motors, predicted that we would see more change

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1 in the next five years than we have seen in the previous
2 50. And in fact, when you consider camless engines,
3 advanced electric vehicles, do not disturb while
4 driving technology and the prospect of driverless cars,
5 she was right.

6 The U.S. Energy Industry is certainly also
7 evidencing such accelerating change and dramatic
8 technological evolution. Accident tolerant fuel,
9 which was mentioned earlier, smaller modular reactors
10 and advance non-light water reactors are examples of
11 such dramatic change.

12 As a nuclear safety regulator, the
13 question we're faced with is, why is change and why is
14 managing change of significance to the NRC?

15 As I indicated in my remarks at the RIC last
16 year, I believe the answer is that times have changed
17 and transition introduce potential distractions and we
18 much always be mindful of this and remain principally
19 focused on carrying out our safety and security
20 mission.

21 But we also see times have changed as an
22 opportunity for NRC to become even better. By
23 regulating with excellence in the 21st Century.

24 Let me begin by highlighting a number of
25 accomplishments since we met last year that indicate

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1 our successful efforts to address the essential
2 day-to-day work of the agency. Of most importance, we
3 have continued to successfully oversee the safe and
4 secure operation of nuclear power plants and fuel cycle
5 facilities as well as the possession and use of
6 radioactive materials.

7 In this regard, I would briefly note two
8 accomplishments shared by the Industry and the NRC,
9 given that operators have the primary responsibility
10 for safety.

11 NRCs operating experience reviews include
12 every unplanned scram to determine the safety
13 significance and to identify any generic implications
14 or TRIMS.

15 In 2017 our review shows that operating
16 reactors finished the year with 39 unplanned scrams.
17 This reflects a new low, both in terms of the absolute
18 number of scrams and the ratio of scrams per unit. It
19 also represents a significant drop of 28 percent from
20 the previous low of 54 scrams in 2016.

21 In addition, as this slide indicates, 66
22 plants had zero scrams in 2016. That number increased
23 to 72 in 2017. Included in the 72 are four units that
24 have not experienced a scram in ten years and two with
25 no scrams since 2002.

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1 I included this information because, as
2 you know, unplanned scrams can potentially challenge
3 operators and safety equipment and thereby introduce
4 unintended consequence. But also, because this trend
5 is illustrative of the nuclear power industry's ongoing
6 efforts to identify and reduce the causes of scram
7 initiators. And in doing so, contribute to safety.

8 Another topic I would briefly mention
9 relates to early insights from the planned use of
10 flexible and diverse, or flex strategies, to mitigate
11 outage risk. Based on preliminary discussions with
12 several licensees who have incorporated flex
13 strategies into their outage risk management plans, the
14 plans would significantly reduce, or eliminate
15 altogether, the number of outage days in which the plant
16 would be in a heightened risk condition.

17 In light of the NRCs and the Industry's
18 initiatives over the past three decades, to reduce the
19 risk associated with shutdown and low power operations,
20 this is further indication of noteworthy progress.

21 In the area of event response, we responded
22 to a number of events in 2017. Including providing
23 support following the catastrophic hurricanes that
24 caused widespread pain and suffering for people in the
25 States of Texas, Florida, Georgia as well as the

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1 Caribbean, including Puerto Rico.

2 Approximately 20 NRC employees were
3 deployed at various times to support the federal
4 response to these tragic and destructive events.

5 Regarding backfitting, we've completed
6 our initial actions to improve our processes, our
7 training and our guidance and continue our efforts to
8 update the associated guidance documents.

9 Our efforts to improve the efficiency and
10 consistency of our licensing reviews continue. We
11 achieved significant improvement in the timeliness of
12 operating reactor licensing reviews, reduce our
13 backlog and enhanced our effectiveness in monitoring
14 work and ensuring predictability.

15 We also completed reviews of the remaining
16 combined license workload, issuing combined licenses
17 of North Anna Unit 3, the William States Lee site and
18 Levy County sites, and completed the safety and
19 environmental reviews for the Turkey Point Units 6 and
20 7 application.

21 Regarding design certifications we
22 completed Phases 2 and 3 of the APR1400 design
23 certification review and are on schedule to complete
24 this review in 42 months.

25 We also achieved a number of significant

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1 milestones in the area of rulemaking, including
2 developing the rulemaking regulatory basis for
3 decommissioning reactors and emergency preparedness
4 for small modular reactors. We also prepared a
5 proposed rulemaking package and regulatory guide on
6 cybersecurity for fuel cycle facilities.

7 Finally, in the international area, we
8 developed the U.S. Country Report and provided
9 significant leadership that contributed to a
10 successful 7th review meeting with a convention on
11 nuclear safety.

12 We've also continued to look ahead at a
13 number of other issues that while perhaps no longer
14 considered emerging, are nevertheless continuing to
15 evolve. These include small modular reactors, advance
16 and non-light water reactors, accident tolerant fuel,
17 and effectiveness, efficiency and agility initiatives.

18 Regarding small modular reactors, or SMRs,
19 we're currently reviewing NuScale Powers application
20 for an SMR design certification. We're also reviewing
21 an application from the Tennessee Valley Authority for
22 an early site permit at the Clinch River site to
23 evaluate the suitability for potential new small
24 modular reactors. Both of these reviews are
25 proceeding on the established schedules.

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1 In the area of advance non-light water
2 reactors, we've already made significant progress in
3 advancing the implementation of the near-term action
4 items associated with the NRCs non-light water reactor
5 vision and strategy.

6 For example, we recently issued a
7 regulatory review roadmap for advancing non-light
8 reactors providing guidance for implementing a
9 flexible in-stage regulatory review process with
10 developers that better aligns the NRCs activities with
11 the developer's needs.

12 Based on stakeholder and advisory
13 committee on reactor safeguards feedback, we're giving
14 a higher priority to the development of risk-informed
15 and performance based approaches. And are taking
16 steps to resolve key policy issues.

17 We've also engaged in some form or
18 pre-application activities with five non-light water
19 reactor designers, while a number of other potential
20 pre-applicants have participated in various industry
21 activities and could formally engage in
22 pre-application activities at a later date.

23 Another evolving issue is the use of
24 accident tolerant fuel for light water reactors. ATF
25 is expected to exhibit improved safety margins under

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1 both normal and accident conditions when compared with
2 fuel types used today.

3 The NRC has two focus areas for ATF. In
4 the near-term we will clarify the NRCs position on the
5 regulatory requirements associated with the
6 irradiation of Lee test assemblies.

7 And in the longer term will develop and
8 implement an agency-wide ATF project plan that is
9 informed by the Industry and the Department of Energy's
10 timeline for introducing accident tolerate fuel.

11 Regarding our efficiency, effectiveness
12 and agility initiatives since the last RIC, the NRC
13 completed the major deliverables for each of the 19
14 discrete program aimed tasks which were approved by the
15 Commission in June 2015. Those activities focus on
16 improvements in NRCs performance, right sizing our
17 workforce commensurate with our workload, retaining
18 employees with the skills necessary to accomplish our
19 safety and security mission and streamlining
20 processes.

21 The NRC remains committed to leveraging
22 the innovation that began under Project Aim, to
23 identify new initiatives and enhance our regulatory
24 processes. But we also recognize that continuing to
25 deliver on our safety and security mission is enabled

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1 by better collaboration, improved planning and more
2 effective change management.

3 Bob Iger, the CEO of Disney once said, the
4 riskiest thing we can do is just maintain the status
5 quo. But I subscribe to the notion that there is no
6 such thing as a status quo, you're either improving or
7 declining.

8 Each of these ongoing activities provides
9 evidence of our focus on improvement and our commitment
10 to regulate with excellence in the 21st Century. To
11 be clear, this commitment does not alter our reasonable
12 assurance of adequate protection standard for public
13 health and safety, it simply reaffirms our NRC value
14 of excellence in all we do.

15 The foundation for regulating with
16 excellence is established in our just published
17 strategic plan for 2018 through 2022. It provides the
18 blueprint for the agency to plan, implement and monitor
19 the work needed to achieve our mission.

20 And I want to thank those members of the
21 NRC Staff, as well as our external stakeholders, who
22 contribute it to its development.

23 This latest strategic plan continues to
24 emphasize our focus and commitment to the NRCs mission
25 and strategic goals of safety and security. It also

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1 includes a new vision statement that highlights the
2 agency's commitment to our principles of good
3 regulation, independence, clarity, openness,
4 reliability and efficiency in performing our mission.

5 With the strategic plan as our foundation,
6 there are three new NRC organizational initiatives that
7 I want to briefly introduce and were highlighted by the
8 Chairman.

9 First, development of an explicit NRC
10 leadership model. Secondly, enhancing our process for
11 strategic workforce planning and thirdly, stimulating
12 innovation and transformation at the NRC.

13 I consider these three key initiatives to
14 be pillars that will support and further
15 institutionalize regulating with excellence in the
16 21st Century, and ensure continued success in meeting
17 the NRC safety and security objectives.

18 Early last fall I directed the staff to
19 begin to create an explicit NRC leadership model. The
20 leadership model, the first pillar, will describe in
21 a single document the organizational approaches,
22 activities and behaviors that the NRC uses,
23 individually and collectively, to demonstrate
24 leadership in fulfilling the NRC mission, achieving the
25 NRC mission and applying the NRC organizational values.

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1 The leadership model will describe who we
2 are by describing why we do what we do, centered on our
3 values, how we conduct ourselves, as demonstrated by
4 our fundamental behaviors, what we do, as reflected in
5 our key programs and processes, and what we aspire to
6 be, as shown in our vision and principles of good
7 regulation.

8 The leadership model will also recognize
9 the fact that every NRC employee is a leader. And it
10 will articulate the kind of leaders we aspire to be.

11 For example, we seek to obtain tangible
12 results while guided by our principles and our
13 organizational values. Finally, the NRC leadership
14 model will focus on behaviors recognizing that leaders
15 are expected to apply effort across the three court
16 areas of processes, partnerships and people, to execute
17 the strategies supporting our safety and security
18 goals.

19 Although the NRC leadership model is an
20 internal NRC organizational initiative, I wanted to
21 discuss it today because this unique investment in
22 institutionalizing our expectations and providing
23 clarity through an explicit leadership model will not
24 only contribute to our effort to fulfill our mission
25 but also strengthen our commitment to continuous

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1 improvement and sustaining high performance. In other
2 words, it is an essential part of regulating with
3 excellence in the 21st Century.

4 The second pillar supporting regulating
5 with excellence in the 21st Century, is strategic
6 workforce planning. Our ability to fulfill our safety
7 and security mission requires having the right number
8 of people with the right skills and competencies in the
9 right time and place.

10 While we're already performing workforce
11 planning, fulfilling our mission in an environment
12 where work and workload forecasts change, skills
13 required of the workforce evolve and onboard skill
14 inventory shift, it's imperative that we better
15 integrate our human capital planning with broader
16 agency operational strategies.

17 To accomplish this, in January of last year
18 I formed a working group to develop a comprehensive,
19 integrated and systematic strategic workforce planning
20 process. Our objective is to enhance the existing
21 process by developing a more clear, more coherent and
22 more comprehensive and consistent approach to
23 implementing agencies work, the agencies workload
24 projection, skills identification, human capital
25 management, individual development and workforce

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1 management activities.

2 With the strategic view of the future that
3 provides us with data to perform a gap analysis to
4 identify shortages and surpluses in the short and long
5 term, we can develop strategies to align workload
6 competencies and organizational structure to meet
7 emerging needs and workload fluctuations.

8 A pilot of our enhanced strategic
9 workforce planning process is already underway in the
10 Office of Nuclear Research, our Region II Office and
11 the Office of the Chief Financial Officer. And if all
12 goes as planned, we will deploy the enhanced strategic
13 workforce planning process across the agency in 2009.

14 The third and final pillar is innovation
15 and transformation. Many of the NRCs processes, and
16 much of our regulatory framework, were developed to
17 serve mid-20th Century nuclear technologies and needs.

18 While they have, and continue to serve us
19 well in accomplishing our mission, as the Chairman
20 alluded to, we recognize that the changes occurring in
21 the nuclear industry will challenge this framework.
22 And additional regulatory change is needed.

23 The Staff believes that this can be best
24 facilitated through a combination of innovative and
25 transformative change. In my view, many of the

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1 activities that I discussed earlier in my remarks, and
2 other recent accomplishments, represent innovative
3 change initiatives.

4 These include, for example, the creation
5 of centers of expertise to more effectively and
6 efficiently conduct work, improvements in the
7 licensing process and requests for additional
8 information, or RAIs, and clarification of the
9 guidance, training and expectation for backfits.
10 Again, these are innovative changes.

11 Generally, I think of innovative change as
12 those changes that improve regulatory efficiency and
13 effectiveness through new or modified ways of
14 conducting work within our existing regulatory
15 framework. Such proactive innovation is important and
16 we remain committed to advancing change in this very
17 meaningful way.

18 However, we also recognize that innovation
19 typically involves incremental change. We now believe
20 we have to do even more to respond to the expected use
21 of new and novel technologies in the nuclear industry.
22 And in the regulation of areas such as digital
23 instrumentation and control and safety related
24 applications and accident tolerant fuel reviews, for
25 new materials and new manufacturing approaches for big

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1 data as well as small modular reactors and advance
2 reactor designs.

3 These new challenges compel us to consider
4 making transformative changes. That is, change
5 evidence by significantly different ways to regulate,
6 and that produces market enhancements in our
7 effectiveness, efficiency and agility.

8 Now, we do recognize that transformative
9 change is not new to the NRC. We showed our ability
10 to transform when we developed and implemented the
11 reactor oversight process. As well as when we
12 developed and applied 10 CFR Part 52 regulation to
13 license, certify and approve new nuclear power plants.

14 To advance transformational change at the
15 NRC, at the end of January I created a transformation
16 team with members from across the agency and tasked it
17 to gather information, to gather information technics,
18 ideas and methodologies to successfully implement
19 transformation.

20 Including strategies to enhance and
21 sustain a transformative organizational culture, to
22 develop and recommend specific areas to initiate
23 transformative change and to create a strategy and
24 change management plan to foster and sustain an
25 innovative and transformative culture at NRC.

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1 Finally, I directed the team to submit a
2 paper to me that will seek commission support to advance
3 this important initiative. The team has already begun
4 to engage a variety of stakeholders, both internal and
5 external to the NRC. And a RIC session will be held
6 this afternoon to discuss this topic.

7 In closing, when I think about excellence
8 I'm reminded of college football in the United States.
9 And particularly the accomplishments of one of my
10 favorite teams, the Crimson Tide of the University of
11 Alabama. I was hoping for a Roll Tide. I got a Roll
12 Tide. I got two Roll Tide.

13 In response to a question about what he
14 does to position his team to win, Nick Saban, the head
15 coach, said that my job is to make sure we're ready for
16 the next tasks, the next situation, anticipate what
17 that's going to be and make sure those responsible under
18 the responsibility to correct any errors made on the
19 last plate.

20 All measures indicate that the NRC has
21 continued to successfully achieve its safety and
22 security mission. However, we recognize that nuclear
23 technology and the industry we regulate are changing.

24 The recent and ongoing activities that
25 I've highlighted today are key parts of our proactive

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1 strategy to be ready for the next task, the next
2 situation, to anticipate what's going to be and enable
3 the NRC to continue to fulfill its safety and security
4 mission with excellence in the 21st Century. Thank you
5 for listening and I'd be happy to take a few questions.
6 Thank you.

7 (Applause)

8 MR. HOLIAN: Good, thank you, Vic. Let's
9 dive right in. There were four questions related to
10 new reactors. Let me read a couple of them and see if
11 that all resonate with you.

12 What is your view to the idea that codes
13 and standards for SMRs can be different from the so
14 called big reactors, the 1,000 megawatts?

15 Provide your assessment on the success, or
16 the lack thereof, of Part 52. What was envisioned and
17 the planned benefits?

18 What is NRC doing to support alternative
19 technology, or better technology, such as thorium,
20 liquid salt, high temperature gas?

21 And then finally, mainly a comment on our
22 licensing approach to advance reactors and the need for
23 a funding model and the nuke industry statement that
24 they need much clearly milestones for equity investors.
25 You can comment on those.

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1 MR. MCCREE: Okay, I didn't hear that last
2 one quickly enough but there are four that I will try
3 to wade into, and if I need to throw a life line to Fred
4 Brown I will.

5 So, first of all, we do recognize that
6 codes and standards for small modular, I think it was
7 small modular reactors, certainly for advance
8 reactors, is something that we need to look at. Our
9 three part strategy and a vision and a strategy for
10 advance non-light water reactors does include
11 identifying the technical and regulatory requirements
12 that would be different for those reactor designs.

13 And I know that Office of New Reactors is
14 partnering with the Office of Research to try to
15 identify what, if any, different codes and standards
16 would be needed to safely license those designs.

17 I cannot recall if there are any different,
18 actually, there are a couple of examples where there
19 are different standards that we're applying for, for
20 the ongoing small modular reactor review that is
21 NuScale. And so we are making advances in that area.

22 As for the success, or lack of success, the
23 Part 52, I think at the highest level the jury is still
24 out. Again, it was one of those, two examples of
25 transformative change that I alluded to.

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1 When part 52 was envisioned, it was
2 obviously envisioned with the ability for a licensee
3 to seek an early site permit, acquire, or a vendor
4 gaining a design certification and then submitting a
5 license for a combined operating license application.

6 Each of those parts of Part 52 have been
7 exercised successfully. So, again, at the highest
8 level I believe Part 52 has been tried and true.

9 But like with any other initiative, there
10 are opportunities to improve. And we've conducted
11 lessons learned already for the design certification
12 as well as in our application of the combined operating
13 license. Our issuing combined operating licenses for
14 both Summer as well as for Vogtle.

15 But, again, I think the jury is still out
16 in the long-term on the success or Part 52. We remain
17 committed to improvements in each of those areas.

18 As far as licensing approaches for advance
19 reactors, we did issue our roadmap for a flexible stage
20 review for advance non-light water reactors in
21 December. I believe that's one of the, about half a
22 dozen strategies that are part of our near-term
23 efforts.

24 As part of our vision and strategy for
25 advance non-light water reactors, we identified a

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1 three-part strategy, a near-term strategy, a mid-term
2 and a long-term strategy. The near-term strategy
3 items, actions items, we made a lot of significant
4 progress in those. And again, our roadmap for
5 licensing in a flexible stage review is just one element
6 of that.

7 MR. HOLIAN: Good. Good, thank you, Vic.
8 There's three or four questions all related to risk and
9 risk-informed thinking, and I'll just summarize them.

10 Transformation, what we call our cultural
11 change to achieve a paradigm shift, and it's difficult
12 to change culture often at the NRC. What are we doing
13 to ensure the leadership is strong and behind cultural
14 transformation?

15 Risk thinking has been cited as a priority
16 yet training seems to come out as the main focus, do
17 you think more policy and process changes are needed?

18 Those summarize them, Vic.

19 MR. MCCREE: So, I think at the highest
20 level, we've been on a journey on becoming more
21 risk-informed for over four decades. The Commission
22 issued we just recognized the, I think the 42nd
23 anniversary of the safety goal policy statement, and
24 of course that was followed by the PRA policy statement.

25 And just a significant amount of guidance

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1 that we have employed. Certainly successfully in the
2 reactor oversight process to risk-inform the reactor
3 oversight process. There are a number of other
4 complementary regulatory guides.

5 But again, we recognize that we're on a
6 journey. The Commission directed us in 2016 to take
7 another look at what we're doing in the area of
8 risk-informing our activities.

9 And you, Brian, are leading us in that area
10 to, again, further risk-inform our licensing process.
11 And we recognize that part of that is cultural. In
12 culture it's people, processes, procedures, et cetera.
13 And an atmosphere for making decisions that consider
14 risk.

15 So we're on a journey. And I know the
16 leadership team embraces risk in our decision-making
17 process and we just have to continue to focus on that,
18 on that area.

19 MR. HOLIAN: Good, thank you, Vic. Thank
20 you. The last question, Vic, in light of time. Have
21 the goals of Aim 2020 been achieved, if not, does the
22 new strategic plan, plan a further Aim 2020 or will it
23 supersede it?

24 MR. MCCREE: Thanks, Brian. As I indicated
25 in my remarks, the Staff did complete the 19 specific

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1 tasks that the Commission direction in Project Aim. We
2 also have completed 149 of the 150 tasks.

3 But the essences of Project Aim is enduring
4 and it will continue. As I mentioned, and the Chairman
5 mentioned, and that is for the NRC to be more effective,
6 more efficient and more agile.

7 Last fall the senior leadership team and
8 I met to talk about where we were, because we had briefed
9 the commission on the status of Project Aim, again,
10 having achieved the 19, completed the 19 items, and at
11 that point, 148 of the 150, and we asked ourselves,
12 well, where do we go from here.

13 And we reminded ourselves, again, that the
14 ethos is to continue to improve. We're talking
15 excellence. And with excellence you don't, excellence
16 isn't a destination it's an aspiration. So we've not
17 completed Project Aim because it's enduring.

18 Our focus on innovation and transformation
19 is really a natural continuation of what we've learned
20 because of our refocus on Project Aim. So it's one of
21 those goals that you never reach but you're always
22 aspiring to.

23 MR. HOLIAN: Good. Thank you, Vic. We
24 have several other questions, I'll remain up at the
25 front podium for some specific questions on DPO

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1 process, ECCS data, emergency core cooling data. So
2 if you have a question that didn't quite make it, I'll
3 stay here for that reference.

4 But thank you, Vic. Thank you.

5 (Applause)

6 MR. HOLIAN: With that, we head into our
7 first break. Thank you. Thank you, Chairman, thank you,
8 Vic.

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