Enclosure 3: Dominion Presentation Meeting Summary of July 28, 2010 Public Meeting with NEI **Dated August 4, 2010**





NEI 09-07 Pilot Program

North Anna Power Station

Region II

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Implementation

- Modified Previous Safety Culture Binning
 - Started in 2008
 - Only looked at RCEs
 - Only used the Leadership Team
 - Informal
 - Biennial Safety Culture Assessment conducted with 4 SMEs

Formal Program

- Started in 3rd Quarter, 2009
- Developed LI-NA-1002 (Rev. 2)
- Expanded to the NEI 09-07 guidance
- Results are reviewed by MSRC



Safety Culture Assessment

- 71 question electronic survey provided to 1,099 site workers (included supplemental personnel)
- Survey was conducted 11/18/09 11/30/09
- 70.15% response rate, resulted in 55,509 data points
- Results used to focus the interviews



Safety Culture Assessment

- Site Assessment performed 12/14/09 12/19/09
- Team consisted of 21 members (11 from North Anna), as well as several observers
- 62 interviews conducted, and 12 observations, resulted in 1,282 data points
- 3 strengths, 0 weaknesses, 5 positive, 3 negative, and 7 general observations were made
- Results loaded into the Self Assessment module of the Corrective Action Program



Safety Culture Monitoring Panel

- Consists of Supervisors and Specialists
 - Operations
 - Engineering
 - Maintenance
 - RP/Chemistry
 - Corrective Action
 - Human Resources
 - ECP
 - HU Coordinator
- Also has attendance by OR (organizational effectiveness) Manager and NS&L Director for consistency



Safety Culture Leadership Team

- Consists of Senior Management
 - Site Vice President
 - Plant Manager
 - NS&L Director
 - Engineering Director
 - OR Manager
 - Training Manager



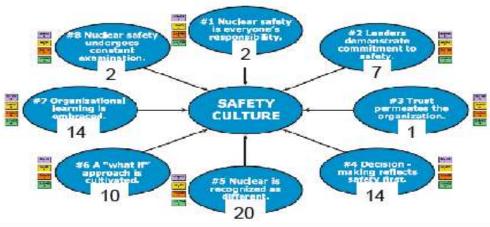
Data Analysis

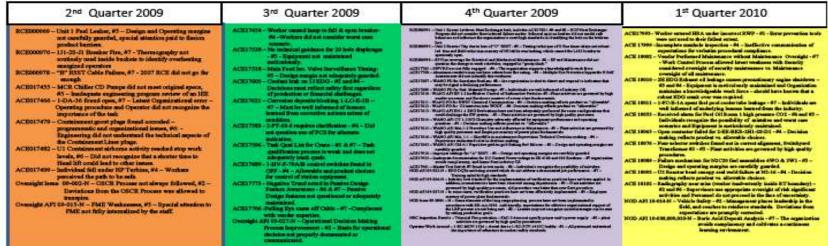
- Used Guidance from NEI 09-07
 - Monitoring Panel meets 1-2 times per Quarter
 - Leadership Team meets once per Quarter
 - Considered larger extent than previous binning
 - RCEs, NRC Violations and Findings, ACEs, Oversight AFIs and PDs, CAP and HU Trend Reports, INPO AFIs and PDs, OWAs, Margin Management Issues, HR and ECP Concerns/Trends, ODEC Concerns
 - 91 items considered in the current 4 quarters
 - 58 Items binned, 8 "doubled counted", 33 items not binned
 - Bin to both INPO Safety Culture Codes and NRC Cross Cutting Aspects



Results

Nuclear Safety Culture







Results

| | Area | Components | Aspects | 4th Qtr 2008 | | 2nd Qtr 2009 | 3rd Qtr 2009 | 4th Qtr 2009 | 1st Qtr 2010 | Running 4 Quarter Total |
|-----|-------------------|--|--|-----------------|---|-----------------|-----------------|-----------------|-----------------|----------------------------|
| , t | Human Performance | 1. Decision Making | a. Safety/Risk Significant Decisions | 1 | | 1 | 1 | 1 | 1 | 4 |
| - | | | Conservative Assumptions & Safe Actions | | 1 | 1 | 1 | 5 | 1 | 8 |
| - | | | c. Communications of Decisions | | , | | 1 | , | | 1 |
| - | | | a. Proper Maintenance Programs | | | | 1 | 1 | 2 | 4 |
| - | | 2. Resources | b. Personnel Training & Qualifications | | | | 1 | | 2 | 1 |
| - | | | c. Complete Documentation & Labeling | 1 | | 1 | 1 | 2 | 1 | 5 |
| - 1 | | | d. Proper Facilities & Equipment | | | | | _ | | |
| - | | 3. Work Control | a. Proper Work Planning | 1 | | | | 2 | | 2 |
| - | | | o. Work Activity Coordination | - | 1 | | | 1 | 1 | 2 |
| - | | 4. Work Practices | a. Human Performance & Error Prevention | | 1 | | 1 | 3 | 1 | 5 |
| - | | | p. Procedural Compliance | | 2 | 1 | 1 | 3 | 3 | 8 |
| | | | c. Supervisory & Management Oversight | 1 | 1 | 1 | 1 | | 1 | 3 |
| ı | <u>ब</u> स | Corrective Actions Program (CAP) | a. Proper Issue Identification | | | | | | | |
| | | | o. Trend Performance Using CAP | | | | | 1 | | 1 |
| - | | | c. Thorough Evaluation of Identified Problems | | | 1 | 2 | 1 | | 4 |
| 1 | | | d. Appropriate Timely Corrective Actions (CA) | | 1 | | | | 2 | 2 |
| - | | | e. Appropriate Timely Alternative CAP Process | | | | | | - | - |
| - | | | | | | | | | | |
| - 1 | | 2. Operating Experience | a. Utilizing Operating Experiences | | | | | 1 | | 1 |
| - 1 | | | b. Implementing Operating Experience | | 1 | 1 | | 1 | 2 | 4 |
| - | | Self & Independent Assessment Environment for Raising Concerns | a. Appropriate Self-Assessment | | | | | 1 | | 1 |
| - | | | b. Track and Trend Safety Indicators | | | | | | | |
| Ļ | | | c. Coordinates & Communicates Results | | | | | | | |
| 1 | SCWE | | a. Free Flow of Information | | | | | | | |
| - | | | o. Alternative Free Flow | | | | | | | |
| | | 2. Preventing, Detecting, and Mitigating Perceptions of Retaliation | a. Personnel Are Free to Raise Safety Concerns | | | | | | | |
| 1 | | | b. Discrimination Claims Investigated & CA Taken | | | | | | | |
| L | | | c. Appropriate Disciplinary Actions Taken | | | | | | | |
| ſ | ОТНЕК | Accountability | Defined lines of authority and responsibility | | 3 | 2 | | 1 | 1 | 4 |
| | | 2. Continuous Learning Environment | Licensee ensures that a learning environment exists | | 3 | 2 | | 1 | | 3 |
| | | 3. Organizational Change Management | Systematic Process for change is used | | | | | 2 | | 2 |
| | | 4. Safety Policies | a. Policies reinforce the right to raise concerns | | | | | | | |
| | | | Personnel are effectively trained on safety policies | | | | | | | |
| | | | c. Actions are consistent with safety policies | | 1 | | | | 1 | 1 |
| L | | | d. policies are periodically communicated | | | | | | | |



Results

- Provided Training, and other actions;
 - Results tracked by PIIs or CAP
 - Davis-Besse and Strategic and Action Planning leadership training
 - Managing Risk and Proceeding in the Face of Uncertainty leadership training
 - QVV (Question, Validate, Verify) leadership training
 - Change Management (Who, What, When) leadership training
 - Importance of adhering to nuclear standards and personal accountability leadership training
 - Collective significance review of items binned under INPO principle #7, (Organizational Learning is Embraced)
 - Passive Design Features training for the entire staff



Learnings

- Only half of the items cleanly "bin" into either the INPO Principles or the Cross Cuttings Aspects
- The other half are very subjective, and can easily fit into multiple categories based perspective
- Leadership Team tends to be more critical than the Monitoring Panel
- Most actions are training directed at behaviors, not changes to processes or procedures (CAP already addresses these)
- Biennial Safety Culture Assessment results are different than and complement the results of the binning
- About 20-30 "bins" appear to be manageable and meaningful,
 8 is too few, 71 is too many for the quarterly binning



Questions?