

March 27, 2001

LICENSEE: Southern California Edison Company

FACILITY: San Onofre Nuclear Generating Station (SONGS) Units 2 and 3

SUBJECT: SUMMARY OF MEETING WITH SOUTHERN CALIFORNIA EDISON
COMPANY - SUMMARY OF MEETING OF MARCH 23, 2001

On March 23, 2001, the Nuclear Regulatory Commission (NRC) staff met with the representatives of the Southern California Edison Company, the licensee for San Onofre Nuclear Generating Station (SONGS) Units 2 and 3. The licensee presented its status of the SONGS' safety conscious work environment program. The meeting did not result in any regulatory action or determination. At the end of the meeting, the NRC staff answered questions from the members of the public who attended the meeting.

Enclosure 1 is the list of attendees. Enclosure 2 is the licensee's handout.

/RA/

L. Raghavan, Senior Project Manager, Section 2
Project Directorate IV & Decommissioning
Division of Licensing Project Management
Office of Nuclear Reactor Regulation

Docket Nos. 50-361 and 50-362

cc w/encls: See next page

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**UNITED STATES
NUCLEAR REGULATORY COMMISSION**
WASHINGTON, D.C. 20555-0001

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A handwritten signature in black ink, appearing to read "L. Raghavan", is positioned above the typed name.

L. Raghavan, Senior Project Manager, Section 2
Project Directorate IV & Decommissioning
Division of Licensing Project Management
Office of Nuclear Reactor Regulation

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cc w/encs: See next page

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Executive Vice President
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LIST OF ATTENDEES
MEETING WITH REPRESENTATIVES OF
SOUTHERN CALIFORNIA EDISON COMPANY
ROCKVILLE, MARYLAND

March 23, 2001

<u>Name</u>	<u>Organization</u>
Ed Baker	NRR
Frank Congel	OE
Steve Dembek	NRR
L. Raghavan	NRR
Edward Holub	Public
Margaret Cahill	Public

SONGS' SAFETY CONSCIOUS WORK ENVIRONMENT

UPDATE

**Nuclear Regulatory Commission Public Meeting
March 2001**

Presentation Outline:

- Establishing and maintaining SONGS' Safety Conscious Work Environment (SCWE)
- Assessing the SCWE - 2000 Nuclear Safety Culture Survey Results
- Assessing the SCWE - Analysis of Nuclear Safety Concerns and NRC Allegations
- Actions
- Conclusions

ESTABLISHING AND MAINTAINING SONGS' SCWE

Establishing and Maintaining SONGS' (SCWE)

- Senior Management responsible for SCWE
- Policies established, communicated, and followed
- Workers encouraged to raise issues at a zero threshold
- Multiple paths provided for raising concerns - Action Requests, Supervision/Open Door Policy, Nuclear Safety Concerns Program, and NRC
- Effective corrective action program (AR System) maintained
- Workers, Supervisors and Contract organization provided training, annual re-training, and periodic reminders on key policies and practices
- Allegations of discrimination, chilled or hostile work environments investigated and actions taken when required

Nuclear Safety Concerns Program

- Independent of Line Organizations
- Confidential or anonymous alternative for all workers
- Program has broad scope
- Timely and complete responses provided
- Staff - 4 specialists, 1 manager and clerical support
- Feedback solicited from Submitters
- Effectiveness of program periodically assessed
- Assists Managers and Supervisors in maintaining an effective SCWE

ASSESSING THE SCWE

2000 NUCLEAR SAFETY CULTURE SURVEY RESULTS

Compressive Cultural Assessment - Scope & Methodology

Question Base

- 35 questions with 129 parts. 2 write-ins
- 7 questions (Areas of Inquiry) ask for current and 1 year ago opinions

Nuclear Safety Culture (NSC) 62 Questions

- NS Values, Behaviors & Practices (NS VB&P) 40 Questions
- Safety Conscious Work Environment (SCWE) 14 Questions
- Nuclear Safety Concerns Program(NSCP) 8 Questions






Special Topics of Interest 13 Questions

General Culture & Work Environment 54 Questions

Change Management 23 Questions, 1 write-in

Response and Assessment Scales

- 5 "Fully Agree" or "Excellent"
- 4 "Strongly Agree" or "Very Good"
- 3 **"Generally Agree" or "Adequate"**
- 2 "Disagree" or "Less-than-Adequate"
- 1 "Strongly Disagree" or "Inadequate"

	Very Good - Excellent	> 4.21
	Good - Very Good	3.71-4.20
	Adequate-to-Good	3.16-3.70
	Nominally Less-than-Adequate	2.85-3.15
	Less-than-adequate	<2.84

≥ 3.00 = "positive or adequate"

< 3.00 = "negative less-than-adequate/inadequate"

Administration of Survey

- Survey August 2000
- Interviews October 2000

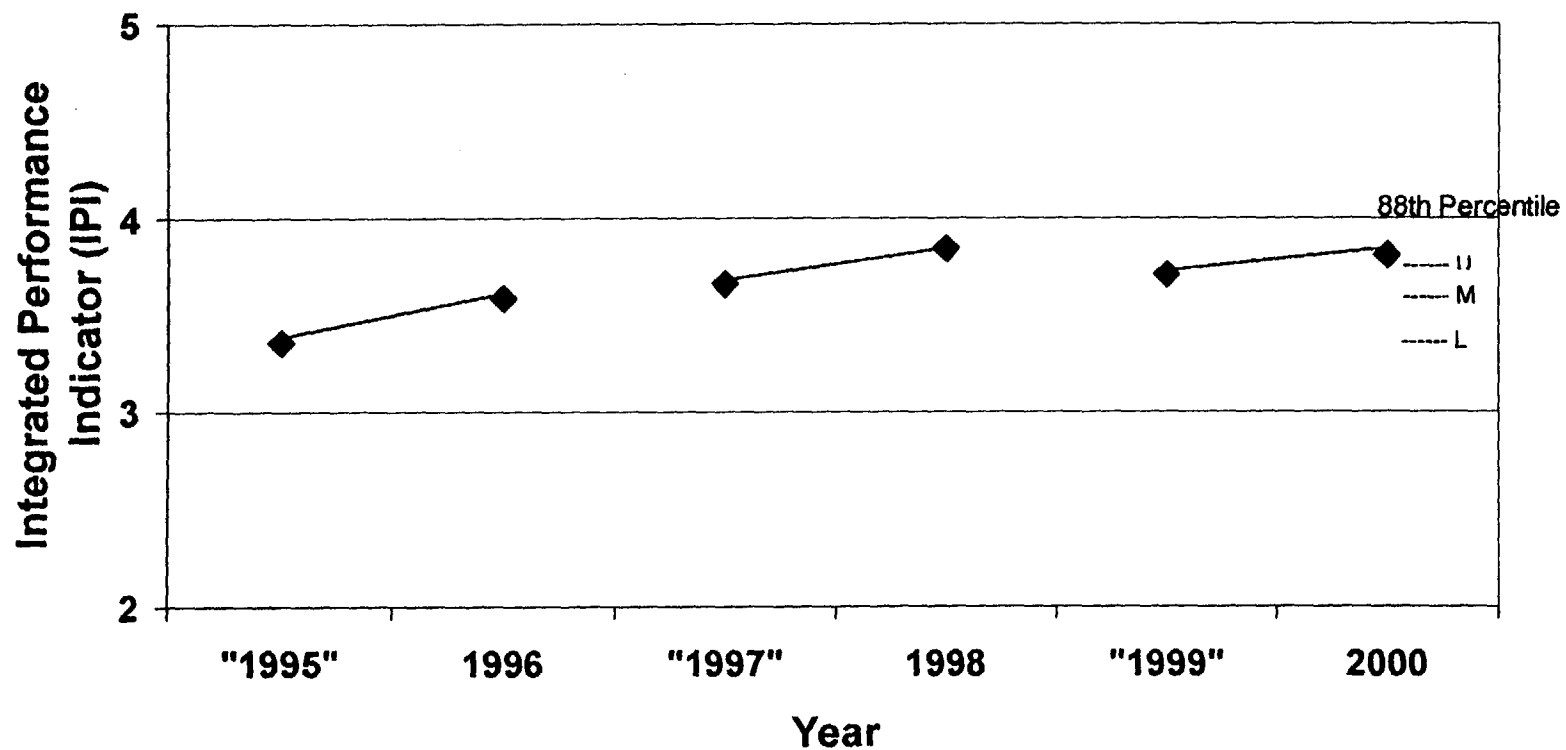
Participation

- Response rate - 58% vs. 59% in 1998
- Overall results > 95% confidence & < 5% margin of error

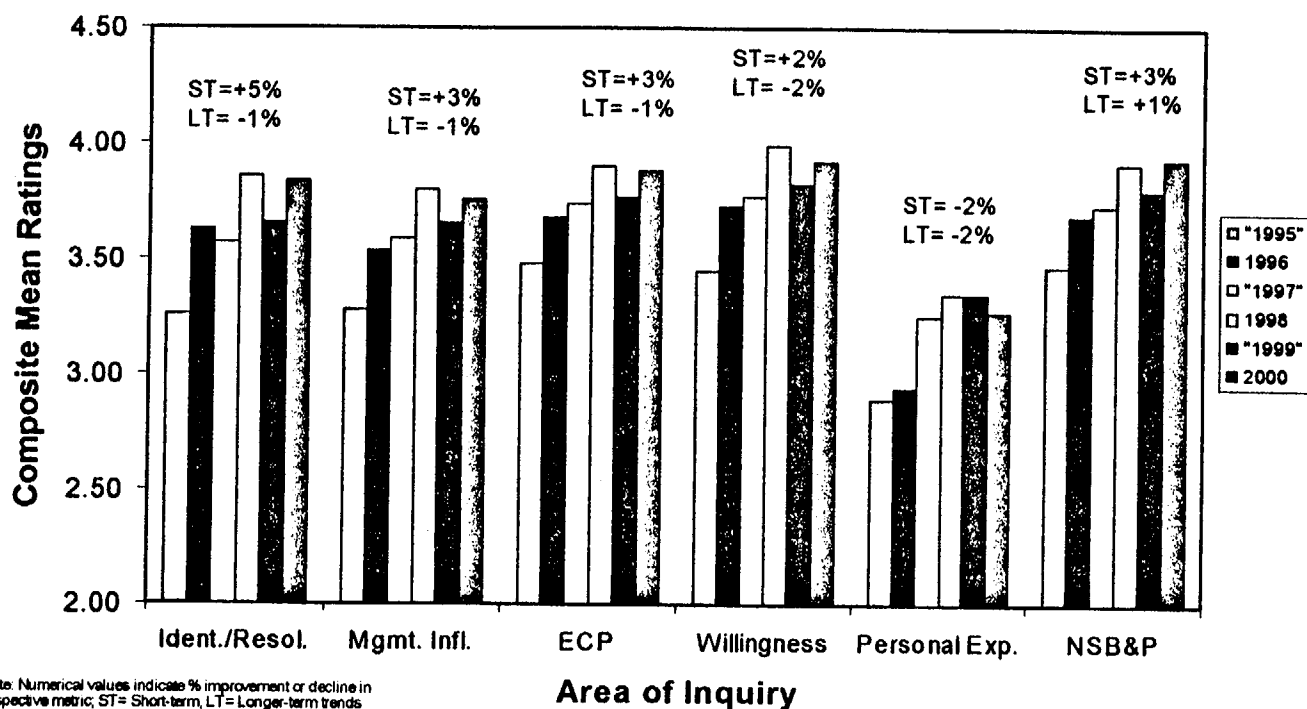
SONGS Nuclear Safety Culture

- Nuclear Safety Culture - ***“very good”*** and ***“continuing to improve”***
- NS Values, Behaviors and Practices - ***“upper end of good to very good”*** range and ***“improving”***
- SCWE - ***“very good to excellent”*** and ***“improving”***
- Nuclear Safety Concerns Program - ***“very good”*** and ***“steady”***

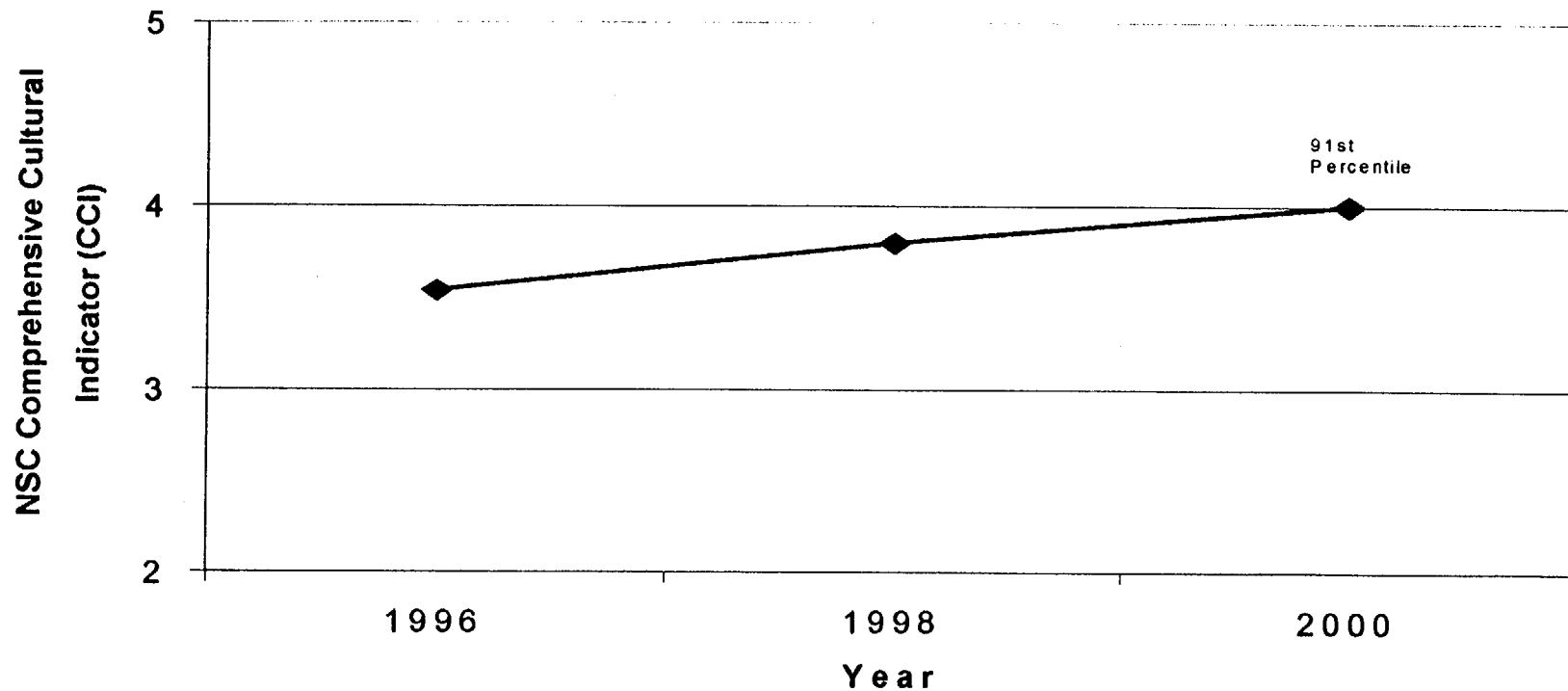
SONGS Nuclear Safety Culture Trends NSC IPI (7 Questions)



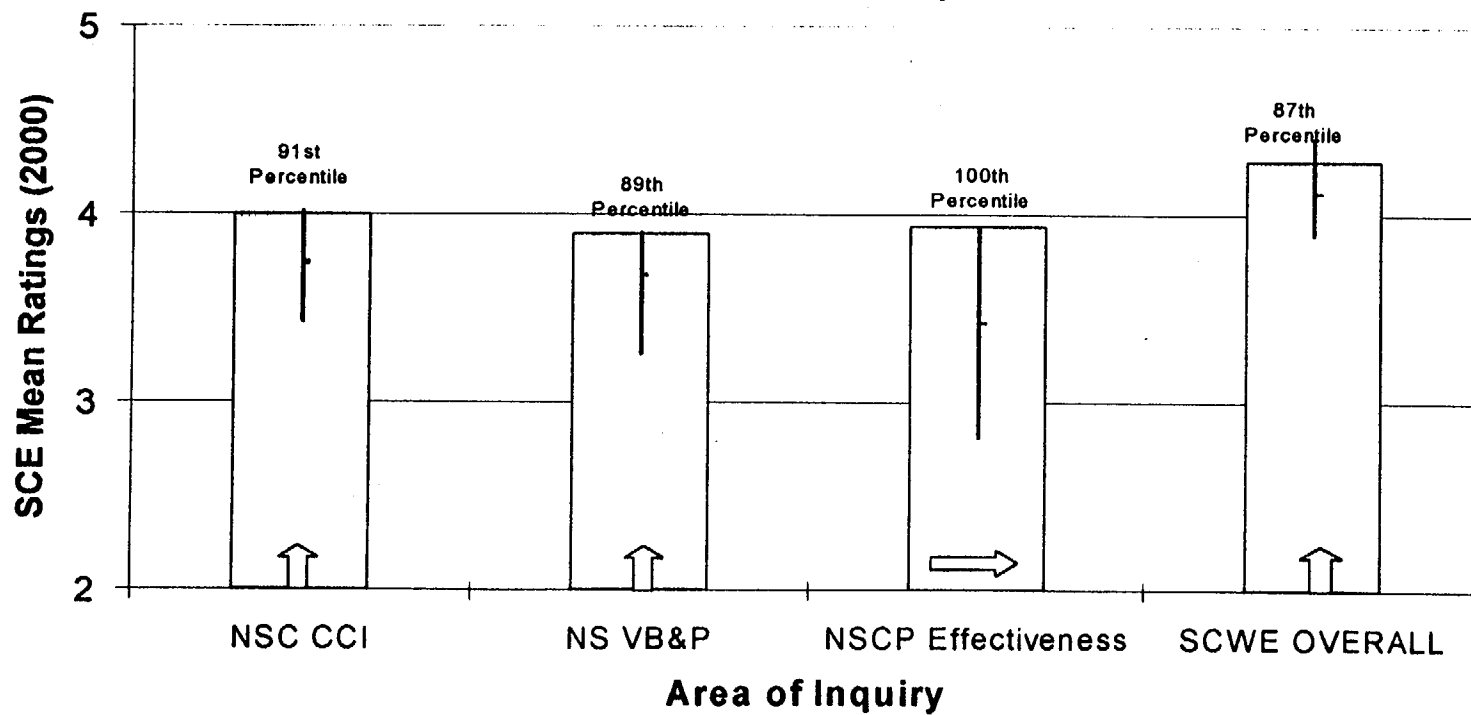
Trend of SONGS Employee Ratings Integrated Performance Indicator Key Areas of Inquiry (7 questions)



SONGS Nuclear Safety Culture Trend NSC CCI (62 Questions)



SONGS NSC Trends & Industry Comparisons Nuclear Safety Culture Indicators (62 Questions)



Nuclear Safety Culture Areas of Strengths

- Safety Conscious Work Environment
- Conduct of activities in accordance with Licensing and Design Bases
- Thorough Safety Analyses
- Anticipation of operational risks / taking precautions

Nuclear Safety Culture Area of Relative Weakness

- Confidence in decisions on allocation of resources to assure Nuclear Safety is maintained

Progress on Previously Identified Issues

- SCWE sensitivity training effective
- Ratings of AR system improved significantly

Response Variance:

- Bargaining Unit - Generally 9% lower than site average
- Non-Represented - Generally 4% higher than site average

“Pocket” Analysis

- Review for skewing of data towards “negative” by group
- *Analysis Inputs:*
 - Nuclear Safety Culture, NS Values, Behaviors and Practices, SCWE, NSCP and GCWE responses
 - Score, percent negative, and changes since last survey
 - Absolute Scores
 - Scores Relative to Synergy Client Base
 - Scores Relative to SONGS
- *Analysis Outputs:*
 - Pockets
 - Priorities relative to Synergy Client Base
 - Priorities relative to SONGS

1998 Nuclear Safety Culture Survey Pockets Demonstrating Significant Improvement

- Regulatory Affairs, Chemistry, Nuclear Fuels Management

2000 Nuclear Safety Culture Survey Pockets

- Instrumentation, Control and Radiation Monitoring Maintenance,* Boiler & Condenser Maintenance, Security,* Other Business & Financial Services, Mechanical Maintenance, Health Physics, Electrical Maintenance

* Pocket in 1998

Opportunities for Improvement

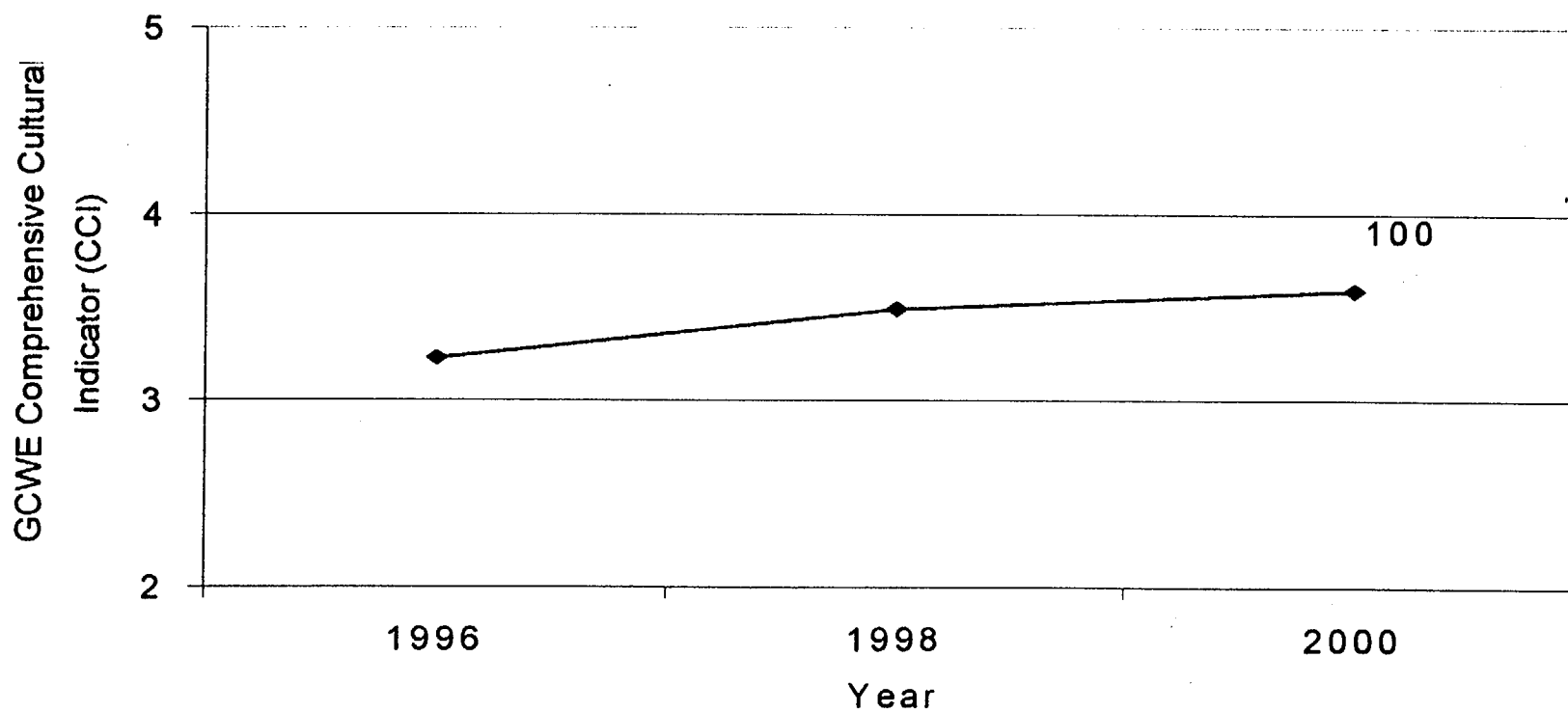
- Communication of bases and rationale for changes in modus operandi that lead to perceived changes in NS priorities
- Focus on pockets

Special Topics Results:

- Industrial Safety - **“Good to Very Good”** and **“improving”**
- Responsiveness to Previous Survey- **“Adequate”** and **“steady”**
- Trust in Management - **“Adequate to Good”** and **“improving”**
- Confidence in Management - **“Adequate to Good”** and **“improving”**

- **General Culture & Work Environment Results**
- General Culture & Work Environment - ***“good”*** and ***“steady”***
- Improving:
 - Ten of the thirteen topical areas
 - Lowest rated areas showed most significant improvement
 - Communications
 - Performance Appraisal
- Declining:
 - Focus on Results/Accountability

SONGS General Culture & Work Environment Trend CCI (54 Questions)



Conclusions from 2000 CCA:

- SONGS Nuclear Safety Culture - “very good” and “continuing to improve”
- SONGS Safety Conscious Work Environment - “very good to excellent” and “improving”
- Nuclear Safety Concerns Program - “very good” and “steady”
- General Culture & Work Environment - “good” and “steady”
- Aspects of the culture for improvement exist and were identified
- Organizational pockets for improvement exist and were identified

Actions:

- Continue Communication of Results
- Develop detailed action plans and follow completion

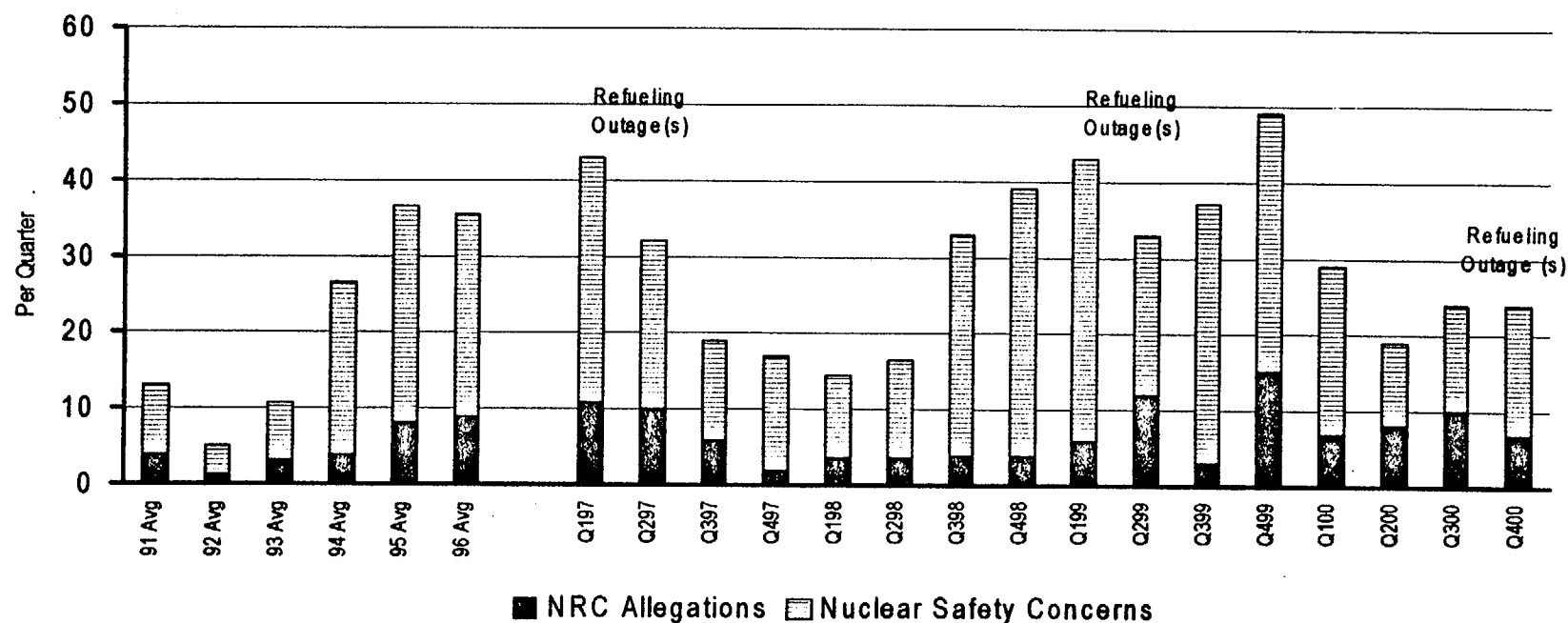
ASSESSING THE SCWE

ANALYSIS OF NUCLEAR SAFETY CONCERNS AND NRC ALLEGATIONS

Analysis based on:

- Concerns and allegations and trends in concerns and allegations
- Information from other processes available to workers
- NSC Program customer surveys
- Culture Survey Results
- Interviews of specific work groups about the SCWE
- Special assessments

Trends in Nuclear Safety Concerns and NRC Allegations



Results of Analysis of Nuclear Safety Concerns and NRC Allegations

- Number of NSCs decreasing
- Number of NRC Allegations decreasing, but still greater than industry average
- Current organizational and subject matter trends
 - Outage and outage contractor issues (4th quarter 2000)
 - Industrial Safety, down since February 2000
- Trends analyzed and actions taken

ACTIONS

Actions to Continue the SCWE

- Continue management support of SCWE
- Maintain an effective AR system
- Continue training on responsiveness to issues for first line supervisors
- Maintain an effective NSC Program
- Continue timely, complete and effective responses to NSCs and allegations of hostile or chilled work environments
- Prepare for challenges to General Work Environment
- Continue training on regulatory and emerging issues for middle and senior managers
- Complete analysis of 2000 survey and prepare detailed action plan
- Continue periodic assessments

CONCLUSIONS

Conclusions

- SONGS has an effective Safety Conscious Work Environment and a strong Nuclear Safety Culture
- The SCWE is established, maintained, and supported by management and workers
- AR system provides an effective corrective action program
- NSC Program provides an effective alternative means to raise issues
- Independent validation confirms effective SCWE
- Analysis of SCWE and trends continues
- Actions are developed as required