



**UNITED STATES
NUCLEAR REGULATORY COMMISSION**
REGION II
245 PEACHTREE CENTER AVENUE NE, SUITE 1200
ATLANTA, GEORGIA 30303-1257

March 31, 2014

Mr. Joseph W. Shea
Vice President, Nuclear Licensing
Tennessee Valley Authority
1101 Market Street, LP 3D-C
Chattanooga, TN 37402-2801

**SUBJECT: PUBLIC AND CLOSED MEETING SUMMARY FOR TENNESSEE VALLEY
AUTHORITY 2013 SYNERGY SAFETY CULTURE SURVEY RESULTS**

Dear Mr. Shea:

This refers to the meeting conducted at your request in the Region II office in Atlanta, GA on March 26, 2014. The meeting's purpose was to allow TVA to present their 2013 Synergy Safety Culture Survey results.

During the meeting TVA presented information concerning the results of their 2013 Synergy Safety Culture Survey, the actions TVA was taking in response to the results, and future actions to monitor safety culture. A closed session was conducted for TVA to provide information of a proprietary nature to the NRC.

A list of attendees and a copy of the public presentation handout are enclosed.

In accordance with 10 CFR 2.390 of the NRC's "Rules of Practice," a copy of this letter will be made 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).

Should you have any questions concerning this meeting, please contact me at (404) 997-4607.

Sincerely,

/RA/

Jonathan H. Bartley, Chief
Reactor Projects Branch 6
Division of Reactor Projects

Docket No.: 50-259, 50-260, 50-296,
50-327, 50-328, 50-390
License No.: DPR-33, DPR-52, DPR-68,
DPR-77, DPR-79, NPF-90

Enclosures:

1. List of Attendees
2. NRC Public Meeting Slides

cc distribution via ListServ

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☒ PUBLICLY AVAILABLE ☐ NON-PUBLICLY AVAILABLE ☐ SENSITIVE ☒ NON-SENSITIVE
ADAMS: ☐ Yes ☐ No ☐ ACCESSION NUMBER: ☒ SUNSI REVIEW COMPLETE ☐ FORM 665 ATTACHED

OFFICE	RII:DRP	RII:DRP					
SIGNATURE	JHB /RA for/	JHB /RA/					
NAME	C. Kontz	J.Bartley					
DATE	03/31/2014	03/31/2014					
E-MAIL COPY?	YES NO	YES NO	YES NO	YES NO	YES NO	YES NO	YES NO

OFFICIAL RECORD COPY DOCUMENT NAME: G:\DRP\IRPB6\TVA SYNERGY RESUTS MEETING SUMMARY
03262014.DOCX

J. Shea

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Letter to Joseph W. Shea from Jonathan H. Bartley dated March 31, 2014

SUBJECT: PUBLIC AND CLOSED MEETING SUMMARY FOR TENNESSEE VALLEY
AUTHORITY 2013 SYNERGY SAFETY CULTURE SURVEY RESULTS

Distribution:

C. Evans, RII

L. Douglas, RII

OE Mail

RIDSNRRDIRS

PUBLIC

RidsNrrPMBrownsFerry Resource

NRC ATTENDEES

V. McCree, Regional Administrator, Region II
L. Wert, Deputy Regional Administrator, RII
R. Croteau, Division Director, DRP, RII
J. Munday, Division Director, DCP, RII
W. Jones, Deputy Division Director, DRP, RII
J. Bartley, Chief, Reactor Projects Branch 6, DRP, RII
C. Kontz, Senior Project Engineer, Branch 6, DRP, RII
F. Saba, Senior Project Manager, NRR, HQ
L. Jarriel, Agency Allegations Advisor, OE, HQ
J. Hamman, Senior Allegations coordinator, ORA, RII
J. Ledford, Public Affairs Specialist, ORA, RII
M. Keefe, Human Factors Specialist, NRR, HQ
R. Monk, Senior Resident Inspector, Watts Bar, DRP, RII
D. Dumbacher, Senior Resident Inspector, Browns Ferry, DRP, RII

TVA ATTENDEES

(Partial List)

M. Balduzzi – Senior VP Nuclear Operations
J. Shea – VP, Nuclear Licensing
S. Douglas – VP, Nuclear Oversight
C. Church – WBN Site VP
J. Carlin – SQN Site VP
T. Cosby – Sr. Program Manager Nuclear Safety Culture
P. Wagner – Sr. Program Manager Organization Effectiveness
I. Hagins-Dyer – Sr. Program Manager Employee Concerns
D. Brown – Manager PWR Fuels Engineering
T. Noe – Director Safety and Licensing SQN
M. McBrearty – Nuclear Site Licensing Manager-Sequoyah
G. Mauldin – Director Safety and Licensing WBN

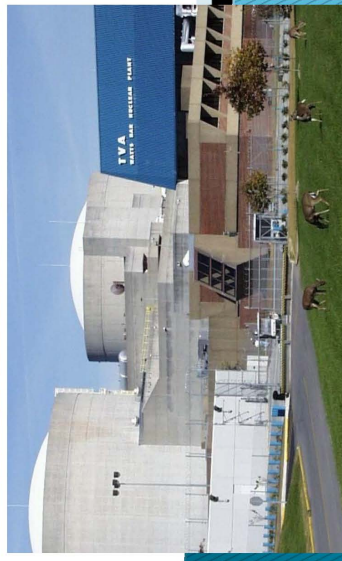
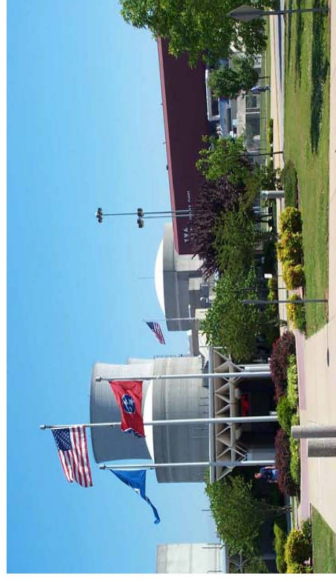
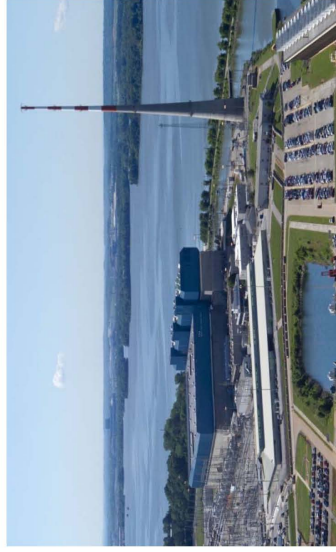
PUBLIC ATTENDEES

L. Monk – Public
W. Freebairn – Nucleonics Week
Gary Morgan – BREDL/BEST/MATR



Nuclear

TVA Nuclear Fleet Safety Culture Assessment



March 26, 2014



Nuclear

Agenda

- | | |
|--------------------------------------|---------------|
| • Introduction | Mike Balduzzi |
| • Assessment Background and Overview | Steve Douglas |
| • Fleet Response | Steve Douglas |
| • Employee Concerns Program | Joe Shea |
| • Sequoyah Response | John Carlin |
| • Watts Bar Response | Chris Church |
| • Monitoring | Steve Douglas |





Nuclear

Introduction

Purpose of Meeting

- Review Results of TVA's Fall 2013 Safety Culture Assessment
- Discuss Actions in Response to Assessment
- Describe Future Actions to Monitor Safety Culture





Nuclear

Performance of the 2013 Assessment

- January 2013
 - Browns Ferry Nuclear Plant Inspected Under NRC 95003
- Fall 2013
 - Sequoyah Nuclear Plant
 - Watts Bar Nuclear Plant, Unit 1
 - Nuclear Power Group Corporate Office





Nuclear

Overview of Fall 2013 Assessment

- High levels of employee participation
- Employee write-in comments provided additional insights
- Results identified areas for improvement
- Results categorized by organization





Nuclear

Assessment Result Trends 2011 to 2013

- Browns Ferry and Corporate results nominally improved
- Sequoyah and Watts Bar results nominally declined





TVA Leadership Response to Assessment Results

- Executive Sponsored High Impact Team
 - Methodology built on Browns Ferry experience and industry benchmarking
 - Established fleet-wide framework for response and development of plans
 - Established accountability for plan execution and results
- Follow-up Employee Interviews
- Improvement Plans
 - Communication of results to employees
 - Employee engagement in developing action plans
 - Employee Advisory Group involvement
 - Plans are formalized and documented in the corrective action program





Nuclear

Fleet Response

Gaps and actions identified in the following areas:

- Leadership Behaviors
 - Some behaviors need improvement to foster a respectful work environment
 - ✓ CNO set expectations for prompt improvement in leadership behaviors
 - ✓ Leadership commitment to a strong nuclear safety culture added as a 2014 executive performance goal
 - ✓ Leadership expectations emphasize communicating the bases for decision-making
 - ✓ CNO directive requiring performance reviews informed through personal interaction with the work force



Nuclear

Fleet Response

- Safety Conscious Work Environment
 - Employee interviews provided insights
 - Insights enabled focused actions
 - Some leadership behaviors need improvement
 - ✓ Reinforcement of the value of healthy nuclear safety culture including safety conscious work environment
 - Resolution of Concerns
 - ✓ Focused leadership assessments
 - ✓ Training to improve leadership skills
 - ✓ Accountability driven through performance reviews



Nuclear

Fleet Response

Corrective Action Program (CAP)

- Program Changes
 - Low Threshold and high generation rate
 - Positive CAP Indicator trends
- Lessening the Burden
 - ✓ Implementing the industry initiative for cumulative impact
- CAP software
 - ✓ Improving the user friendliness, new version in 2015
 - ✓ Obtaining employee feedback on software improvements





Fleet Response

Nuclear

Employee Concerns Program (ECP)

- Decline in employee confidence in ECP ability to effectively resolve concerns
 - Improve follow-up and tracking of concerns
 - ✓ Need for improvement in this area had been previously identified in a self assessment and addressed in amended Staff Instructions
 - ✓ Governing ECP instructions revised to include:
 - A process for ensuring that senior leaders are informed of issues that are substantiated and not resolved
 - A program step to issue a written memorandum informing the organization of corrective actions to be taken.
 - Guidance on escalation when actions are deemed unsatisfactory
 - Requirements for tracking of corrective actions up to three months after closure of the concern
 - Developing process for ECP management review of all investigations including follow up with the concerned individual



Nuclear

Fleet Response

- Employee Concerns
 - Need to increase appearance of independence from management
 - ✓ Organizational realignment to Nuclear Oversight organization
 - ✓ Training on perceptions related to appropriate interactions between ECP staff and line management
 - Need to increase program visibility
 - ✓ Increase ECP staff interactions with employees
 - ✓ Comprehensive communication plan



Sequoyah Response

Gaps and key actions identified in the following areas:

- Leadership Behaviors
 - Some leaders' behaviors impact a respectful work environment
 - ✓ Site Vice President 1-1 meetings with leaders
 - ✓ Leadership Assessments (e.g., 360-degree assessments)
 - ✓ Focused Leadership Training/Peer Coaching
 - ✓ Interventions with affected work groups



Sequoyah Response

- Communications
 - Understanding of SCWE and feedback on issue resolution
 - ✓ Develop SCWE talking points and communicate site-wide
 - ✓ “Person on the street” interviews with employees
 - ✓ Implement cross-functional briefings/updates
 - ✓ Sharing of success stories within departments and station





Watts Bar Response

Gaps and key actions identified in the following areas:

- Leadership Behaviors
 - Improve leadership behaviors to build a respectful work environment
 - ✓ Reinforced with senior leadership the behaviors to build trust and respect
 - ✓ Performing peer coaching to sustain behaviors
 - ✓ Performing mentoring to sustain standards
 - ✓ Behavior observations by peers and employees





Watts Bar Response

Nuclear

- Station Plans to Improve Performance
 - Developed plans to set a clear path for success
 - ✓ Implemented site Excellence Plan process
 - ✓ Involved employees in plans
 - ✓ Leadership and oversight providing resources and focus on success
 - ✓ Communicating results
- Employee Engagement
 - Getting employee input and involvement in problem solving
 - ✓ "Town hall" meetings
 - ✓ Employee focus groups and Employee Advisory Group
 - ✓ Supervisory development including employee feedback



Nuclear

Watts Bar Response

- Communication
 - Aligning the site through effective communications
 - ✓ Developed comprehensive communication strategy
 - ✓ Face-to-face communication by leadership
 - ✓ Using variety of media to reach all employees
 - ✓ Focusing on safety culture and the “why” of decisions
 - ✓ Training and coaching supervisors and managers





Nuclear

Watts Bar Response

- Processes
 - Strengthen confidence in Corrective Action Program (CAP)
 - ✓ Reinforce benefits of CAP
 - ✓ Provide feedback to CAP users
 - ✓ Site communications on insights from CAP



Monitoring Progress

- Short-term actions
 - Fleet-wide periodic random sample surveys
 - Pulsing interviews
- Effectiveness assessment
- Ongoing monitoring

