



UNITED STATES
NUCLEAR REGULATORY COMMISSION
REGION IV
612 EAST LAMAR BLVD, SUITE 400
ARLINGTON, TEXAS 76011-4125

November 20, 2009

Ross T. Ridenoure
Senior Vice President and
Chief Nuclear Officer
Southern California Edison Company
San Onofre Nuclear Generating Station
P. O. Box 128
San Clemente, CA 92674-0128

SUBJECT: MEETING SUMMARY FOR PUBLIC MEETING WITH SOUTHERN
CALIFORNIA EDISON COMPANY ON SAN ONOFRE NUCLEAR
GENERATING STATION 2009 PERFORMANCE

Dear Mr. Ridenoure:

On November 5, 2009, representatives of Southern California Edison Company met with NRC personnel at the Doubletree Guest Suites Doheny Beach, located in Dana Point, California to discuss the San Onofre Nuclear Generating Station independent safety culture assessment and improvement initiatives at the site. The list of attendees, a copy of the NRC's presentation and a copy of Southern California Edison Company's presentation are included as Enclosures 1, 2 and 3.

In accordance with 10 CFR 2.390 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's Public Document Room or from the Publicly Available Records (PARS) component of the NRC's Agencywide Documents Access and Management 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,

/RA/

Ryan Lantz
Chief, Project Branch D
Division of Reactor Projects

Docket: 50-361; 50-362
License: NPF-10; NPF-15

Enclosures:

1. Attendance List
2. Presentation Slides
3. NRC Presentation Slides

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

Gary L. Nolff
Assistant Director-Resources
City of Riverside
3900 Main Street
Riverside, CA 92522

Mark L. Parsons
Deputy City Attorney
City of Riverside
3900 Main Street
Riverside, CA 92522

Gary H. Yamamoto, P.E., Chief
Division of Drinking Water and
Environmental Management
1616 Capitol Avenue, MS 7400
P.O. Box 997377
Sacramento, CA 95899-7377

Michael J. DeMarco
San Onofre Liaison
San Diego Gas & Electric Company
8315 Century Park Ct. CP21G
San Diego, CA 92123-1548

Director, Radiological Health Branch
State Department of Health Services
P.O. Box 997414 (MS 7610)
Sacramento, CA 95899-7414

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

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

Albert R. Hochevar
Southern California Edison Company
San Onofre Nuclear Generating Station
P.O. Box 128
San Clemente, CA 92675

Steve Hsu
Department of Health Services
Radiologic Health Branch
MS 7610, P.O. Box 997414
Sacramento, CA 95899-7414

R. St. Onge
Southern California Edison Company
San Onofre Nuclear Generating Station
P.O. Box 128
San Clemente, CA 92674-0128

Chief, Technological Hazards Branch
FEMA Region IX
1111 Broadway, Suite 1200
Oakland, CA 94607-4052

Institute of Nuclear Power Operations (INPO)
Records Center
700 Galleria Parkway SE, Suite 100
Atlanta, GA 30339

Electronic distribution by RIV:

Regional Administrator (Elmo.Collins@nrc.gov)
 Deputy Regional Administrator (Chuck.Casto@nrc.gov)
 DRP Director (Dwight.Chamberlain@nrc.gov)
 DRP Deputy Director (Anton.Vegel@nrc.gov)
 DRS Director (Roy.Caniano@nrc.gov)
 DRS Deputy Director (Troy.Pruett@nrc.gov)
 Senior Resident Inspector (Greg.Warnick@nrc.gov)
 Resident Inspector (John.Reynoso@nrc.gov)
 Branch Chief, DRP/ (Ryan.Lantz@nrc.gov)
 Senior Project Engineer, DRP/(Don.Allen@nrc.gov)
 Site Secretary, DRP/ (Heather.Hurchinson@nrc.gov)
 Public Affairs Officer (Victor.Dricks@nrc.gov)
 Team Leader, DRP/TSS (Chuck.Paulk@nrc.gov)
 RITS Coordinator (Marisa.Herrera@nrc.gov)
 Regional Counsel (Karla.Fuller@nrc.gov)
 Congressional Affairs Officer (Jenny.Weil@nrc.gov)
 OEMail Resource
 OEDO RIV Coordinator, (Leigh.Trocine@nrc.gov)
 ROPreports

File located: R:_Reactor\Songs\2009\SONGS MS 11-5-09

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Publicly Avail	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Sensitive	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Sens. Type Initials	RL
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11/20/09					

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UNITED STATES
NUCLEAR REGULATORY COMMISSION
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MEETING ATTENDANCE SHEET

LICENSEE/FACILITY

SCE/San Onofre Nuclear Generating Stations 2 & 3

DATE/TIME

November 5, 2009
6:30pm-8:30pm

LOCATION

Doubletree Guest Suites Doheny Beach
Trestles Room
34402 Pacific Coast Highway
Dana Point, CA 92629

NAME (PLEASE PRINT)

ORGANIZATION

Ruth Johnson	
Stephen J. Johnson	W.D. Associates, Inc.
LARRY McCANN	SCE
Ace & Sharon Hoffman	
Judy Jones	San Clemente citizens
Amy Walker	Rep Darrell Issa CA-49
PATTI MINASSIAN	SELF
Paul Sisson	NCT
Katherine Yung	SCE
ERQUEL ROMAN IS	NA - YGN /
FRANK COOLEY	SCE



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Jerry Hammond	SCE
Jan Smith	-
RICHARD BOYER	SCE
Russ Hanning	SCE
Jake Lefman	SCE
Bick Hoyt	SCE
PETER KNAPP	- RETIRED
Laurie Hadrick	SCE
BUCK BROWLEY	CH1 ENGINEERING
Sara Haminske	OC Sheriff's Dept - Emergency Mgt.
Mary Jane Johnson	SCE
Loretta Murriel	SCE
Loraine + Roger Johnson	
Alice Anderson	retired



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AUDI MURRAY	SCE
DAN CLEAVINGER	SCE
ROBERT FENECH	SELF
ASHLEY FARRAR	WD Assoc./SCE
TERRY COLLAMER	SAN CLEMENTE RES.
JOE TUCKER	City of San Clemente
STEVE SWARTHOUT	SELF
GUYON CRAMER	Self
DR. TANNY WONG	FXL, INC
DAVE SCHEEL	SCE
RANDY BOETTCHER	CW
AL HOBBS	SCE
VICTOR RAMIREZ	SCE
SARAS M. OLIVER	D.P.



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Nance Henry	WD Associates
Willis FRIER	SCE
DR Mutziger	SCE
Linda Mutziger	SCE
Greg Halon	First Energy
KATHLEEN YHP	SCE
Laura Green	SCE
KERRY D. LANDIS	WD ASSOCIATES
KEN BROCKMAN	WD ASSOCIATES
Steve Hollinger	SCE
DALE THORNTON	WD ASSOCIATES
Andrew Martinez	SCE
ROSS RIVENBURE	SCE
SCOTT & JAYSON CAMPBELL	SCB



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Jim MADIGAN	SCE
Lyn Harris Hicks	
MIKE DEMARCO	SDGE
MARK BARNETT	DuPont
Sam Manno	—
Monte Kotur	
DANIEL DOMINGUEZ	UWUA LOCAL 246
SHARON ANSTRETT	UWUA LOCAL 246
Gloria Quinn	SCE
M. Lee Kelly	SCE
John Fassett	CA Dept of Public Health / RAD HEALTH
Todd Galleher	—
MATT JOHNSON	S.C.E.
PAUL MCGREGOR	SCE



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DAVID SPIRES	SCE
Barbara Chulawhorn	SCE
Lacey Logan	Gagen Mac.
Michael McBrearty	SCE
Liese Mosher	SCE
Connor Flanigan	SCE
Gary Zwissler	SCE
Mark Goettel	SCE
Tasha Stephens	SCE
Miko Rose	Dana Point
M David Riden JR	CEI ENGINEERING
Rob Sandstrom	SCE
ED HUBLEY	SCE
BETH SMITH	SAN CLEMENTE



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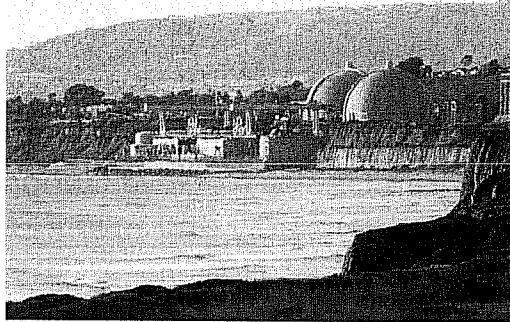
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ORGANIZATION

Scott L Byrum	SCE
Mike Mason	SCE
Rick Busnardo	SCE
ROGER WATERS	SCE
SANDY WATERS	SCE
Ron Kershenson	WD
Steve Perry	Public
Linda Conklin	SCE
Mike Graham	SCE
DOUG BAUDER	SCE
Chen Thompson	SCE
GARY KLINE	SCE
F. K. HOLTZMAN	
C. Holden	



San Onofre Nuclear Generating Station Mid-Cycle Assessment Status Update

Public Meeting with U.S. Nuclear Regulatory
Commission

November 5, 2009

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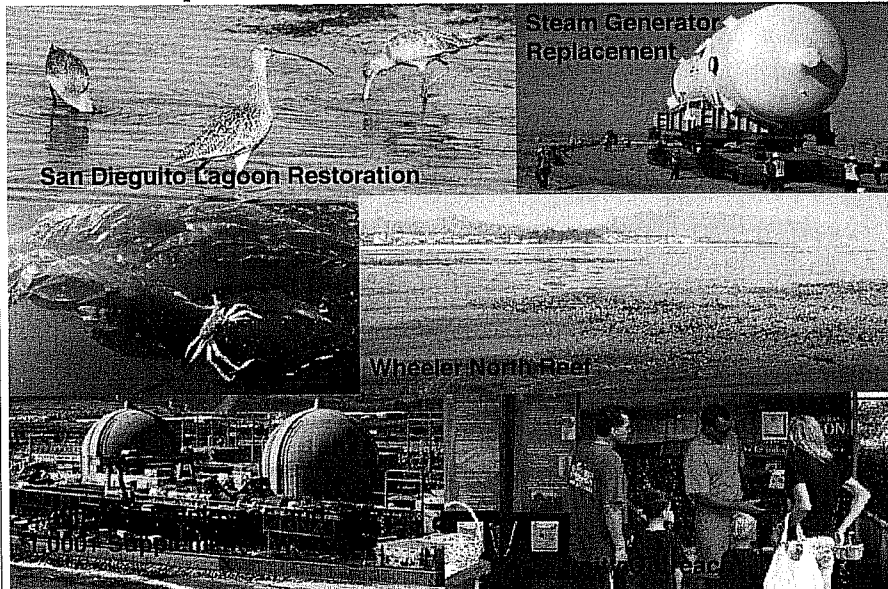
Presentation Agenda

- Opening Remarks
- Nuclear Safety Culture
- Performance Improvement
 - Human Performance
 - Problem Identification & Resolution
- Closing Remarks

Southern California Edison Commitment

We operate San Onofre Nuclear Generating Station (SONGS) safely and reliably to the highest standards to protect the health and safety of the public.

An Important Part of the Community

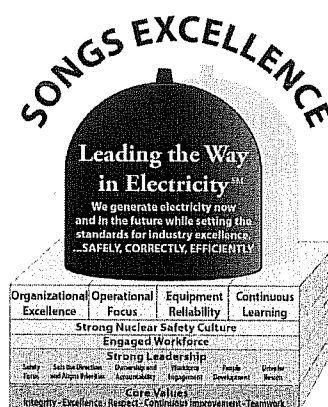


Developments Since May 2009

- Strong focus on fundamentals, high standards and quality
- Comprehensive improvement plans implemented
- Measurable progress:
 - Human Performance
 - Corrective Action Program
- Independent reviews of completed actions
- Quarterly effectiveness review boards
- “Check and adjust” to ensure we remain on-track
- Continued focus on culture improvement

Overall Goal: Returning SONGS to Excellence

- **Sustainable** long-term performance improvement
- **Greater accountability and alignment**
- **Measurable progress**
 - Industry standard or leading performance indicators
 - Systematic closure and effectiveness reviews



Nuclear Safety Culture



Nuclear Safety Culture

“That assembly of characteristics and attitudes in organizations and individuals which establishes that, as an overriding priority, nuclear safety issues receive the attention warranted by their significance.”

Nuclear Regulatory Commission,
Safety Series No. 75-INSAG-4,
“Safety Culture”

Culture Assessment Update

- “Synergy” Safety Culture survey
- Completed an Independent Safety Culture Assessment
 - 13 member external team
 - Two from non-nuclear industries

Culture Assessment Conclusions

Overall, the Independent Safety Culture Assessment determined that “the safety culture at SONGS is sufficient to support safe plant operations.”

Culture Assessment Conclusions

- Site management is communicating strong and consistent safety messages, including:
 - Safety is the first priority
 - Site personnel are encouraged and expected to identify and report potential safety concerns
 - It is essential for site personnel to comply with SONGS procedures and programs and stop when uncertain
 - Retaliation against those who raise safety concerns is not permitted and will not be tolerated

Culture Assessment Conclusions

Areas of Focus:

1. Accountability and disciplined follow-through
2. Change management and site engagement
3. Utilization of oversight and external input
4. Functions and roles of key programs
5. Consistent strategic vision and approach

1. Accountability and Disciplined Follow-Through

- Systematically reviewing action plans and closure quality
- New leadership engagement process (observation/feedback)
 - “You get what you inspect, not what you expect”
- Leadership Academy
- Consistent reinforcement of performance standards

2. Change Management and Site Engagement

- New external hire for “Change Management” leader
- Improving change management process using industry best practices
- Increasing use of employee-led teams to help drive improvement
- Employee small group meetings with leadership

3. Utilization of Oversight and External Input

- New Nuclear Oversight Director
- New Nuclear Advisor to the Edison International Board of Directors
- More effective tracking of action item completion in response to nuclear oversight and external input
 - Formalized Nuclear Oversight Board response
- Enlist station's internal audit arm to ensure external findings are addressed by Corrective Action Program

4. Functions and Roles of Key Programs

- Clarify organizational functions and roles to ensure effectiveness
- Align Human Resources processes with SONGS performance goals
- Improve the quality of our training programs
- Improve the use of Operating Experience

5. Consistent Strategic Vision and Approach

- Develop and communicate the “SONGS Excellence” standards document
 - Leadership Model
 - Message consistency
- Use of Effectiveness Review Boards
- Integrate improvement plans with long-range business planning

Conclusions

- Majority of actions will be accomplished within the next year
- Some are longer term
- Our plans are subject to quarterly effectiveness reviews and “check and adjust”
- Next assessment will be in 2011

Human Performance

Doug Bauder
Plant Manager

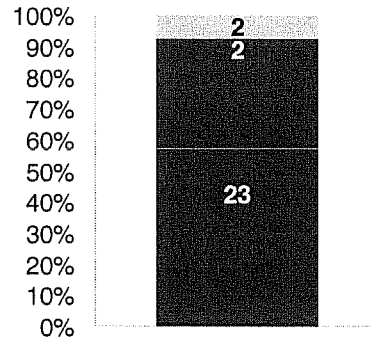
Human Performance

SCE is committed to ensuring that we have a highly skilled workforce that exceeds industry standards in operating our plant safely and reliably.

Human Performance

- Progress of Human Performance improvements initiatives since May:

- 23 of 27 actions implemented and verified by formal Closure Review Board (CRB)
- 2 actions planned for 2010
- 2 actions being reworked



27 Total Actions

- Actions Being Reworked
- Actions Planned for 2010
- Actions Implemented

Human Performance

Four key initiatives:

1. Site-wide Human Performance campaign
2. Industry benchmarked Human Performance program
3. Site-wide Human Performance training and qualification
4. Leadership Engagements (observations) to strengthen accountability

Human Performance

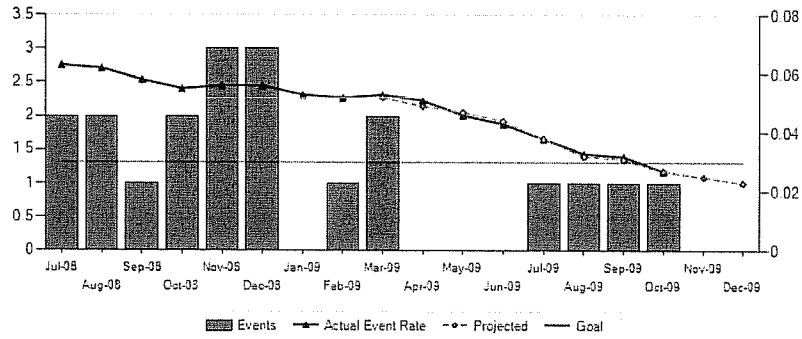
- Key actions implemented:
 - Improved response to and communication of site events
 - Industry-benchmarked Human Performance procedures in place
 - Division-specific Human Performance advocates
 - Human Performance training, including hands-on learning
 - Increased leadership engagement to strengthen standards

Human Performance

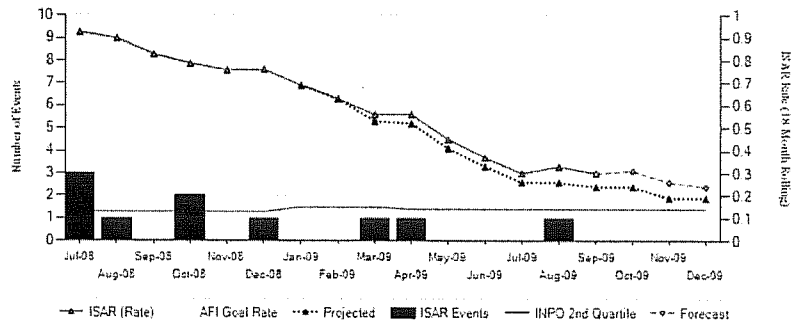
- Areas of measurable improvement include:
 - Reduction in the station's event rate
 - Reduction in our industrial safety accident rate
 - Marked increase in the number and quality of management observations in the field

Good
↓

Station Event Rate (IS and Non-IS Events)

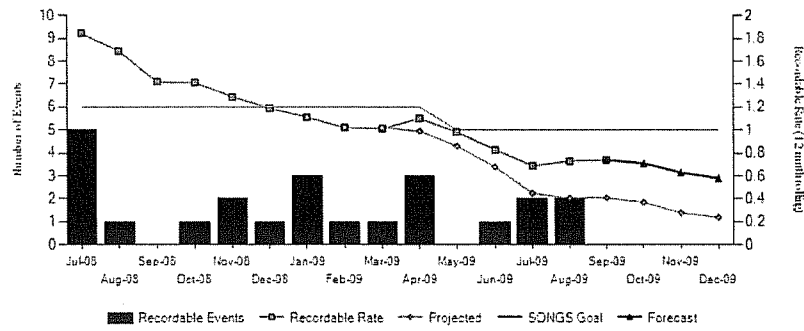
Good
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Industrial Safety Accident Rate



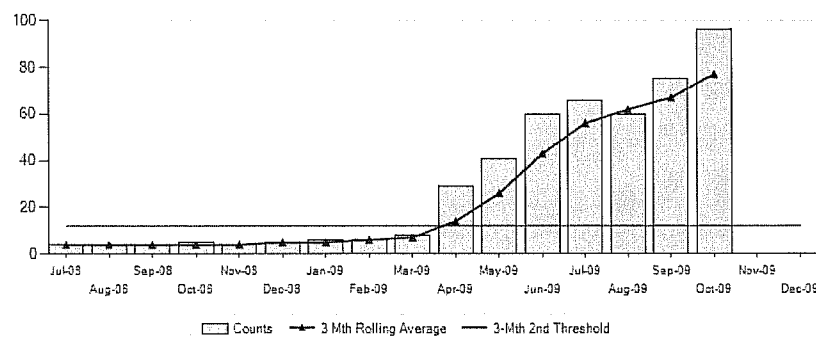
Good

OSHA Safety Accident Rate



Good

Written Instruction Quality Count



Human Performance

- “Check and adjust” actions identified through quarterly effectiveness reviews:
 - Revise Leadership Engagement program
 - Develop and implement training for leadership observations and coaching skills
 - Create new initiative to more aggressively improve the quality of procedures and work instructions
 - Strengthen written instructions
 - Strengthen conservative decision-making

Problem Identification & Resolution

Bob Corbett
Director of Performance
Improvement

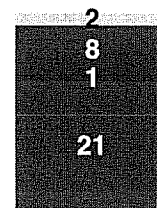
Problem Identification & Resolution

SCE is committed to ensuring potential plant issues are promptly identified, fully evaluated, and corrective actions are taken in a timely manner, commensurate with their safety significance.

Problem Identification & Resolution

- Progress of PI&R improvements since May:
 - 21 of 32 actions implemented and verified by formal Closure Review Board (CRB)
 - 1 is complete awaiting CRB review
 - 8 are on schedule
 - 2 actions being reworked

100%
80%
60%
40%
20%
0%



32 Total Actions

- Actions Being Reworked
- Actions On-Schedule
- Actions Completed & Under Review
- Actions Implemented

Problem Identification & Resolution

Eight initiatives underway:

1. Generating organizational support for Corrective Action Program (CAP)
2. Improving the problem identification process
3. Improving problem screening, operability, and reportability
4. Establishing formal response teams

Problem Identification & Resolution

Eight initiatives underway (cont.)

5. Improved cause evaluations
6. Increased rigor of corrective action implementation and closure
7. Increased corrective action effectiveness
8. Reduced corrective action backlog

Problem Identification & Resolution

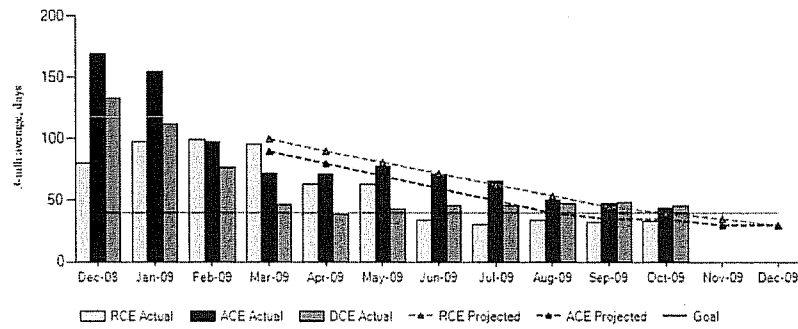
- Key actions implemented:
 - Developed and implemented CAP training
 - Revised CAP procedures and developed a Cause Evaluation Manual
 - Established divisional CAP coordinators (CAPCOs) to mentor personnel and reinforce CAP expectations
 - Industry-standard performance indicators and trending to measure effectiveness

Problem Identification & Resolution

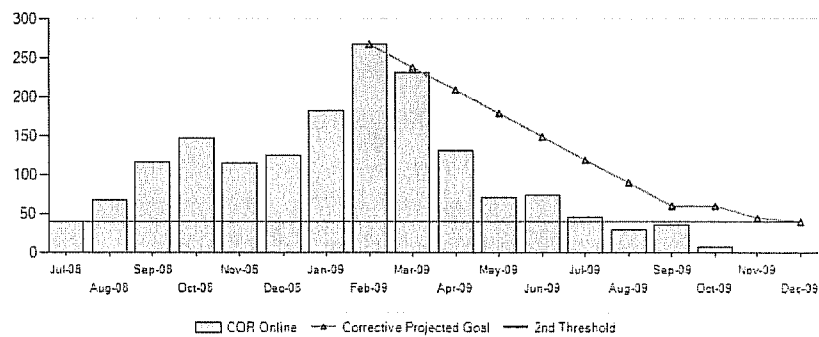
- Areas of measurable improvement include:
 - Issue identification
 - Reduction in overdue corrective actions
 - Average time to perform a root cause evaluation (RCE) reduced
 - Corrective Maintenance backlog reduced

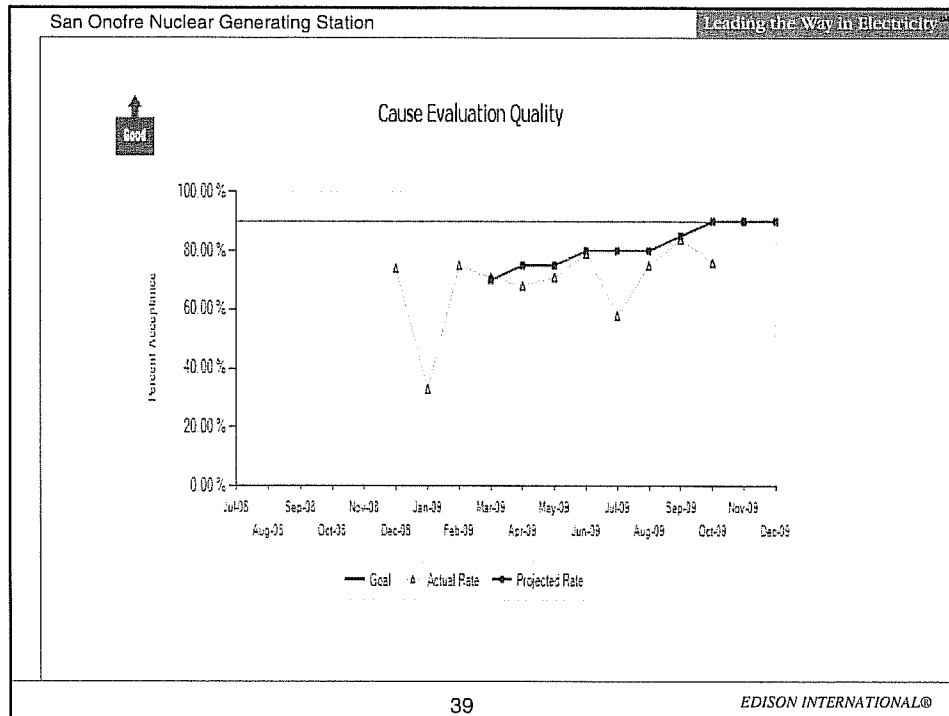


Average Time to Perform Cause Evals



Corrective Maintenance Backlog





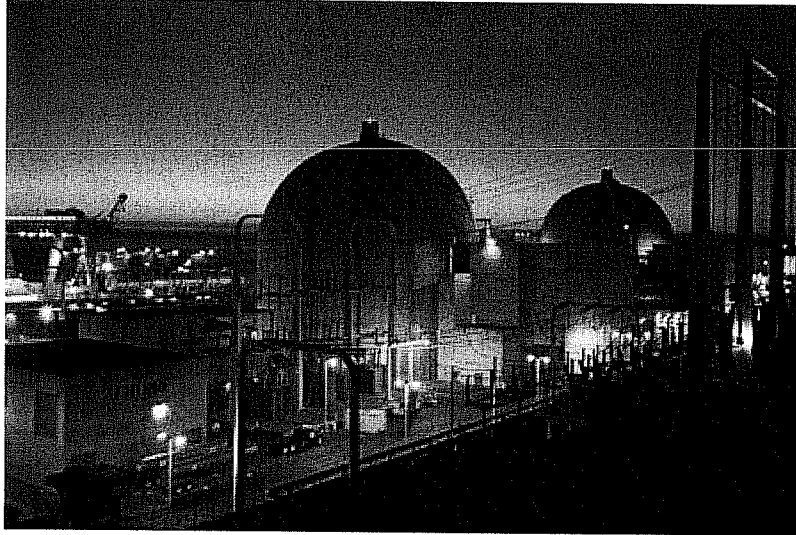
San Onofre Nuclear Generating Station Leading the Way in Electricity

Problem Identification & Resolution

- “Check and adjust” actions identified through quarterly effectiveness reviews:
 - Developing action plans for closing corrective actions
 - Developing division-specific action plans to improve cause evaluation timeliness
 - Working to improve station trending performance
 - Improving the timeliness in the closure review process

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Closing





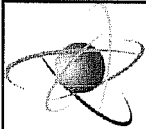
U.S.NRC

UNITED STATES NUCLEAR REGULATORY COMMISSION
Protecting People and the Environment

San Onofre Independent Safety Culture Assessment Meeting

Nuclear Regulatory Commission – Region IV

November 5, 2009



U.S.NRC

UNITED STATES NUCLEAR REGULATORY COMMISSION
Protecting People and the Environment

Purpose of Today's Meeting

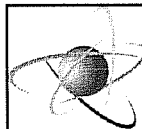
To discuss the results of the recently completed independent safety culture assessment at San Onofre and to discuss improvement initiatives at the site.



U.S.NRC
UNITED STATES NUCLEAR REGULATORY COMMISSION
Protecting People and the Environment

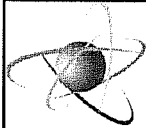
NRC Representatives

Licensee Representatives



U.S.NRC
UNITED STATES NUCLEAR REGULATORY COMMISSION
Protecting People and the Environment

Licensee Presentation

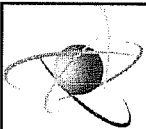


U.S.NRC

UNITED STATES NUCLEAR REGULATORY COMMISSION
Protecting People and the Environment

Contacting the NRC

- Report an emergency
 - (301) 816-5100 (call collect)
- Report a safety concern:
 - (800) 695-7403
 - Allegation@nrc.gov
- General information or questions
 - www.nrc.gov
 - Select "What We Do" for Public Affairs
- Victor Dricks, Public Affairs Officer, RIV
 - 817-860-8128
 - Victor.Dricks@nrc.gov
- Feedback Forms available today



U.S.NRC

UNITED STATES NUCLEAR REGULATORY COMMISSION
Protecting People and the Environment

Reference Sources

- Reactor Oversight Process
 - <http://www.nrc.gov/NRR/OVERSIGHT/ASSESS/index.html>
- Public Electronic Reading Room
 - <http://www.nrc.gov/reading-rm.html>
- Public Document Room
 - 1-800-397-4209 (Toll Free)