



# The STP Way

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Standards and Expectations Book



**STP**  
Nuclear Operating Company

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# STP Fundamentals

## Our Purpose

We power the lives of Texans, our families, and communities, for today and tomorrow.

## Our Strategy

Working together to safely and economically produce reliable, clean energy.

### Always Safe

We prioritize personal, nuclear, radiological and environmental safety for ourselves and our team.

### Always On

We proactively address and resolve people, parts and process impacts to ensure plant reliability.

### Always United

We deliver exemplary performance by living, developing and recognizing our values and giving our diverse team the skills needed.

### Always Improving

We aim to be better tomorrow in all ways of working by finding, planning, and implementing the incremental gains needed.

### Always Resourceful

We make decisions on resources, balancing short and long-term needs, and invest each dollar as if it were our own.

## Our Culture

We choose to work together as a team because we **CARE** and our values guide us every day.

### We are Collaborative

- are self-aware and adapt to support the success of others
- value difference, so respect and include others
- communicate openly, honestly and with care

### We take Accountability

- build trust with consistency and a narrow say/do gap
- take ownership and help others to do so
- take responsibility for actions and self-correct when needed

### We are Resilient

- we prioritize coaching, continual learning and development
- use initiative to look for and eliminate risks we face
- plan, prepare, adapt and respond to challenge and change

### We strive for Excellence

- consider the balanced and full picture when making decisions
- think innovatively to solve problems and improve
- set, hold, and deliver results to high standards

## Raising Concerns

Nuclear Professionals have a responsibility to raise identified concerns regarding the safe and reliable operation of STP, as well as personal and industrial safety issues. Station personnel who identify these concerns should report them to their supervisor and/or write a condition report. If an individual is not comfortable using these methods, they can bring the concern to either alternate path offered to support a Safety Conscious Work Environment—the Employee Concerns Program (ECP) or the Ethics and Compliance Helpline.

Both programs are designed with identity protection of the concerned individuals in mind. Concerns may be submitted anonymously through either program. Investigations of these concerns are conducted promptly, thoroughly and with technical proficiency. Investigations are unbiased and fact-based. If the concern is not raised anonymously, feedback will be promptly provided to the concerned individual. The ECP can be reached by phone at ext. 7100, in the office located at NSC 2100 or concerned individuals can choose to utilize the ECP Drop Boxes located throughout the station. The Ethics and Compliance Helpline is a third-party operated reporting service. The Helpline can be accessed through the website at [www.stphelp.alertline.com](http://www.stphelp.alertline.com) or by phone at 1-888-802-2008.

## Business Ethics

Nuclear Professionals are expected to conduct themselves with integrity. This means incorporating ethics into our daily actions. Simply put, ethics in the workplace is defined as identifying what is right and wrong and consistently doing what is right. It is important not to lose sight of integrity and ethics during times of change. Our integrity requires that all information provided by STP personnel and those working on behalf of STP is complete and accurate. Encourage discussion on potential ethical pitfalls of work assignments and how, as a team, integrity can still be the top priority.

## Code of Conduct

STP's Code of Conduct is intended to promote ethical and compliant behavior by all STPNOC employees and members of the Board of Directors. Its purpose is to ensure that the company and those acting on its behalf, conduct business according to our Values and all applicable company policies and legal requirements. Each of us has a responsibility to comply with the laws, regulations, company policies and procedures that apply to our work.

We expect employees to create and reinforce an inclusive, creative, and productive work environment in which everyone feels accepted and respected. STPNOC's Ethics and Compliance Program applies to all personnel.



# Always Safe

*We prioritize personal, nuclear, radiological, and environmental safety for ourselves and our team.*

## On-Site Health Services Team

Health Services Nurse. . . . . (361) 972-8125

Health Services Nurse. . . . . (361) 972-8010

Safety Supervisor. . . . . (361) 972-8276

For Emergencies, dial 911, without delay, from an STP phone. Using personal cell phones will directly connect to Matagorda County 911 services, not STP.

For an Emergency outside the Protected Area, call 361-972-3611 extension 1111 for Unit 1 and/or 2222 for Unit 2.

For Injury Management information refer to STP Policy 315.

## Personal Safety Standards

### General

- I hold the handrail while climbing and descending stairs.
- I stay in the designed parking lot crosswalks while walking through the parking lot.
- I use the elevator open or close push button and never use my hand, arm, or leg to stop an elevator door from closing.
- I read and adhere to all signs and boundaries.

### Housekeeping

- I take pride in the station and practice housekeeping before, during and after my work.

## **Personal Protective Equipment (PPE)**

- At a minimum, PPE shall include hard hat, safety glasses, gloves and appropriate footwear inside the Protected Area.
- Additional PPE will be identified during a Pre-Job Brief, Task Safety Analysis, Take a Minute or when an identified hazard could pose an injury to an employee, contractor or visitor.

## **Dropped Items**

- Tool lanyard use is required when working outside the vertical plane of a platform or scaffold system.
- Platforms shall be covered to prevent items from falling through the grating or scaffold when feasible.
- Material shall be stored in canvas or plastic buckets to prevent items from falling from platforms or scaffolds.
- Barricade tape and barricade tags shall be erected when work is ongoing in the overhead.
- When staging material near the edge of a platform, install netting so that objects will not fall from their stored position.

## **Scaffolding / Ladders**

- Scaffolds shall be inspected and have the appropriate scaffold safety tag near the point of access prior to employees accessing the scaffold.
- When ascending and descending ladders, ensure to maintain three-point contact.
- Temporary extension ladders shall be installed at a 4:1 ratio prior to accessing the ladder and must overlap by three rungs at a minimum.
- Step ladders shall be installed on a stable foundation, fully opened and the user shall not access the top step or end cap.

## **Slips, Trips and Falls**

- Keep travel paths, walkways and stairs clear of parts and materials.

- Elevate or cover hoses, cords and leads to eliminate tripping hazards.
- Prior to using harnesses, lanyards and safety lines, the user shall perform an inspection for signs of cuts, fraying, in-service loading or other damage that may cause failure during use.
- Avoid standing water when entering and traversing through buildings.

## **Radiological Safety**

### **ALARA—As Low As Reasonably Achievable**

All individuals working in the Radiologically Controlled Area (RCA) are required to:

- Know the radiological conditions of their work area and travel path.
- Monitor dose periodically and maintain dose ALARA.
- Notify Radiation Protection (RP) personnel of all work scope changes.
- Adhere to RP instructions, radiological postings and barriers and other warning devices.
- Immediately exit the work area and inform RP if any of the following occur:
  - Any indication of an unexpected radiation exposure, e.g., if dosimeter alarms.
  - Dosimetry device is lost or damaged.
  - An area radiation or air monitor is alarming.
- Clean-up work areas upon completion of the job.

## When working in the RCA:

- Review radiological surveys.
- Minimize radioactive waste:
  - Remove unnecessary packing.
  - The use of wood should be minimized.
- Tools/Equipment available in the RCA should not be brought into the RCA.
- When entering a contaminated area, place your SRD in a plastic bag and wear on the outside of your protective clothing so it can be read.
- Maintain control of Dosimeter of Legal Record (DLR) and SRD (SRD cards/lanyards are available as necessary).
- Access to overhead areas greater than seven feet must be approved by RP.
- Obtain all tools and equipment to perform the job prior to work area entry.
- Tools checked out from the Hot Tool Room are to be returned only to the Hot Tool Room.
- Other than personal items, notify RP of any tools/equipment that need to be released from the RCA.

If your SRD alarms, report immediately to Radiation Protection. Even if the alarm stops, you must still leave the area and report to Radiation Protection.

## What can I do to reduce Personnel Contamination Events (PCEs)?

Tips for working in contaminated areas:

- Check protective clothing for tears and gloves for holes.
- Do not cut holes in the protective clothing.
- When working on system internals, keep surfaces damp and wiped down.
- Keep your hands away from your face.
- Notify RP immediately of spills.
- When transporting containers containing contaminated articles, make sure that the container has no holes or tears.
- When removing hoses or tubing used on contaminated systems, ensure that hoses are emptied into the drain prior to removing the hose end from drain or container.
- Do not sit, lie or kneel in contaminated areas unless an additional barrier is placed between the contamination and the body.

Upon exiting a Contaminated Area, immediately perform a Hand and Foot frisk or process through the nearest Contamination Monitor.

### Adherence to Radiological Postings:

- Radiological postings are required by federal law.
- The Radiation Worker Permit (RWP) tells you what areas you can and cannot enter.
- Read the posting and compare to your RWP limitations.
- Only Radiation Protection personnel are authorized to place or remove postings.

## **DLR Care Instructions—OPGP03-ZR-0048**

- Avoid storing dosimeters in areas of direct sunlight.
- Avoid storing dosimeters in areas of excessive heat.
- Avoid storing dosimeters in areas of excessive moisture.
- Avoid storing dosimeters in areas which may present a chance for radiation exposure.

## **Material Handling**

- Do NOT lift more than 50 pounds by hand.
- Use proper lifting technique.
- Whenever possible use a mechanical advantage.
- Do NOT use both hands to carry packages up and down stairs, one hand SHALL always hold a handrail.

## **Environmental Compliance**

Environmental Protection is an integral component of STP's operating policy and philosophy (Administrative Policy STP-0415). **Environmental personnel are on-call and available. Contact ext. 4507, ext. 7880 or ext. 8328.**

## **Security**

Security is everyone's responsibility and part of our commitment to protect the health and safety of the public and our employees. If you observe something unusual or questionable that may pose a security risk or threat to the plant or our employees, contact Security immediately at ext. 7143.

## **Access**

- Do not introduce unauthorized items into the Protected Area. Site personnel are expected to participate in the search process by searching their own personal items (bags, backpacks, coolers, etc.) prior to leaving home and prior to leaving their vehicle. Electronic and metal items

should be removed from these bags and placed in a separate bin prior to entering the search process.

- IF the light blinks red after you scan your badge this signifies you are NOT authorized to enter the area which you were about to enter.
- Do not introduce material into the Protected Area by passing it through the entry or exit turnstiles. In addition, throwing material over the Protected Area barrier is strictly forbidden.
- Ensure any and all security gates secured by chains and screw links are re-secured after ingress or egress. Never leave a gate that was previously secured in an open position.
- When entering or exiting a Security controlled door, ensure the door is physically secure after entry or exit by pushing and pulling on the handle or lever. Do not turn the doorknob. This may cause an alarm and security response.

## **Vehicles**

- Vehicle keys are required to be positively controlled to ensure only authorized personnel operate a vehicle inside the Protected Area and the vehicle is used for an authorized purpose. A lanyard on the key ring is required to be attached to the vehicle operator. When leaving the vehicle, take the keys with you and secure them on your person. Do not leave keys unattended/uncontrolled.

## **Severe Weather Instructions**

### **Tornado Watch**

When conditions are favorable for tornado development:

- Continue with normal work in your assigned work area.
- Listen for severe weather instructions over the public address system.

### **Tornado Warning**

When a Tornado Warning is communicated by your supervisor, over the Site Public Address System, or Department Severe Weather Coordinator, take shelter immediately in a Severe Weather Refuge Area.

A Severe Weather Refuge Area is any building structure or designated area that has been designed to withstand the effects of a tornado and adequately protect its occupants.

- Signs are posted indicating “**This Is A Severe Weather Refuge Area.**”
- Signs are also posted in structures not to be used as a severe weather refuge area stating “**This Is Not A Severe Weather Refuge Area.**”
- Listen to and follow public address instructions.
- Immediately move to a designated severe weather refuge area:
  - If located outside or in a vehicle, then proceed immediately to nearest safe location or refuge area.
  - If tornado is imminent, then personnel should find a low area such as a ditch, lie down and cover head with hands.
  - If time does not allow for evacuation, then find shelter in innermost part of building, stay away from doors and windows, and shelter under a structure such as a strong desk or table.
  - Remain in a designated severe weather refuge area until an announcement is made that the site is no longer under a tornado warning.

## **Emergency Notification and Response System Call-back Numbers**

The following are callback numbers for those who participate on an Emergency Response Organization (ERO) team:

**800-801-8165** (primary)

**800-301-8090** (backup, also needs Company Code 7468)



# Information Security/Cyber Security

## Information Security Best Practices for Safe E-mail Usage

- Do not open suspicious or unexpected links or attachments in e-mails.
- Hover over hyperlinks in e-mails to verify they are going to the anticipated site.
- Be aware of malicious actors attempting to impersonate legitimate staff and check the e-mail sender name against the sender's e-mail address.
- Use unique strong passwords or passphrases for all accounts.
- Do not provide personal or organizational information unless you are certain of the requestor's authority, identity, and legitimacy.

# Always On

*We proactively address and resolve people, parts and process impacts to ensure plant reliability.*

## **Plant Reliability (INPO IER L2 21-4)**

***Plant Reliability = Cross Functional Engagement + Operating Experience (OE) & Best Practices + Risk Recognition & Elimination***

- **Set Direction:** Solutions to equipment shortfalls that could lead to consequential events are addressed cross-functionally.
- **Apply Continuous Learning:** Fully leverage OE and Best Practices when determining solutions to equipment shortfalls that could lead to consequential events.
- **Improve Self-Awareness and Self-Correction:** Cross-Functionally analyze, trend, evaluate, and conduct training performance analyses regarding equipment-related consequential events.
- **Strengthen Risk Recognition and Mitigation when Preparing for and Performing Tasks:** Conduct cross-functional risk management reviews, including relevant OE, vendor recommendations, and consequence determinations for degraded equipment, PM strategies, and design changes.
- **Enhance Risk-Elimination Bias in Decision Making:** Decisions demonstrate a risk-elimination bias when addressing degraded conditions that may result in a consequential event. Appropriately consider risk elimination or hardening vice mitigation and bridging strategies.

- **Maintain a Sustainable Parts Quality Process:** Treat parts that have higher failure consequences with increased scrutiny in procurement, inspection, and testing to minimize their probability of failure.
- **Establish High Standards in Vendor and Supplemental Personnel Oversight:** Appropriate oversight is deployed when supplemental personnel are used to perform risk significant work so that our vendors perform to nuclear industry excellence standards with qualified and proficient workers.

## **Preventing Debris-Induced Fuel Failures (IER L2 19-6)**

Prevention of debris generation and transport involves thorough risk-informed inspections, monitoring for internal equipment degradation as well as physical inspections, controls for design changes, operation of equipment and adequate choice of flow paths to the reactor. Per STP-0441, STP Fuel Integrity Policy, all STP employees and contractors must consider the potential impact to fuel integrity and act in a manner to maximize fuel reliability during planning, design and execution of their work.

## **Plant Status Control**

Plant Status Control precise and deliberate control of plant components and configurations that maintains every plant system in a required and known configuration providing safe and reliable control of the plant.

This means we have “reverence” for the plant. We take the following actions to ensure proper Plant Status Control:

- We do not sit on or use equipment as a desk or working platform.
- We do not step on components to reach other locations.
- We do not store materials on plant equipment.
- We do not hang electrical cords, hoses, or barrier tape on components.

## Key Elements:

### *Permission + Control = Plant Status Control*

**Permission** – Authorization from Operations or the appropriate operational authority via an established process prior to manipulating any plant equipment or systems.

**Controls** – The use of a procedure, Equipment Clearance Order, work order instruction or similar authorizing document to position a component.

### **Bumped Component Expectations**

- If you believe that you bumped a component or found a component that is not in the correct position, notify operations immediately.
- Never change the position of a component yourself.

### **Prevent the Event:**

Discuss Plant Status Control and ask these five questions to prevent events:

1. How will you mitigate the risk of bump hazards?
2. Do you plan to manipulate components during your task?
3. What process will control the component's position during manipulation and restoration?
4. How will you verify you are manipulating the correct component?
5. How will you respond if the component's position is not as expected?"

## **Reactivity Management**

Reactivity Management (RM) is the systematic control of conditions that affect the reactor core and stored nuclear fuel reactivity to ensure they are properly monitored and conservatively controlled. It is a key factor

to maintain barriers to fission product release. The Reactivity Management Program is fully described in plant procedure OPGP03-ZO-0042.

Many things can cause Reactivity Management (RM) events:

- Tripping the plant
- Having unexpected power changes or rod movement
- Changing steam or feedwater flow
- Changing reactor coolant pressure, temperature or boron concentration
- Having refueling/fuel handling issues

It is important to stay fully engaged and understand the potential impacts to RM.

**Ask yourself these questions before you act:**

**Plant manipulations** – Do I understand the impact on the core? Am I ready to take additional actions if I don't get the expected response?

**Degraded equipment** – Am I communicating the operational impact and advocating for timely repair of components important to Reactivity Management (RM)? Does this Plan of Action present additional challenges to the core until repairs are complete? Do we fully understand the cause?

**Mods** – How does this change affect the ability to control or monitor the core? Have I searched Operating Experience (OE)? Will the post modification testing or modification work affect RM?

**WO/PMs on a RM tagged activity** –Do I understand why this is tagged RM? What is the connection between my activity and the core? What additional controls do I need to use to ensure success?

**Planning** – How does this job affect the core? Any special controls for removal from or return to service?

**Scheduling** – Are RM activities scheduled appropriately and not allowed to move? Are all RM activities identified? Are concurrent activities evaluated to ensure an RM event does not occur?

## Foreign Material Exclusion

*Refer to OPGP03-ZA-0014 Foreign Material Exclusion (FME)—*

Is the processes and practices for preventing the introduction of Foreign Material (FM) into a system, equipment, or component. A significant consequence of introducing FM or existing resident debris in the Reactor Coolant System (RCS) is debris-induced fuel failure (IER L2 19-6). Foreign Material Exclusion Zone (FMEZ)—Is a work area or area in the plant requiring specific controls to prevent the introduction of Foreign Material (FM) into systems, equipment, or components during maintenance, modifications, testing, inspections, and other non-maintenance activities.

- The level of FMEZ utilized SHOULD be based on the probability of Foreign Material Intrusion (FMI), the difficulty of Foreign Material (FM) detection, and recovery, and the potential consequences of an FMI event.

**Breach**—Is to alter the configuration of a system or component to the point at which Foreign Material (FM) can enter. Breaches include physical openings in mechanical systems as well as cases where in the interior of instrumentation or electrical equipment is exposed. Upon the initial breach inspection report any unexpected Foreign Material (as found) conditions.

**FME Plan**—Is the Supplemental instructions describing unique FME Challenges and specific controls required for work activities that involve breaching a system/component.

**FMEZ-1:** A High-Risk Area established for breaches where the highest level of FME controls are necessary to protect the station and personnel against major consequences resulting from Foreign Material Intrusion. All FMEZ 1 work SHALL have an approved FME Plan.

**FMEZ-2:** A Standard Risk Area established for breaches that do not meet the requirements for a High Risk FMEZ-1 Area, but that need some form of FME Controls and FMI prevention techniques applied.

### **FME Ready Workers Shall:**

- Have a thorough understanding of the FME Program requirements and associated good work practices.
- Adhere to all FMEZ postings and boundaries.
- Comply with the requirements of the FME Program and utilize good FME Work Practices when working in an FME Zone, including:
  - Inspect tools and equipment for loose or missing parts prior to entry and again upon exiting the FMEZ to verify the as-found and as-left conditions match.
  - Use lanyards and tethers to secure all Non-Fail-Safe tools and equipment as appropriate.
  - Interface with the FME Monitor prior to entry into and upon exiting a FMEZ-1 or FMEZ-2 area to ensure all items are properly logged into and out of the FMEZ.
  - Assist the FME Monitor when appropriate to ensure tools and equipment are properly and accurately logged into and out of the FMEZ.
  - Report any observed violations of the FME Program and document them in the Corrective Action Program (CAP) database.
  - STOP WORK and notify supervision of any job site change that COULD impact FME practices, including loss of FME control.

- Ensure that all hoses/tubing is tested/inspected for cleanliness prior to being installed to any plant system or component.
- Workers SHALL ensure breaches are covered when unattended and whenever work is NOT actively in progress.
- FME Devices (covers, caps, plugs, internal barriers, or lanyards) SHALL be utilized in any situation where they reduce the potential for Foreign Material Intrusion.



# Proficiency Assessment

## Proficiency Challenges

## Mitigating Strategies

**Complexity/Difficulty**  
Is this task difficult or complex? (Does it involve cross-organization support?)

YES →

Consider pairing with more proficient person. Consider additional oversight or observation. Verify support is fully prepared.

NO ↓

**Risk Awareness**  
Is this task risk significant? (Is task being performed on a risk system?)

YES →

Conduct Pre-Job Brief (PJB) with all individuals. Consider pairing with more proficient person. Verify appropriate risk briefing. Consider additional oversight or observation. Verify risk mitigations implemented.

NO ↓

**Frequency**  
Task performed infrequently (<3x/year)? Has >4 months elapsed since last performed?

YES →

Consider Activity Owner performing the brief. Consider Just-In-Time Training (JITT). OPGP03-ZS-0001 Vehicle, Material and Personnel Access Control

NO ↓

**Self-Awareness**  
Are there environmental or emotional distractions? (e.g. light, heat, noise) (e.g. personal, relations, current events) (e.g. on-shift roles or shift plans have changed)

YES →

Eliminate environmental distractions (if possible). Avoid non-task related conversations. Ensure strengthened oversight. Consider pairing with more proficient person. Verbalize STAR.

NO ↓

**Configuration**  
Are configuration or plant conditions different than previously prepared for or trained?

YES →

Review differences with Supervisor. Consider Just-In-time Training (JITT). Validate initial conditions.

NO ↓

**Procedure**  
Have the procedure(s) for this task been significantly revised since last performance?

YES →

Review applicable procedure changes. Correct procedure deficiencies. Verify through procedure review. Verify no previously-identified procedure issues exist.

NO ↓

**Proceed with Task**

# Always United

*We deliver exemplary performance by living, developing, and recognizing our values and giving our diverse team the skills needed.*

## Respectful Work Environment

Nuclear Professionals have a responsibility to treat everyone with respect and to foster an inclusive environment. An inclusive environment is one in which all members feel respected by and connected to one another. In an inclusive and respectful culture where trust is the foundation, all members contribute equally and in a way that adds value. Employees in inclusive environments feel appreciated for their unique characteristics and are therefore comfortable sharing their ideas and being their true and authentic selves.

## Nuclear Safety Culture and Safety Conscious Work Environment (SCWE)

Nuclear Safety Culture – The core values and behaviors resulting from a collective commitment by leaders and individuals to emphasize safety over competing goals to ensure protection of people and the environment.

### Traits of a Healthy Nuclear Safety Culture (INPO 12-012)

- **Personal Accountability** – All individuals take personal responsibility for safety.
- **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.

- **Effective Safety Communication** – The safety message remains a priority in all communications, both written and verbal.
- **Leadership Safety Values and Actions** – Leaders demonstrate a commitment to safety in their decisions and behaviors.
- **Decision-Making** – Decisions that support or affect nuclear safety are systematic, rigorous, and thorough.
- **Respectful Work Environment** – Trust and respect permeate the organization.
- **Continuous Learning** – Opportunities to learn about ways to ensure safety are sought out and implemented.
- **Problem Identification and Resolution** – Issues potentially impacting safety are promptly identified, fully evaluated, promptly addressed and corrected commensurate with their significance.

## Training is Core Business at STP

Training is a core business of every nuclear station. As such, it is paramount that station leaders are engaged in their training programs to a degree that ensures the core business of training remains healthy. Industry experience has identified the following unique roles to ensure the maintenance of healthy training programs:

Senior station leaders are champions for training. Line leaders own their training programs. Training leaders are the conscience for training.

### Training/Line Partnership

The relationship between line workers and Training is a partnership. We must be responsible and claim ownership for our performance, while Training is responsible for providing a quality product. The information on this page outlines our role in training, as well as the role of Training in helping improve our performance.

## The Line and Training Partnership:

1. Ensures the Right Training
2. Ensures Training at the Right Time
3. Ensures Training for the Right People
4. Ensures Training in the Right Setting
5. Drives Program Health
6. Drives the Strategic Use of Training
7. Drives Self-Assessment and Corrective Actions
8. Ensures Documentation of Training
9. Drives Qualification Status of Personnel
10. Participates in the Training
11. Drives Proper Behaviors in Training “Train Like We Work”
12. Evaluates Effectiveness of Training

## What can you do?

1. **Own your training and qualifications**; this is a key element associated with performing tasks.
2. Attend scheduled training with the **right attitude and provide candid feedback** in an effort to continually improve your training program.
3. Actively **participate in post-training surveys** and, when asked, participate on self-assessment teams.
4. **Know your training oversight** committee chairs and representatives, such as the Training Advisory Committee, and provide input for meetings.

# Always Improving

*We aim to be better tomorrow in all our ways of working by finding, planning and implementing the incremental gains needed.*

## Culture of Continuous Improvement

The model below from INPO 19-003 illustrates a set of five values with associated behaviors for establishing a culture that achieves sustainable results and enables continuous performance improvement.

These values apply to all personnel, regardless of their role in the organization.



### Setting Long-Term Direction

Senior leaders, leaders and employees commit to deeply embed a culture of continuous improvement for the long term. An organization's senior leaders are responsible for setting its direction. In support of the organization's defined mission and vision, the necessary culture is contained within its written strategy, which typically has a horizon of several years. In that way, the core values that underpin the culture can outlast incumbent leaders and remain in effect for the long term.

#### Behaviors:

- Leaders—throughout the organization, they reinforce messages and

ensure they penetrate down and across the organization. New workers are quickly indoctrinated and coached in the expected standards of behavior.

- Employees—understand how sustained excellent performance supports the mission and vision and how core values and associated behaviors, in turn, affect performance. Therefore, they take pride in their culture and actively enforce behaviors peer-to-peer.

## **Leadership and Talent Development**

Leaders, human resources staff, line managers and employees build and maintain strong incumbent leadership throughout the organization, together with a strong, homegrown bench strength.

The highest-performing organizations always possess well-aligned and committed leaders whose individual leadership, team effectiveness and management skills are all strong. At the same time, they are deeply committed to talent development and succession planning and take personal ownership of both. As a result, they maintain ready-now high performers who ensure the organization's long-term health.

### **Behaviors:**

- Employees—are vested in talent development and succession processes and maintain strong, transparent relationships with their managers and the Human Resources organization. At any given time, they know where they stand in their job progression, career development and succession pipeline.
- Leaders and employees—actively seek self-improvement opportunities and do not hesitate to develop others through peer-to-peer coaching, knowledge transfer, and other teaching methods.

## **Excellence Standards**

Senior leaders, leaders and employees adhere to the highest possible standards of performance. The strongest performers gauge their

performance against current industrywide excellence standards rather than their own past performance. The responsibility to know and live up to standards of excellence has penetrated deeply into their organizations. Leaders model, teach and enforce standards in everything they do. The entire organization takes pride in its standards adherence; therefore, individuals coach and correct any levels of nonadherence that they witness.

**Behaviors:**

- Leaders and employees—individually and collectively act as guardians of the standards and do not rationalize deviations.
- Employees—are empowered to enforce the standards regardless of organizational standing, and they do. In this, they demonstrate an appreciation for both issuing and receiving coaching and challenges.

**Continuous Learning**

Senior leaders, leaders, line and training managers, employees and employee groups combine all possible sources and methods of advancing individual and institutional learning for the long term.

With continuous improvement comes an obligation to advance continuously organizational learning commensurate with its next level of performance. Continuous learning must be a passion, especially in a highly technical and complex industry such as ours. This extends beyond formal training although the organization’s commitment to training must be world class. In a continuous learning organization, every possible opportunity to mentor, teach and coach must be leveraged—whether in the classroom, lab, control room or field.

**Behaviors:**

- Leaders and employees—openly share lessons learned with peers and, in so doing, reinforce high standards. Throughout the organization, informal peer-to-peer coaching, mentoring, and critiquing of individual and team performance are a way of life.

- Employee groups—Through approaches such as “craftsmanship” and “operations-led” or “engineering-led” initiatives, focus is placed on employee groups to own wide categories of teaching and learning and to be proactive in advancing learning throughout their organizations. In turn, employee groups place demands on leaders to enable their learning initiatives and innovations, and they are provided the necessary time and resources to accomplish them.

## **Self-Awareness and Self-Correction**

Senior leaders, leaders and employees find and fix one’s own problems. An engaged workforce is one in which everyone feels empowered to own the organization’s performance and to solve problems. The highest performing organizations achieve this and, as a result, have a strong sense of self-awareness and self-criticalness.

Each individual is committed to the organization’s success and openly challenges the status quo and any shortfalls. Senior leaders enable this environment and are, themselves, open to being challenged and do not hesitate to question circumstances or results until a problem has been solved. While independent views are sought after and welcomed, they are not needed to describe performance.

### **Behaviors:**

- Leaders and employees—recognize that cost and performance are not mutually exclusive, and they consider both when implementing changes and corrective actions. They hold each other mutually accountable to correct shortfalls.
- Employees—are empowered and proactive in their quest to find and aggressively fix problems. In this, they possess a deep understanding of excellence standards, are disciplined in their application, and are dissatisfied when deviations occur and intervene effectively.



# Performance Improvement (PI) Conscience



## 1. I Prevent Performance Gaps

- I manage resources, including people, equipment, and time, and ensure staffing levels and tools are available and appropriate for each discipline.
- I provide coaching and quality peer-to-peer, supervisor, in-field and paired observations.
- I uphold standards by engaging cross-functionally, having a bias for using PI tools, and implement behavior shaping actions.
- I apply continuous learning through embedding OE into training, teaching knowledge and skills, incorporating teaching and

learning techniques, and ensuring written instructions consider proficiency.

## **2. I Monitor & Identify Performance**

- I promptly identify performance shortfalls through the Condition Review Screening Committee, observations, and department meetings.
- I assess performance with benchmarking and assessment tools, Nuclear Safety Culture surveys, and department coordinators.
- I implement a Culture of Continuous Improvement by leveraging quality observations, developing GDARs with actions that garner sustainable results, and creating tactical focus areas.
- I meet commitments in training, accurate Performance Indicator data, and precision in managing condition report actions.

## **3. I Analyze Performance Gaps**

- I conduct investigations to seek the right drivers and to apply rigor in causal analysis.
- I apply appropriate checklists for organizational issues, Equipment Reliability events, and significant Human Performance events.
- I challenge corrective actions through MPIC, Mid-Level Managers meetings and department level assessments.
- I model Risk Elimination with mitigating strategies, SMART Actions, and drive training and process solutions with performance analyses.

## **4. I Correct Performance Gaps**

- I perform effectiveness evaluations to ensure gaps are resolved and corrective actions are successful.
- I employ industry Operating Experience (OE) for lessons learned when developing corrective actions.

- I engage cross-functionally to verify analyses, training, challenges, and tools have been effective.
- I model accountability, behavior shaping actions and coaching to guarantee performance excellence.

## **Attributes of a Healthy Performance Improvement Conscience**

Performance monitoring activities and improvement processes are consistently implemented to Prevent, Monitor and Identify, Analyze, and Correct gaps between current levels of performance and desired management and industry standards of excellence.

### **Performance Improvement Conscience is demonstrated in:**

The ability of an organization to continuously improve worker and station performance. Employees consistently demonstrate ownership of a healthy Performance Improvement Conscience. This is accomplished by readily engaging Performance Improvement tools such as Operational Experience (OE), causal evaluations, trending and quality Condition Reports (CRs).

### **A Healthy Performance Improvement Conscience results in:**

- Meeting intent, not just compliance
- Having a sense of urgency around vulnerabilities
- Recognizing deviations and intervening
- Preventing deficiencies and findings
- Owning performance
- Preventing overreliance on processes
- Fully utilizing Training and PI Tools

*For more information, please reference PI Conscience Model on the PI SharePoint page located on the STP Intranet.*

## Human Performance (HU) – Core 4

The station expectation is that the following four HU tools will be used for every job, every time.

- Take a Minute
- Verification
- Procedure Behaviors
- Questioning Attitude

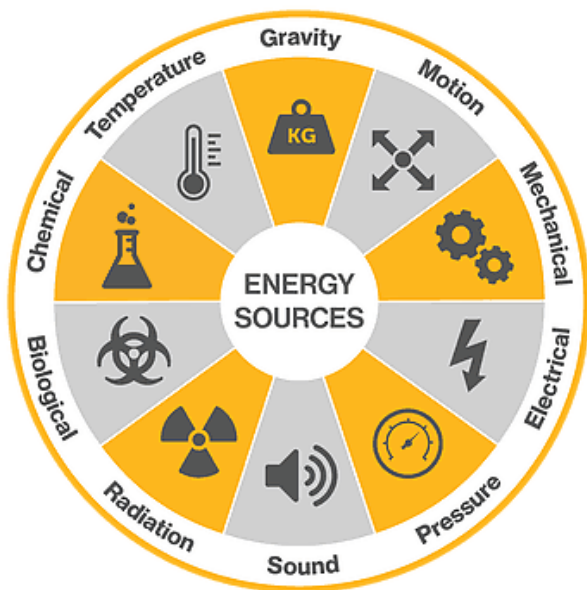
These four tools, together with the engaged, thinking Nuclear Professional, will ensure that each task is performed safely and error-free. The engaged, thinking Nuclear Professional brings experience, knowledge and fundamentals into every task. Other HU tools are available for use when the situation lends itself to their use. These tools can be found in OPGP03-HU-0001, Human Performance Program.

### The Core 4

#### **Take a Minute (Hazard Recognition)**

The intent of this tool is to work safely in any environment, keeping safety as the highest priority. The Hazard Recognition tool—Take a Minute—is intended to aid the worker in evaluating the work area for hazards. The process is to pause prior to entering the area for a sufficient amount of time to fully evaluate the work area for hazards.

Mitigating actions will be taken for each identified hazard. It is not sufficient to use recognition and avoidance as mitigation, because a lapse in avoidance could result in an incident.



### **The Energy Wheel: Energy-Based Hazard Recognition**

Keep safety in mind at all times. Explore the job site prior to beginning work. Identify all sources of energy that could be encountered while performing this work activity. If the job site is not as expected, STOP and get a Supervisor involved.

### **Verification (Self-Checking with STAR)**

The intent of the tool is to focus the worker on the individual task steps, to allow time for ensuring actions taken are correct and to ensure the worker is on the correct component, unit, step or entering the correct data in the database.

## **STOP–THINK–ACT–REVIEW**

The process is:

**STOP**—Pause before performing an operation/manipulation.

**THINK**—Focus attention on the action to be performed. Verify the action is appropriate for equipment/system status. Think about the expected result(s) of the action and its indications. Consider the contingency actions to take if an unexpected result occurs.

**ACT**—

- Without losing eye contact, touch the component, label, etc.
- Compare component label, etc., with checklist, procedure step or drawing.
- State the component noun name or TPNS aloud (without distracting others).
- Without losing physical contact established earlier, perform the action.

**REVIEW**—to ensure you have obtained the desired results. Perform contingency actions if the expected result does not occur.

## **Procedure Behaviors**

The intent of this tool is to ensure workers are correctly using the appropriate instructions to guide their actions to complete tasks error-free. This tool is applicable to all types of written instructions (for example, work packages and work instructions).

Proper Procedure Behaviors:

- a. Verify you have the latest revision.
- b. Before you begin work, make sure you understand the intent of the procedure.

- c. Take time to get your questions answered.
- d. IF the procedure won't work as written, then stop and tell your supervisor.
- e. Check-off or sign-off each step immediately after you complete it (place keeping).
- f. IF you do not achieve the anticipated results, then stop and contact a supervisor.

***Refer to Reference and Available procedures —don't assume you know the content.***

## **Questioning Attitude**

The intent of this tool is to challenge our activities. A healthy skepticism is a more valuable asset than blind faith or just assuming everything will work out satisfactorily. Questioning Attitude is used during planning, preparation, and task performance.

Questioning Attitude is demonstrated by:

- Recognizing when assumptions are being made.
- Recognizing when uncertainty exists.
- Voicing concerns with supervision.
- Taking action to ensure facts displace assumptions.
- Taking action to gain certainty by asking questions and verifying requirements.
- Supporting co-workers when they stop progress to get questions answered.

# Always Resourceful

*We make decisions on resources, balancing short and long-term needs, and invest each dollar as if it were our own.*

## **Defining Resourceful**

Resources are defined as “money, materials, staff, and other assets that can be drawn on by a person or organization in order to function effectively.” Being resourceful entails identifying efficiencies and innovative ways to overcome challenges.

## **Resourceful Behaviors**

All STP personnel are expected to serve as good stewards of STP’s resources and work together to meet our goals.

- Show a willingness to work collaboratively, sharing or returning resources to the station when such measures benefit the company overall.
- Optimize STP resources by using them with intention and mindfulness of priority business needs.
- Avoid being wasteful whenever possible. If you become aware of an activity or practice you believe to be wasteful, discuss it with your supervisor.



# Leadership

## INPO Leadership and Team Effectiveness

The following leadership and team effectiveness attributes are foundational for excellent performance.

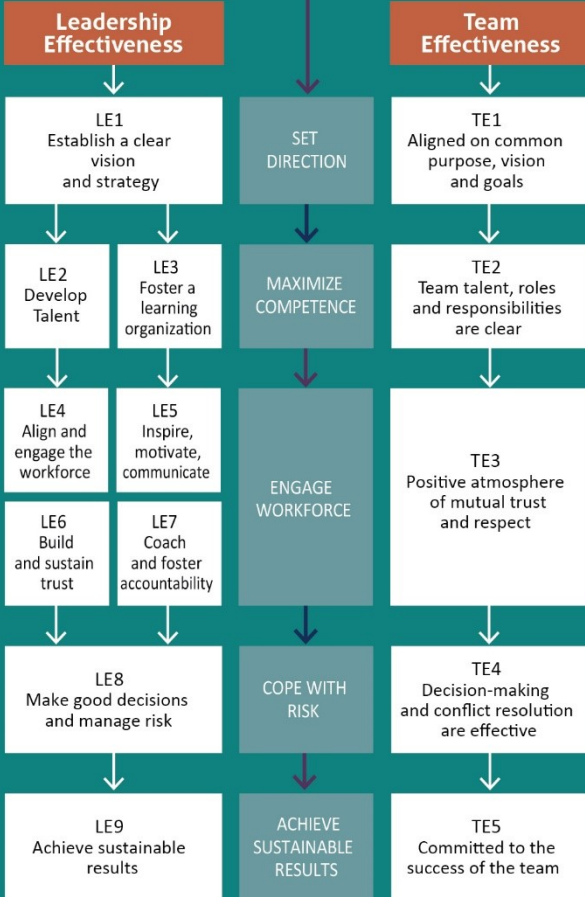
### Leadership Effectiveness Attributes

- Promoting a Clear Vision and Strategy to Achieve Excellence.
- Implementing a Strong Talent Management and Leadership Development Strategy.
- Fostering a Learning Organization —Continuous Improvement.
- Developing an Aligned, Engaged Workforce.
- Inspiring, Motivating and Communicating.
- Building and Sustaining Trust with Employees and External Stakeholders.
- Providing Effective Coaching and Feedback in an Environment of Healthy Accountability.
- Making Effective Decisions and Appropriately Managing Risk.
- Achieving Sustainable Results.

### Team Effectiveness Attributes

- The Team is Aligned Around a Common Purpose, Vision and Goals.
- Members are Committed to the Success of the Team.
- Team Talent, Roles and Responsibilities are Clear.
- The Team Creates a Positive Atmosphere of Mutual Trust and Respect.
- Team Decision-Making and Conflict Resolution are Effective.

# Essential Outcomes



# Seven Practices of a Facilitative Leader

- Share inspiring visions
- Focus equally on Results, Process and Relationships
- Seek maximum appropriate involvement
- Design pathways to action
- Facilitate agreement
- Coach for performance
- Celebrate accomplishments



## Dimensions of Success

Facilitative Leaders balance their focus across three dimensions: results, process, and relationship.

They collect and evaluate data related to these measures and make conscious choices about where to focus their attention in order to have the highest impact.



### Results

- Completion of the task
- Achievement of the goal
- Quality of the output

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### Process

- How the work gets done
- How the work is designed and managed
- How the work is monitored and evaluated

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### Relationship

- Sense of inclusion and connection
- Feeling of confidence and competence (self and other)
- Experience of trust, support, and appreciation

## Dimension

## Key questions



- Are the results of **high quality**?
- Are the results **timely**?
- Do the results **meet customer requirements** (internal and external)?



- Is the process **clear and logical**?
- Is the process **efficient**?
- Is the process **appropriate** for the task?



- Do team members feel **included**?
- Do team members have **confidence** in each other?
- Do team members feel **supported**?

## Coaching Conversations

### Types of Coaching Conversations

Coaching conversations occur in a variety of situations: before a challenging event, in the midst of action, after a triumph or defeat, during the pause between assignments. There are three general types of coaching conversations: problem solving, developmental and feedback.

Type	Purpose
Problem Solving	To figure out the best approach for solving a problem, pursuing an opportunity, or producing a specific result
Developmental	To define the coachee's professional or personal

	aspirations and explore alternative pathways for realizing those aspirations
Feedback	To reinforce or change a specific pattern of behavior

## Stages of a Coaching Conversation

A coaching conversation has 4 stages:

- Stage 1** Entails connecting with each other on a human level.
- Stage 2** Focuses on getting clear on the goals and process for the conversation.
- Stage 3** Is a discussion about the subject or issue at hand.
- Stage 4** Homes in on commitments and next steps.



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# Addendum

This addendum contains valuable information that is more detailed in nature and of use for specific workers, jobs, or situations that may be presented but are not common to every worker in their daily work schedule.

## Lifting and Rigging

***Refer to OPGP03-ZI-0026 “Lifting, Rigging and Material Handling” for information on rigging and lifting requirements.***

### **The Person in Charge Ensures:**

- Suspended loads are always attended.
- Cone of influence/load path is established and controlled.
- All personnel understand their roles.
- Signal person wears an orange vest.
- Softeners are used if required.
- Rigging has been inspected and has a current inspection tag.
- The weight of the load is known or estimated.
- There is verification that rigging, and equipment are adequate for the task.
- Positive control of the load is maintained.
- There is a danger barricade in place around the swing radius of mobile cranes.
- Crane or load is at least 20 feet from power lines.
- Crane rails/load path is clear of obstructions.

- The crew stops and engages supervision when faced with uncertainty or a change in the rigging plan is required.

## Equipment Clearance Order Program

***The Equipment Clearance Order (ECO) program provides a level of personal safety to protect workers while performing work activities.***

The ECO program utilizes three types of tags:



### **Danger Tag: (Red Tag)**

Prevents manipulation of a component or system to prevent personnel injury or equipment damage. Danger Tags are normally hung on the main control points and boundary control points to isolate equipment from all sources of energy and

permit work to be safely performed (e.g., close and tag suction/discharge valve, open and tag associated suction/discharge valve breaker).

*NOTE: A component with a Danger Tag attached shall not be manipulated. This includes removing a component with a Danger Tag attached.*



### **Caution Tag: (Yellow Tag)**

A tag that is placed on or near a component to provide temporary operating restrictions, temporary configuration control or information. This tag must not be used where personnel

injury or equipment damage could reasonably occur if the instructions on the tag were not followed (use Danger tag instead).





### Test Tag: (Blue Tag with a Red Border)

A tag placed on components when a position must be changed during the performance of troubleshooting, testing or maintenance activities. A Test Tag should be treated as a Danger Tag for everyone except the person/work group

to whom the tag was issued. For worker protection, the ECO program utilizes the process where an Acceptor (an ECO-qualified individual for a specific work group) signs onto a job item on the ECO and all the workers being protected for that job are listed under the Acceptor. The workers sign onto the ECO Worker Tracking Form (either in the ECO database or on a form contained in the work package). This allows the Acceptor to know who is being protected by the ECO and prevents the Acceptor from signing off the ECO job item until all workers say that work is complete, and it is safe to sign off. All workers are responsible to ensure they are listed on the Worker Tracking Form if they are being protected by the ECO.

## Site Evacuation

During certain emergency conditions, the Emergency Director may order a Site Evacuation. All personnel on-site are to follow the Public Address announcements for instructions.

During the evacuation announcement, a specific Route and Destination will be included.

There are four options for personnel leaving the site:

1. Personnel may be directed to travel to their homes by the most direct route.

2. Route A: From the site to the Bay City Reception Center (Matagorda Regional Medical Center Wellness & Rehabilitation Center) via FM521 to TX SH60.

3. Route B: From the site to the Bay City Reception Center (Matagorda Regional Medical Center Wellness & Rehabilitation Center) via FM521 to FM1468 to TX SH35.

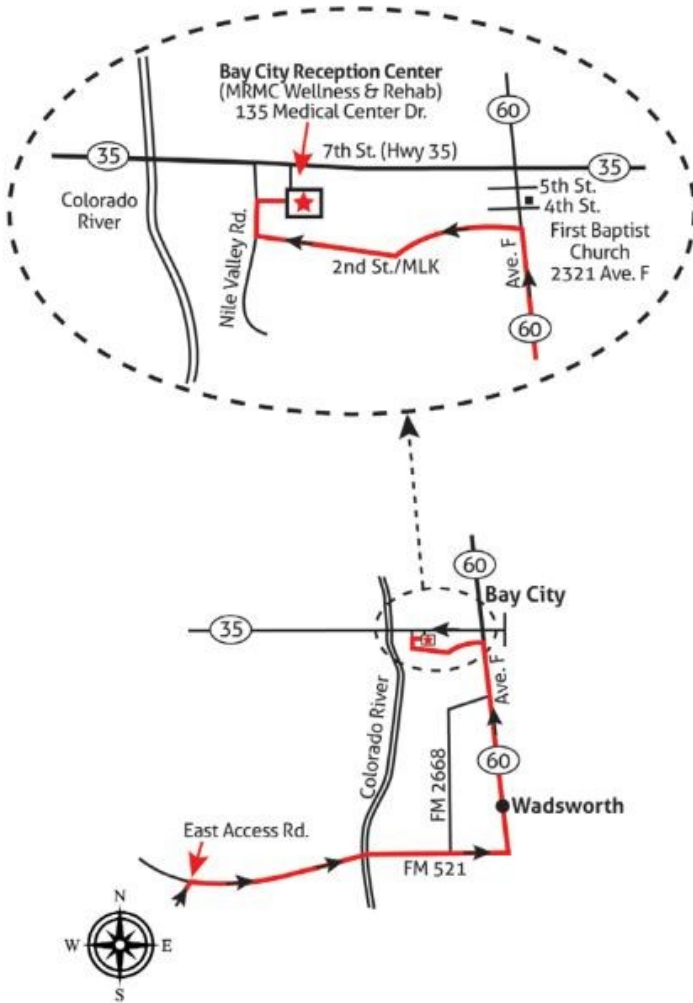
4. Route C: From the site to the Palacios Reception Center (Palacios High School Field House) via FM521 to TX SH35. In any situation, if local law enforcement personnel are directing traffic, follow their instructions.

For Routes A, B and C, additional direction instructions are shown on each of the following maps.

## Evacuation Route A

Bay City via FM521 to TX SH60:

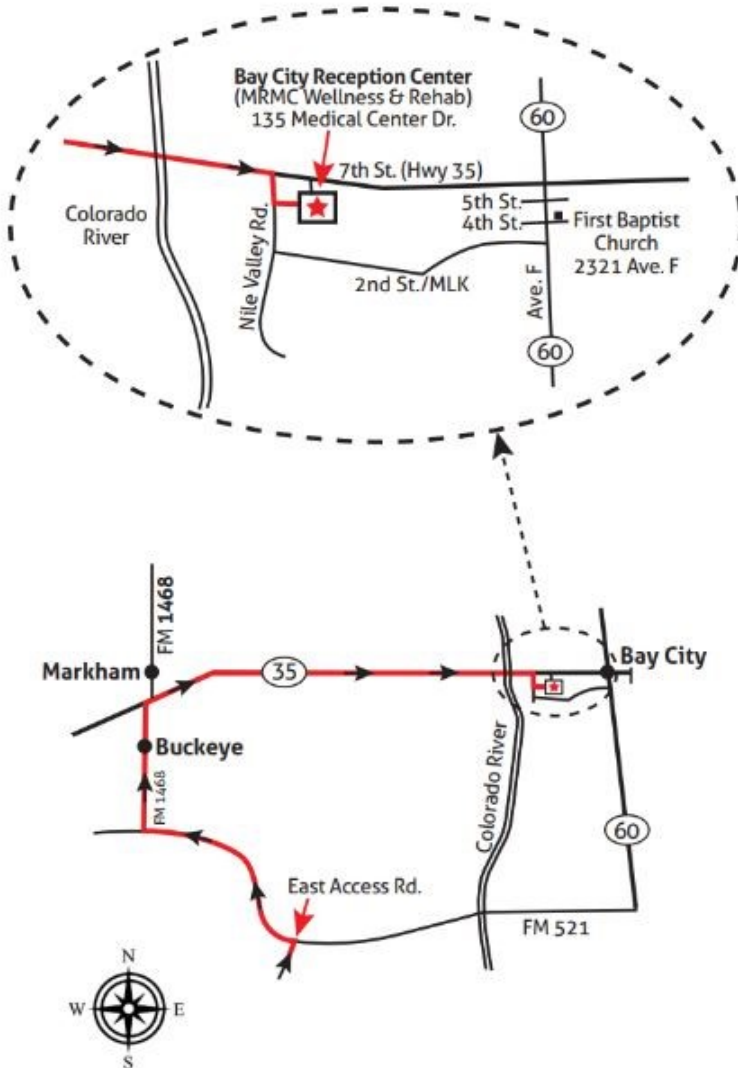
Bay City Reception Center (MRMC Wellness & Rehab)  
at 135 Medical Center Dr.



## Evacuation Route B

Bay City via FM521 to FM1468 to SH35:

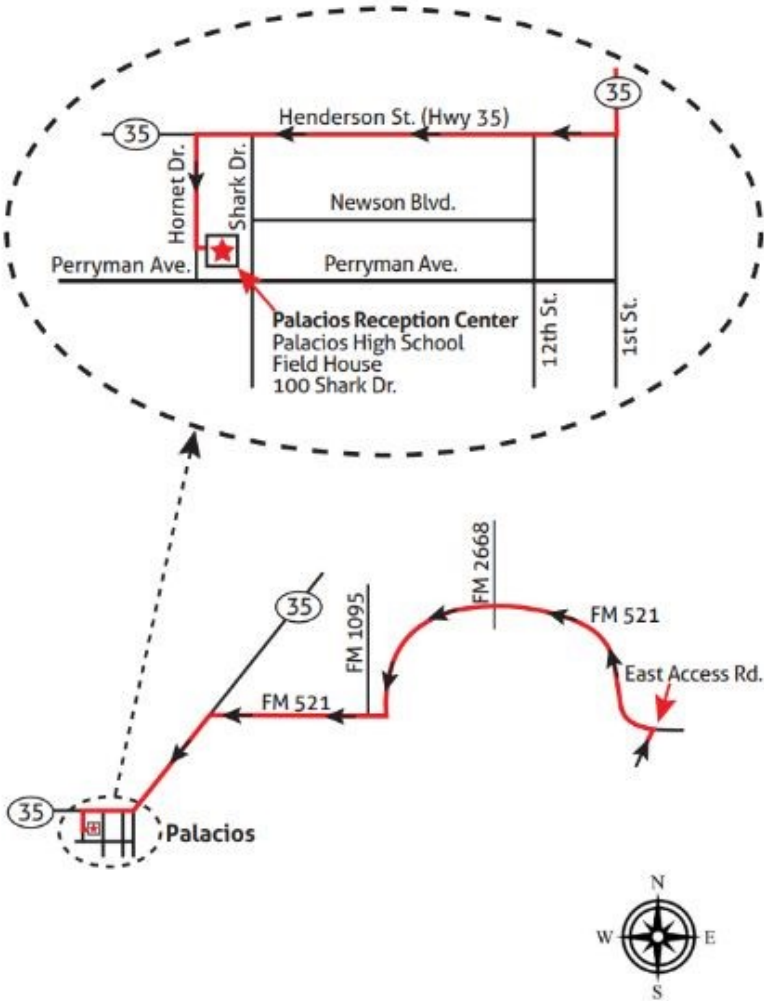
Bay City Reception Center (MRMC Wellness & Rehab)  
at 135 Medical Center Dr.



# Evacuation Route C

Palacios via FM521 to TX SH35:

Palacios Reception Center, Palacios High School Field House at 100 Shark Dr.



*This publication has been developed for use by STPNOC employees and contractor teammates working on-site at South Texas Project Electric Generating Station. Information included within this document is intended for internal use only.*