

**Safety Culture**  
Examples of Potential Objective Measures

Safety Culture Attribute	Attribute Description	Indicators	Objective Measures (OM)	OM Thresholds/Trends/Goals	Source
<b>Statement of Safety Policy/ Organizational Commitment to Safety</b>	Safety is a clear recognized value. Prioritization of safety goals is clear. A clear safety policy exists which demonstrates the organization's commitment to safety performance. Safety policy is supported by the provision of safety standards and the resources necessary to achieve these. Corporate policies and standards emphasize safety.	Policy statement on Safety Culture	Policy statement is issued and is frequently reinforced by FENOC management.	Site wide assessment. Data provided from survey results and 4Cs (Employee Communication Meetings) data.	FENOC
		Policy statement on Safety Conscious Work Environment (SCWE)	Policy statement is issued and is frequently reinforced by FENOC management.	Site wide assessment. Data provided from survey results and 4Cs (Employee Communication Meetings) data.	FENOC
		Worker understanding of responsibility to raise safety concerns	Surveys/interviews indicate that workers understand their responsibility to raise nuclear safety or quality concerns	Site wide assessment. Data provided from survey results and 4Cs (Employee Communication Meetings) data.	FENOC
		Safety is specifically addressed in strategic planning	Safety is in strategic business documents, safety is in the company vision	See footnote. <sup>3</sup>	International
		The organization has specific safety goals	Safety goals evolve within the organization; actions are specific and measurable	See footnote. <sup>3</sup>	International
		Proactive and long-term perspective on safety	Observations	Trends	International
		Leaders are Visible in facility	Observations	Trends	International
		Vision/mission statements are clearly visible	Observations	See footnote. <sup>3</sup>	International
		Vision/mission statements are understood and believed	Survey/Interviews	See footnote. <sup>3</sup>	International
		Behaviors displayed in the workplace indicate safety principles internalized	Plant walk downs	See footnote. <sup>3</sup>	International
		Management commitment to safety at all levels in the organization	Observations	Trends	International
		Understanding of SCWE Policy and Commitment	Employees are aware of PSEG commitment to safety; and understand the SCWE policy, procedures and behavior expectations. Measured by employee survey.	Per Survey Results	PSEG Nuclear LLC
		Employee Perception of Management Commitment	Employees believe that management is committed to safety, the development of SCWE, and acts in accordance with that commitment. Measured by employee survey.	Per Survey Results	PSEG Nuclear LLC
		SCWE Behavior Accountability & Management	Employee behaviors demonstrate commitment to SCWE and safety as measured by the Performance Management program.	Per Survey Results	PSEG Nuclear LLC
		Knowledge of Zero Tolerance for Retaliation	Employees and managers understand their rights and responsibility under 10CFR50.7, 42 USC 5851(the employee anti retaliation statutes), and PSEG "zero tolerance" policy. Measured by the employee survey.	Per Survey Results	PSEG Nuclear LLC
		Knowledge of Alternate Avenues	Employees demonstrate a knowledge of the alternative avenues available for employees to raise safety concerns.	Per Survey Results	PSEG Nuclear LLC
		<b>Roles, Responsibilities and Accountabilities</b>	Accountability for safety is clear. The roles and responsibilities for safety are clearly defined throughout the organization and in supporting organizations.	Survey questions about NS as the over-riding priority.	See footnote. <sup>1</sup>
Survey questions about management involvement in promoting NS priorities.	See footnote. <sup>1</sup>			See footnote. <sup>2</sup>	SYNERGY Consulting
Making employees aware of policy statements	Policy statements are communicated by at least two means (e.g., hard copy distribution, newsletters, group meetings, training, stand down).			Site wide assessment. Data provided from survey results and 4Cs (Employee Communication Meetings) data.	FENOC
Employee understanding of policies	Surveys/interviews indicate that high percentages of employees understand the policies and consider safety a FirstEnergy value.			Site wide assessment. Data provided from survey results and 4Cs (Employee Communication Meetings) data.	FENOC
Understanding that safety is highest priority	Station surveys and/or interviews show that high percentages of employees, understand that safety is the highest priority.			Site wide assessment. Data provided from survey results.	FENOC
Documentation within the QA System	Review documents			See footnote. <sup>3</sup>	International
Leadership development	Review documents, training program, training records			See footnote. <sup>3</sup>	International
Delegation with authority	Records review			See footnote. <sup>3</sup>	International
People understand their duties	Job descriptions			See footnote. <sup>3</sup>	International
Incidents of non-compliance	Non-compliance rate			See footnote. <sup>3</sup>	International
Reward systems recognize safety behavior	Personnel evaluations, selection process			See footnote. <sup>3</sup>	International
Managers have specific safety goals in business plans	% of managers with safety goals in business plans, % of safety goals having progress milestones			See footnote. <sup>3</sup>	International
Rewards reflect safety achievements	% of performance rewards for safety behaviors, % of safety goals achieving the milestones			See footnote. <sup>3</sup>	International

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<b>Roles, Responsibilities and Accountabilities (continued)</b>	Accountability for safety is clear. The roles and responsibilities for safety are clearly defined throughout the organization and in supporting organizations. (continued)	Employees involved in setting safety improvements	% of employees involved, % of area specific goals set by employees	See footnote. <sup>3</sup>	International
		Team Appraisals include safety achievement	% of supervisors performing area safety performance appraisals, % of teams recognized for improved safety performance, % of teams sustaining improvement over time	See footnote. <sup>3</sup>	International
		Ownership of safety is evident at all levels	Observations	See footnote. <sup>3</sup>	International
		SCWE Behavior Accountability & Management	Employee behaviors demonstrate commitment to SCWE and safety as measured by the Performance Management program.	No Adverse Trend	PSEG Nuclear LLC
		Understanding of SCWE Policy and Commitment	Employees are aware of PSEG commitment to safety; and understand the SCWE policy, procedures and behavior expectations. Measured by employee survey.	Per Survey Results	PSEG Nuclear LLC
		Accountability for Safety and SCWE Behaviors	Employees believe that there is an appropriate level of accountability within the organization, and hold each other accountable for behaviors, actions and decisions that impact safety and SCWE. Measured by employee survey.	Per Survey Results	PSEG Nuclear LLC
		Recognition for SCWE Behaviors	Management provides positive recognition to employees who demonstrate appropriate SCWE behaviors and contribute to safety through conservative decision - making. Measured by employee survey.	Per Survey Results	PSEG Nuclear LLC
		Performance Management Effectiveness	Employees receive performance evaluations and are held accountable for improvement plans where appropriate.	Improving Trend	PSEG Nuclear LLC
		Responsibility Training - Operations	Percentage completion of responsibility training for licensed operations personnel including operations management (RO, SRO, AOM, OM) completing the Operational Decision Making Training.	100%	PSEG Nuclear LLC
		Survey questions about communication & reinforcement of standards & expectations for NS performance.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
Survey questions about focus on NS performance including existence of substantive personal, work group and organizational accountabilities for performance.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting		
<b>High Priority to Safety over Production</b>	Safety is integrated into all activities. Appreciation of risk in relation to safety. Maintain or improve safety margin. Safety related activities are properly planned. Safety policy is supported by the necessary resources.	Adequacy of management resources	Number of supervisor or above positions are not filled with ANSI qualified FENOC individuals.	Site wide assessment. Data provided by Human Resources	FENOC
		Adequacy of personnel resources	Number of sections that do not have sufficient personnel to perform their assigned responsibilities without contractor support	Significance evaluation regarding resources will be discussed depending on contractor support by section. Color identified for site after section discussion	FENOC
		Adequacy of funding	All risk significant identified improvements to nuclear safety, as identified by the Project Review Committee (PRC) for the plant, programs, or other activities, are funded in a timely manner	Site wide assessment. Data provided by the chairman of the Project Review Committee (PRC)	FENOC
		Improvements in safety margin	There have been obvious improvements made in safety margin.	Site wide assessment. Data provided from survey results.	FENOC
		Proper resource allocation	Observation	See footnote. <sup>3</sup>	International
		Safety resources are able to handle workload	Planning incorporates safety assessment	See footnote. <sup>3</sup>	International
		Levels of overtime worked	Overtime records, events linked to fatigue	See footnote. <sup>3</sup>	International
		Documentation, Decision Making, Communication	Observations	See footnote. <sup>3</sup>	International
		Absence of safety vs. production conflicts	Observations	See footnote. <sup>3</sup>	International
		Production/safety conflict is prevented	Review of conduct of operations training	See footnote. <sup>3</sup>	International
		Low levels of maintenance backlogs	Number and trend of temporary mods, maintenance backlogs, workarounds	See footnote. <sup>3</sup>	International
		Low levels of equipment degradation	Number of defect tags, material condition review	See footnote. <sup>3</sup>	International
		Examples of conservative decision-making are frequently observed	Observations, walk downs, training review	See footnote. <sup>3</sup>	International
Responsibility Training - Operations	Percentage completion of responsibility training for licensed operations personnel including operations management (RO, SRO, AOM, OM) completing the Operational Decision Making Training.	100%	PSEG Nuclear LLC		

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<b>High Priority to Safety over Production (continued)</b>	Safety is integrated into all activities. Appreciation of risk in relation to safety. Maintain or improve safety margin. Safety related activities are properly planned. Safety policy is supported by the necessary resources. (continued)	Nuclear Safety Issues Effectively Resolved	The number of nuclear safety issues that are resolved without the need for additional action/notifications/ operations or without additional concerns or issues being raised by the initiator.	No Adverse Trend	PSEG Nuclear LLC
		Operator Concerns	Operator concerns (OC) identifies an equipment or a program deficiency that provides an obstacle to normal plant operations. These are notifications coded with Task Code type OC.	TBD	PSEG Nuclear LLC
		Recognition for SCWE Behaviors	Management provides positive recognition to employees who demonstrate appropriate SCWE behaviors and contribute to safety through conservative decision - making. Measured by employee survey.	Per Survey Results	PSEG Nuclear LLC
		Preventative Maintenance Deferrals	Preventative Maintenance generated per week and the running total of open requests.	<= 2 per month	PSEG Nuclear LLC
		Operator Workarounds	Operator Work Around (OWA) identifies an equipment or a program deficiency that provides an obstacle to normal plant operations by requiring operations personnel to take significant compensatory actions to comply with procedures, design requirements or Technical Specifications.	<=3 per unit	PSEG Nuclear LLC
		Survey questions about a broad set of behaviors & practices associated with the conduct of specific NS-related processes	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
		Survey questions about effectiveness in anticipating operational risks, taking appropriate precautions and removing barriers to NS performance.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
		Survey questions about the allocation of resources (funding, staffing, expertise) to assure NS is maintained.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
<b>Control of Safety Related Activities</b>	Coordination of work considers safety. Work is properly controlled and authorized. The degree of control depends on the safety significance of the task.	Plant activities receive proper management attention and safety focus	Significant plant activities associated with the section had a management plan with a management sponsor and management oversight scheduled for the duration of the activity and only one CAQ event occurred indicating a lack of management attention during the previous quarter	Roll-Up of Section Manager Report-Outs	FENOC
		Training	High percentage of required training is complete.	Site wide assessment. Data provided by Training	FENOC
		Safety is addressed in work planning, implementation, and communications	QA records	See footnote. <sup>3</sup>	International
		Use of cross-functional teams	Review work plans	See footnote. <sup>3</sup>	International
		Responsibility Training - Operations	Percentage completion of responsibility training for licensed operations personnel including operations management (RO, SRO, AOM, OM) completing the Operational Decision Making Training.	100%	PSEG Nuclear LLC
		Procedure Non-Compliance Notifications	Number of notifications written for personnel who DID NOT follow procedures. Included are all Significance Level 1, 2 ad 3 notifications.	<=5 per month	PSEG Nuclear LLC
		PAOWF - Human Performance Observations	This performance metric measures the percent of Human Performance Observation cards performed by managers vs. required per month.	>=80%	PSEG Nuclear LLC
		Procedure Update / Revise Backlog	Number of open procedures requiring revision from revision requests, DCP's and enhancements. Includes procedures for Maintenance, Operations, Chemistry, Rad Pro, and Technical groups.	<=2618 by end of 2004	PSEG Nuclear LLC
<b>Ensuring Competence and Technical Knowledge</b>	Staff have the technical competence to carry out their tasks safely and effectively.	Training	High percentage of required training is complete	Site wide assessment. Data provided by Training	FENOC
		Staffing plan and implementation	Competence follow-up, Assessment of training and evaluation program review	See footnote. <sup>3</sup>	International

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<b>Ensuring Competence and Technical Knowledge (continued)</b>	Staff have the technical competence to carry out their tasks safely and effectively. (continued)	Mature succession planning in place	Observation	See footnote. <sup>3</sup>	International
		Repeat Maintenance (S1, S2, HC)	The number of repeat maintenance issues identified on safety related equipment.	No Adverse Trend	PSEG Nuclear LLC
		Repeat Nuclear Safety Notification	The number of nuclear safety concerns that were reissued as a result of ineffective corrective action.	No Adverse Trend	PSEG Nuclear LLC
		Nuclear Safety Issues Effectively Resolved	The number of nuclear safety issues that are resolved without the need for additional action/notifications/ operations or without additional concerns or issues being raised by the initiator.	No Adverse Trend	PSEG Nuclear LLC
		Survey questions about preparedness to carry out requirements of one's job.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
		Survey questions about specific competencies and observed behaviors & practices.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
<b>Training</b>	Knowledgeable workforce Initial and continuing training (technical) SCWE/Safety Culture training	Requalification training	A high percentage of the licensed operators have passed their requalification training.	This item assessed by Operations and Training	FENOC
		Training on SCWE	A high number of managers, supervisors, and operators have received training on SCWE.	Site wide assessment. Data provided by Training	FENOC
		Training on standards and expectations	A high number of section personnel have received training on standards and expectations	Roll-Up of Section Manager Report-Outs	FENOC
		Continuing training identified by Curriculum Review Committee (CRC)	A high number of scheduled training identified by the Curriculum Review Committee (CRC) is completed in a timely manner	Site wide assessment. Data provided by Training	FENOC
		Sufficient and competent staff	Number of licensed operator training hours/year	Trends	International
		Continuous development of staff	Number of simulator training hours/year	Trends	International
		People understand safety risks in their jobs	Survey/Interviews	See footnote. <sup>3</sup>	International
		Training on organizational learning process takes place for a range of staff and managers	%of targeted trained in process, range of personnel trained, scope of training, training on safety culture indicators	See footnote. <sup>3</sup>	International
		Initial SCWE Training Completion (IBEW Associates)	Percentage of IBEW personnel that complete initial SCWE training.	TBD	PSEG Nuclear LLC
		Initial SCWE Training Completion (MAST Associates)	Percentage of MAST associated (non-management) that complete initial SCWE training.	>=90%	PSEG Nuclear LLC
		Contractor Supervision SCWE Training Completion	Percentage of contractor supervision that complete initial SCWE training.	>=90%	PSEG Nuclear LLC
		Management SCWE Training Completion	Percentage of management associated that complete initial SCWE training	>=90%	PSEG Nuclear LLC
		Ongoing SCWE Training	Annual refresher SCWE training is provided to all site personnel (including long term contractors).	>=90%	PSEG Nuclear LLC
		Leadership [Skills] Training	Percentage of supervisors who have completed basic supervisory skills training (within 90 days of the revised curriculum implementation).	>=90%	PSEG Nuclear LLC
		Responsibility Training - Operations	Percentage completion of responsibility training for licensed operations personnel including operations management (RO, SRO, AOM, OM) completing the Operational Decision Making Training.	100%	PSEG Nuclear LLC
		Survey questions about formal and informal training on technical / functional aspects of peoples' jobs.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
		Survey questions about on-the-job coaching and feedback.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
<b>Supervision and Leadership</b>	Management oversight is involved in high-quality training and consideration of employee perspectives. Line managers and supervisors promote and support good safety practices and correct poor practice. A safety leadership process exists.	Management observations performed as scheduled with proper coaching	There is a management observation program; a large number are performed as required and minimum are rated as overall unsat.	Site wide assessment. Data provided by Leadership & Organizational Development (Management Observation Program) and Duty Plant Managers	FENOC
		Management observations are self critical	A large percentage of the management observations performed are self-critical and actions implemented.	Site wide assessment. Data provided by Leadership & Organizational Development (Management Observation Program) and Duty Plant Managers	FENOC
		Leadership in Action	Leadership in Action includes discussions on safety culture. Employee feedback indicates it was very effective.	Site wide assessment. Data provided by Leadership & Organizational Development	FENOC

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<b>Supervision and Leadership</b> (continued)	Management oversight is involved in high-quality training and consideration of employee perspectives. Line managers and supervisors promote and support good safety practices and correct poor practice. A safety leadership process exists. (continued)	Leaders openly encourage and recognize safety behaviors	Workforce recognizes that safety behavior is desired, workforce recognizes that management wants safety concerns to be raised, positive safety behavior is rewarded	See footnote. <sup>3</sup>	International
		Safety organizations attract good quality leaders	Career progression include assignment to safety organization	See footnote. <sup>3</sup>	International
		Supervisor Communication Effectiveness	Employees believe that communications from all levels of management have improved, as measured by employee survey.	Per Survey Results	PSEG Nuclear LLC
		PAOWF - Human Performance Observations	This performance metric measures the percent of Human Performance Observation cards performed by managers vs. required per month.	>=80%	PSEG Nuclear LLC
		Trust and Respect Between Management and Employees	There is mutual trust and respect between employees and management. Measured by employee survey.	Per Survey Results	PSEG Nuclear LLC
		Recognition for SCWE Behaviors	Management provides positive recognition to employees who demonstrate appropriate SCWE behaviors and contribute to safety through conservative decision - making. Measured by employee survey.	Per Survey Results	PSEG Nuclear LLC
		Performance Management Effectiveness	Employees receive performance evaluations and are held accountable for improvement plans where appropriate.	Improving Trend	PSEG Nuclear LLC
		OSHA Incident Rate	OSHA Incident Rate is defined as the number of OSHA recordable injuries for all of PSEG Nuclear (NJ) employees per 200,000 person-hours worked.	<=0.53	PSEG Nuclear LLC
		Procedure Non-Compliance Notifications	Number of notifications written for personnel who DID NOT follow procedures. Included are all Significance Level 1, 2 ad 3 notifications.	<=5 per month	PSEG Nuclear LLC
		Survey questions about management involvement and trust & confidence in management.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
		Survey questions about the effectiveness of change management practices and leadership	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
		Survey questions about management and supervision: promoting high NS standards, focusing on NS goals & objectives, managing NS systems & processes, providing a supportive work environment, promoting employee involvement and assuring personnel development & a learning environment	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
		<b>Questioning Attitude</b>	Discussion is encouraged on safety issues. Opposing views are encouraged and considered. "Why" and "What if" type questions are encouraged	Management support for ECP	Employee surveys indicate a large number of individuals believe management supports ECP
Satisfaction of employees using the ECP (YTD)	A high number of employees that use the ECP report being satisfied with the process.			Site wide assessment. Data provided by Employee Concerns Program	FENOC
Management emphasis on safety to employees; questioning attitude	Two means have been used in the last month to provide emphasis on safety to employees in the section and at least one was face to face (e.g., town hall, 4Cs (Employee Communication Meetings) or All Hands meetings, standdowns, newsletters, and training).			Roll-Up of Section Manager Report-Outs	FENOC
Safety Conscious behavior is encouraged	Observation, survey response			See footnote. <sup>3</sup>	International
Safety behavior is actively supported	peer observations and feedback			See footnote. <sup>3</sup>	International
Leadership competence developed through training	Review leadership training to determine focus on safety			See footnote. <sup>3</sup>	International
Self-Assessments Conducted	Department self-assessments conducted per schedule and scored per procedure.			Above passing score on all criteria	PSEG Nuclear LLC
Self-Identified Notifications	The percentage of Significance Level (SL) 1, 2 and 3 notifications that were self-identified by the department at PSEG Nuclear based on an average of monthly values.			>=80%	PSEG Nuclear LLC
Recognition for SCWE Behaviors	Management provides positive recognition to employees who demonstrate appropriate SCWE behaviors and contribute to safety through conservative decision - making. Measured by employee survey.			Per Survey Results	PSEG Nuclear LLC
ECP Concerns	The total number of ECP concerns received by category.			No Adverse Trend	PSEG Nuclear LLC
Total Notifications	The total notifications generated on a monthly basis.			No Adverse Trend	PSEG Nuclear LLC

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<b>Questioning Attitude (continued)</b>	Discussion is encouraged on safety issues. Opposing views are encouraged and considered. "Why" and "What if" type questions are encouraged (continued)	Survey questions about the work environment, management and supervisory receptivity and 'indicators & precursors' associated with the SCWE Survey questions about willingness to take appropriate action in pursuing identification and resolution of potential NS issues or concerns	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
<b>Challenging Unsafe Acts</b>	Employees are watchful for conditions and attitudes that have an undesirable effect on plant safety.	Raising problems	Management observations, CAP and Nuclear Oversight field observations show that a large majority of individuals are raising problems encountered in the field.	Site wide assessment. Data provided by Leadership & Organizational Development (Management Observation Program), Nuclear Oversight, and Duty Plant Managers	FENOC
		Change management process that considers safety	Use of PIs	See footnote. <sup>3</sup>	International
		Safety principles are internalized	Observations of behaviors, interviews/surveys	See footnote. <sup>2</sup>	International
		Self-Identified Notifications	The percentage of Significance Level (SL) 1, 2 and 3 notifications that were self-identified by the department at PSEG Nuclear based on an average of monthly values.	>=80%	PSEG Nuclear LLC
		Nuclear Safety Concerns Received	Number of nuclear safety concerns filed with the ECP.	No Adverse Trend	PSEG Nuclear LLC
		SCWE Behavior Accountability & Management	Employee behaviors demonstrate commitment to SCWE and safety as measured by the Performance Management program.	No Adverse Trend	PSEG Nuclear LLC
		Recognition for SCWE Behaviors	Management provides positive recognition to employees who demonstrate appropriate SCWE behaviors and contribute to safety through conservative decision - making. Measured by employee survey.	Per Survey Results	PSEG Nuclear LLC
		Survey questions about operational NS practices.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
<b>Conservative Decision Making/ Rigorous and Prudent Approach</b>	Staff are systematic and rigorous in decision making. Managers reinforce conservative decision-making. A rigorous approach to problem-solving is encouraged.	Problem solving	In all but one case, the problem solving process, has been properly implemented for applicable conditions during the previous quarter.	Site wide assessment. Data provided by Technical Services Engineering	FENOC
		Decision making	The majority of safety significant decisions were made in the section with adequate information, management oversight, involvement and peer checking during the quarter as indicated by no SCAQs.	Roll-Up of Section Manager Report-Outs	FENOC
		Interdepartmental problem solving and decision making	Cross-functional sections, Departments or stakeholders are frequently involved when problems are being solved and decisions are made.	Roll-Up of Section Manager Report-Outs	FENOC
		Department interfaces	Minimal process breakdowns and rework occur within the Department with effective and efficient resolution of emergent issues	Roll-Up of Section Manager Report-Outs	FENOC
		Change management process that considers safety	Use of PIs	See footnote. <sup>3</sup>	International
		Auxiliary Feedwater System Unavailability (S1, S2)	The sum of the planned and unplanned hours the system was unavailable.	11 hours per month (36 month rolling outage)	PSEG Nuclear LLC
		Residual Heat Removal System Unavailability (HC)	The sum of the planned and unplanned hours the system was unavailable.	12 hours per month (36 month rolling outage)	PSEG Nuclear LLC
		Chemical Volume Control and Safety Injection System Unavailability (S1, S2)	The sum of the planned and unplanned hours the system was unavailable.	14 hours per month (36 month rolling outage)	PSEG Nuclear LLC
		High Pressure Injection and Rector Core Isolation System Unavailability (HC)	The sum of the planned and unplanned hours the system was unavailable.	18 hours per month (36 month rolling outage)	PSEG Nuclear LLC
		Unplanned Shutdown Limiting Condition of Operation (LCO) Entries (S1, S2, HC)	The number of unplanned shutdown Technical Specification LCOs entered during the month.	<= 2 per month	PSEG Nuclear LLC
		Emergency Diesel Generator Unavailability (S1, S2, HC)	The sum of the planned and unplanned hours the system was unavailable.	27 (S1, S2) / 36 (HC) hours per month (36 month rolling average)	PSEG Nuclear LLC
		Unplanned Non-Shutdown Limiting Condition of Operation (LCO) Entries (S1, S2, HC)	The number of unplanned non-shutdown Technical Specification LCOs entered during the month.	<= 6 per month	PSEG Nuclear LLC
		Procedure Non-Compliance Notifications	Number of notifications written for personnel who DID NOT follow procedures. Included are all Significance Level 1, 2 ad 3	<=5 per month	PSEG Nuclear LLC
		Unplanned Operational Challenges (S1, S2, HC)	The number of plant operational issues that warrant implementation of the Operational Challenges Response Team.	No Adverse Trend	PSEG Nuclear LLC

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<b>Conservative Decision Making/ Rigorous and Prudent Approach (continued)</b>	Staff are systematic and rigorous in decision making. Managers reinforce conservative decision-making. A rigorous approach to problem-solving is encouraged. (continued)	Operator Workarounds	Operator Work Around (OWA) identifies an equipment or a program deficiency that provides an obstacle to normal plant operations by requiring operations personnel to take significant compensatory actions to comply with procedures, design requirements or Technical Specifications.	<=3 per unit	PSEG Nuclear LLC
		Repeat Maintenance (S1, S2, HC)	The number of repeat maintenance issues identified on safety related equipment.	No Adverse Trend	PSEG Nuclear LLC
		Repeat Nuclear Safety Notification	The number of nuclear safety concerns that were reissued as a result of ineffective corrective action.	No Adverse Trend	PSEG Nuclear LLC
		Operator Concerns	Operator concerns (OC) identifies an equipment or a program deficiency that provides an obstacle to normal plant operations. These are notifications coded with Task Code type OC.	TBD	PSEG Nuclear LLC
		Control Room Indicators (CRIs)	As determined by OS or Notification Screening Committee, any meter, overhead alarm, annunciator, chart recorder, indicating light, or other component within the Control Room that does not accurately represent the parameter or state it is intended to monitor shall be determined to be a CRI. Includes Outage & Online orders.	9 per unit/27 per site	PSEG Nuclear LLC
		Temporary Modifications (Tmods)	A modification to a plant structure, system, or component that temporarily alters the design configuration. The use of material(s) or component(s) that do not comply with procurement specifications shall be considered a T-Mod.	5 per unit/15 per site	PSEG Nuclear LLC
		Maintenance Rule (a)(1) Goals with Open Corrective Actions Not in Monitoring Phase	The number of 10CFR50.65 (a)(1) systems in the evaluation or corrective action phase.	<=6 per unit per month	PSEG Nuclear LLC
		On-Line Corrective Maintenance (CM) Backlog (S1, S2, HC)	The number of on-line corrective maintenance work items.	Total of <= 215 by the end of 2004 for all units	PSEG Nuclear LLC
		Preventative Maintenance (PM) Backlog (S1, S2, HC)	Number of Online Preventative Maintenance Orders that went overdue in the period. The Preventative Maintenance Orders that were or have not been completed/closed prior to their Overdue date during the month.	0	PSEG Nuclear LLC
		Preventative Maintenance (PM) Deferrals	Preventative Maintenance generated per week and the running total of open requests.	<= 2 per month	PSEG Nuclear LLC
		Survey questions about specific behaviors and practices at the work group, functional organization and sr. leadership levels.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
		Survey questions about management involvement and influence across a range of operational NS practices and challenges.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
<b>Communication Team Support</b>	Openness and access of all types of communication exist. Effective communication and team support allow individuals to receive the advice, information and support they require, and allow them to provide the necessary feedback to others in the organization.	Cross-functional teamwork	Cross-functional teamwork frequently occurs among sections, enabling efficient and effective workflow.	Roll-Up of Section Manager Report-Outs	FENOC
		Quality of management and employee relationships	Employees Concerns Program, Nuclear Oversight, and 4Cs survey data indicates a very high number of employees will bring concerns to management.	Site wide assessment only. Data provided by Employee Concerns Program, Nuclear Oversight and 4Cs (Employee Communication Meetings)	FENOC
		Quality of communication	4Cs surveys indicate that more than a large number of employees believe that communication from their Managers is fair.	Site wide assessment. Data provided by Site VP	FENOC
		Team work is rewarded	Formal reward system in place	See footnote. <sup>3</sup>	International
		Multidisciplinary teams used in problem solving	Records review	See footnote. <sup>3</sup>	International
		Supervisor Communication Effectiveness	Employees believe that communications from all levels of management have improved, as measured by employee survey.	Per Survey Results	PSEG Nuclear LLC
		Corporate Communication Effectiveness	Employees believe that communications from PSEG corporate to the site has improved.	Improving survey results	PSEG Nuclear LLC
		Survey questions about the effectiveness of communications, feedback and teamwork at the work group, functional organization and sr. leadership levels	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
Survey questions about the opportunities to provide input and contribute	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting		

**Safety Culture**  
Examples of Potential Objective Measures

Safety Culture Attribute	Attribute Description	Indicators	Objective Measures (OM)	OM Thresholds/Trends/Goals	Source
<b>Organizational Learning/ Learning Culture</b>	A Healthy learning culture exists. Proactive learning exists from many types of operational experience. Appropriate staff is well-informed of the underlying lessons learned from significant industry and station events. Processes established to identify and resolve organizational weaknesses.	Learning from the experience of the industry	Personnel in the section occasionally participate in industry committees, visit other sites or host personnel from other sites	Roll-Up of Section Manager Report-Outs	FENOC
		Use of internal and external assessments	Self-assessment reports	See footnote. <sup>3</sup>	International
		Use of internal and external operating experience	Number of external events analyzed per year	Trends	International
		Operational experience feeds back for learning	% of events selected for further communication or action, number of CAs closed out, % relevant lessons learned from industry applied, number of good practices selected for sharing, number of repeat events, availability of OE to operators	See footnote. <sup>3</sup>	International
		Benchmarking takes place	Improvements resulting from benchmarking, protocols for responding to benchmarking	See footnote. <sup>3</sup>	International
		OE is used in management planning activities	Active seeking of OE is identified, Number of lessons learned from OE incorporated in planning and briefing activities	See footnote. <sup>3</sup>	International
		Process for dealing with repeat events exists	Trending of repeat events, root cause process subject to quality assessment, Quality measures of Cas exist, % of CAs completes by target date	See footnote. <sup>3</sup>	International
		Prevention programs include both physical and organizational strengthening	% of managers given defense in depth training, management system stresses defense in depth, comparison to IAEA guidelines	See footnote. <sup>3</sup>	International
		Human performance awareness is in place at all levels	Initial and continuing training, staff uses error prevention tools	See footnote. <sup>3</sup>	International
		Safety indicators are tracked, trended, and evaluate	Observation	See footnote. <sup>3</sup>	International
		Supervisor Communication Effectiveness	Employees believe that communications from all levels of management have improved, as measured by employee survey.	Per Survey Results	PSEG Nuclear LLC
		Self-Assessments Conducted	Department self-assessments conducted per schedule and scored per procedure.	Above passing score on all criteria	PSEG Nuclear LLC
		PAOWF - Human Performance Observations	This performance metric measures the percent of Human Performance Observation cards performed by managers vs. required per month.	>=80%	PSEG Nuclear LLC
		Nuclear Safety Issues Effectively Resolved	The number of nuclear safety issues that are resolved without the need for additional action/notifications/ operations or without additional concerns or issues being raised by the initiator.	No Adverse Trend	PSEG Nuclear LLC
		Survey questions about the focus, commitment and effectiveness of continuous improvement	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
		Survey questions about the environment for helping people to learn and grow.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
		Survey questions about the effectiveness in identifying, communicating and addressing internal and industry lessons-learned.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
Survey questions about the cultural acceptance and effectiveness of the corrective action and other key NS processes.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting		
Survey questions about the progress in effectively addressing previously identified weaknesses.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting		
<b>Procedure Compliance</b>	Procedures are: (1) clearly written and fit their purpose, (2) Address main risks, (3) Understandable and relevant to users, (4) Can be practicably applied in work place, and (5) Applied consistently and conscientiously.	Use of procedures and work orders	Management observations and Nuclear Oversight field observations show that many individuals are using procedures or work orders.	Site wide assessment. Data provided by Leadership & Organizational Development (Management Observation Program), Nuclear Oversight and Duty Plant Managers	FENOC
		Procedure compliance	Management observations and Nuclear Oversight field observations show that many individuals are complying with procedures	Site wide assessment only. Data provided by Training, Leadership & Organizational Development (Management Observation Program), Nuclear Oversight and Duty Plant Managers	FENOC
		Procedures are available, correct and useable	CAP trends with procedural non-compliance or problems identified, number of outstanding procedure actions	See footnote. <sup>3</sup>	International

**Safety Culture**  
Examples of Potential Objective Measures

Safety Culture Attribute	Attribute Description	Indicators	Objective Measures (OM)	OM Thresholds/Trends/Goals	Source
<b>Procedure Compliance (continued)</b>	Procedures are: (1) clearly written and fit their purpose, (2) Address main risks, (3) Understandable and relevant to users, (4) Can be practicably applied in work place, and (5) Applied consistently and conscientiously. (continued)	Procedure Non-Compliance Notifications	Number of notifications written for personnel who DID NOT follow procedures. Included are all Significance Level 1, 2 ad 3 notifications.	<=5 per month	PSEG Nuclear LLC
		Procedure Update / Revise Backlog	Number of open procedures requiring revision from revision requests, DCP's and enhancements. Includes procedures for Maintenance, Operations, Chemistry, Rad Pro, and Technical groups.	<=2618 by end of 2004	PSEG Nuclear LLC
		PAOWF - Human Performance Observations	This performance metric measures the percent of Human Performance Observation cards performed by managers vs. required per month.	>=80%	PSEG Nuclear LLC
		Survey questions about the adequacy and effectiveness of procedures and opportunities for improvement.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
		Survey questions about worker's actual performance in accomplishing work governed by procedures.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
<b>Self-assessment and Measuring performance</b>	Insights from performance evaluations, quality assurance, employee concerns and independent oversight reflect an integrated and balanced approach. The safety performance of the organization is routinely monitored in order to ensure that safety standards are maintained and improved. Effectiveness of improvements is evaluated.	Use of Nuclear Oversight to supplement the self-assessment process	A high percentage of the sections have used Nuclear Oversight input to supplement the self-assessment process as defined business practice	Roll-Up of Section Manager Report-Outs	FENOC
		Self-assessments in accordance with NOBP-LP-2004, FENOC Ongoing Self-Assessment Guideline	A high percentage of sections have conducted self-assessments during the past year.	Site wide assessment. Data provided by Performance Improvement Unit	FENOC
		Section Performance Indicators	Section performance indicators exist for important activities affecting quality and safety and a high number of goals are met	Roll-Up of Section Manager Report-Outs	FENOC
		Information on human performance and safety culture is collected and used	Detected deviations/QA Safety culture PIs exist and are used to improve performance	Trends See footnote. <sup>3</sup>	International International
		Information on performance indicators is available to staff	Observations and interviews/surveys	See footnote. <sup>3</sup>	International
		Process for self-assessment is in place	Improvements are generated from self-assessment, self assessment actions are tracked	See footnote. <sup>3</sup>	International
		Self-Assessments Conducted	Department self-assessments conducted per schedule and scored per procedure.	Above passing score on all criteria	PSEG Nuclear LLC
		Self-Identified Notifications	The percentage of Significance Level (SL) 1, 2 and 3 notifications that were self-identified by the department at PSEG Nuclear based on an average of monthly values.	>=80%	PSEG Nuclear LLC
		Employee Concerns	The total number of ECP concerns received by category.	No Adverse Trend	PSEG Nuclear LLC
		Nuclear Safety Issues Effectively Resolved	The number of nuclear safety issues that are resolved without the need for additional action/notifications/ operations or without additional concerns or issues being raised by the initiator.	No Adverse Trend	PSEG Nuclear LLC
		PAOWF - Human Performance Observations	This performance metric measures the percent of Human Performance Observation cards performed by managers vs. required per month.	>=80%	PSEG Nuclear LLC
		Repeat Nuclear Safety Notification	The number of nuclear safety concerns that were reissued as a result of ineffective corrective action.	No Adverse Trend	PSEG Nuclear LLC
		Repeat Maintenance (S1, S2, HC)	The number of repeat maintenance issues identified on safety related equipment.	No Adverse Trend	PSEG Nuclear LLC
		Survey questions about the cultural acceptance and effectiveness of the independent oversight and other processes.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
		Survey questions about the progress in effectively addressing previously identified weaknesses.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
<b>Operating Experience</b>	Exchanges with other plants occur as necessary. Identification of opportunities for improvements. Benchmarking activities take place. Operational experience is used in management planning activities.	Benchmarking against industry standards	A high percentage of sections have completed any benchmarking in accordance with specific FENOC procedures.	Roll-Up of Section Manager Report-Outs	FENOC
		Addressing Operating Experience	Operating experience reports applicable to the section are completed on time	Operating Experience Coordinator input	FENOC
		A mistake is seen as a learning opportunity	Number of CR raised by staff, "near miss" learning is proceduralized, processes are in place for encouraging open reporting	See footnote. <sup>3</sup>	International

**Safety Culture**  
Examples of Potential Objective Measures

Safety Culture Attribute	Attribute Description	Indicators	Objective Measures (OM)	OM Thresholds/Trends/Goals	Source
<b>Operating Experience (continued)</b>	Exchanges with other plants occur as necessary. Identification of opportunities for improvements. Benchmarking activities take place. Operational experience is used in management planning activities. (continued)	Nuclear Safety Issues Effectively Resolved	The number of nuclear safety issues that are resolved without the need for additional action/notifications/ operations or without additional concerns or issues being raised by the initiator.	No Adverse Trend	PSEG Nuclear LLC
		Repeat Nuclear Safety Notification	The number of nuclear safety concerns that were reissued as a result of ineffective corrective action.	No Adverse Trend	PSEG Nuclear LLC
		Repeat Maintenance (S1, S2, HC)	The number of repeat maintenance issues identified on safety related equipment.	No Adverse Trend	PSEG Nuclear LLC
		Survey questions about the effectiveness in identifying, communicating and addressing internal and industry lessons-learned.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
		Survey questions about the involvement and participation in industry activities.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
<b>Problem Identification, Corrective Actions and Improvements/ Reporting Culture</b>	Problems are identified in a timely manner and with proper prioritization. Appropriate corrective actions are identified and implemented in response to findings. Resolution of issues is communicated to the concerned individual and avenues are provided for appeal. Credible, accessible, and effective alternative mechanisms for identification of concerns exist.	Condition Report (CR) category accuracy	CR category accuracy rate	Site wide assessment only. Data provided by Performance Improvement Unit	FENOC
		Timeliness of SCAQ and CAQ Remedial and Preventive corrective actions Does not include CRs or CAs linked to P3 activities	Large number of my section's SCAQ and CAQ Remedial and Preventive corrective actions required are completed on time Does not include CRs or CAs linked to P3 activities	Roll-Up of Section Manager Report-Outs	FENOC
		Condition Report (CR) self-identification rate	Significant number of the CRs originated are self-identified	Site wide assessment only. Data provided by Performance Improvement Unit	FENOC
		Employee survey	Employee surveys indicate that individuals are not willing to use the CAP.	Site wide assessment only. Data provided by Employee Concerns Program	FENOC
		Nuclear Oversight interviews	Nuclear Oversight interviews indicate that a minimal number of individuals are not willing to use the CAP.	Site wide assessment only. Data provided by Nuclear Oversight	FENOC
		Timeliness of corrective actions Does not include CRs or CAs linked to P3 activities	A high number of corrective actions for my section's CRs (e.g. SCAQ, CAQ) are completed on schedule without extensions.	Roll-Up of Section Manager Report-Outs	FENOC
		Analysis of external events	Number of external events analyzed/year	Trend	International
		Actions taken addressing external events	Measures implemented/external event	Trend	International
		Identified problems are resolved in established timeframe	Records review	See footnote. <sup>3</sup>	International
		Total Notifications	The total notifications generated on a monthly basis.	No Adverse Trend	PSEG Nuclear LLC
		Nuclear Safety Notifications	The number of notifications written for nuclear safety concerns, as determined by the FLOC being a safety-related component.	No Adverse Trend	PSEG Nuclear LLC
		Nuclear Safety Issues Effectively Resolved	The number of nuclear safety issues that are resolved without the need for additional action/notifications/ operations or without additional concerns or issues being raised by the initiator.	No Adverse Trend	PSEG Nuclear LLC
		ECP Concerns	The total number of ECP concerns received by category.	No Adverse Trend	PSEG Nuclear LLC
		Nuclear Safety Concerns Received	Number of nuclear safety concerns filed with the ECP.	No Adverse Trend	PSEG Nuclear LLC
		Employee Non-Nuclear Safety Concerns	Number of non-nuclear safety concerns filed with Human Resources.	No Adverse Trend	PSEG Nuclear LLC
		Timeliness of ECP Concerns	Employees are receiving timely responses to their ECP concerns, in accordance with concern significance.	Improving	PSEG Nuclear LLC
		Confidence in ECP	Employees express confidence in the ECP as an alternative avenue to raise concerns. Measured by employee survey.	Improving survey results	PSEG Nuclear LLC
		ECP Customer Satisfaction Rating	Concerned individual's rating of positive satisfaction pertaining to their experience with ECP.	No Adverse Trend	PSEG Nuclear LLC
		Nuclear Safety Issues Effectively Resolved	The number of nuclear safety issues that are resolved without the need for additional action/notifications/ operations or without additional concerns or issues being raised by the initiator.	No Adverse Trend	PSEG Nuclear LLC
		Repeat Nuclear Safety Notifications	The number of nuclear safety concerns that were reissued as a result of ineffective corrective action.	No Adverse Trend	PSEG Nuclear LLC
Self-Identified Notifications	The percentage of Significance Level (SL) 1, 2 and 3 notifications that were self-identified by the department at PSEG Nuclear based on an average of monthly values.	>=80%	PSEG Nuclear LLC		

**Safety Culture**  
Examples of Potential Objective Measures

Safety Culture Attribute	Attribute Description	Indicators	Objective Measures (OM)	OM Thresholds/Trends/Goals	Source
<b>Problem Identification, Corrective Actions and Improvements/ Reporting Culture (continued)</b>	Problems are identified in a timely manner and with proper prioritization. Appropriate corrective actions are identified and implemented in response to findings. Resolution of issues is communicated to the concerned individual and avenues are provided for appeal. Credible, accessible, and effective alternative mechanisms for identification of concerns exist. (continued)	Open NUCR Evaluations (Evals) with Due Date Extensions	The number of due date extensions approved for open Nuclear Condition Report evaluations.	No Adverse Trend	PSEG Nuclear LLC
		NUCR Operations Overdue	Percentage of Nuclear Condition Reports operations overdue on a monthly basis, measured by Operations with actual finish date > due date.	<5%	PSEG Nuclear LLC
		Initiator [Notification] Satisfaction	Initiator satisfaction with the resolution of the issue, based on completion of a voluntary survey.	Improving Trend	PSEG Nuclear LLC
		Survey questions about the overall effectiveness of the corrective action process including areas such as identification of potential NS issues or concerns, prioritization in accordance with NS significance, adequacy of investigations in addressing root cause and generic implications, implementing effective solutions and preventing recurrence.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
		Survey questions about the barriers to timely identification and resolution of potential NS-related conditions.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
		Survey questions about the effectiveness of the Employee Concerns Processes.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
<b>Working Conditions</b>	"Blame-free" environment. Job Satisfaction. Motivation. Teamwork. Staff is treated with dignity and respect.	Personnel Performance Appraisals	The performance appraisal program includes assessments of safety or quality of performance but some appraisals have not been performed in timely manner and some employees do not have a current appraisal.	Site wide assessment only. Data provided by Human Resources	FENOC
		Input and involvement	Managers and supervisors occasionally request input/involvement from employees in the setting of department goals and establishing work priorities.	Roll-Up of Section Manager Report-Outs	FENOC
		Use of SCWERT (YTD)	Number of CRs issued related to failure to properly conduct SCWERT review of station work related disciplinary actions prior to the action	Site wide assessment. Data provided by Employee Concerns Program	FENOC
		Effectiveness of SCWERT in avoiding discrimination claims (YTD)	Number of NRC allegations or ECP concerns of discrimination submitted.	Site wide assessment. Data provided by Employee Concerns Program	FENOC
		Effectiveness in avoiding NRC or ECP substantiated discrimination claims (YTD)	Number of substantiated NRC or ECP discrimination claims	Site wide assessment. Data provided by Employee Concerns Program	FENOC
		Personal initiative	Employees in the section do what it takes to get the job done.	Roll-Up of Section Manager Report-Outs	FENOC
		Resignations	Number of resignations/year	Trend	International
		Sick Leave	Number of sick leave days/year	Trend	International
		Commitment to organization	Turnover records, job satisfaction survey results	See footnote. <sup>3</sup>	International
		Employee Perception of Management Commitment	Employees believe that management is committed to safety, the development of SCWE, and acts in accordance with that commitment. Measured by employee survey.	Per Survey Results	PSEG Nuclear LLC
		SCWE Behavior Accountability & Management	Employee behaviors demonstrate commitment to SCWE and safety as measured by the Performance Management program.	No Adverse Trend	PSEG Nuclear LLC
		Supervisor Communication Effectiveness	Employees believe that communications from all levels of management have improved, as measured by employee survey.	Per Survey Results	PSEG Nuclear LLC
		ECP Concerns Confidentiality / Anonymity Request	The number of ECP concerns filed anonymously/confidentiality versus total number of concerns per month, not including NRC 30-day requests.	No Adverse Trend	PSEG Nuclear LLC
		PSEG Retaliation Concerns Received / Substantiated	Employee concerns of retaliation for engaging in legally protected activities received and substantiated.	No Adverse Trend	PSEG Nuclear LLC
		Recognition for SCWE Behaviors	Management provides positive recognition to employees who demonstrate appropriate SCWE behaviors and contribute to safety through conservative decision - making. Measured by employee survey.	Per Survey Results	PSEG Nuclear LLC
		Trust and Respect Between Management and Employees	There is mutual trust and respect between employees and management. Measured by employee survey.	Per Survey Results	PSEG Nuclear LLC
Performance Management Effectiveness	Employees receive performance evaluations and are held accountable for improvement plans where appropriate.	Improving Trend	PSEG Nuclear LLC		

**Safety Culture**  
Examples of Potential Objective Measures

Safety Culture Attribute	Attribute Description	Indicators	Objective Measures (OM)	OM Thresholds/Trends/Goals	Source
<b>Working Conditions (continued)</b>	"Blame-free" environment. Job Satisfaction. Motivation. Teamwork. Staff is treated with dignity and respect. (continued)	NRC Retaliation Allegations Received / Substantiated	Number of allegations of retaliation filed with the NRC, and the number substantiated.	No Adverse Trend	PSEG Nuclear LLC
		Third Step Grievances	Number of Third Step grievances on a monthly basis.	No Adverse Trend	PSEG Nuclear LLC
		Executive Review Board (ERB) Action Approvals	The number of 'approved' ERB cases out of the total cases reviewed each month.	No Adverse Trend	PSEG Nuclear LLC
		Survey questions about the general culture and work environment including areas such as job satisfaction, morale, motivation, encouraging employee inputs and involvement, teamwork, managing change, performance recognition, personnel management practices and treating people with dignity and respect.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
		Survey questions about the management and supervision promoting a supportive work environment.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
<b>Trust</b>	A high level of trust is established in the organization. Free flow of information. Safety concerns and differing opinions are welcomed and differing opinions are welcomed and respected. Clear, accurate information provided to oversight, audit, and regulatory organizations.	Willingness to raise safety concerns	Surveys show that personnel are willing to raise safety concerns through their supervisor, a CR or ECP.	Site wide assessment. Data provided from survey results	FENOC
		Worker confidence in raising safety concerns	Surveys and/or interviews indicate that workers believe they can raise nuclear safety or quality concerns without fear of retaliation.	Site wide assessment. Data provided by Employee Concerns Program	FENOC
		Complaints of breach of confidentiality of ECP	Number of Complaints of Breach of ECP Confidentiality (YTD)	Site wide assessment. Data provided by Employee Concerns Program	FENOC
		Employee Perception of Management Commitment	Employees believe that management is committed to safety, the development of SCWE, and acts in accordance with that commitment. Measured by employee survey.	Per Survey Results	PSEG Nuclear LLC
		Supervisor Communication Effectiveness	Employees believe that communications from all levels of management have improved, as measured by employee survey.	Per Survey Results	PSEG Nuclear LLC
		SCWE Behavior Accountability & Management	Employee behaviors demonstrate commitment to SCWE and safety as measured by the Performance Management program.	No Adverse Trend	PSEG Nuclear LLC
		ECP Concerns Confidentiality / Anonymity Request	The number of ECP concerns filed anonymously/confidentiality versus total number of concerns per month, not including NRC 30-day requests.	No Adverse Trend	PSEG Nuclear LLC
		Trust and Respect Between Management and Employees	There is mutual trust and respect between employees and management. Measured by employee survey.	Per Survey Results	PSEG Nuclear LLC
		Performance Management Effectiveness	Employees receive performance evaluations and are held accountable for improvement plans where appropriate.	Improving Trend	PSEG Nuclear LLC
		PSEG Retaliation Concerns Received / Substantiated	Employee concerns of retaliation for engaging in legally protected activities received and substantiated.	No Adverse Trend	PSEG Nuclear LLC
		NRC Retaliation Allegations Received / Substantiated	Number of allegations of retaliation filed with the NRC, and the number substantiated.	No Adverse Trend	PSEG Nuclear LLC
		Executive Review Board (ERB) Action Approvals	The number of 'approved' ERB cases out of the total cases reviewed each month.	No Adverse Trend	PSEG Nuclear LLC
		Survey questions about the leadership behaviors, practices, effectiveness and involvement affecting trust & confidence.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting
Survey questions about the management receptivity and responsiveness to employee inputs, concerns and differing professional opinions	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting		
Survey questions about the communications, interfaces and attitudes with oversight and regulatory organizations.	See footnote. <sup>1</sup>	See footnote. <sup>2</sup>	SYNERGY Consulting		

<sup>1</sup>Model, Dimensions, Sub-Dimension and Attribute (question level) mean and standard deviation values, time interval trends, location/organization differentials, negative 'pocket' size

<sup>2</sup>"Absolute Measures of Acceptability" (metric); absolute values (means), magnitude of positive/negative trends (% change), magnitude of negative response (%) 2. "Relative Performance Norms" (% deviation from company / location 'norm' or percentile ranking)

<sup>3</sup>Organizational and Management assessment Methodology - Functional analysis, structured interview protocol, behavioral anchored rating scales, behavioral observations, survey - Convergent validity