

13. Observation Techniques

- Ensure observations are performance based / risk informed.
- Ensure appropriate selection and timing of items to be assessed and/or audited.
- Prepare prior to conducting observation.
- Assess and/or audit to industry – best standards.
- Maximize time observing in process work.
- Correct worker problems on the spot when appropriate.
- Stop work when appropriate.
- Search for insight as to why problems exist.
- Have a broad outlook (capture data beyond the activity being assessed and/or audited).
- Observe in non-obtrusive manner.
- Challenge assumption, abnormal indication or conditions.
- Be inquisitive without causing work problems.
- Verify the information sources.
- When you see great work; say it.

14. Communication

- Provide accurate, timely, clear and concise feedback.
- Focus on the issue, properly characterize, and consider big picture.
- Create and verify understanding to all appropriate levels in organization (internal to NOS, to line, external to Nawah).

15. Independence

- Provide oversight and insight – not direction.
- Remain independent of the station decision making process.
- Ensure minimum quorum member requirements are met for key oversight meetings and committees.
- Be able to say “I know because I looked” - throw the flag, make the call.

16. Analysis

- Trend low level issues to identify trends.
- Insightful and recommendations are actionable.
- Recommend solutions and process improvements.
- Provide early indication of problems to support prevention and/or timely corrective actions.
- Use of OE, Corrective Action Program (CAP) data, INPO, and Nuclear Safety Review Board (NSRB) issues to prevent events.
- Understand basis for requirement (Nawah, FANR, industry) and verify current with changes.

- Analyze line management observations and effectiveness of previous corrective actions during issues development.

17. Follow Through

- Know actions taken in response to issues.
- Evaluate timelines and adequacy of actions taken by line to resolve issues.
- Identify and track Nuclear Oversight and line identified deficiencies for future follow-up observation.

18. Employee Concerns

- Thoroughly investigate issues.
- Accurately assess actual and/or potential impact of problems.
- Involve other departments in the investigation when appropriate.
- Monitor progress of issues.
- Provide investigation status information to concerned individuals during investigation.
- Provide investigation debrief with concerned individuals at conclusion of investigation.
- Maintain confidentiality.
- Perform review of Employee Concerns Program (ECP) issues to identify trends.
- Maintain a visible presence at the site's department meetings and tailgates to identify emergent issues.
- Provide timely communications of any employee concerns to Nuclear Oversight and site senior management.

19. Intolerance for Unexpected Equipment Failure

- Set high standard for equipment performance. Champion initiatives that promote material condition excellence.
- Proactively identify degraded equipment conditions and systems performance.
- Initiate work requests.
- Determine impact of degraded equipment and set station priorities to ensure timely repairs.
- Drive problem resolutions.
- Evaluate potential extent of condition concerns.
- Thoroughly investigate, document and communicate problem specifics.
- Develop, execute and document thorough troubleshooting plans.
- Collect preserve and document all physical evidence resulting from equipment failures.
- Develop operating contingencies and monitoring plans for degraded or out of service equipment.

- Performance Preventative Maintenance (PM) as scheduled. Document feedback to improve PM effectiveness and failure history.
- Take immediate action to resolve unexpected or unacceptable performance of equipment if it occurs.

20. Work Management (Efficiency)

- Participate in and be accountable to our work control process.
- Come to meetings on time, prepared and ready to provide input and answer questions.
- Review schedule for conflicts; challenge job duration, preparations and interfaces.
- Identify and remove unnecessary barriers.
- Perform pre-job walk downs to verify required support, preparation and equipment staging.
- Verify equipment is properly taken out of service and isolated.
- Work to the schedule – start and complete each job on time.
- Notify supervision of a schedule job delay that is greater than 10 minutes.
- Notify the Work Week Manager or Outage Control Center (OCC) of a schedule job delay greater than 30 minutes.
- Incorporate Lessons Learned to improve future job performance.

21. Pursuit of Excellence

- Continuous Improvement.
- Be self-critical.
- Prevent complacency; identify opportunities for improvement.
- Reinforce desired behaviors and correct weaknesses.
- Perform self-assessments and benchmarking.
- Monitor for and take actions on adverse performance trends.
- Identify, document, share and act to improve upon Lessons Learned.
- Do things right the first time.

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Nuclear Oversight Fundamentals

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1. Reactor Safety

- Ensure Plant Parameters maintained within operational limits.
- Ensure plant is operated and maintained in accordance with procedures.
- Maintain component measurement and clearance within specification.
- Recognize and adhere to all regulatory requirements and environmental permits.
- Practice effective and conservative decision making consistent with WANO guidelines.
- Understand plant consequences of every action taken.
- Believe instrument response and indication unless proven otherwise.
- Maintain a questioning attitude; ask “why?”.
- Raise safety concerns to your supervisor.
- Maintain qualification and proficiency in assigned emergency response role.
- Ensure fire doors are latched after use.

2. Industrial Safety

- Be responsible for your own safety.
- Review Lessons Learned and Operating Experience (OE) when planning work.
- Adhere to safety postings and barriers.
- Use the appropriate Personal Protection Equipment (PPE) for work to be performed.
- Ensure equipment is in a safe condition prior to beginning work.
- Know your personal limits both physically and mentally.
- Use installed safety equipment.
- Do not bypass required equipment safeguards.
- Comply with chemical Material Safety Data Sheet (MSDS) requirements.
- Stop and correct unsafe behaviors or conditions.
- Be alert for changing conditions.
- Report all injuries.

3. Radiological Safety

- Ensure you are on the correct Radiological Work Permit (RWP).
- Maintain strict compliances with RWP.
- Know the work area dose rates and contamination levels.
- Know your accumulated dose; do not exceed limits.
- Adhere to radiological boundaries; do not alter.

- Practice As Low As Reasonably Achievable (ALARA):
 - ✓ Preplan work to minimize dose.
 - ✓ Move work to low dose areas if possible.
 - ✓ Use low dose waiting areas – do not loiter.
 - ✓ Use minimum number of workers to safely perform job.
 - ✓ Use remote-handling tools if possible.
 - ✓ Maximize distance between you and radiation sources.
 - ✓ Avoid hot spots.
 - ✓ Use temporary shielding where appropriate.
- Be proactive in identifying potential dose reduction opportunities.
- Practice good housekeeping and minimize radioactive waste.

4. Security

- Follow directions given by Nuclear Security Force personnel.
- Understand that all individual, materials and vehicles on company property are subject to search for prohibited material.
- Properly display and control security badge.
- Immediately notify security of a lost badge within protected or vital areas.
- Ensure security doors are latched after use.
- Remove ignition keys from vehicles within the protected area when not in use.
- Maintain positive control of visitors at all time.
- Immediately report security or fitness for duty violations.
- Adhere to security postings and barriers.

5. Human Performance (HU)

- Understand and properly use the applicable HU tools for tasks.
- Use Self-Check/STAR and Point-Touch-Verbalize for component identification and equipment manipulation.
- Use Peer Check (PC) when requested.
- Use Three-Way Communication to provide clear concise direction or to exchange critical information.
- Use the Phonetic Alphabet when communicating alphanumeric information.
- Use Peer Review where possible.
- Identify and eliminate error-likely situations.

6. Procedure Adherence

- Verify correct procedure revision.
- Ensure procedure is appropriate to accomplish desired task.
- Use procedures according to designated level of use.
- Obtain clarification on procedures steps, to ensure

understanding, prior to taking action.

- Adhere to procedures as written.
- Stop and revise identified procedure errors prior to continuing use.
- Use Placekeeping. Designate procedure-step completion using circle/slash.
- Re-verify conditions prior to continuing a suspended evolution.
- Take ownership for procedure quality by initiating improvements.

7. Briefs

- Prepare and review material prior to conducting briefs.
- Use Shift Briefs to cover:
 - ✓ Safety topics.
 - ✓ Plant status.
 - ✓ Increased monitoring requirements for adverse conditions.
 - ✓ Important scheduled and in progress work.
- Conduct the appropriate type of Pre-Job Brief (PJB) by considering the task and level of risk associated with it.
- Review Operating Experience (OE).
- Ensure “positive engagement” of all personnel.
- Conduct Post-Job Debriefs to identify follow up actions and Lessons Learned.

8. Personal Ownership and Accountability

- Initiate Condition Reports (CRs) for problems and concerns; notify your supervisor.
- Perform thorough and insightful apparent, common and root cause evaluations.
- Identify and implement timely corrective actions to prevent recurrence.
- Verify effectiveness of corrective actions.
- Review sources of nuclear event reporting and take appropriate actions.

9. Accountability

- Own your performance; results and behaviors.
- Report to work on time and fit for duty.
- Maintain safe and professional dress.
- Meet or exceed minimum work hour expectations.
- Expect and be receptive to feedback.
- Review your work and sign to verify quality and content.
- Provide and seek timely and specific feedback to improve performance.

- Know your development areas and take actions to improve.
- Report problems to your supervisor.
- Verify your personal working file reflects your performance.
- Ensure you receive routine formal appraisals.

10. Integrity and Transparency

- Use independent effort when being tested.
- Speak up and tell people the facts.
- Know what your signature means – read, understand, and agree.
- Always honor your commitments.
- Follow the Nawah rules and standards at all times.
- Be open and honest during investigations.
- Own and share mistakes made and events incurred.
- Ask “why?” Raise concerns.

11. Training and Qualification

- Participate in training – “Come to learn”.
- Report for training by the scheduled starting time and return from breaks on time.
- Be accountable for your training performance and professional conduct.
- Wear appropriate PPE to training labs.
- Learn the fundamentals.
- Practice to gain proficiency.
- Provide mentoring to those in need.
- Provide meaningful feedback on the quality of training.
- Own and maintain your current licenses and qualifications.
- Verify qualifications prior to performance of work tasks.
- Identify training needs to improve performance.
- Pursue additional skills to broaden qualifications and enhance professional development.

12. Teamwork

- Share insights and experience with others.
- Solicit and respect different views and ideas to strengthen decision-making.
- Solve problems by involving others.
- Make additional effort to work across cultural barriers.
- Align to the team’s shared goals and objectives.
- Accept actions and complete on time.
- Conduct team critiques - learn and improve.
- Achieve team goals and meet individual expectations.