
 STP NUCLEAR OPERATING CO.

ECP – Then and Now

Aldo Capristo
Chief Administrative Officer
STP Nuclear Operating Company

Circa 1996-ish

- RP Supervisor working at Maine Yankee NPP
 - ECP Customer - my manager instructed unethical conduct
 - Contacted ECP
 - ECP Subject of Inquiry
 - Performance of a JPM / TPE
- Moral of the story – Be careful what you ask for ...

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ECPF – Welcome to the Network

- ECPF Conference in Las Vegas, NV
 - Name-dropping
 - Peter Rail, Cindy Wick, Billie Garde, Andy Vomastek, Tammy Clark, Ron Hall, Ed Peterson, Dave Cobb, John Audis
 - Immediate Peer and Networking Group
 - ECP Professionals, Ombuds, Legal Experts, Training Opportunities, Parallel Industries – Alyeska Pipeline, USEC

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Foundational Principles

Some Things Never Change

- ECP – aka all types of ADR – Ethics / Legal / Regulatory
 - Advocate for the issue
 - HIRD Considerations
 - o Identify and address the impacted audience
 - Independent
 - Technically capable
 - Timely response
 - Effective corrective actions
 - Meaningful feedback provided
 - Serve as Subject Matter Expert
- Opportunities
 - Structure of process, best practices, common basis for assessment (Principles / Traits)

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A New Day Dawns ...

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The Search for Standards ...

Principles for a Strong Nuclear Safety Culture

November 2004

NEI 09-07 (Revision 0)

November 2010

Fostering a Strong Nuclear Safety Culture

24336 Federal Register / Vol. 61, No. 91 / Tuesday, May 14, 1996 / Notices

8. An estimate of the total number of hours needed annually to complete the requirement or request. 3.319.

9. An indication of whether Section 101.12(a) applies.

Freedom of Employees in the Nuclear Industry To Raise Safety Concerns Without Fear of Retaliation: Policy Statement

This retaliation is unacceptable and unlawful. In addition to the hardship caused to the individual employee, the perception by fellow workers that

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New Tools in the Toolbox

- Principles (now Traits) – Provided a common vocabulary and concepts by which to manage a workforce and a framework for organizational assessment
- Fostering – A diagnostic methodology for consistent evaluation of cultural indicators with structured inputs from:
 - HR / Labor
 - ECP
 - CAP
 - NRC Inspections
 - OE
 - Trends
 - Benchmark / Self-Assessment

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Timeless and Universal Truisms

- Intrinsic Motivators:
 - I am respected for the work that I do
 - I can learn and grow
 - I can influence my work environment
 - I am part of something bigger than myself

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Contrarian Positions

ECP Activity Drivers


- Lack of meaningful issue-related feedback
- Disrespect in any form
- Disengaged from the bigger picture – “Me v. Us”
- Opinions, not facts (engineering specific)
- Absence of developmental opportunities
- Absence of meaningful performance-related feedback
- Over-burdensome processes
- No passing lane for high performers
- Work-life balance issues

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Fast Forward – Current Conditions

- Delivering the Nuclear Promise / State of the Industry
 - Stress / Strain / Economic Pressure
 - Less formality around cultural monitoring
 - CAP changes
 - Work / Organizational Consolidation
 - ECP Multitasking
 - Interface / Handoffs with other ADR processes
 - Ageing workforce / New Generation of Employees – different needs
 - Social Media – Do you monitor and do you have policies?
 - Facebook / Twitter / Instagram / Blogs
 - Cyber-bullying
 - Intranet feedback loops – Commentary / Concerns




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Foundational Principles

Some Things Never Change

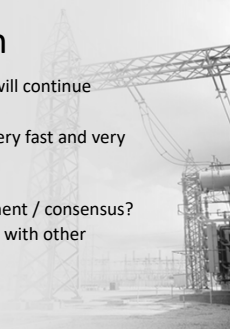
- ECP
 - Advocate for the issue
 - HIRD Considerations
 - Identify and address the impacted audience
 - Independent
 - Technically capable
 - Timely response
 - Effective corrective actions
 - **Meaningful feedback provided** – ODMI / RIDM / FDOR
 - Tools to achieve alignment
 - Served as Subject Matter Expert



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A Look To The Horizon

- Economic and organizational pressures will continue
- New workers will demand the “Whys”
- Social commentary will be very public, very fast and very divisive
- ECP will be multi-tasked
- Do you have process tools to gain alignment / consensus?
- Cultural assessment will be consolidated with other assessments
- Intrinsic Motivators will NOT change



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So Now What Do I Do?

- Are you providing your organization with the basics?
- What new skills have you developed since you took the job?
- What programmatic changes (best practices) have you brought to your program recently?
- What do you rely on for early warning of cultural change?
- Does your organization provide intrinsic motivation?
- How can you affect positive change when needed?
- Where do you get your feedback?
 - How are you doing? – How do you know?

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Questions?

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