

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



Dominion[®]

NEI 09-07 Pilot Program

North Anna Power Station

Region II

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NEI 09-07 Pilot Program North Anna Power Station

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



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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**



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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**



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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**



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Safety Culture Leadership Team

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



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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



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Results

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



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Results

- **Provided Training, and other actions;**
 - Results tracked by PIIIs 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



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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?