



UNITED STATES
NUCLEAR REGULATORY COMMISSION
REGION IV
611 RYAN PLAZA DRIVE, SUITE 400
ARLINGTON, TEXAS 76011-4005

November 18, 2003

Harold B. Ray, Executive Vice President
San Onofre, Units 2 and 3
Southern California Edison Co.
P.O. Box 128, Mail Stop D-3-F
San Clemente, CA 92674-0128

SUBJECT: SUMMARY OF THE MEETING WITH SAN ONOFRE NUCLEAR GENERATING
STATION TO DISCUSS SAFETY CONSCIOUS WORK ENVIRONMENT

Dear Mr. Ray:

This refers to the meeting conducted at the NRC Region IV office in Arlington, Texas, on November 13, 2003. The purpose of this meeting was to discuss San Onofre's Safety Conscious Work Environment Program. The meeting focused on your Nuclear Safety Concerns Program and 2003 employee culture survey to assess the safety conscious work environment and general culture and work environment at San Onofre.

In accordance with 10 CFR 2.790 of the NRC's "Rules of Practice," a copy of this letter and its enclosures 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/reading-rm/adams.html> (the Public Electronic Reading Room).

Sincerely,

A handwritten signature in black ink, reading "Kriss M. Kennedy".

Kriss M. Kennedy, Chief
Project Branch C
Division of Reactor Projects

Dockets: 50-361
50-362
Licenses: NPF-10
NPF-15

Enclosures:
1. Meeting Attendance
2. Licensee Presentation

Southern California Edison Co.

-2-

cc w/enclosures:

Chairman, Board of Supervisors
County of San Diego
1600 Pacific Highway, Room 335
San Diego, CA 92101

Gary L. Nolf
Power Projects/Contracts Manager
Riverside Public Utilities
2911 Adams Street
Riverside, CA 92504

Eileen M. Teichert, Esq.
Supervising Deputy City Attorney
City of Riverside
3900 Main Street
Riverside, CA 92522

Joseph J. Wambold, Vice President
Southern California Edison Company
San Onofre Nuclear Generating Station
P.O. Box 128
San Clemente, CA 92674-0128

David Spath, Chief
Division of Drinking Water and
Environmental Management
California Department of Health Services
P.O. Box 942732
Sacramento, CA 94234-7320

Michael R. Olson
San Onofre Liaison
San Diego Gas & Electric Company
P.O. Box 1831
San Diego, CA 92112-4150

Ed Bailey, Radiation Control Program Director
Radiologic Health Branch
California Department of Health Services
P.O. Box 942732 (MS 178)
Sacramento, CA 94234-7320

Mayor
City of San Clemente
100 Avenida Presidio
San Clemente, CA 92672

Southern California Edison Co.

-3-

James D. Boyd, Commissioner
California Energy Commission
1516 Ninth Street (MS 34)
Sacramento, CA 95814

Douglas K. Porter, Esq.
Southern California Edison Company
2244 Walnut Grove Avenue
Rosemead, CA 91770

Dwight E. Nunn, Vice President
Southern California Edison Company
San Onofre Nuclear Generating Station
P.O. Box 128
San Clemente, CA 92674-0128

Dr. Raymond Waldo
Southern California Edison Company
San Onofre Nuclear Generating Station
P. O. Box 128
San Clemente, CA 92674-0128

A. Edward Scherer
Southern California Edison
San Onofre Nuclear Generating Station
P.O. Box 128
San Clemente, CA 92674-0128

NRC PUBLIC MEETING ATTENDANCE

LICENSEE/FACILITY	Southern California Edison San Onofre Nuclear Generating Station
DATE/TIME	November 13, 2003; 2:00 p.m.
LOCATION	Region IV Office
NAME (PLEASE PRINT)	ORGANIZATION
WAYNE C WALKER	US NRC - RIV
AE Scherer	SCE
Dwight Nunn	SCE
Willis Friek	SCE
DWIGHT CHAMBERLAIN	NRC - RIV
MARK SATORIUS	NRC - RIV
Russell Wise	NRC - RIV
Kriss Kennedy	NRC - RIV
Bruce Mallett	NRC - RIV

SAN ONOFRE NUCLEAR GENERATING STATION



SONGS' SAFETY CONSCIOUS WORK ENVIRONMENT

UPDATE

Nuclear Regulatory Commission

November 2003

Presentation Outline

- Establishing and maintaining SONGS' Safety Conscious Work Environment (SCWE)
- Assessing the SCWE - 2003 Comprehensive Cultural Assessment
- Assessing the SCWE - Analysis of Nuclear Safety Concerns and NRC Allegations
- 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 are provided and “advertized” for raising concerns
- Effective corrective action program maintained
- Workers, Supervisors and Contract organization provided training, annual re-training, and periodic reminders on SCWE 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
- Timely and complete responses provided
- Staff - 3 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 2003 COMPREHENSIVE CULTURAL ASSESSMENT RESULTS

Scope & Methodology

- Conducted by Synergy
- 135 questions, 2 write-ins, Demographics
- Nuclear Safety Culture
 - Values, Behaviors & Practices, 40 Questions
Nuclear Safety Practices, Continuous Improvement of Nuclear Safety Performance, Identification of Potential Nuclear Safety Issues, Effective Resolution of Potential Nuclear Safety Issues, Nuclear Safety as Top Priority
 - Safety Conscious Work Environment, 15 Questions
Indicators & Precursors of a Chilled Work Environment, (Site / Location, Peers, Supervision, Management), Demonstrated Willingness to Take Appropriate Action (Inform Supervision, Write AR, Escalate up Mgmt. Chain)
 - Nuclear Safety Concerns Program, 8 Questions
As an Acceptable Alternative Path, Confidence, Bases for Confidence, Overall Rating
 - Special Topics of Interest, 14 Questions
Recognition and Evaluation of Degraded Conditions, Industrial Safety and Health, Division Management Leadership, Senior Management Leadership, Responsiveness to the 2000 Survey

Response 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
- >= 3.00 = positive or adequate
- < 3.00 = negative or less-than-adequate/ inadequate

Administration of Survey

- April 2003
- 1,481 responses - 62% response rate
- Overall results > 95% confidence & < 5% margin of error

Analysis of Results

- Numerically Derived Metrics
- Numeric Scores for Each Question
- Assessment of Metrics
- Written Comments
- Demographic Breakdowns

SAN ONOFRE NUCLEAR GENERATING STATION



Metrics

> 4.50	Excellent	
4.21 to 4.50	Very Good to Excellent	
3.91 to 4.20	Very Good	
3.71 to 3.90	Good to Very Good	
3.51 to 3.70	Good	
3.31 to 3.50	Adequate to Good	
3.16 to 3.30	Adequate	
3.00 to 3.15	Nominally Adequate	
2.85 to 2.99	Nominally Less-than-Adequate	
2.50 to 2.84	Less-than-Adequate	
< 2.50	Significantly Less-than-Adequate	

Results Summary

- *“The organizational [Nuclear Safety] culture at the San Onofre Nuclear Generating Station found to be healthy...”*
- Steady Trend

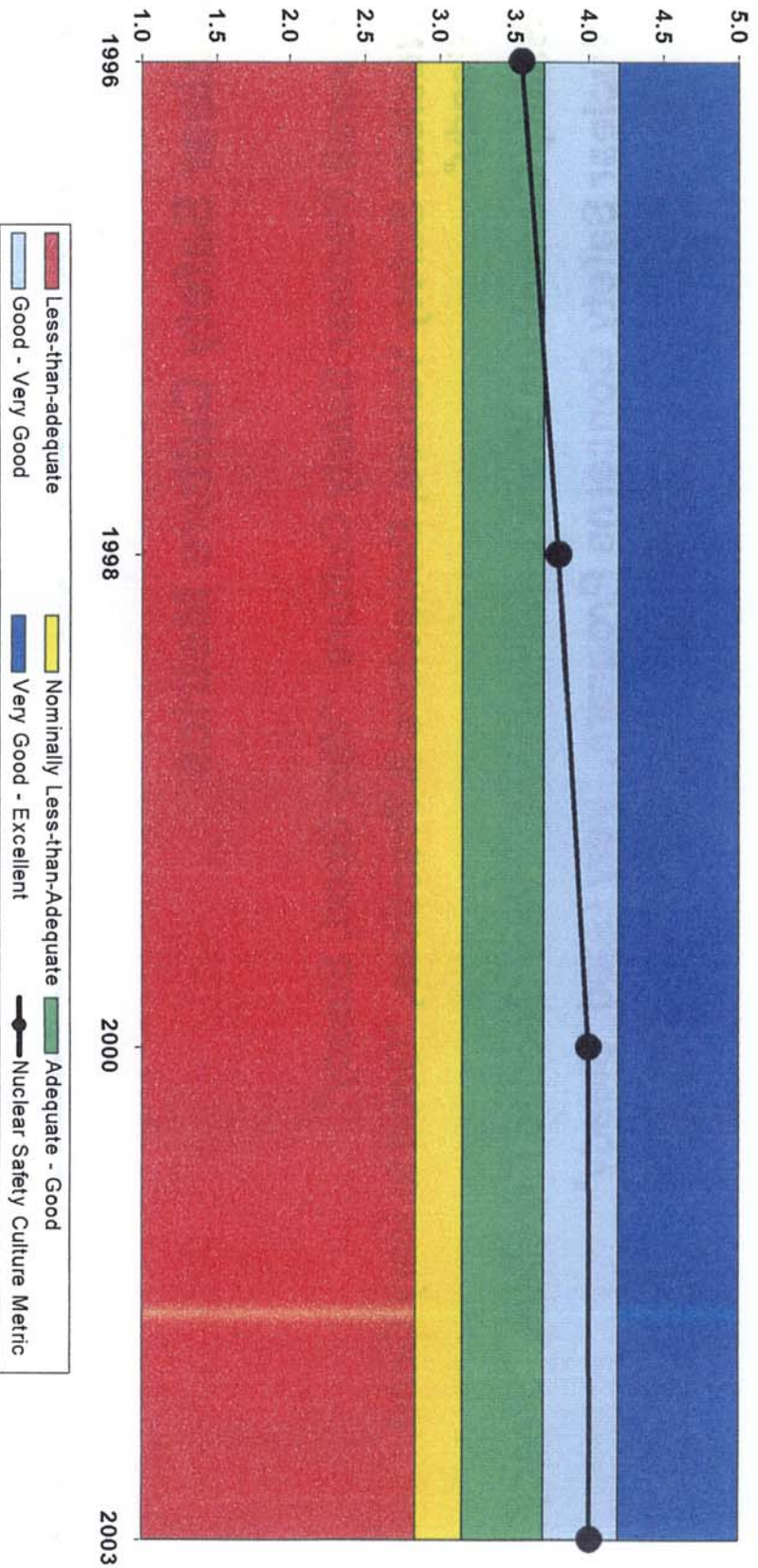
Nuclear Safety Culture Metrics

- Overall Nuclear Safety Culture, “Very Good, Steady”
- Nuclear Safety Values, Behaviors & Practices, “Good to Very Good, Steady”
- Safety Conscious Work Environment - “Very Good to Excellent, Steady”
- Nuclear Safety Concerns Program, “Very Good, Steady”

SAN ONOFRE NUCLEAR GENERATING STATION



Nuclear Safety Culture Metric



Nuclear Safety Culture Areas of Relative Strength

- Safety Conscious Work Environment
- Nuclear Safety Values, Behaviors and Practices
- Nuclear Safety Concerns Program; An acceptable, alternative path to pursue resolution of Nuclear Safety issues

Nuclear Safety Culture Areas of Relative Weaknesses

- Confidence that management is making well thought-out decisions on the allocation of resources to assure Nuclear Safety is maintained.
- Concerns about the effectiveness of the Action Request system.

Special Topics

- Degraded conditions are recognized and evaluated (*i.e.*, Davis Besse issues), > 95%
- Industrial safety and health programs are effective *and* supervisors and managers take industrial/personnel safety seriously, > 93%

Pocket Analysis Methodology

- Looks for skewing of data towards negative responses
- 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 and Priority

Priority is based on Industry comparison, absolute scores, and relative comparison

Pocket Analysis Results

- Improvement since 2000
 - I&C / Rad Monitoring, Boiler - Condenser & Welding, Health Physics, and Mechanical Maintenance
- 2003 Work Group Pockets
 - Chemistry
 - I&C and Radmonitoring
 - B&C & Welding
 - Security
 - Electrical Maintenance
 - Mechanical Maintenance
 - Training
 - Unit 2/3 Operations
 - Electrical and Instrument Projects

Industry Comparison

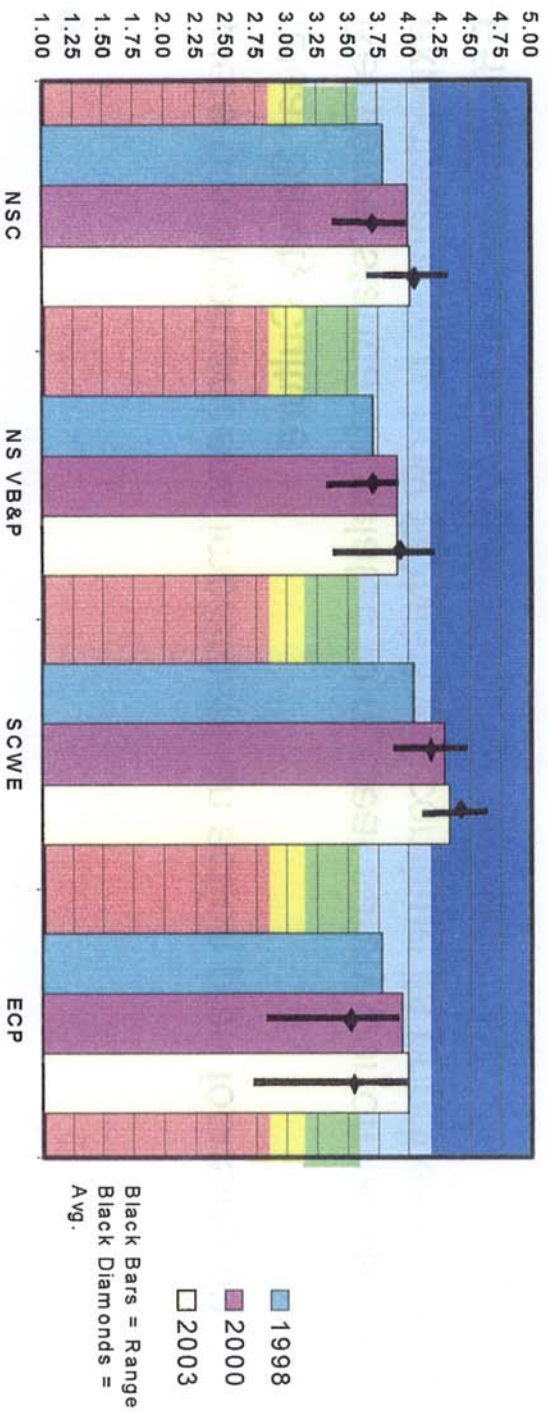
- 2000 survey results compared to the following plants
Diablo Canyon, Fitzpatrick, TMI, Oyster Creek,, Robinson, Harris, Susquehanna, Waterford, River Bend, Fort Calhoun, South Texas Project, Indian Point 3, Brunswick, ANO, Grand Gulf
- 2003 survey results compared to the following plants

Diablo Canyon, Fitzpatrick, Robinson, Harris, Susquehanna, South Texas Project, Indian Point 3, Brunswick, Grand Gulf, Indian Point 2, Pilgrim, Palisades, Point Beach, Prairie Island, Monticello, Kewanee, Duane Arnold, Callaway

SAN ONOFRE NUCLEAR GENERATING STATION



SONGS Composite NSC Metrics
& Industry Comparison



Actions

- Complete development and implement an action plan focusing on:
 - Nuclear Safety Culture
 - Reinforce 'standards' related to nuclear safety performance expectations (e.g. how SONGS will continue its priorities).
 - Effectiveness of the Action Request system
 - Pockets

GENERAL CULTURE & WORK ENVIRONMENT

Scope & Methodology

58 Questions

Continuous Improvement, High Standards, Teamwork, Conduct of Work, Trust & Respect, Employee Involvement, Focus on Performance, Accountability, Performance Recognition, Personnel Development, Overall Personal Satisfaction, Morale, Management Of Change, General Communications, Performance Appraisals

Results Summary

- General Culture & Work Environment Composite “Good.”
- ‘Steady’ since 2000.

GCWE Areas of Relative Strength

- “Continuous improvement” and “high standards” received the highest ratings.
- >90% say
 - Are quality conscious and pay attention to details
 - Are self-critical and have a questioning attitude
 - Make conservative, well-balanced decisions
 - Identify their own problems
 - Use operating experience
- > 85% say Supervisors are visible and accessible, Communicate effectively, Seek and utilize input, Encourage workers to identify and discuss problems

GCWE Areas of Relative Weakness

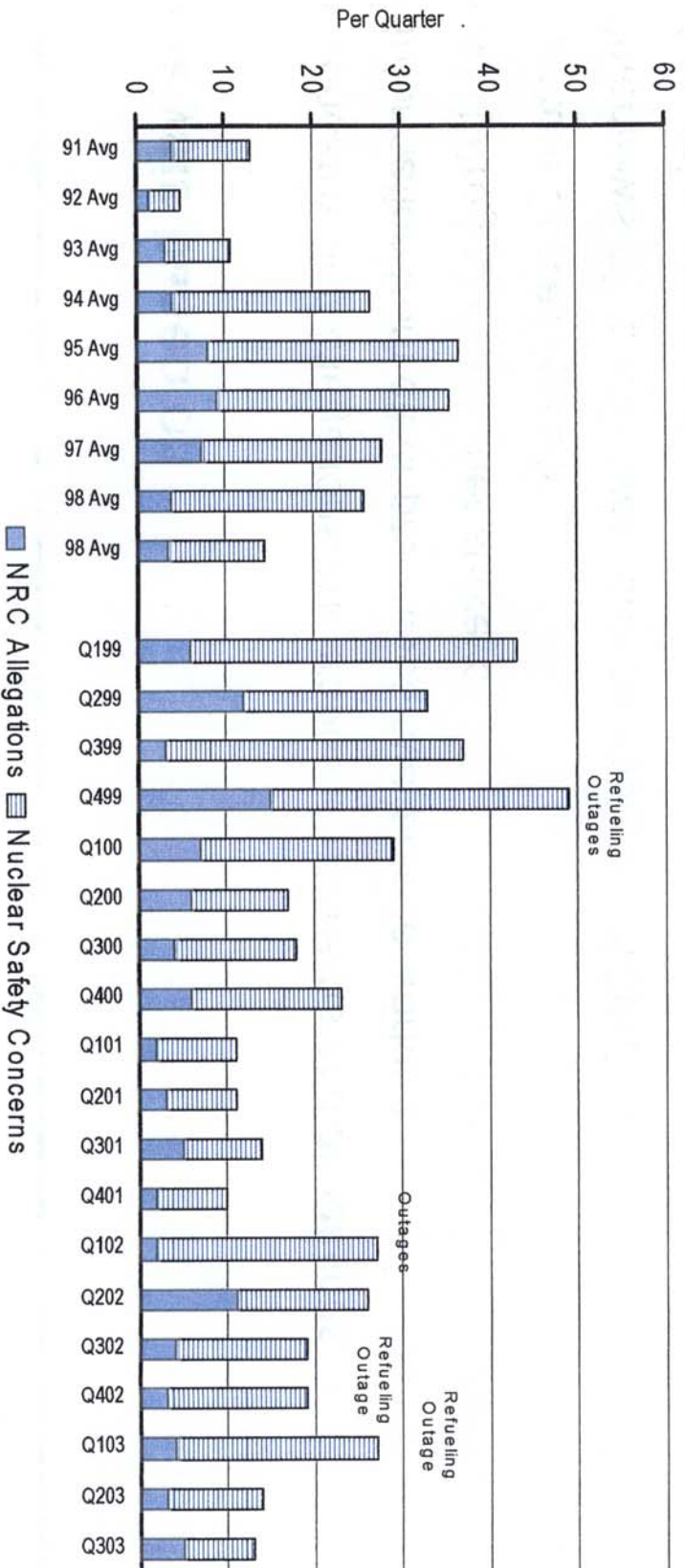
- Performance appraisals and ratings
- Personnel development
- Performance recognition
- Holding people appropriately accountable for performance and results
- Management of change

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 show slight decrease
- NRC Allegations

1 st Quarter	2 nd Quarter	3 rd Quarter
4	4	5 + 1 in 4 th quarter to date

- Recent trends
 - Outage related allegations in 1st quarter. Subject matter associated with contractor outage work.
 - Non-outage related allegations in September and October. Subject matter associated with non-outage work done by Edison represented employees.
- Trends continue to be analyzed and actions taken

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
- Independent validation confirms effective SCWE
- Analysis of SCWE and trends continues
- Actions are developed as required