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 **(attributes)** created during the December 2011, and April 2012 Common Language Workshops are **bold** and labeled by letter (a, b, c, etc.) under each trait.

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

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

   b. **Job Ownership: Individuals understand and demonstrate personal responsibility for the behaviors and work practices that support nuclear safety.**

   c. **Teamwork: Individuals and workgroups communicate and coordinate their activities within and across organizational boundaries to ensure nuclear safety is maintained.**

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

   a. **Constant Examination: Leaders ensure that nuclear safety is constantly scrutinized through a variety of monitoring techniques, including assessments of nuclear safety culture.**

   b. **Leader Behaviors: Leaders exhibit behaviors that set the standard for safety.**

   c. **Resources: Leaders ensure that personnel, equipment, procedures, and other resources are available and adequate to support nuclear safety.**

   d. **Incentives, Sanctions and Rewards: Leaders ensure incentives, sanctions, and rewards are aligned with nuclear safety policies and reinforce behaviors and outcomes which reflect safety as the overriding priority.**

   e. **Field Presence: Leaders are commonly seen in working areas of the plant observing, coaching, and reinforcing standards and expectations. Deviations from standards and expectations are corrected promptly.**

f. **Strategic Commitment to Safety: Leaders ensure plant priorities are aligned to reflect nuclear safety as the overriding priority.**

g. **Change Management: Leaders use a systematic process for evaluating and implementing change so that nuclear safety remains the overriding priority.**

h. **Roles, Responsibilities, and Authorities: Leaders clearly define roles, responsibilities, and authorities to ensure nuclear safety.**

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

    a. **Respect is Evident: Everyone is treated with dignity and respect.**

    b. **Opinions are Valued: Individuals are encouraged to voice concerns, provide suggestions, and raise questions. Differing opinions are respected.**

    c. **High Level of Trust: Trust is fostered among individuals and workgroups throughout the organization.**

    d. **Conflict Resolution: Fair and objective methods are used to resolve conflict.**

4. **Decision Making: Decisions that support or affect nuclear safety are systematic, rigorous, and thorough.**

    a. **Consistent Process: Individuals use a consistent, systematic approach to make decisions. Risk insights are incorporated as appropriate.**

    b. **Conservative Bias: Individuals use decision making practices that emphasize prudent choices over those that are simply allowable.   A proposed action is determined to be safe in order to proceed, rather than unsafe in order to stop.**

    c. **Accountability for Decisions: Single-point accountability is maintained for nuclear safety decisions.**

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. **Nuclear Is Recognized as Special and Unique: Individuals understand that complex technologies can fail in unpredictable ways.**

   b. **Challenge the Unknown: Individuals stop when faced with uncertain conditions. Risks are evaluated and managed before proceeding.**

   c. **Challenge Assumptions: Individuals challenge assumptions and offer opposing views when they think something is not correct.**

   d. **Avoid Complacency: Individuals recognize and plan for the possibility of mistakes, latent issues, or inherent risk, even while expecting successful outcomes.**

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

   a. **Operating Experience: The organization systematically and effectively collects, evaluates, and implements relevant internal and external operating experience in a timely manner.**

   b. **Benchmarking: The organization learns from other organizations to continuously improve knowledge, skills, and safety performance.**

   c. **Self Assessment: The organization routinely conducts self-critical and objective assessments of its programs, practices and performance.**

   d. **Training: The organization provides training and ensures knowledge transfer to maintain a knowledgeable, technically competent workforce and to instill nuclear safety values.**

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 organization implements a corrective action program with a low threshold for identifying issues. Individuals identify issues completely, accurately, and in a timely manner in accordance with the program.**

b. **Evaluation: The organization thoroughly evaluates issues to ensure that resolutions address causes and extent of conditions, commensurate with their safety significance.**

c. **Resolution: The organization takes effective corrective actions to address issues in a timely manner, commensurate with their safety significance.**

d. **Trending: The organization periodically analyzes information from the corrective action program and other assessments in the aggregate to identify adverse trends or conditions.**

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

a. **SCWE Policy: The organization effectively implements a policy that supports individuals' rights and responsibilities to raise safety concerns, and does not tolerate harassment, intimidation, retaliation, or discrimination for doing so.**

b. **Alternate Process for Raising Concerns: The organization effectively implements a process for raising and resolving concerns that is independent of line management influence. Safety issues may be raised in confidence and are resolved in a timely and effective manner.**

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

a. **Work Management: The organization implements a process of planning, controlling, and executing work activities such that nuclear safety is the overriding priority. The work process includes the identification and management of risk commensurate to the work.**

    b. **Design Margins: The organization operates and maintains equipment within design margins. Margins are carefully guarded and changed only through a systematic and rigorous process. Special attention is placed on maintaining fission product barriers, defense in depth, and safety related equipment.**

    c. **Documentation: The organization creates and maintains complete, accurate and up-to-date documentation.**

    d. **Procedure Adherence: Individuals follow processes, procedures and work instructions.**

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

    a. **Expectations: Leaders frequently communicate and reinforce the expectation that nuclear safety is the organization's overriding priority.**

    b. **Work Process Communications: Individuals incorporate safety communications in work activities.**

    c. **Bases for Decisions: Leaders ensure that the bases for operational and organizational decisions are communicated in a timely manner.**

    d. **Free Flow of Information: Individuals communicate openly and candidly, both up, down, and across the organization, and with oversight, audit, and regulatory organizations.**