

Document Key:

- Safety Culture Traits are in **blue** and are numbered 1-10. Note that Decision Making was added during the December 2011 Common Language Workshop.
- Sub-categories created during the December 2011 Common Language Workshop are **bold** and labeled by letter (a, b, c, etc.) under each trait.
- Suggested changes are in **red**. Additions are **underlined** and deletions are **~~strikethrough~~**.
- Suggested examples are bulleted. Placeholders are included for sub-categories that do not currently have examples.

1. Personal Accountability: All individuals take personal responsibility for safety.

- a. Standards: All personnel understand the importance of adherence to nuclear standards. All levels of the organization exercise healthy accountability for shortfalls in meeting standards.**

Examples:

- The workforce demonstrates a proper safety focus and reinforces safety principles among their peers.

- b. Worker Ownership for Job: Workers understand and demonstrate that they are personally responsible for the behaviors and work practices that support nuclear safety.**

Examples:

- Personnel follow procedures and use human error prevention techniques.
- Personnel use self and peer checking and properly document activities, commensurate with the risk of the assigned task.

- c. Teamwork: Workers and workgroups communicate and coordinate their activities to ensure that nuclear safety is maintained.**

Examples:

2. Leadership Safety Values and Actions: Leaders demonstrate a commitment to safety in their decisions and behaviors.

- a. Resources: The leadership ensures that personnel, equipment, procedures, and other resources are available and adequate to assure nuclear safety.**

Examples:

- The licensee maintains sufficient qualified personnel to ensure work is performed safely.
- The licensee maintains adequate and available facilities and equipment, including physical improvements, simulator fidelity and emergency facilities and equipment.

- b. Incentives, Sanctions and Rewards: ~~Accountability is maintained for important safety decisions in that the~~ The licensee's system of rewards and sanctions is aligned with nuclear safety policies and reinforces behaviors and outcomes which reflect safety as an overriding priority.**

Examples:

- The potential chilling effects of disciplinary actions and other potentially adverse personnel actions are considered and compensatory actions are taken when appropriate.

c. Present in the Field: Leaders practice visible leadership in the field by placing “eyes on the problem”, coaching, mentoring, and reinforcing standards. Deviations from station expectations are corrected promptly.

Examples:

- Leaders reinforce safety standards and displays behaviors that reflect safety as an overriding priority.
- The licensee ensures supervisory and management oversight of work activities, including contractors, such that nuclear safety is supported.

d. Leaders Demonstrate a Strategic Commitment to Safety:

Examples:

- The licensee develops and implements production, cost, and schedule goals in a manner that reinforces the importance of nuclear safety.

e. Effective Change Management: Management uses a systemic process for planning, coordinating, and evaluating the safety impacts of decisions related to major changes in organizational structure and functions, leadership, policies, programs, procedures, and resources.

Examples:

- Management uses a systemic process for planning, coordinating, and evaluating the safety impacts and potential chilling effects of decisions related to major changes in organizational structure and functions, leadership, policies, programs, procedures, and resources (e.g., reductions, outsourcing, and reorganization).

f. Leadership Behaviors Creating Consensus Regarding Safety: Safety policies and related training establish and reinforce that nuclear safety is an overriding priority, in that leaders periodically communicate and reinforce nuclear safety such that personnel understand that safety is of the highest priority.

Examples:

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g. Roles and Responsibilities: Roles, responsibilities, and authorities for nuclear safety are well-defined and clearly understood.

Examples:

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3. Respectful Work Environment: Trust and respect permeate the organization.

a. Respect is Evident: People are treated with dignity and respect at all levels of the organization.

Examples:

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- b. **Opinions are Valued:** Personnel are encouraged to voice concerns, suggestions, and questions, and differing opinions are respected.

Examples:

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- c. **High Level of Trust:** Trust exists between management and personnel throughout the organization.

Examples:

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- d. **Effects of Impending Change:**

Examples:

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- e. **Conflict Resolution:** Fair and objective methods are used to resolve conflict and differing professional opinions.

Examples:

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4. **Decision Making:** Personnel are systematic and rigorous in making decisions that support safe plant operation. ~~Operations are vested with the authority and understand the expectation, when faced with unexpected or uncertain conditions, to place the plant in a safe condition. Senior leaders support and reinforce conservative decisions.~~

- a. **Consistent Process:** Workers and leaders use a consistent, systematic approach to making conservative decisions.

Examples:

- The licensee makes safety-significant or risk-significant decisions using a systematic process.

- b. **Conservative Bias:** The licensee uses conservative assumptions in decision making, requiring that a proposed action be demonstrated as safe in order to proceed, rather than that it be demonstrated unsafe in order to stop.

Examples:

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- c. **Clear Responsibility for Decisions:** Single-point accountability is maintained and clearly communicated for important safety decisions, allowing for ongoing assessment and feedback as circumstances unfold.

Examples:

- The licensee formally defines the authority and roles for decisions affecting nuclear safety, communicates these roles to applicable personnel, and implements these roles and authorities as designed.

- Operations are vested with the authority to place the plant in a safe condition when faced with unexpected or uncertain conditions.

5. **Questioning Attitude: Individuals avoid complacency and continuously challenge existing conditions and activities in order to identify discrepancies that might result in error or inappropriate action.**

- a. **Challenge the Unknown: Employees understand that complex technologies can fail in unpredicted ways. Personnel do not proceed in the face of uncertainty.**

Examples:

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- b. **Challenge Assumptions: Employees at all levels of the organization are encouraged to challenge assumptions, and offer opposing views when they feel something is not correct.**

Examples:

- Dialogue and debate are encouraged when evaluating nuclear safety issues.

6. **Continuous Learning: Opportunities to learn about ways to ensure safety are sought out and implemented.**

- a. **Effective Use of Operating Experience: The licensee systematically collects, evaluates, and implements relevant internal and external operating experience in a timely manner.**

Examples:

- The licensee systematically collects, evaluates, and communicates to affected internal stakeholders in a timely manner relevant internal and external OE.
- The licensee implements and institutionalizes OE through changes to station processes, procedures, equipment, and training programs.

- b. **Performance Improvement through Benchmarking: Strive for continuous improvement of knowledge skills and safety performance through the use of benchmarking.**

Examples:

- Personnel continuously strive to improve their knowledge, skills, and safety performance through activities such as benchmarking, being receptive to feedback, and setting performance goals.

- c. **Training to Improve Performance: The licensee provides adequate training and knowledge transfer for all personnel on site to ensure technical competency commensurate with their position and safe operation.**

Examples:

7. **Problem Identification & Resolution: Issues potentially impacting safety are promptly identified, fully evaluated, and promptly addressed and corrected commensurate with their significance.**
- a. **Identification: The licensee implements a corrective action program with a low threshold for identifying issues completely, accurately, and in a timely manner commensurate with their safety significance.**
Examples:
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- b. **Evaluation: The licensee thoroughly evaluates problems such that the resolutions address causes and extent of conditions, as necessary. ~~This includes properly classifying, prioritizing, and evaluating for operability and reportability conditions adverse to quality. This also includes, for significant problems, conducting effectiveness reviews of corrective actions to ensure that they problems are resolved.~~**
Examples:
- Problems are properly classified, prioritized, and evaluated for operability and reportability conditions adverse to qualify.
 - The licensee conducts effectiveness reviews of significant corrective actions to ensure that the problems are resolved.
- c. **CAP Effectiveness: The licensee ensures that issues potentially impacting nuclear safety are promptly identified, fully evaluated and that actions are taken to address safety issues in a timely manner, commensurate with their significance. ~~The licensee takes appropriate corrective actions to address safety issues and adverse trends in a timely manner, commensurate with their safety significance and complexity.~~**
Examples:
- The licensee takes appropriate corrective actions to address safety issues and adverse trends in a timely manner, commensurate with their safety significance and complexity.
- d. **Self Assessment: The licensee conducts self-assessments at an appropriate frequency; such assessments are of sufficient depth, are comprehensive, are appropriately objective, and are self-critical. ~~The licensee periodically assesses the effectiveness of oversight groups and programs such as CAP and policies.~~**
Examples:
- The licensee periodically conducts comprehensive and objective self and independent assessments of their programs and practices to identify areas for improvement, and takes corrective actions commensurate with their significance.
 - The licensee periodically assesses the effectiveness of oversight groups and programs such as CAP and policies.

- e. **Performance Improvement/Trending:** The licensee periodically trends and assesses information from the CAP and other assessments in the aggregate to identify programmatic and common cause problems. ~~The licensee communicates the results of the trending to applicable personnel. The licensee tracks and trends safety indicators which provide an accurate representation of performance.~~

Examples:

- The licensee tracks and trends safety indicators which provide an accurate representation of performance.
- The licensee communicates the results of the trending to applicable personnel.

8. **Environment for Raising Concerns:** A safety conscious work environment is maintained where personnel feel free to raise safety concerns without fear of retaliation, intimidation, harassment, or discrimination.

- a. **Effective SCWE Policy:** The licensee has a safety conscious work environment policy that ensures that claims of discrimination are investigated consistent with the content of the regulations regarding employee protection, necessary corrective actions are taken in a timely manner, and actions are taken to mitigate any potential chilling effect on others.

Examples:

- Supervisors respond to employee safety concerns in an open, honest, and non-defensive manner and personnel are able to raise nuclear safety issues without fear of retaliation.
- Safety policies reinforce that individuals have the right and responsibility to raise nuclear safety issues through available means, including avenues outside their organizational chain of command and to external agencies, and obtain feedback on the resolution of such issues.
- All personnel are effectively trained that harassment and retaliation for raising safety concerns is a violation of law and policy and will not be tolerated.

- b. **Effective Employee Concerns Program:** Issues raised through the Employee Concerns Program result in appropriate and timely resolutions of identified problems and are independent such that the program does not report to line management.

Examples:

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- c. **Alternative Process for Raising Concerns:** If applicable, alternative processes for raising safety concerns or resolving differing professional opinions are communicated, accessible, have an option to raise issues in confidence, and are independent in the sense that the program does not report to line management.

Examples:

- Processes for raising concerns or resolving differing professional opinions that are alternates to the licensee's corrective action program or line management are communicated and accessible to employees.
- Alternative processes include an option to raise issues in confidence and do not report to line management or those who would, in the normal course of activities, be responsible for addressing the issue raised.

- d. **Open Collaborative Work Environment:**

Examples:

9. **Work Processes: The process of planning and controlling work activities is implemented so that safety is maintained.**

- a. **Design Margins Maintained: Safety related equipment is operated and maintained within design margins and margins are carefully guarded and changed only with great thought and care.**

Examples:

- The licensee maintains long term plant safety by maintenance of design margins, minimization of long-standing equipment issues, minimizing preventative maintenance deferrals, and ensuring maintenance and engineering backlogs are low enough support safety.

- b. **High Quality Documentation: The licensee creates and maintains complete, accurate and up-to-date design documentation, procedures, work packages, and component labeling.**

Examples:

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- c. **Work Effectively Planned and Executed: The process of planning and controlling work activities is implemented so that safety is maintained.**

Examples:

- The licensee appropriately considers risk insights, job site conditions, planned contingencies, the impact of changes to the work scope, the need for coordination with different groups or job activities, and the need to keep personnel apprised of work status.

- d. **Nuclear is Recognized as Special and Unique: The special characteristics of nuclear technology are taken into account in all decisions and actions.**

Examples:

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10. **Effective Safety Communication: Communications maintain a focus on safety.**

- a. **Communicating Work Processes: The licensee communicates expectations regarding procedural compliance and use of human error prevention techniques.**

Examples:

- The licensee communicates expectations for holding pre-job briefings, self and peer checking, and proper documentation of activities, commensurate with the risk of the assigned task.

- b. **Communicating Basis for Decisions: The licensee communicates decisions and the basis for decisions to personnel who have a need to know that information in order to person work safety, in a timely manner.**

Examples:

- The licensee communicates decisions and the basis for decisions to personnel who have a need to know that information in order to person work safety, in a timely manner.

c. **Free Flow of Information:** Personnel behaviors and interactions encourage free flow of information.

Examples:

- Personnel behaviors and interactions encourage free flow of information related to raising nuclear safety issues, differing professional opinions, and identifying issues in the CAP and through self-assessments.
- Supervisors respond to employee safety concerns in an open, honest, and non-defensive manner.
- Personnel provide complete, accurate, and forthright information to oversight, audit, and regulatory organizations.

d. **Expectations:** Senior leaders periodically communicate and reinforce safety such that personnel understand that safety is of the highest priority.

Examples:

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