Enclosure 95003.02-B
Sample Questions for Safety Culture Components

The following questions are examples of the types of questions which may be asked during focus group or individual interviews. Safety Culture components and questions selected for inspection should be based upon specific site circumstances, i.e., not all safety culture components and/or all questions will necessarily be applicable. The questions are not all-inclusive and the following list is not intended to be used in its entirety. The interviewer shouldn't simply read the questions to the focus group or interviewees as written; instead, the interviewer should understand the audience and reword/tailor the questions/topics for the audience.

The questions related to each safety culture component are organized here in alphabetical order by the title of the component, but the list of questions to be used in any particular interview or focus group can be organized differently. However, when developing the list of questions to be asked in interviews or focus groups, it is easier for respondents to answer groups of related questions than questions that skip from one topic to another. One way to introduce a group of related questions is with a statement such as, "Now let's talk about decision making" (or operating experience, work practices, etc.).

The first step in developing a good question is to identify exactly what kind of information you want the respondents to provide. This is important because it is easy to receive one type of information when you really want another. Virtually all questions are either open-ended or close-ended.

Open-ended questions are generally more demanding to answer, typically produce many different responses, and often produce information that can not be compared across respondents. These questions may be used when the safety culture assessor doesn't want to specify response choices or wants to (1) to give respondents a chance to state opinions, (2) let respondents vent frustrations, and (3) hear what has been overlooked, or further explore issues. Open-ended questions are helpful when they follow a close-ended question and ask respondents to explain details about their particular answer. Also, open-ended questions are desirable when respondents are being asked about behaviors.

Close-ended questions are those that provide specific choices and the respondent selects from the choices. These questions are generally less demanding to answer and the responses are easier to analyze and aggregate.

In summary, well worded questions asked in the appropriate format will make it easier for the respondent to answer. Using the opened and closed ended questions appropriately will provide useful information for the safety culture assessor.

Enclosure 95003.02-C provides additional guidance for conducting individual interviews and focus groups.

<u>Accountability</u>

1.   Who is responsible for nuclear safety at this site? Explain.

2.   Please describe your line of authority. Who revises your line of authority if necessary?

3.   Do you have nuclear safety responsibilities in your job? If so, please describe what they are. Is nuclear safety incorporated into your job performance review? If so how?

4.   In the past year, have you experienced any challenges or barriers to meeting your nuclear safety responsibilities? If so, please describe them. Have you had any particular successes in meeting your nuclear safety responsibilities? If so, please describe them.

5.   Does the plant have any kind of program to reward staff for improving safety, such as spot awards for excellent work practices or awards for the best suggestions to improve safety? If so, please describe the program(s). Do you think they make difference in what people do around here? If not, what would be more effective?

6.   Can you think of an instance from the past year in which your supervisor or a manager spoke directly to you about a nuclear safety issue? If so, please describe the circumstances. What was the nature of the discussion? Was a decision made to change anything about how you perform your work? If so, please describe the decision.

Continuous Learning Environment

1.   On average, what is the proportion of staff time in your department that is devoted to training? What do you think about this proportion of time (e.g., too little, too much, right amount)? How does this compare with other departments at the site? How does this compare with other plants that you are aware of?

2.   Is it ever necessary to cancel or reschedule training due to operational requirements? For what types of reasons does this occur? About how often does it occur? In the past several years, have you had planned training cancelled due to operational requirements? Were there any actions taken to reschedule the cancelled training? Who took these actions? Please describe what happened.

3.   How does your management treat errors? Does your management consider errors as negative to the business, as learning opportunities, or both? Can you describe any examples of errors that were used as learning examples and/or errors that were considered to be negative for the business? If an error was used as a learning example, how was it discussed? Would you be more or less likely to report an error you or a co-worker made as a result? If an error was considered to be negative for the business, what happened? Would you be more or less likely to report an error you or a co-worker made as a result?

4.   In the past several years, have you been involved in any benchmarking activities? If so, please describe them. Were any of your benchmarking ideas implemented? Please describe the ideas and how they were implemented or why they weren't implemented. Does it seem that the changes have made a difference? If so, how?

5.   Have other departments been involved in benchmarking? Were any changes made as a result of what they learned? Does it seem that the

changes have made a difference? If so, how? (Limit this question to managers, supervisors or others who would know about benchmarking activities in other sections.)

6.   Have you been involved in a major organizational change (e.g. reorganization, layoff, voluntary staff reduction/buy-outs, retirements), where knowledge was transferred to persons who might be new to a position?   If so, was this done in a timely way (i.e., before the knowledgeable person leaves)? How well did this work?

Corrective Action Program

1.   Are issues entered into the Corrective Action Program (CAP) prioritized correctly? Please explain. Is there any difference in the handling of an immediate nuclear safety issue vs. a more long-term nuclear safety issue at this site? Can you describe the types of nuclear safety issues that are immediately addressed if they arise? What types of nuclear safety issues are associated with longer response times? Can you think of any long-term nuclear safety issues which exist that in the past year either have not been appropriately evaluated or whose corrective actions have been inappropriately extended? Please describe the situation. Do you know the reasons for delay in resolving the issue?

2.   Is there a threshold for items identified for entry into the CAP?   Is this threshold at the appropriate level? Are you aware of any abnormal or unusual or questionable conditions that may not be entered into the CAP but could potentially be indications of or precursors to nonconforming or degraded conditions?

3.   Does your management encourage condition report (CR) initiation? How? Where? Can concerns be filed anonymously through the CR process? What about the Employee Concerns Program process?

4.   Describe how CAP trends information in the aggregate to identify common cause problems.

5.   Please describe an example from the past year in which your supervisor or manager stopped work or delayed completing a task because of a nuclear safety issue or concern. What was the nature of the issue? How was it identified? How was it resolved? Were you personally satisfied with the resolution? If not, what would you have liked to see happen?

6.   Do you believe that the site's corrective action program is successful in addressing issues that are submitted? Can you provide an example related to your answer? Is the effectiveness of the implemented corrective actions evaluated? How? How frequently?

7.   Are issues raised from CAP tracked to completion? Are initiators informed of the result? Can you describe any examples when this was true? If not, please describe what happened to the issue and why it wasn't completed or the initiators weren't informed, if you know?

8. Have you ever submitted an issue to the corrective action program? Was the issue adequately addressed? If not, did you pursue the issue? Please explain.

9. In your experience, are issues in the CAP addressed in a timely manner? Were the issues addressed in a manner consistent with their importance?

10. Are you aware of any specific instances in which another employee (or contractor) submitted an issue to the corrective action program and considered the response s/he got to be incomplete or unacceptable? Please describe the situation.

11. Do you see any changes in the amount of time necessary to resolve corrective action issues over the past year? If so, do you have any ideas about the reasons for the changes?

12. Can you think of an instance from the past year in which you approached a supervisor or manager about a nuclear safety issue? If so, please describe the circumstances. What was the nature of the discussion? Was a decision made to change anything about how work is performed as a result of the discussion? If so, please describe. If not, what was the reason(s) the decision was made not to make any changes?

13. Can you think of an instance from the past year in which you approached a co-worker or a co-worker approached you about a nuclear safety issue? If so, please describe the circumstances. What was the nature of the discussion? Was a decision made to change anything about how work is performed as a result of the discussion? If so, please describe. If not, what was the reason(s) the decision was made not to make any change(s)?

14. When there is a problem to be solved that will affect several work groups or other departments, how is that handled? Who is usually involved with the resolution (e.g. employees or managers)? If the solutions are identified by managers, do employees have input? If so, how much? What would you do if a solution is identified that is unworkable for you or your department?

15. Based on your experiences, does your manager fully understand technical and nuclear safety issues that you or members of your work group raise? How does your manager handle if s/he doesn't understand your issue? Is your input solicited during the problem resolution if you enter an issue into the CAP?

16. How is the CAP assessed? What have been the results? Are such reviews effective? Please explain. How does CAP address causes and extent of conditions? Are such reviews complete? Please explain.

17. Describe any unexplainable change in the number or nature of issues raised by employees to the CAP.

18. How and at what point are employees who raised issues included in the corrective action process? Is this necessary?

19.	What corrective action tracking systems exist that are not part of the official CAP? If so, why do they exist? Who uses them? What types of issues are entered into them? Do any of these tracking systems include items that are potentially important to nuclear safety or that should be in the official CAP? Please give examples. Do these tracking systems get periodically audited to verify that any items that should be in the official CAP are put into that program?

20.	Can anyone enter an issue into the CAP? When someone enters an issue into the CAP, does the entry have to be approved by a supervisor? Does anyone higher up also have to approve the entry before it goes through the remainder of the CAP process? Are you aware of any issues that someone wanted to enter into the CAP, but a supervisor or higher-level manager disapproved the entry? Please describe the situation.

Decision-Making

1.	When a situation arises that requires a choice between nuclear safety and production, how is the decision handled and who decides? Can you give any examples of situations in which there may be a trade-off or even a conflict between nuclear safety and production in your job (e.g., there was pressure to meet a schedule goal, but you or someone you know identified a problem which would delay the work)? Have you ever run into a situation like this? If so, what did you do? How did your supervisor react? How did your management react? How did it work out? Would you do the same thing next time? If not, what would you do differently?

2.	In your own words, what does the term, "conservative decision-making," mean? Based on your definition, can you give any examples where you have demonstrated "conservative decision-making?" If so, please describe. What about your supervisor? Your management? Please describe.

3.	What do you take into consideration when making a decision on whether a situation is safe (in terms of nuclear safety) to continue operation? What about your supervisor? Your management?

4.	Do you receive information on the basis of management decisions related to safety-significant or risk-significant decisions? If so, how would you characterize the level of information you receive (e.g., not enough, right amount, too much detail). Please explain.

5.	What is the site process for making decisions related to safety-significant or risk-significant decisions such as whether a component is inoperable or whether a proposed design change assures safety? Does the process use a systematic approach? Is this process consistently followed? If not, please explain.

6.	Can you recall an instance in which decisions were not made at the appropriate organizational level, and, as a result, a nuclear safety issue arose? Please describe.

7.   Do management decisions regarding operational issues (such as changes to the scope of work or response to operational events) reflect the appropriate focus on safety? If so, please give examples.

8.   Do management decisions related to deferred outage items, corrective vs. elective maintenance, and treatment of emergent outage items reflect the appropriate focus on safety? If so, please give examples.

Environment for Raising Concerns (For working-level personnel)

1.   Are you willing to raise a safety concern? Are there any conditions under which you would be hesitant to raise a safety concern? If yes, does that condition exist here at (Insert Plant Name)? Please elaborate.

2.   Are you aware of situations in the past year, where any employee or contractor may have been hesitant to raise concerns, internally or externally? If yes, please explain. (If the NRC safety culture assessor is aware of a specific incident that may have caused such hesitation, then ask about it. Focus on whether or not the interviewee or others may be less likely to report concerns since that incident).

3.   Where would you go to raise a safety issue? [The NRC safety culture assessor should be aware of the following avenues for raising concerns, but not prompt the interviewee: supervisor, corrective action program (CAP), alternative program (Employee Concerns Program (ECP)/Ombudsman), NRC or other avenue.] Why would you pick this avenue? Have you or others had any experiences, or know of any situations, that have influenced your decision to pick this avenue? If so, please describe.

4.   Are there other avenues available to you for raising safety issues?   Ask each of the questions listed in the following table for each avenue available:

Question	Supervisor	Corrective Action Program	ECP/ Ombudsman	NRC	Other
Have you ever submitted a safety issue to (insert method) If no, why not?					
If yes, was the issue adequately addressed? Why or why not?					
If not adequately addressed, did you further pursue the issue? If not, why not?					
Given the nuclear safety importance of the issue, did you receive timely feedback?					
Describe any instances in which another employee who submitted an issue to (insert method) and you considered the response unacceptable?					

5.   Explain how to use the ECP/Ombudsman program. How did you learn about the ECP/Ombudsman program? Is the ECP/Ombudsman office accessible? Too visible? Do you (routinely) see the ECP/Ombudsman Manager/Investigators around the plant? If yes, give examples. Is your management supportive of the ECP/Ombudsman program? If yes, how is such support demonstrated? If no, please describe what has led you to believe that they are not supportive.

6.   Has your confidentiality been breached when a safety concern was raised to the ECP/Ombudsman? Describe. Do you know if anyone else's confidentiality has been breached when a safety concern was raised to the ECP/Ombudsman? If yes, describe.

7.   Would you say that your management is supportive of the SCWE policy? If yes, how is such support demonstrated? If no, please describe what has led you to believe they are not supportive.

8.   Have events or circumstances occurred in the past year that have reduced: Your willingness to identify or raise safety issues? Your confidence in the corrective action program? Your willingness to challenge actions or decisions you believe are wrong? Your comfort level in voicing your viewpoints and opinions?

9.   Have you received training concerning SCWE? If yes, describe what it covered. When did you last receive SCWE training? Is there periodic SCWE refresher training? If yes, how often?

10.   Did your supervisor receive any SCWE training? If yes, did you notice a difference in the way he or she handled concerns after the training?

11.   If there has been an assessment of SCWE, were the results effectively shared with you? Were any actions taken with the results? If yes, please describe.

12.   If actions have been taken by management to maintain or improve the SCWE, have they been effective? Why or why not?

Environment for Raising Concerns (For supervisors and managers)

1.   Are you willing to raise a safety concern? Are there any conditions under which you would be hesitant to raise a safety concern? If yes, does that condition exist here at (Insert Plant Name)? Please elaborate.

2.   Are you aware of situations in the past year, where any employee or contractor may be hesitant to raise concerns, internally or externally? If yes, please explain. (If NRC safety culture assessor is aware of specific incident that may have caused such hesitation, then ask about it. Focus on whether or not the interviewee or others may be less likely to report concerns since that incident).

3.   Where would you go to raise a safety issue? [The NRC safety culture assessor should be aware of the following avenues for raising concerns, but not prompt the interviewee: supervisor, corrective action program

(CAP), alternative program (Employee Concerns Program (ECP)/Ombudsman), NRC or other avenue.] Why would you pick this avenue? Have you or others had any experiences, or know of any situations, that have influenced your decision to pick this avenue? If so, please describe.

4. What are your management's expectations of you regarding handling employee (safety) concerns (e.g. responsiveness, timeliness, availability, confidentiality)? How has your management documented these expectations? Please explain. How are these expectations measured/assessed (e.g., performance appraisal)?

5. What are management's expectations regarding employee behavior when raising safety concerns (e.g. peer-to-peer retaliation)? How are these expectations communicated?

6. How do you actively encourage your employees to bring concerns to you? Give examples (e.g. reward/incentive programs; communications).

7. Describe what an employee could do if he/she were not satisfied with how their concern was handled. For instance, is there an appeal process they may use? If yes, have you ever been through such a process? Describe your experience. How do you advertise this process to employees?

8. Have you been requested to protect the confidentiality of an employee raising safety concerns? If yes, how did you protect that? Are you aware of any instances where an employees' confidentiality was breached? If yes, describe.

9. As a manager, explain how you use the ECP/Ombudsman. Do you believe that the ECP/Ombudsman program is sufficiently independent from management? How do you show support for the ECP/Ombudsman? Give an example. (Is there survey data that shows what percentage of employees believe their manager supports the ECP?)

10. How are contractors covered by your SCWE Policy? Are all contractors covered? How do you ensure that contractors working under your direction foster a SCWE? Ask if guidance exists for evaluating contractor SCWE programs.

11. Have you received training concerning SCWE? If yes, describe what it covered. If you have received SCWE training, when did you last receive it? Describe any changes in the way you handled safety concerns brought to you after you took the SCWE training. Is there periodic SCWE refresher training? If yes, how often? What SCWE training do contractors receive? If none, why not?

12. Describe the tools that management uses to monitor overall SCWE performance. How are the results of these tools (e.g., SCWE surveys, etc.) made available to the workforce?

13. Have actions been taken to maintain or improve the SCWE? Have they been effective? Why or why not?

14. Do you know what is expected of you in handling employee concerns? Do you feel able to effectively handle employee concerns? Are you held accountable for your handling of employee concerns? How?

Operating Experience

1. Are you able to find out what's going on relative to operating experience in the rest of the industry? from the NRC? Please describe how.

2. Does the site have a program for the collection of operating experience (OE) information? What about for evaluation? How are the programs communicated to the affected staff? How effective are the programs?

3. Can you think of an instance in the past year where external operating experience (OE) resulted in changes in how things are done here? If so, what was the event/problem/OE? Do you think the changes solved any problems or improved things?

4. Do you read relevant internal OE information? What about external OE information? How often? Is the information provided to you in a timely manner? Is it useful? Is it accessible? Can you quickly find what you need (without having to wade through everything)? (If a supervisor) Can you quickly find relevant information related to specific jobs to include in pre-job briefs? Do you have sufficient time to effectively use OE (i.e., is it an organizational priority?)? If no to the any of the above, please explain.

5. Can you think of an instance in the past year where OE information resulted in change to procedure(s)? If so, how often has this happened? Please provide an example and describe what happened.

6. Have there been any changes to training as a result of OE information in the past year? If so, Please provide an example and describe what happened.

7. Can you think of an instance in the past year where OE information did not receive attention? Was it something you thought was relevant? What was the topic? What would you have liked to see changed because of it? Please explain.

Organizational Change Management

1. Is there a change process for major organizational changes? What is that process? Please discuss. Is the process systematic? Please describe. In your experience, has the process worked well? Please provide an example.

2. Can you think of an instance in the past year in which management made a major organizational or resource change, such as a re-organization, a change in more than one senior-level manager at about the same time, layoffs, a hiring freeze or a hiring effort? If so, what was the change? How has the change worked out?

(Follow on questions 3 and 4, as appropriate)

3.   How and when did you learn of the change? Were the reasons for the change communicated to you? In your experience, did the reasons for the change make sense?

4.   Was the change actually carried out in the way you were told that it would be implemented? If not, were you informed of the reason(s) for the change of plans?

5.   Is there a process for evaluating the impact of organizational changes on nuclear safety? If so, Explain that process. In your experience, has the process worked well? Please provide an example.

6.   Have organizational changes (fill in with the specific change if applicable) impacted employees' willingness to raise concerns?   Please discuss.

7.   Are key management positions filled expeditiously or are "acting" managers common practice?

Preventing, Detecting, and Mitigating Perceptions of Retaliation

1.   What are the organization's policies regarding preventing and detecting retaliation and/or chilling effect?

2.   Are you aware of any actions taken by your management to prevent and detect retaliation and/or a chilling effect? If so, were their actions effective in addressing the situation? Do you believe that management's handling of the issues is consistent?

3.   Are you aware of any instances in which another individual experienced a negative reaction for raising a safety issue? If yes, please describe the incident, including any information conveyed by management concerning the incident.

4.   Are you aware of any specific instances in which another employee (or contractor) submitted an issue to the corrective action program or ECP and was retaliated against for pursuing the issue? Please describe the situation.

5.   Are you aware of your company's policy with regard to protecting employees against retaliations/discrimination for raising nuclear safety concerns? Does management tolerate retaliation of any kind for raising concerns? Please explain.

6.   How do you/your management prevent retaliation or the perception of retaliation associated with disciplinary actions or changes to the plant organization to ensure actions do not chill others (e.g., communicate reasons for discipline)? (This question is for managers)

7.   How do you ensure that you don't discourage the reporting of issues when there is pressure to meet production goals?   (This question is for managers)

8.   What actions can you take if an allegation of employment discrimination involving a contractor is made?

<u>Resources</u>

1. What methods does your site use to maintain plant safety long term? (e.g., maintenance of design margins, minimization of long-standing equipment issues, minimizing preventive maintenance deferrals, ensuring maintenance and engineering backlogs are kept low enough to support safety) Can you provide any examples or how it has (or has not) had an effect on resources?

2. Are there any nuclear safety initiatives or programs that your work group or team are currently involved in? If so, please describe the initiative/program. What is its purpose and goal(s)? What are the actions you are taking to accomplish the goal(s)? Do you have a sense of whether the program or initiative is being effective? Please describe. Does the program include ways to measure its effectiveness?

3. In the past year, have you lacked the type of tools, equipment, and other resources you need to perform your job? Can you think of an instance in the past year when you needed additional tools/equipment/resources to perform your work and were able/unable to obtain them? Please describe the request. If it was turned down, what reasons were you given for the decision? What impact did the lack of the____have on your work?

4. During the past year are you aware of situations in which the lack of staff, equipment, or facilities impacted the safe completion of a job? Are the people available qualified to perform the work? If no, why do you think that is? In the past year, can you think of any instances in which a lack of qualified staff, equipment, or facilities delayed the completion of work tasks? If so, please describe the circumstances. Are there any barriers to adding the qualified staff you need to get work done around here? Please describe.

5. Have you worked overtime under a deviation from the work hours policy in the past year? If so, which of the work hour limits was/were exceeded? What were the circumstances that required the extra work hours? How often does this occur?

6. Have you ever turned down overtime because you believed you were too tired to be safe? What response did your supervisor (or whoever you reported being too tired to) give you?

7. Have any instances occurred in which backlogs impacted the site's ability to respond to nuclear safety issues? Please describe.

8. Are there adequate resources to ensure that procedures, work packages, and design documentation are complete, accurate, and up-to-date? If no to any of the these attributes, please describe.

9. Do you use the simulator for any of your work or training? How would you describe the difference in the performance of the simulator with the plant?

10. Are you aware of a emergency drill where the adequacy of the emergency facility impacted performance of personnel? If so, please describe.

11. In the past year are there any long standing equipment issues at the site that were not addressed, such as deferred maintenance and/or PM's, deferred outage work or deferred emergent work, unaddressed operator burdens and control room deficiencies, or long-standing temporary modifications? If so, please explain.

Safety Policies

1. Is there a vision/mission statement/policy that addresses safety? Is it clearly visible and understood? Where is that statement/policy located? What goals does that statement/policy specify?

2. Is there a separate policy on safety culture? If so, What do you think is the most important aspect of this policy? What is your reason? Is there a separate policy on safety conscious work environment? If so, What is the most important aspect of this policy? What is your reason? Specifically, how does management communicate these policies to the staff? How effective is this communication?

3. Other than policies, what tells you about the priority of nuclear safety at this site? What is the message you receive? Have any additional nuclear safety goals have been formulated for your work? What are they? Have you used them to guide your work? If so, how?

4. Do decisions and actions at your level incorporate the safety goals we just discussed? How?

5. How do your managers balance production and safety? Can you give an example of a good balance between production and safety? An unacceptable example? If your work group has production goals, are these goals communicated in a manner that reinforces safety?

6. Have you received training concerning safety policies? Describe what it covered. What did you think of this training (e.g. useful/not useful, effective/not effective)? When did you last receive such training? Have any of your other training courses referred to the priority of nuclear safety? Which courses and which policies?

7. How are the safety policies reinforced? (e.g., by management?, goals?, incentives? accountability?)

8. In your experience, how well do the managers at this site communicate in a clear way that nuclear safety is a high priority? Please provide an example of an effective communication. Did it change anything about how you think about your work or how you do it? If so, what changed?

Self- and Independent Assessments

1. Is self-assessment and improvement important at this site? Explain.

2. Have you ever been involved in a self-assessment or independent assessment?

If so, what was the subject? When was it done? Did you have the resources you needed to complete the task (e.g., time, qualified personnel to address the technical issues involved)? If not, please explain. Were the schedule and due dates for completing the assessment consistent with the complexity of the issue? Was the assessment of sufficient depth to address the complexity of the issue? Were the results and recommendations from your effort used? How? Did the outcomes from the self-assessment lead to positive changes in how things are done? Did you experience any challenges while conducting the assessment? Please explain. Would you volunteer to become involved in one again? Please, describe your reasons.

If not, do you know someone who has been involved in a self-assessment who we could talk to?

3. Do you know what typically happens to results from self-assessments or independent assessments? If so, please explain. If the assessment makes recommendations, do you know what happens to those recommendations? Please explain. Is there any tracking done on the recommendations? Please explain.

4. Has there been a recent self-or independent assessment of your department? Were the results communicated to you? If so, What were the results/findings? What changes resulted from the findings of the assessment? Were there any results/findings that were not addressed? Please explain.

5. Are you aware of an assessment of the effectiveness of the corrective action program? If so, did any of the findings impact your work? How?

6. In your job, do you track or trend performance indicators? What are those indicators? How are they used? Based on your experience, how would you describe the usefulness of the performance indicators? Are there any indicators you believe should be used but are not currently?

7. Are the results from self-or independent assessments typically communicated to you or affected personnel? How? If the results typically aren't communicated or you do not know, please describe the various assessments you know have been done in the past year. What do you think about not receiving this information? Is not receiving this type of information a problem? Whose responsibility do you think it is to deal with communicating that information (management, yours, or both)? If you are aware of assessment results, could this communication be improved? How?

8. Have there been instances in which the results of some self- or independent assessment resulted in changes in how you do your job? What were the changes? Have the changes solved the problem(s) and/or improved things? Was there something else that could have been done that would have worked better or been more effective?

9. What's the reaction to independent assessments done by your QA department? By external groups? By INPO? NRC inspections? Is this

input valued by the organization? by management? by your peers? Is it used to improve?

Work Control

1. Has any change occurred in the nuclear-safety orientation of the site during the last several years? If so, has this had any effect on your work? How? Please describe.

2. What messages have you received from various people in this organization regarding the priority of safety? Please describe any different messages.

3. Does the site plan work such that job site conditions are adequate, including environmental, which may impact human performance; plant structures, systems, and components; human-system interface; and radiological safety? (Divide this question in pieces as appropriate for the respondent) Please describe.

4. Has your supervisor provided you with "abort criteria" for situations or conditions in which you should stop work? What are they? Are you aware of any guidance with respect to "compensatory actions"?

5. How does the site schedule emergent work? Can you give an example where it was not scheduled appropriately?

6. Do you get sufficient and timely information about what's going on at the site and in your department from your supervisor? In the past year, can you think of an instance in which timely communication or lack of timely communication made a difference in how you perform your job? Please describe.

7. In the past year, have you found that the work you were assigned to do couldn't be performed because it was scheduled in a way that it interfered or conflicted with other work being performed? Did the work have to be stopped or delayed? Over the past year, about how often would you estimate that this has happened to you?

8. In the past year, have you had to make a decision with nuclear safety implications and did not have any procedure to follow? Please explain. Have you ever had to deviate from procedure in order to assure the nuclear safety of the site? Please explain.

9. Are you aware of an example of a repeat maintenance issue that occurred in which the licensee had previously resolved the issue with temporary modifications? Please explain.

10. Is preventive maintenance scheduled in a manner that promotes long term equipment reliability? Please provide an example.

11. Is your work impacted by "operator work-arounds"? If so, please describe how?

12. On a scale from 1 to 5, how reactive (rather then preventive) do you rate the plant site maintenance scheduling? When equipment failures occur, are the maintenance activities sufficient to address all aspects of the system which could have been impacted or are subject to the same failure types? Please explain.

13. Is there an appropriate balance between outage and on-line maintenance at this site? Are outages typically long enough to do all the necessary work? Is work sometimes moved from the outage to on-line maintenance to keep outages as short as possible?

Work Practices

1. In terms of safety, what is your personal approach to your own work? Who do you look to for guidance on nuclear safety issues?

2. What is the first thing that happens here when an event has occurred that seems to have been caused by human error? Can you give an example? Based on your experience, what are the most common reasons behind human errors?

3, Are self and peer checking procedures used at the site? If so, how? Please describe your personal experiences. Can you think of any situations where they should be used but are bypassed? If so, please explain. Have you received any training on human error reduction techniques? How is the use of human error reduction techniques reinforced? Are you held accountable for using human error reduction techniques in your work?

4. Do you participate in pre-job briefs? If so, are pre-job briefs routinely held? For what types of work? Are they effective?

5. Over the past year, have you encountered a situation where you or someone else were getting ready to perform a job or were in the middle of performing it, and unexpected or uncertain conditions arose that were different from what you or the other person were led to expect? If so, about how often? Please provide examples and describe what you or the other individual did.

6. Do you personally have stop work authority? Have you used it or considered using it at any time within the past year? If so, please describe the situation. If you did stop work, what kind of reactions did you receive from co-workers? your immediate supervisor/manager? higher-level management, if they became involved? Were you satisfied with your decision? Would you do it again?

7. What approach does this site take towards preparing for new and infrequently performed tasks? Is just-in-time training conducted for infrequently performed tasks? If so, how often? Have you ever participated in one of these training sessions? If so, please describe your experience. Do supervisors and/or managers typically provide oversight when new or infrequently performed tasks are being conducted?

8.   Describe your fitness for duty program. Based on your experience, is it effective? Please explain. Based on your experience, is management supportive of the program?

9.   If another department makes a change in how they perform their work that affects your work, are you informed of the change? How? Have there been instances where changes were made that directly impacted your job that you were not made aware of? If so, please describe.

10. Is it communicated to personnel which procedures require verbatim compliance? Are such procedures followed? If not, please explain.

11. Do you get feedback on your nuclear safety performance from your supervisors? Peers? Can you describe a recent (past year) situation in which you received feedback from your supervisor/peers? What was said or done to give you the feedback? Did you change anything as a result? Are you able to provide feedback on safety performance to your peers or supervisors? Please explain.

12. Do managers observe your work? If so, how often? What do they do when they are observing? Are you aware of any changes to how work is performed at the site that have resulted from management observations? If so, please describe.

13. Does the site provide oversight of contractors? If so, how? In your experience, has the oversight been adequate? Can you think of any examples where lack of oversight of contractors led to a safety issue? Please describe.