



**UNITED STATES  
NUCLEAR REGULATORY COMMISSION  
REGION IV  
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DEC 20 2000

William T. Cottle, President and  
Chief Executive Officer  
STP Nuclear Operating Company  
P.O. Box 289  
Wadsworth, Texas 77483

**SUBJECT: SUMMARY OF PUBLIC MEETING TO DISCUSS RESULTS OF THE 2000  
COMPREHENSIVE CULTURAL ASSESSMENT OF THE SOUTH TEXAS  
NUCLEAR GENERATING STATION**

Dear Mr. Cottle:

This refers to the meeting conducted at the South Texas Project Nuclear Generating Station on December 13, 2000. The purpose of this meeting was to discuss the results of the 2000 Comprehensive Cultural Assessment of the South Texas Project Nuclear Generating Station required by the confirmatory order, dated June 9, 1998, modifying your operating license.

The meeting was beneficial in understanding the results of the most recent survey and your plans for future activities regarding the safety culture at the South Texas Nuclear Generating Station.

In accordance with 10 CFR 2.790 of the NRC's "Rules of Practice," a copy of this letter and enclosure will be available electronically for public inspection in the NRC Public Document Room or from the Publicly Available Records (PARS) component of NRC's document system (ADAMS). ADAMS is accessible from the NRC Web site at <http://www.nrc.gov/NRC/ADAMS/index.html> (the Public Electronic Reading Room).

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

Sincerely,

Joseph A. Tapia, Chief  
Projects Branch A  
Division of Reactor Projects

STP Nuclear Operating Company

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Docket Nos.: 50-498

50-499

License Nos.: NPF-76

NPF-80

Enclosure: Licensee Presentation

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DEC 20 2000

Electronic distribution from ADAMS by RIV:

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RIV:RI:DRP/A	C:DRP/A			
SCSchwind;tbh	JITapia			
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12/20/00	12/20/00			

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STP NUCLEAR OPERATING COMPANY

**COMPREHENSIVE CULTURAL  
ASSESSMENT RESULTS**

DECEMBER 13, 2000



## AGENDA

- Introduction
- Background
- Assessment Results
  - Nuclear Safety Culture
  - General Culture Work Environment
  - Leadership Management & Supervisory skills
- Next Steps
- Closing Remarks



## INTRODUCTION



## BACKGROUND

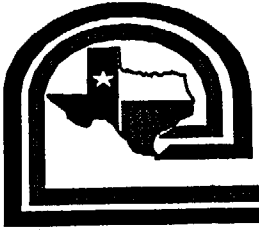
- Comprehensive Cultural Assessment (CCA) designed to replace Behavioral Consultant Services (BCS), Inc. Survey August, 1998
- Interim Cultural Survey December, 1999
- Comprehensive Cultural Assessment June, 2000
  - Survey Methods - Similar to Before (103 common questions)
  - Participation - 1,371 employees (89%)  
98% Identified Organizational Affiliation





## NUCLEAR SAFETY CULTURE

- Values & Priorities
- Behaviors
- Practices & Performance
- Willingness
- Employee Concerns Program



## GENERAL CULTURE & WORK ENVIRONMENT

- Values & Priorities
- Behaviors
- Practices & Performance
- Work Environment



## LEADERSHIP, MANAGEMENT & SUPERVISORY SKILLS

- Leadership
- Business Management
- Personnel Management



## OVERALL RESULTS

- Results in Nuclear Safety Culture (4.02 Composite Index)  
General Culture Work Environment (3.58)  
Leadership Management & Supervisory skills (3.51)  
All highest among Synergy surveyed sites
- 80% of 103 common questions showed improvement
- Targeted Organizations from last survey  
All improved except Plant Protection Contractor (PTI) which  
stayed flat



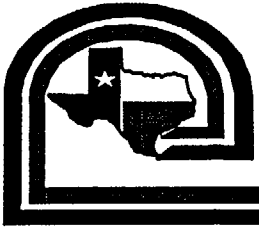
## NUCLEAR SAFETY CULTURE ASSESSMENT RESULTS - POSITIVE FINDINGS

- Composite results place STPNOC at the top of the nuclear industry Nuclear Safety Culture.
- There is a 95 percent receptivity to workers who raise potential Nuclear Safety or quality issues/concerns at STP.
- 99 percent would inform their supervisor and/or write a Condition Report if they identified a potential Nuclear Safety concern.
- 98 percent would take the concern further up the management chain if they identified a potential Nuclear Safety concern and were not satisfied with their supervisor's response.



## NUCLEAR SAFETY CULTURE ASSESSMENT RESULTS - POSITIVE FINDINGS (Continued)

- 98 percent believe that nuclear safety is the first priority of STP.
- 96 percent indicate that nuclear safety expectations and standards are reflected consistently through accompanying behaviors and practices.
- 99 percent respond that STP operations, maintenance, and modifications are conducted in accordance with licensing and design bases.



## NUCLEAR SAFETY CULTURE ASSESSMENT RESULTS - AREAS FOR IMPROVEMENT

- Sitewide Issues
  - Employee Concerns Program
  - Resource Allocation & Maintenance of Standards (SMT Communications Item)
- Two Target Organizations identified for Enhancement in certain areas
  - Communication
  - Rewards and Recognition
  - Relationships between management/supervisors and workforce
  - Workload management
- Action Plans Under Development

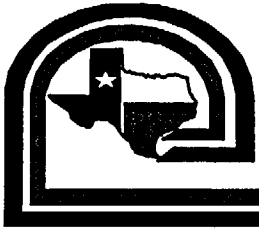


## OTHER AREAS OF INQUIRY

- General Culture and Work Environment (GCWE)/ Leadership, Management & Supervisory skills (LMS) -
  - Continuing to focus on effective communications, senior management visibility and involvement, employee recognition and individual accountability
  - 86% of LMS  
82% of GCWE common questions showed improvement
- We are committed to continuous improvements in these areas.

GCWE & LMS are underpinnings for Nuclear Safety Culture.





## ACTION PLANS FOR CONTINUOUS IMPROVEMENT

- All Departments have focused feedback sessions, regardless of scores
- Use CCA along with other tools to continue to make progress. Tools include:  
Core Values, LAT, Facilitative Leadership, and Performance Management System.
- Leadership Assessment Tool (LAT) overall score of 3.91 for 2000
  - 1995/1996 Feedback mechanism to supervisors and training
  - 1997/1998 Formal action plans for supervisors who scored below site expectation ( $< 3.0$ )
  - 1999/2000 Same expectation for scores  $< 3.0$ . 2000 LAT results show 6 supervisors in this category.
- Facilitative Leadership
- Focus on Core Values



CLOSING REMARKS