ENERGY NORTHWEST

MANAGEMENT HANDBOOK 2022

Introduction

Congratulations and welcome to Energy Northwest's leadership team! You are part of a group of highly skilled professionals focused each day on the relentless pursuit of excellence through continuous improvement. This ensures we provide our public power members and regional ratepayers with safe, reliable, cost-effective, responsible power generation and energy solutions.

I want to personally thank you for stepping up to the challenge of being a leader on our team. It's a very important position to our agency, and to all the employees who will look to you for inspiration, guidance, direction, and a picture of excellence.

This handbook gives you the guidelines and resources to lead, manage and direct your staff to help them accomplish their individual and agency goals. It contains much of the information you will need to be successful in your leadership role here at Energy Northwest; it describes the many important programs, processes, and resources available to you. The handbook also lists key expectations for supervisors and managers. I encourage you to use this handbook often as you get started in your new role and keep it as a reference throughout your career with the agency.

Energy Northwest's senior leadership, executive board and board of directors are all committed to the ongoing success of our leadership team. The agency's future depends on high quality leaders, working together to inspire top performing employees to achieve organizational successes.

As a member of our leadership team, you play a significant role in the success of Energy Northwest as you lead your team, interact with colleagues, and set an example for others to follow.

Robert E. Schuetz
Chief Executive Officer

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Getting Started

Handbook Purpose

To be a useful reference for all management and provide key information to newly hired managers/supervisors, and newly promoted and temporary upgraded supervisors, particularly at Columbia.

NOTE: This handbook is not intended to be fully comprehensive or detailed. It does NOT replace policies, procedures, instructions or formal requirements and work guidance.

Expectations: New management has a required reading section. All those in management are encouraged to use and review the handbook to better understand different Energy Northwest functions.

Handbook Availability

The handbook is available on SharePoint under Team Sites>Manager 411

This is Your Handbook

Suggestions for improvements are encouraged. Is the information helpful, easy to find, easy to understand – especially for a newly hired or promoted supervisor/manager? Is information missing? Should information be deleted?

Provide comments to Human Resources at ext. 5840.

Who We Are

Energy Northwest develops, owns and operates a diverse mix of electricity generating resources – hydro, wind, solar and battery storage projects; and the Northwest's only nuclear power plant. These projects provide enough reliable, affordable and environmentally responsible energy to power more than a million Washington homes each year, and that carbon-free generation is provided at cost.

Formed as a joint operating agency in 1957, the Washington state legislature created Energy Northwest to serve the needs and aggregate the strengths of public power by providing energy services, and generating reliable, low-cost energy. Today Energy Northwest is one of the many public power joint agencies across the United States. Representing the convergence of small and big public power utilities, the Energy Northwest consortium of 27 public utility districts and municipalities take advantage of economies of scale and shared services to boost efficiency and effectiveness, all to the greater cost benefit of public power ratepayers.

Public power utilities typically offer lower electricity rates than private utilities and pride themselves for their local control and local community benefit.

Energy Northwest operates under many of the same state laws as public power utilities. It has accountability for how business is conducted and how "public funds" are expended. See Regulators/Washington state in this handbook.

Columbia Generating Station nuclear energy facility is Energy Northwest's largest operation.

Governance

Energy Northwest's Board of Directors comprises 27 members, one from each member utility. The powers and duties of the Board of Directors include final authority on any decision to purchase, acquire, construct, terminate or decommission any Energy Northwest plants or facilities. The Board of Directors also elects five members of the Executive Board from its membership and appoints three outside directors to the Executive Board.

The Executive Board comprises 11 members. The Executive Board sets the policies that govern the operations of the organization, except for limited authority specifically granted to the Board of Directors or as delegated to the CEO. Six Executive Board members are outside directors representing policy makers in business, finance and science or having expertise in the construction or management of facilities, such as those owned by Energy Northwest. The Board of Directors selects three of the six outside directors; and the governor of Washington selects the other three outside directors, subject to confirmation by the Washington senate.

The Participants Review Board represents the participants in Columbia Generating Station. The participants elect by vote the nine-member board. This board meets at least semi-annually, and reviews construction and annual budgets, fuel management plans, plans for refinancing the projects, and all bids, bid evaluations and proposed contract awards for amounts in excess of $500,000.

Managers and supervisors may be asked to assist in the preparation of presentations and/or to present on particular projects/topics so the boards will have a full understanding of the issues. Guidance for board presentations is available on the Current Team Site (Governing Boards - Templates).

Regulators

Washington State

SAO independently serves the citizens of Washington by promoting accountability, fiscal integrity, and openness in state and local government. Since Energy Northwest is a Joint Operating Agency, the State Auditor's office audits Energy Northwest annually. An accountability audit evaluates whether a state agency has adhered to applicable federal or state laws, rules, and its own policies and procedures. The process includes auditing records to ensure public funds are accounted for and internal controls are in place to protect public resources from misappropriation and misuse. Example rules to take special note of include (not limited to):

- **Receipt of Gifts** - State law: "No state officer or state employee can receive, accept, take, seek, or solicit, directly or indirectly, anything of economic value such as a gift, gratuity, or favor from a person if it could be reasonably expected that the gift, gratuity, or favor would influence the vote, action, or judgment of the officer or employee, or be considered as part of a reward for action or inaction."

- **Advancement of Funds** - Paying for goods or services (such as to a contractor or vendor) prior to having received the goods or services. This may be allowed under specific circumstances. Consult with the Procurement or Legal departments before proceeding.

- **Contracting** - Refer to Supply Chain Services procedures as well as the "Contracting" section of this handbook

- **Procurement Card Purchases** - Refer to General Business Procedure (GBP) GBP-FIN-22, Credit Card Purchasing System

- **Travel Expenses** - Refer to GBP-FIN-15, Business Travel

- **Miscellaneous Expenses**- Refer to GBP-FIN-19, Miscellaneous Expense Reimbursement

- **Conflict of Interest -** Refer to GBP-LEG-01, Code of Ethics

Nuclear Regulatory Commission (NRC)

The NRC is the federal agency that protects public health and safety through regulation of nuclear power and the civilian use of nuclear materials. Activities:

Licensing or certifying applicants to use nuclear materials or operate nuclear facilities or decommissioning that permits license termination

Developing regulations and guidance for applicants and licensees

Overseeing licensee operations and facilities to ensure that licensees comply with safety requirements

Conducting research, holding hearings to address the concerns of parties affected by agency decisions, and obtaining independent reviews to support regulatory decisions.

At all nuclear power plants, such as Columbia, the NRC conducts an extensive oversight program of plant operations. Two NRC resident inspectors monitor plant activities on a day-to-day basis. Periodic inspections are conducted by other NRC inspectors with special expertise.

Energy Northwest Regulatory Affairs is the contact for NRC headquarters in Washington D.C; NRC Region IV headquarters in Arlington, Texas; and the resident inspectors.

Baker Tilly

Baker Tilly audits the financial records on an annual basis. Each business unit is audited separately with a combined financial report presented to the Executive Board within 120 days of the fiscal year end. Baker Tilly reviews internal controls and financial transactions for general ledger/project costs. The auditors engage departments and personnel across the organization, as necessary, to obtain information to support their opinion that the financial statements of Energy Northwest fairly represent the financial position of each business unit. The engagement for the audit typically involves 2-3 weeks of interim work in the spring and 7-8 weeks of field work in the summer. Baker Tilly began EN's full audit in fiscal year 2015, prior to this, the audit firm was PwC.

Taxes: Washington State Department of Revenue (DOR)

The DOR audits us on a periodic basis to ensure have paid taxes related to leases (where we lease our property), revenue contracts, and general contracts/payments.

Leasehold Tax: Since we do not pay property tax to ensure a benefit is not received from a non-state agency we are required to collect and remit leasehold tax on behalf of the tenants. We were last audited on leasehold tax in 2015.

Retail Sales Tax: Energy Northwest pays retail sales tax on applicable purchases to the DOR and collects and remits sales tax on applicable revenue items.

Business and Occupational Tax (B&O): B&O tax is a gross receipts tax measured by the value of products, gross proceeds of sale, or gross income of the business.

We are audited on retail sales tax and B&O tax simultaneously. Our last audit was in 2017 over the calendar years 2013-2016 the previous audit was in 2009 for the calendar years 2004 through 2007.

Clifton Larson Allen (CLA)

CLA reviews and reports on the activities governing the 401k plan. This audit is not required per law however, as part of the 401(k) plan document EN requires this as a protection to employees. CLA began review of the plan for Calendar Year 2012, prior auditors were PwC.

Electrical Energy Organizations

Bonneville Power Administration (BPA)

BPA is the Federal agency responsible for marketing and transmitting electrical power from the Federal Columbia River Power System (FCRPS). The FCRPS includes all federal dams in the Northwest and Columbia Generating Station. All of the electrical output of Columbia is contracted to (and distributed by) BPA, with BPA responsible for Columbia costs.

BPA's interests in Energy Northwest include:

- Safe, reliable and economic operation of Columbia.

- Best practices debt management (BPA is responsible for debt associated with Columbia).

- Columbia contributions to electrical power grid stability. As a base-loaded plant, Columbia's goal is normally to operate at 100 percent power.

- Protection from risks that might jeopardize plant operation.

BPA maintains an oversight office in the Multi-Purpose Facility (MPF) Building. BPA staff interacts with Energy Northwest managers who are responsible for the BPA staffer's oversight functional areas, including Legal, Corporate Finance, Operations, Maintenance, etc. BPA-related questions should be directed to the assigned BPA interface.

Institute for Nuclear Power Operations (INPO)

The nuclear electric utility industry created INPO to promote safety and reliability in the operation of nuclear electric generating plants. All U.S. organizations that operate commercial nuclear power plants are members of INPO. It is required to be an INPO member in order to 1) obtain nuclear liability insurance and 2) to have an NRC-required accredited training program.

INPO members participate in the following activities:

- Share commercial industry operating experience and data (lessons learned)

- Publish INPO guidelines, good (best) practices and periodicals

- Attend industry-wide workshops and conferences

- Conduct on-site special assistance visits

- Participate in training courses at INPO's offices or hosted locations

Access INPO's Nuclear Network, a secure Web site
To log on to the INPO website, access the Current, go to Apps, and then click the link to the INPO Member Website in the Commercial Application section. If you have an INPO user ID use it to log on. If you do not have a user ID, you can access via the Energy

Northwest Generic User option on the log on screen. To request a user ID please contact the station Administrative Point of Contact (APOC), APOC is found on the ENW "INPO and WANO" Team Site.

Nuclear Energy Institute (NEI)

NEI develops policy on key legislative and regulatory issues affecting the U.S. and international nuclear energy industries. NEI serves as an industry voice before the federal government, international organizations, media and the public. It provides a forum to resolve technical and business issues for the industry.

Electric Power Research Institute (EPRI)

EPRI is an independent, nonprofit center for public interest energy and environmental research. The research spans nearly every area of power generation, delivery and use, including health, safety and environment. EPRI's members represent more than 90 percent of the electricity generated in the U.S.

Edison Electrical Institute (EEI)

EEI is the association of U.S. shareholder-owned (private) electric companies, international affiliates and industry associates worldwide. EEI represents member interests and advocates policies in legislative and regulatory arenas. EEI provides analysis and industry data to its members, Congress, government agencies and the financial community.

Energy Northwest Organization Charts

The Chief Executive Officer (CEO) organization chart shows Energy Northwest's main departments. To access organization charts: link to SharePoint "org charts".

Administrative/Support Staff

Administrative and support staff include the executive assistants (direct reports to the CEO and vice presidents), the senior administrative assistants (direct reports to general managers), administrative assistants and technical support specialists (support managers, supervisors and staff).

The administrative staff is a valuable resource for knowledge and information on procedures and whom to contact.

Resources

The Resources tab on TheCurrent provides information on company practices and administrative tasks. The site contains user-friendly tools that can be referenced when performing tasks and is an excellent tool for all employees.

Managers and supervisors should utilize the document: "Developing a Working Relationship with Boss-Assistant" with their administrative assistant or technical support

specialist when beginning a new position. This document is located on the Resources tab on The Current. Link to: TheCurrent/Resources

Computer Systems

Information Services Solution Center for IS Support
The IS Solution Center is the help desk for questions about local area network (LAN) applications (any programs you see after you have logged on), Energy Northwest workstations or hardware (network printers, scanners, PDAs, etc.). Call ext. 8400 for service between 6AM - 4PM. Questions on Pacific Office Automation printers/copiers should be directed to the 800-number listed on the front of the unit.

Logging on to the Energy Northwest Network
Your administrative support staff will be notified via e-mail when your network logon account has been activated. This notification will include your network User ID and password information. Generally, your network User ID will be your first initial followed by the first five letters of your last name. The generic first-time password is "En$0" (case sensitive) followed by the last four digits of your Social Security number, no spaces, LOWER CASE. You will be required to change your password at your first log on. The LAN password must be complex and contain at least eight characters including three of the following four items: uppercase, lowercase, numbers and symbols) Reference GBP-IS-08, Password and PIN standards. Procedure requires that passwords be changed every 90 days. You will be prompted to make this change as it gets close to the 90-day expiration. If you have problems or questions about your initial logon to the network, contact ext. 8400.

Workstation Desktop
- After you have logged on to the network, you will see your workstation desktop screen. For most users, it has the following:
    - Microsoft Office Suite with Word, PowerPoint, Excel, Windows Explorer and Outlook (e-mail, public folders, calendars, tasks, etc.)
    - the Network folder with access to Asset Suite, PeopleSoft, the INPO Web site and other applications
    - Internet Explorer, which accesses SharePoint, the Energy Northwest intranet site.

SharePoint
The Current is the default Microsoft Edge home page for access to the general Energy Northwest intranet. Access it by clicking on the "Microsoft Edge" icon on your computer desktop. The Current has a menu located on the right side of the landing page with commonly accessed programs and topics. SharePoint has a Search/Advanced Search box in the upper right-hand corner. Type key words from documents that you want SharePoint to list for you.

Reference "SharePoint" in this handbook.

Asset Suite

Asset Suite is the major company application for daily work activities and consists of many modules. It can be accessed from the "The Current, Apps, Commonly Used Links, Asset Suite". The following link can also be used, https://as9prod/as/ui. If you have questions about how to use the different modules, contact the lead person for each module listed on the home page of the application.

Reference "Asset Suite System/Asset Suite Overview" in this handbook.

PeopleSoft

PeopleSoft is Energy Northwest's application for reporting hours worked, referencing payroll information, creating requisitions, viewing and applying for open positions and processing performance appraisals. Department managers can also view their departmental employees' personal and job information. It can be accessed on theCurrent/Apps/Commonly Used Links/PeopleSoft. Your User ID and password will be the same as your network account.

Reference "Human Resources Department/HR Management System" in this handbook.

SuccessFactors

SuccessFactors Learning Management is used to schedule training classes, enroll or un-enroll students, check enrollment status online and generate enrollment reports. Administrative staff members receive training on the use of SuccessFactors. Contact your administrative support person for assistance. It can be accessed on theCurrent/Apps/Common Applications/Computer Based Training (CBT)

Microsoft Teams

Microsoft Teams is a communication tool available for use by all Energy Northwest employees and contractors. The Teams application is installed on all standard Windows desktops and laptops. All user accounts are automatically enabled for Teams Access.

Teams lets you connect with the people you need to reach to get your job done. With instant messaging (IM), audio, video, and web conferencing, you can collaborate and communicate with colleagues and clients--including Team's contacts--in real time, on the devices you want.

Click this link to access the setup instructions for M365 - Microsoft Teams (or go to ChangeGear and search the knowledge base for "Teams"). Please contact the Solution Center at ext. 8400 if you have any difficulties.

Other Computer Systems summarized in this handbook include the Plant Logging System, the Shift Operations Management System (eSOMS) and the Plant Tracking Log.

Finding Information

Contact your administrative assistant or support staff for information concerning the following areas and for other questions.

Employee Information

On SharePoint, select Employee Directory on the menu for employee names, titles, phone numbers, etc.

Management Contact Information

To see a list of management names and titles by organization code, their reporting management, their administrative staff, and contact information go to SharePoint Resources or search "Resources." Under the Quick Links section, click on Admin/Support Staff Directory.

Forms, Policies and Procedures

There are different ways to access online documents. You can log into Asset Suite from the network folder or search the SharePoint Document Library. Reference the Asset Suite SharePoint Document Library and Asset Suite, Document Management System in this handbook.

Here is one way to locate a form, policy or procedure for which you know the name or number:

- After logging on, click on the Network folder. Click on the Asset Suite icon.
- If you have problems with your password, call ext. 8400.
- Select the Navigator, then Application Menu, then Controlled Documents then Document Data then C010. Cont. Doc - Information.

Forms - For a form, in the Doc Type field and the Sub Type field enter "form"
- Type the Doc No. and click apply
- If you do not have the Doc No., enter the entire title or type any word of the title and click Execute (this pulls up all forms with that word in the title).
- If you get a list of document titles, check the box next to the Document Number that you want. Press the Enter key.
- When the Document Data page shows the document's complete title and number, click on the icon under Image. The document will appear.

Policies and Procedures – In the Doc Type field, type "PPI"

    Industrial Safety Program Manual - In the Sub Type field, type ISPM

    General Business Procedures – In the Sub Type field, type GBP

    Site-Wide Procedures - In the Sub Type field, type SWP

    Plant Procedure Manual - In the Sub Type field, type PPM

        - Type the Doc No. and click apply

- If you do not have the Doc No., enter the entire title or type any word of the title and click Execute (this pulls up all forms with that word in the title).
- If you get a list of document titles, check the box next to the Document Number that you want. Press the Enter key.
- When the Document Data page shows the document's complete title and number, click on the icon under Image. The document will appear.

NOTE: The top icon is the most recent document. All icons listed under the top icon are previous (obsolete) revisions. Previous revisions are NOT valid for current use.

New Management Required Reading

In addition to requirements stated in the New Hire Checklist, the following must be read within two weeks after being hired as a supervisor or manager at Energy Northwest; or, after receiving the Management Handbook from Human Resources due to promotion or temporary upgrade to a supervisor position. The expectation is to be familiar with each document and understand the major points and your responsibilities as described therein.

- **Energy Northwest Strategic/Business** Plan – [Link to SharePoint "Strategic Business Plan"](#) or, type in SharePoint keywords "Strategic Business Plan." Click on the most recent fiscal year (FY) Strategic Business Plan. See Business Planning in this handbook for more information.

- **Selections from General Business Procedures (GBPs)** – To access GBPs, see Finding Information in this handbook. GBP selections to read - GBP-HR-20, Performance Appraisals & GBP-HR-18, Performance Improvement

- **Selections from Site-Wide Procedures (SWPs)** – To access SWPs, see Finding Information in this handbook.

- **SWP-FFD-02, Behavioral Observation Program**
  (Note: required reading only if you or your employees have unescorted access to Columbia.)

- **SWP-TQS-01 Training, Qualification and Simulators**

Required reading for Management of Bargaining Unit Employees

- The applicable Bargaining Unit Agreement for your shop

- [GBP-HR-35](#), Labor Relations

- [GBP-HR-36](#), Bargaining Unit Grievance Procedure

Behavioral Observation Program (BOP)

The BOP provides guidelines and assigns responsibility for the purpose of detecting and reporting individuals displaying aberrant behavior which may indicate degradation of the ability to perform assigned duties in a safe and reliable manner; detecting behaviors that may indicate possible use, sale or possession of drugs on or off site in violation of state or federal law; use or possession of alcohol on site or while on duty; or impairment from fatigue or any cause that, if left unattended, may constitute a risk to public health and safety. Individuals who are subject to the BOP program shall report any Fitness for Duty (FFD) concerns about other individuals to the Security Services Manager or designee, FFD Leader or Access Authorization Program Manager.

Management Responsibilities

Ensures the continued observation of assigned individuals and the initiation of action for degraded behavior to include degradation in the ability to perform assigned duties in a safe and reliable manner due to fatigue or any cause that, if left unattended, may constitute a risk to public health and safety and/or reliability of the plant by:

Observing personnel for behavioral traits and patterns that may reflect adversely on their trustworthiness or reliability, to include sale, use or possession of drugs on or off site in violation of state or federal law; use of alcohol while on site or while on duty; or impairment from fatigue or any cause that might constitute a risk to public health and safety.

Awareness of behaviors that might be adverse to safe operations and reporting those observations to appropriate management.

Ensure Legal Actions are reported, as required.

Frequently Asked Questions

What if I detect a behavior problem, aberrant behavior or potential substance use; what is my responsibility?

Report to a supervisor, security or to FFD if you notice unusual behavior or suspect substance abuse by any other worker. Prompt action is required since there is a potential for injuries or reduced plant performance.

If I need to remove a worker's access to the Columbia Protected Area due to questions regarding trustworthiness, whom do I notify concerning the facts of the situation?

Report the situation to Access Authorization and/or Fitness for Duty (see Management Resources below).

Whom do I contact to initiate inactivation of an individual's unescorted access when there are questions regarding trustworthiness?

During regular business hours, contact Access Authorization ext. 8289. During off hours contact the Security Shift Lieutenant (ext. 2185 or 2231).

What is the 30-Day BOP Requirement?

Individuals who will be gone from the Energy Northwest BOP for more than 30 days should have their unescorted access terminated (including employees who are on an USA assignment, extended vacation or medical leave).

Management Resources

Access Authorization Office ext. 8289, ext. 8286 and ext. 8292

Site Wide Procedure-SWP-FFD-02, Behavioral Observation Program

Site Wide Procedure-SWP-SEC-07, Nuclear Power Plant Access Authorization Program

See Fitness for Duty Program in this handbook

Budgeting

Budgeting refers to preparing annual budgets, analyzing costs, forecasting end of year results and transferring budgets for agency, department, outage, and projects related activities. Budgeting is the responsibility of Accounting and Budgets. Accounting and Budgets has assigned staff to assist Managers, General Managers, and Vice Presidents with their budgeting and forecasting needs.

Management Responsibilities

Prepare an annual budget for their organization(s). Applies to each Energy Northwest business unit.

Manage yearly costs within the approved budget. Continuously looking for ways to be cost competitive.

Be able to explain variances between budget and actual costs and return unused budget to contingency for reallocation to other areas of need.

Complete monthly forecasts and submit to your assigned Financial Analyst by the requested date (typically the 15th) of each month.

Frequently Asked Questions

Where can I track my department's monthly results compared to budget?

Department Managers can access their monthly results compared to budget by going to theCurrent and clicking on the Corporate Asset Management link under the Departments drop down menu under Corporate Finance. Then on the Corporate Asset Management site look to the right under Quick Links click on the link Corporate Asset Management Collaboration Site. Then look to the left for Department EAC's and click that link. You will see a list of folders for different fiscal years (FYXX), click on the folder for the current fiscal year. You will see a folder with a numeral followed by four X's (for example 2xxxx), click on the associated link. You will see an Excel file that contains your departments results.   Also, the Financial Analyst for each department will send on a monthly basis to each Department Manager a link to this folder. This Excel file includes the budget to cost summary and transaction detail to be reviewed and assist in developing the monthly forecasts. The Financial Analysts will meet with the Department Managers monthly to review budget to cost detail and forecasts.

Managers can also utilize the BI tool for department budget status and forecasting.

If something unforeseen happens, can I request additional budget for my organization?

A Baseline Change Form (BCF) can be generated and submitted for approval if: Your VP or GM agrees additional budget is needed due to the unforeseen event and Budget is available from another organization within the same business unit. If there is not available budget within the VP or GM organization, then work with your assigned Financial Analyst to add an entry to the Risk and Opportunities (R&O) Log, requesting additional funding. The R&O Log is reviewed by Treasury and Business Planning monthly to present to the Project Review Committee for approval of emergent funding needs.

Management Resources

As mentioned above, the budget to cost variance and transaction detail is available on theCurrent (EN intranet) or you can contact the Financial Analyst for your department or the Project Control Analyst for your project for more information.

Business Planning Process

The business planning process part of the Corporate Finance Program aligns business activities with corporate strategy, optimizes available resources, and manages risks to generation and equipment reliability. It plans for long range equipment and outage maintenance and ensures work is identified early enough to ensure adequate funding.

Financial Analysis, also part of the Corporate Finance Program, monitors Columbia financial issues and creates operating and capital improvement budgets:

Management Responsibilities

Identify in advance (six or more years) of major industry issues pertaining to nuclear safety, equipment reliability and obsolescence.

Provide oversight on projects to remain within budget and on schedule. Changes to a project budget, scope or schedule must be approved in advance of the work.

Provide the best scope to be used in preparing and forecasting project cost estimates for use in approval and budgeting purposes. Take ownership of the cost estimate generated by the corporate estimators.

Frequently Asked Questions
How do I initiate a project?

Complete an Action Request (AR) per DES -2.9, Action Request, including an initial technical evaluation and a ranking (for ARs, see Asset Suite/Action Tracking in this handbook). GBP-AM-11, Long Range Business Planning provides comprehensive details of the process.

If there is a change in project scope or cost, how do I get more funding?

Additional funding is obtained by completing a Baseline Change Form (BCF); your budget change must be authorized by the Project Review Committee or Corporate Finance as required. Please see the Project Controls Group in Corporate Finance for the proper forms and refer to GBP-AM-11.

What procedure governs the project funding process?

GBP-AM-11, Long Range Business Planning.

Management Resources
Link to SharePoint "Corporate Finance Business Planning". See notes from Project Review Committee (PRC) meetings, current project lists, Long Range Plan, procedures and desktop instructions for the more complex activities.

Change Management

Effective management of change is essential for those who lead the change. A potentially excellent idea may fail if the people making the change and those having to work with it, do not understand or support it.

Change management basically means:

- Does the change require special management (planning, controlling, communicating, assessing, etc.)?

- What specifically is the change (impact and scope)?

- Why is the change being made?

- Who is affected by the change?

- How is the change to be implemented?

- When and where is the change to occur?

- What information from above needs to be communicated to the affected parties so they understand and can support the change?

Management Responsibilities
Understand the necessity of effective change management and when and how to do it. As appropriate, a change management communication is sent to the affected parties, often through e-mail. Determine the complexity of the change by completing the Change Management Complexity Worksheet (refer to Attachment 7.1 in GBP-COM-07).

Management Resources
GBP-COM-07, Change Management Process

Link to the Current "Change Management" or type SharePoint keywords "Change Management". There are templates and instructions for change management communications.

Contracting

Support for the contracting process is provided by Supply Chain Services. Contracts are appropriate when specialized knowledge, experience, equipment or facilities are not available within Energy Northwest, or when it is necessary to augment existing staff. Contracts generally fit within two major categories: i) Services, and ii) Public Work.

Energy Northwest operates under Washington state laws and has accountability for how business is conducted and how state and ratepayer monies are expended.

Management Responsibilities

Energy Northwest's CEO delegates to specific individuals the responsibility and authority for competing, awarding and administering contracts.

The Technical Representative, as designated in the contract, is responsible for activities relative to performance by the contractor. Technical Representative duties may include but are not limited to: defining and writing work scope, identifying funding and working with Supply Chain Services personnel to establish and maintain the contract. In addition, the Technical Representative is responsible for communicating with and managing the supplemental personnel once the contract has been awarded.

These activities are to be conducted in accordance with established procedures and Washington state regulations.

Frequently Asked Questions

How can I find out more about the Contracting process?

The "User's Guide to Contracting" manual UGC-01 located in controlled documents on Asset Suite is a detailed handbook outlining answers to questions such as:

How is a contract initiated?

How long does it take to establish a contract?

What needs to be done before the contractor starts work?

What should be done to manage the contractor after work starts?

How can a change be made to the contract?

How is a contract closed?

What are some contracting pitfalls and how can they be avoided?

Management Resources
GBP-PUR-02, Procurement and GBP-PUR-04, Procurement Authority

User's Guide to Contracting Manual UGC-01 – This document is located in controlled documents on Asset Suite.

Refer to the Supply Chain Services Department site on SharePoint for Contracting Resources.

Corrective Action Program (CAP)

Management Responsibilities

Be familiar with the key elements of the applicable Corrective Action Programs and your responsibilities as described here. At Energy Northwest we have two processes; SWP-CAP-01 for items that are Significant Conditions Adverse to Quality and Conditions Adverse to Quality (SCAQ/CAQ), and GBP-CAP-01 for issues that are not regulatory in nature. The regulatory CAP program is governed by 10CFR50, Appendix B, and by our licensing basis (Operational Quality Assurance Program Description). These processes are used to identify and correct problems.   Regardless of where the issue is resolved, the Condition Reporting system is the single point of entry for identifying issues.

The two programs are designed to ensure that Conditions Averse to Quality (CAQ) and Significant Conditions Averse to Quality (SCAQ) are identified, reported to appropriate levels of management, receive a high level of resources to address, and are subsequently corrected.

Plant equipment problems are reviewed by Operations for operability concerns.

Documentation of our actions to address issues is captured

A broad range of issues or conditions can be documented and coded to enable trending for the purpose of addressing broader programmatic or process weaknesses.

Oversight is provided where needed.

The program is defined in a series of procedures with the following key elements:

Condition Reports (SWP-CAP-01 and GBP-CAP-01)

Condition Reports (CR) are documents, initiated by any employee, that begin the process of identification of an issue or condition. It is important that all plant equipment issues are entered into the process as soon as they are discovered to ensure timely review for potential operability concerns. It is important that for equipment issues, both a work request and a condition report are initiated in order to properly address the relevant equipment issue. Instructions for how to initiate a CR are found in procedure SWP-CAP-01 and on the CAP Page located on SharePoint. There is no threshold for initiation of a CR, however; personnel issues of a confidential or personal nature generally should not be documented in a CR. Names also are not generally used. Security and safeguards issues shall not be written in a manner that includes detail that might compromise the integrity of safeguards information.

CRs are initiated through in Asset Suite from Navigator – Energy Northwest Custom Flows, applications on SharePoint, or the Network folder (click on Initiate Condition Report icon).

CR Severities and Assignment

After being initiated, the review and grading of condition reports is performed by an artificial intelligence software termed as "Watson AI" (SWP-CAP-06). Condition Reports are also coded in respect to issues pertaining to safety and quality, report ability to

regulators, and CRs that should be shared with the industry as operating experience (see Operating Experience, below). Watson AI makes the initial determination of whether or not an issue will be resolved in the SWP-CAP-01 process or in the GBP-CAP-01 process. You will know if your issue is to be handled in the regulatory program (SWP-CAP-01) if its 'priority' field contains the designation of 'SCAQ' or 'CAQ'. If your issue has one of those designations, then it should be resolved in a timely manner and receive your highest priorities for resources. Station Management reviews CR categories and assignees designated by CRG and may make changes:

High Risk/Severity Level A – An event or condition that is deemed high risk based on actual or potential consequences and probability of recurrence that adversely affect the safe operation of the facility, the health and safety of personnel or the public, or the environment (includes significant condition adverse to quality). The evaluation process for severity A AR-CRs is discussed in SWP-CAP-01, Corrective Action Program.

Medium Risk/Severity Level B – An event or condition that is deemed medium risk based on actual or potential consequences and probability of recurrence that negatively affect the safe operation of the facility, the health and safety of personnel, the public, or the environment. This may include an event, condition, or trend that requires further investigation to determine the probable cause and develop corrective action(s) to alleviate the problem, address extent of condition, and reduce the likelihood of recurrence. The evaluation process for severity B AR-CRs is discussed SWP-CAP-01, Corrective Action Program.

Low Risk/Severity Level C – An event or condition that individually is of minor consequence/low risk. The safety significance or quality impact is of a minor nature such that an in-depth evaluation is not required, although may be requested.

Low Risk/Severity Level D – A condition that requires no additional action assignments. For AR-CRs in which another process is credited for closure of the AR-CR, this process (i.e., Work Requests) should be referenced in the AR-CR. Refer to SWP-CAP-01 for additional details.

CR Resolution

While standard evaluation types are established for the various severity levels of CRs, CGS has adopted a process that allows various types of evaluation methods to be used, regardless of the severity type. See SWP-CAP-01 for more details.

Root Cause evaluations are resolved using a formal analysis process that requires personnel to be qualified and is described in SWP-CAP-01 as well as CDM-01, Cause Determination Manual.   The resolution is documented on Form 26408, RCE Analysis.

Issue Investigations are resolved using a formal investigation template that does not require personnel to be qualified. A Pre-Job Brief will be conducted between the evaluator and the Performance Improvement department; detailed instructions on how to complete the template are described within the applicable form:

Form 25000, Investigation Template (IT)

Completion Dates

For evaluations and actions that are resolved in the SWP-CAP-01 process, due dates are established and can be found in SWP-CAP-01. For items that are in the GBP-CAP-01 process, due dates are established and maintained by the owning manager.

Extensions

Extensions to Severity A, B, and C resolution dues dates should be limited but are allowed with management concurrence as identified in SWP-CAP-01. For items that are in the GBP-CAP-01 process, extensions are managed by the owning manager.

Corrective Actions

During the resolution process, corrective actions are developed and implemented based on the findings of the investigation.

Root Cause Evaluation corrective actions should focus on correcting and preventing recurrence of the condition.

Issue Investigation corrective actions should provide reasonable assurance the condition will be corrected, and recurrence will be minimized.

Corrective actions are scheduled as assignments to the AR-CR. Corrective action assignments address the cause, contributing causes, extent of condition, extent of cause, interim actions, and immediate actions. Specific assignments types (RC, AC, CA, CAI, CC, DC, CAPR and EOC) are used for designating corrective action assignments. Corrective action assignments can be initiated any time during the resolution process until the CR is taken to COMPLETE status.

Corrective Action Extensions

Corrective Action due date extensions are allowed with supervisory or management concurrence as identified in SWP-CAP-01.

Management Resources

10 CFR 50, Appendix B, Criterion 16, Corrective Action

SWP-CAP-01, Corrective Action Program

GBP-CAP-01, Non-Regulatory Action Program

SWP-CAP-06, Condition Report Review

CDM-01, Cause Determination Manual

Operating Experience

The purpose of the Operating Experience program is to provide to Columbia Generating Station (CGS) personnel timely in-house and industry information regarding events so that targeted actions can be taken to prevent similar events.

Source documents are screened for operating experiences applicable to CGS. Those identified as potentially applicable are evaluated and assigned appropriate actions. Source documents include, but are not limited to, NRC Bulletins, Information Notices,

Generic Letters and Regulatory Issues Summaries, 10 CFR 21 Reports, INPO documents and vendor information.

In-house events with possible generic interest or which represent a significant CGS occurrence are screened to determine if the information should be shared with the industry through INPO.

Events at all nuclear plants are screened by INPO. Events at CGS screened as significant that result in an INPO industry-wide document are reviewed and approved by Energy Northwest prior to distribution by INPO.

Operating experience documents and materials (both internal and external) are distributed to applicable departments for incorporation into day-to-day activities such as work planning and pre-job briefings.

The 'IRIS' tool is available for anyone to use by accessing the INPO site. Link found in Current/Apps/Commercial Applications/INPO Member Website and clicking on the Generic User login. Further help can be obtained from the OE Coordinator, contact the Performance Improvement supervisor for the OE Coordinator contact information.

Management Resources
SWP-OPX-01, Operating Experience Program

OPEX-01, Operating Experience Manual

Self-Assessments and Benchmarking
The Self-Assessment and Benchmark Program is a mechanism by which management can identify and correct shortfalls in performance or ensure that current performance is meeting excellence. The program is maintained by the Performance Improvement Department; however, responsibility for the actual conduct, quality of self-assessments and tracking to completion of recommended actions remains with the department conducting the assessment.

Management Responsibilities
Identify and schedule self-assessments (SA) and benchmarking (BM) activities for the upcoming year(s).

Assign a category to each self-assessment and benchmarking activity commensurate with the organizational risk, identified resources, and oversight needed.

Schedule assessments by creating SA type ARs in Asset Suite for each assessment to be performed.

Ensure scheduled assessments are performed on time,

Designate assessment team leader and members,

Review and approve assessment reports to include proposed recommendations, improvement initiatives, and/or condition reports

Self-Assessment Types

Focused Self-Assessments - Focused self-assessments are used to evaluate programs, processes, or performance against specific criteria and generally require planning, scheduling, interdepartmental and peer participation, and prompt reporting after completion. The amount of planning, resources, and oversight needed for a self-assessment is dependent upon the assigned category.

Snapshot Self-Assessments - Snapshot self-assessments are unscheduled and limited scope evaluations that can be performed by a small team or an individual.

Benchmark Types

Benchmarks - Benchmarks are used to evaluate performance of industry leaders or top industry programs. The intent is to incorporate the best industry practices and solutions at the station.

Management Resources

GBP-ASU-03, Self-Assessment and Benchmark Process

Credit Card Purchasing

Energy Northwest's Credit Card Purchasing System (GBP-FIN-22) is used to purchase low-risk, low-dollar items, (non-safety-related, not important to safety, non-quality-affecting items and services), approved services and rental of equipment (without an operator) or materials in compliance with Washington State Laws, and Energy Northwest policies and procedures.

Use of the EN P-Card streamlines the processes of procuring goods and approved services under $10,000 by reducing costs associated with small dollar purchases, reducing cycle times and expediting delivery of goods and services. Hence, it eliminates the creation of a Catalog ID Number, Material Request, Purchase Requisition, Purchase Order, Receiving Paperwork and/or Delivery, and individual Accounts Payable checks to numerous vendors. It provides the ability for the end user to make the purchase at a time most convenient to meet requirements. It also expands the number of possible merchants and increase competition.

For rental of equipment or materials, Agencies are delegated unlimited purchase authority for the rental of equipment or materials exceeding $10,000 per transaction if the following conditions are met:

- No purchase for ownership is involved (unlimited period).

- Justification of rental versus purchase benefit is documented.

  NOTE: For a term that is expected to exceed 90 days a contract requisition should be processed through the EN Asset Suite system to obtain.

- The short-term rental or lease (term must not exceed 90 days) for:

- Trailers, Campers, and Mobile Homes.

- Offices and Laboratories.

- Prefabricated Building Structures.

In the event that the monthly rental exceeds $10,000 not including sales tax and in accordance with the Energy Northwest Credit Card Custodian Delegation of Authority, the card custodian should contact Supply Chain Services (SCS) to request payment be made by the designated SCS rental purchasing card.

In the event that a purchase order, contract or miscellaneous payment is required, regardless of value and in accordance with the delegation of authority roster, SCS personnel are authorized to utilize the SCS P Card as long as the purchases are procured properly and in accordance with policy and procedures.

Management Responsibilities

Controls use of credit card expenditures and distribution of credit cards

Ensures credit card purchases follow laws and policies

Conduct monthly administrative review and approval of all expenditures by using the checklist- Approving Manager Reconciliation list

Ensure card custodians receive materials and inspect upon receipt as well as ensuring complete invoices are obtained from vendors. Ensures custodians are reconciling in a timely manner

Ensures proper documentation is provided to Treasury Services

Ensures the safety and security of credit cards at all times

Retrieval, return and/or cancellation of a card when a cardholder resigns or is terminated

Frequently Asked Questions

How do I get a purchasing card?

Managers appoint card custodians as well as approving supervisors/managers. Once a custodian is identified; complete Form No. 26179 and send to Jeff Smith, PE60.

Can I use the card for Public work?

No; it is intended for items, materials, services, and rentals specifically identified in the Credit Card Program Desktop Instructions. Work on Energy Northwest facilities requires a contract; therefore, use of the P-Card is not allowed.

Can I use the card for business travel?

No; Department procurement cards are not to be used for travel arrangements which include hotel reservations and airline ticket purchases. Department procurement cards may be used ONLY to cover up-front costs such as registration, seminar or training fees if the **employee does not want to pay for the expense on their personal credit card.**

Can I exceed the $10,000 transaction limit in an emergency?

No; there is no exception to the maximum transaction limit. EN purchasing practices are required to be in compliance with Washington State Law. If an emergency, procurement guidelines exist for emergency procurements. Contact SCS for guidance.

Can I split my transaction into lesser amounts or across more than one card to meet the transaction limit requirement?

No; cardholders are not to make purchases with the intent to circumvent the $10,000 P-Card limit or $10,000 statutory (State law) purchase limit.

Is sales tax included in the transaction limit?

No; the limit is excluding sales tax. The transaction however may include any and all other charges that could be added to a transaction such as freight or expediting charges. NOTE: Contact warehouse personnel ext. 4387 for transportation resources that may be at a discount compared to the vendor.

Management Resources
GBP-FIN-22, Credit Card Purchasing System

Credit Card Program Desktop Instructions, forms and checklists are located on the Current CFO website

Administrative Assistants

Supply Chain Services for vendor selection and purchasing guidance

Mike Ferrantelli, Supply Chain Services Manager, ext. 4316

Individual Contacts:

Jeff Smith, Program Administrator, ext. 8342

John Irvan, Treasury/Financial Services Manager, ext. 4171

Discipline Process

Discipline is covered in GBP-HR-18, Performance Improvement. While a single incident can result in the highest level of discipline, more often the issue is such that an employee is warned with a series of escalating consequences, such as:

- Oral warning

- Written warning

- Suspension

- Termination

Bargaining unit employee discipline must comply with the applicable Bargaining Unit Agreement. In this handbook, see Human Resources/Labor Relations and Required

Reading for Management of Bargaining Unit Employees. This reading describes the Just Cause Standard for Discipline and Weingarten Rights.

Management Responsibilities

Know agency expectations for personnel performance and conduct.

Know the performance and conduct of your employees. It is not acceptable to ignore misconduct or hope it goes away.

Conduct fair, objective and thorough investigations.

As appropriate, document the situations and actions taken.

Always consult with Human Resources/Labor Relations when anticipating discipline of bargaining or non-bargaining employees.

Frequently Asked Questions

Can I keep written notes about employee performance?

Absolutely. In fact, the ability to withstand challenge to a disciplinary action will typically depend on proper documentation of employee performance. Remember, informal notes must be factual, complete, professional and work-related. The employee has a right to view your notes. After the notes have been incorporated in the employee's Performance Plan or other formal documentation, they are usually destroyed.

Where are oral and written warnings kept?

Documentation that an oral warning was issued and the pertinent facts are sent to Human Resources.   Written warnings are in Inter Office Memorandum (IOM) format and have Human Resources/Labor Relations concurrence. The oral warning is not placed in the employee's personnel file. Written warnings are placed in the employee's personnel file.

What approvals are necessary for different levels of discipline?

See GBP-HR-18, Performance Improvement, for the disciplinary steps and approvals.

Management Resources
GBP-HR-35, Labor Relations

GBP-HR-36, Bargaining Unit Grievance Procedure

Human Resources Generalist

HR Manager – Employee/Labor Relations, Julie Marboe, ext. 4104

Corporate Support Services General Manager, Steve Lorence, ext. 8270

E-mail

E-mail is a valuable tool that must be used properly. Improper use of e-mail can expose computer systems to viruses and other intruders, causing tremendous damage. Detailed guidelines are available in the General Business Procedure, GBP-IS-24, Use

of Electronic Communication, Intranet and Internet Access. The following bulleted items are key excerpts from the procedure.

Energy Northwest reserves the right to access and disclose all messages sent over its electronic communication system, monitor Internet use by individuals and to terminate access, without notice, of an individual who violates this policy or its intent.

Pursuant to the Electronic Communications Privacy Act (1986), notice is hereby given that there are no facilities provided by EN for sending or receiving truly private or confidential electronic communications.

Using the Intranet, Internet, or Electronic Communication services to surf the web is PROHIBITED.

Energy Northwest BLOCK an employee's access to Internet sites that EN believes are not needed for employees to perform their work. Example categories of such sites include pornography, hate, games, and several other categories that are clearly not related to EN business.

Broadcast messages to all employees that are issued via electronic communication without management approval and authorization is PROHIBITED.

Electronic communication systems are NOT INTENDED to be a long-term storage location for records. Refer to the GBP-REC series of procedures for record submission and retention guidelines for records related to corporate and the SWP-REC- series of procedures for Quality Affecting Records.

Management Responsibilities
Review the E-mail Guidelines.

Understand your responsibilities regarding proper use of e-mail.
Often other tools such as the Share Site or Teams

can be a more effective method of communication.

Educate and coach employees and others of the E-mail Guidelines.

Address improper use of e-mail, including use of disciplinary action.

E-mail Resources
Refer to GBP-IS-24, Use of Electronic Communication, Intranet and Internet Access.

Emergency Response Organization (ERO)
The ERO ensures that, should an emergency event occur at Columbia, resources will be available to mitigate the event, protect the health and safety of the public, protect Energy Northwest personnel, and safeguard plant property and equipment. All employees are expected to participate in the ERO if they are selected by management. The ERO consists of four teams with each team on call for two weeks out of every eight weeks. A strong emergency response organization is an NRC requirement. An NRC

evaluated exercise is conducted every two years to ensure Energy Northwest can meet its requirements.

Management Responsibilities

When requested by the Emergency Preparedness (EP) Department, nominate appropriate individuals from within your organization or other departments (after coordinating with them) to fill positions on the ERO.

Ensure that personnel are available to participate during drills, exercises and periodic training.

Ensure ERO personnel attend training and maintain qualifications.

Frequently Asked Questions

How frequently are the ERO drills conducted?

Typically, four ERO drills are conducted each year. During an NRC-evaluated exercise year, as many as six drills may be conducted.

What is my responsibility if I am assigned to an ERO team?

During your on-call two-week period, you must be fit-for-duty and available to respond to the plant within 60 minutes. If you cannot, you are responsible for ensuring a fully qualified ERO replacement is available and agrees to cover the duty period requested. Your center is required to activate as soon as safely possible and within 90 minutes.

How am I notified that I have to respond?

If you are in an Essential or Augmenting position, the supplied pager is the primary notification device. Pagers must be kept physically close enough and in a condition such that you can hear and respond to the message. The pagers are backed up by telephone notification. However, the phone system does not begin calling outbound immediately (while it accepts in-coming calls) and reliance on the phone call can significantly decrease the time available for you to respond.

Am I compensated for being on the ERO?

Being a member of the ERO is a part of your employment with Energy Northwest and as such there is no additional compensation. However, Energy Northwest recently implemented an ERO Incentive in the form of compensatory time off for eligible employees who serve in an on-call ERO capacity. See General Business Procedure, GBP-HR-14, Employee Recognition and Awards, for applicability and program details.

Who participates in the ERO drills?

In addition to Energy Northwest, some of the organizations are the United States Department of Energy, Benton and Franklin Counties, Washington State Department of Health, the State of Oregon and Washington State Emergency Management.

Management Resources

Emergency Preparedness, ext. 5446.

Link to SharePoint "ERO Schedules "or type SharePoint keywords" ERO" for ERO team rosters and on-call schedules, training, drills, ERO coverage relief, and other information.

The Emergency Preparedness program is defined by the Columbia Emergency Plan (EPlan). The EPlan is available in the Network folder via the icon for Licensing Information.

Site Wide Procedure SWP-EPP-01, Emergency Response Organization and Training describes the ERO positions and lists the management positions responsible to nominate replacement ERO members (by ERO position) when needed.

Employee Assistance Program (EAP)

The EAP provides counseling, referral and other assistance to employees experiencing personal problems that may affect work performance. Examples include family conflicts, work stress, substance abuse, finances, anxiety, depression and loss/grief.

EAP consultations can assist management in dealing with employees' personal problems, preventing workplace violence and responding to workplace traumatic incidents (violence, accidents, and death).

How it works – Services are provided via phone consultations or scheduled appointments.

Counseling – Problem identification, short-term counseling, referrals.

Voluntary – With few exceptions, employees choose whether to use the EAP or not.

Confidential – The EAP provides no identifying information to Energy Northwest.

Free – Up to three counseling visits to the EAP are at no cost to the employee.

Management Responsibilities
Know what the EAP is and how it works.

Identify, discuss and document employee performance problems.

Refer employees to the EAP as applicable.

Frequently Asked Questions
How do I contact the EAP?

The 24/7 EAP phone line is 1-866-750-1327. The EAP service provider is Uprise Health.

Who is eligible for the EAP?

All regular employees and their family members are eligible. Temporary employees and contractors are not eligible.

What are common signs of personal problems?

Absences on the job and away from work, tardiness

Decrease in quality or quantity of work, missing deadlines, accidents

Poor interpersonal relations; intolerant, suspicious, blaming, withdrawn

Confusion, memory lapses, impaired judgment and concentration

How do we know if the EAP is effective?

The EAP provides anonymous statistics to Human Resource, such as number of employees seen, problem categories, satisfaction with services, etc.

Should I counsel employees on their personal problems?

No. Your role and expertise is work performance. Even good intentions can make things worse. Let the EAP do its job.

Management Resources
GBP-HR-15, Employee Assistance Program

Newly hired regular employees receive EAP brochures.

Human Resources administers the EAP contract with Uprise Health and deals with employee relations issues. Call Andrea Connet at Ext. 8758.

For additional information on the EAP, visit their website at www.uprisehealth.com

- Select "Member Login" in the center of the screen,

- Enter the access code "ennw" (all lower case with no spaces) and then select the "Next" button,

- Scroll down and select the "Work-Life Sign In" button.

Employee Concerns Program (ECP)

ECP Purpose - To receive, document, investigate and resolve any employee concerns. To provide methods for concerned individuals (CIs) to report concerns, either openly or anonymously, to the ECP, including the protection afforded to any CI who initiates a concern. The program provides all Energy Northwest and contractor employees an alternate process to raise concerns such as nuclear safety, quality, industrial safety, environmental, ethics and compliance. The ECP program is independent from line management influence.

Energy Northwest is committed to safe plant operations and to maintaining a safety conscious work environment in which CIs feel free to raise concerns both to the company, and to the NRC in the case of nuclear safety concerns, without fear of harassment, intimidation, retaliation and/or discrimination (HIRD).

Nuclear safety issue

Any actual or potential issue affecting the safe, reliable operation of Columbia or personal radiological safety.

Violations of specific rules, technical specifications, FSAR, licensed activities, or the quality assurance program.

Allegations of intimidation, harassment, or any other forms of discrimination relating to raising a nuclear safety issue or a decision-making process which could affect the results of a nuclear safety issue.

ECP Reporting Methods

Robert Hammons is the ECP Manager

ECP staff (Deschutes 1-218, MD PE03, or 377-8377)

ECP direct hotline (377-8159)

ECP fax (377-8786)

Anonymous concerns can be submitted to the ECP via inter-office mail, the hotline or the fax.

Management Responsibilities
Encourage and create an atmosphere for early identification, reporting, investigation and resolution of concerns without fear of reprisal.

Fully cooperate in ECP investigations.

Provide appropriate resources to support the ECP, as requested.

Treat an employee who has submitted a concern in the same manner as before submission of the issue; including, but not limited to, work schedules, overtime, compensation, and work assignments.

Complete required ECP training and reinforce in the work environment.
All members of management of both Energy Northwest and its contractors may be personally liable if they violate employee protection laws, regulations and procedures. This could include prosecution, imprisonment and fines.

Management Resources
GBP-ECP-01, Employee Concerns Program

ECP staff (Deschutes Building room 1-218 or by phone ext. 8377).

Go to SharePoint, Team Sites, Employee Concerns Program, for more information (link: Employee Concerns Program) or type in SharePoint key words "Employee Concerns Program."

Employee Development Program (EDP)
"Employee development" is learning or increasing knowledge, skills and abilities for the current job or for future responsibilities. Development may be required to obtain or to hold a position. Most development is to attain performance excellence and to achieve personal and professional goals such as promotions and pursing career interests. Development activities include training, seminars, classes, academic degree programs,

licenses, certifications, mentoring, knowledge transfer, reading, rotational assignments job shadowing among others.

Management Responsibilities
All employees should have developmental activities in their performance plans.

Know what development resources exist and how to use them effectively.

Frequently Asked Questions
Who is eligible to participate in the tuition reimbursement?

Usually, regular full-time and part-time employees are eligible. Reference GBP-HR-32, Tuition Reimbursement Program or program description for specifics.

Can I start my professional development, such as tuition reimbursement, as soon as I start my job?

Yes, there is no waiting period.

Management Resources
Refer to GBP-HR-32 to process tuition reimbursements.

The following elements of Employee Development are described in the following GBP and TPD documents:

TPD-3, Energy Northwest Manager & Supervisor Training Program Description

GBP-HR-29, Professional Certifications and Licenses

GBP-HR-31, Job Shadow Program

GBP-HR-32, Tuition Reimbursement Program

GPB-HR-03, Succession Management

Employee Organizations

Energy Northwest Employees' Association (ENEA)
The ENEA is a non-profit organization maintained for the employees of Energy Northwest. Any Energy Northwest employee is eligible for membership and upon enrolling; the dues will be deducted from payroll. At the time of hire, employees are asked if they want to join, and employees can join anytime. Corporate representatives of utility or regional agencies assigned to Energy Northwest may also be eligible for membership.

An elected board of officers and members who choose to be involved plan a variety of social events throughout the year for members. A variety of benefits are available to members such as discounted movie tickets and Tri-City American hockey vouchers.

For more information, click on Team Sites in the SharePoint main menu and then look for the link "Employee Association" for upcoming events, membership benefits, and how to join.

Leadership Development Organization (LDO)

The Energy Northwest Leadership Development Organization (LDO) membership is dedicated to building on the leadership qualities that reside in all of us. You don't have to sit in a corner office to exercise influence. Each of us leads in one area or another every day and no matter where we sit in the organization, improving our innate skills will help us become better leaders.

The member application form can be found at - Leadership Development Organization (LDO) - Home

If you should have any questions, contact ldo@energy-northwest.com

North American Young Generation in Nuclear (NAYGN)

Energy Northwest supports a local chapter of the North American Young Generation in Nuclear. The primary qualification for membership is a passion for nuclear. The goal of the organization is to connect the incoming generation of nuclear workers to each other and with other, more experienced persons in the industry. This nuclear advocacy group is open to all employees. The chapter offers events ranging from social gatherings, professional development opportunities, speakers and participation in NAYGN National events, among others. More information can be found on the NAYGN team site. North American Young Generation in Nuclear Team Site

Women in Nuclear Chapter (WIN)

The Columbia Generating Station Women in Nuclear Chapter Mission is to:

- Promote an environment in the nuclear industry in which women are able to succeed.

- Promote and support development opportunities for women in leadership roles.

- Promote public awareness about nuclear energy and technologies.

- Promote an environment in the nuclear industry that encourages diversity.

- Provide a network through which women can further their professional development.

- Encourage science, technology, engineering and energy education throughout the primary, secondary, and collegiate education levels.

- Support WIN organization activities at the regional, national, and international level.

- To establish Women in Nuclear Energy and Men Too chapters at universities in this and surrounding states to further promote and support educational pursuits in nuclear, energy and engineering.

    Women in Nuclear (WIN) Team Site

Employment Law

There are numerous laws for working conditions and for employers' and employees' rights and responsibilities. These are several of the major laws. This basic information

will help you recognize when to seek assistance, help keep you and Energy Northwest in compliance with the law and help prevent penalties, sanctions or legal liability.

The information in this handbook is just an overview. There are required management training classes on these laws. If you have any questions or concerns, contact the EEO Officer, Julie Marboe at ext. 4104 or your Human Resources Generalist.

If an employee approaches you regarding agency policies or employment law it will typically be a:

- Request, such as taking medical leave;

- Question, such as what a policy or law says;

- Concern, such as being aware of a situation but not knowing what, if anything, to do;

- Complaint, such as a claim of discrimination or harassment.

In all cases, do the following:

- Provide a private and uninterrupted environment;

- Be attentive and observant;

- Allow the employee to talk freely;

- Stay objective and obtain the details;

- Indicate every effort will be made to resolve the issue quickly.

You are not expected to have all of the legal answers for the employee. You are expected to know when a law may be applicable, how to gather initial information, and who to notify for assistance in resolving the issue. If you are unsure what to say, it is probably better to not say anything or to say, "I don't know, but I'll find out." You don't want to mislead or confuse the person.

Relevant policies:
GBP-HR-05, Non-Harassment Policy

GBP-HR-07, Equal Employment Opportunity

GBP-HR-19, Premium and Overtime Pay (Non-bargaining Employees)

GBP-HR-37, Affirmative Action Plan

GBP-HR-38, Return to Work/Evaluation of Ability to Meet Job Qualifications

Equal Employment Opportunity

There are a number of federal and Washington state EEO laws that protect people from discrimination. A few key federal laws are:

Civil Rights Act of 1964 (Title VII)

Age Discrimination in Employment Act (ADEA)

Section 1604 - Title VII - Sexual Harassment Guidelines

Americans with Disabilities Act (ADA)

Family and Medical Leave Act (FMLA)

Characteristics that are protected from discrimination under EEO laws:

- Age
- Sex
- Sexual Harassment
- Pregnancy
- Race, creed, color
- National Origin
- Religion
- Disability
- Gender Identity
- Gender Expression
- Genetic Information
- Marital Status
- Sexual Orientation
- Military/Veteran Status

Protected activities under the law:

- Complaining of discrimination
- Participating in an investigation of discrimination

Employer retaliation for an employee complaint is forbidden, such as:

- Harassment, ridicule
- Increased scrutiny
- Exclusion from work activities
- Poor work assignments/evaluations

Minimize and prevent problems

- Choose your words carefully, especially in sensitive situations (for example, an employee may believe a law has been violated)
- Be consistent in treatment of employees

- Apply standards equally

- Never retaliate

- Keep accurate and objective records

- Be factual

- Keep the same type of records for all employees

Sexual Harassment

Unwelcome behavior of a sexual nature such as:

- Sexual advances

- Requests for sexual favors

- Other verbal or physical sexual conduct

Constitutes sexual harassment when:

- Submission is a condition of employment

- Basis for employment decisions

- Substantially interferes with work or creates a hostile environment

Unwelcome Behavior

- The employee did not solicit or incite the conduct

- The employee regards it as undesirable or offensive

- The conduct may not be unwelcome to the recipient, but may be unwelcome to others

Types of Sexual Harassment

- Supervisors/Quid pro quo – Means "Do this for me (sexual favor) and I'll do that for you (employment action such as a pay raise)".

- Hostile environment – Employer knew or reasonably should have known it existed

Severity is from the victim's perspective

- Reasonable woman standard -- What would a reasonable woman think?

- No defense that the conduct was not intended to offend.

- Family test – Would you do this in front of your family?

Examples

- Crude or offensive language, or jokes

- Commenting on physical attributes

- Demeaning or inappropriate terms ("babe")

- Unnecessary touching

- Sexually suggestive pictures or posters

Handling an employee's complaint- In addition to the guidance above:

- Tell employee you are legally obligated to do something. Set up meeting with HR.

- Review GBP-HR-05, Non-Harassment Policy, with the employee.

Do Not:

- Regard any information as unimportant

- Issue pre-judgment or verbalized solutions

- Ask leading questions

- Conclude whether information supports sexual harassment

- Provide a commitment to strict confidentiality

- Provide information you have or suggest the alleged offender has prior complaints, issues, etc.

Americans with Disabilities Act (ADA)

ADA prohibits discrimination against a qualified individual with a disability. Employment opportunities must be provided for an individual with a disability who can perform the essential job functions with or without a reasonable accommodation.

Disability

Physical or mental impairment that substantially limits one or more major life activity; including, but not limited to: walking, seeing, speaking, breathing, hearing, sitting, standing, lifting, caring for oneself, performing manual tasks, eating, sleeping, bending, learning, reading, concentrating, thinking, communicating, working and bodily functions (such as functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulator, endocrine and reproductive functions).

Essential job functions (tasks)

- Position exists to perform them

- Limited number of employees to do the function

- Highly specialized function the employee has specific expertise and/or skills for

Reasonable accommodation

Modification that is not an undue hardship for the company and allows an otherwise qualified person with a disability to perform the essential job functions. Examples:

- Modifying work schedules

- Restructuring job

- Making facilities accessible

- Acquiring or modifying equipment

- Reassignment

Undue hardship to the company – Depends upon:

- Size of business operation

- Nature of the operation

- Financial resources (of the entire company)

- Nature & cost of the accommodation

- Impact on others and conduct of business

ADA Job Analysis form

- Required for all jobs. Purpose: Helps identify essential functions of the job; is a basis for dialogue on reasonable accommodation.

Forms of discrimination:

- Limiting or segregating based on disability; standards, tests or selection criteria that screen out the disabled

- Tests that fail to accurately measure skills

- Exclusion based upon association

- Failure to reasonably accommodate

Family Medical Leave Act (FMLA)
Employees are allowed 12 weeks of unpaid leave every 12 months for:

- Birth or Adoption

- Serious health condition of spouse or child

- Own serious health condition

Qualifying "exigency" resulting from a family member on active duty or called to active duty to support a military operation

- Employees are allowed 26 weeks of unpaid leave in a twelve-month period to care for a family member in the Armed Forces with a serious injury or illness sustained in the line of duty.

- Employees are allowed 26 weeks of unpaid leave in a twelve-month period to care for a family member who is a veteran of the Armed Forces, National Guard or Reserves who is recovering from a serious illness or injury sustained in the line of duty during the last five years.

Washington State Family Care Act (FCA)

- Employees are entitled to use their earned personal time to:

- o Care for a child with a health conditions that requires treatment or supervision.
- o Care for a spouse, state registered domestic partner, parent, parent-in-law or grandparent who has a serious health condition or an emergency health condition.

Washington Paid Family & Medical Leave (PFML)

- Paid leave for qualifying employees to:
  - o Recover from a serious health condition
  - o Care for a family member with a serious health condition
  - o Bonding time in the first year after birth or placement of a child under 18.

Call Human Resources whenever:

- Employee is hospitalized or absent for more than three consecutive days because of her/his own health condition; or

- Employee is absent because an immediate family member (i.e., spouse, child, parent) is hospitalized or needs care for more than three consecutive days

Management Resources
Guide to FMLA and FCA

GBP-HR-21, Employee Leaves

Affirmative Action Plan

Energy Northwest has Affirmative Action Plans for females and minorities, veterans, and individuals with disabilities. The Affirmative Action Plans define goals and means to attract enough qualified candidates to apply for underutilized categories so they are no longer underutilized. The Affirmative Action Plan for females and minorities identifies job categories in the agency that have less females and minorities (are "underutilized") than statistical methods predict they would be. The Affirmative Action Plan for veterans identifies hiring benchmarks for veterans. The Affirmative Action Plan for individuals with disabilities identifies a workforce utilization goal for individuals with disabilities.

If an employee wishes to view Energy Northwest's Affirmative Action Plans for females and minorities, veterans, and/or individuals with disabilities; they may do so by scheduling an appointment with Andrea Connet during core business hours Monday-Thursday. All Affirmative Action Plans are located in the Human Resources department.

If an employee wishes to self-identify with an applicable EEO group, their disability status, their special disabled veteran status or other eligible veteran status they may do so in PeopleSoft under the Self Service>Personal Information menu.

Management's role:

- Review employee qualifications to ensure full opportunities for minorities and females;

- Provide career counseling as necessary;

- Monitor internal hiring decisions to ensure full opportunities for minorities and females;

- Regularly communicate EEO/AA program objectives to your staff;

- Provide time off for employees to support community programs;

- Periodically review position descriptions to ensure accuracy;

- Respond to Affirmative Action Plan audit questions;

- Periodically inspect your department for:
    - Proper posters
    - Non-segregated facilities
    - Comparable facilities for both sexes

- Encouragement of full participation by minorities and females in all activities;

- Review training, hiring and promotions to ensure removal of impediments;

- Assist with identifying EEO/AA problem areas and developing solutions.

Fair Labor Standards Act (FLSA) - Defines

- Overtime pay and what is considered hours of work for purposes of compensation

- A national minimum wage rate (WA state is higher)

- Exemptions to FLSA (law does not apply):

- Executive exemption - Management of a recognized department or subdivision

- Administrative Exemption-Office/non-manual work related to management or general business operations

- Professional exemption – Work requires advanced knowledge in a field of science or learning

- Computer exemption - Computer systems analysts, programmers, etc.

Energy Northwest's FLSA classification of employees:

Salaried, Exempt

- Salary covers all hours of work required of the job

Not entitled to overtime, although premium pay may be provided in certain circumstances. Energy Northwest has an exempt premium pay policy for specific situations (see [GBP-HR-19, Premium and Overtime Pay](#) (Non-bargaining Employees))

Salaried, Non-exempt

- Salary covers all hours of work required of the job at a straight time rate

- Entitled to overtime at 0.5 rate for all hours worked over 40 in work week

Hourly, Non-exempt

- Paid on an hourly basis for all hours of work

- Entitled to overtime at 1.5 rate for all hours worked over 40 in a work week

Common FLSA Violations

- Misclassification of a job title as exempt

- Improper compensatory time use

- Failure to pay for unauthorized hours worked ("off-the-clock" hours)

- Inaccurate records

- Allowing Non-exempt employees to waive their FLSA rights

Energy Services and Development (ES&D)

ES&D is the primary non-Columbia operation of Energy Northwest. Its purpose is to: offer utility services and generation options to Energy Northwest members and others in public power; operate and maintain all non-nuclear electrical generation facilities; and create-aggregate-operate-maintain power management projects (e.g., demand response, energy storage).

ES&D operates Packwood Hydroelectric Dam, Nine Canyon Wind Project, Tieton Hydroelectric Project, White Bluffs Solar facility, Portland Hydroelectric Dam, and Stone Creek Hydroelectric Project, for members and other utilities. ES&D also works to develop new generation projects for meeting future regional power needs.

ES&D also provides facilities management including the Industrial Development Complex (IDC), Multi-Purpose Facility (MPF) Building, and Applied Process Engineering Laboratory (APEL).

The Laboratory Services part of the team provides instrument calibration and environmental testing laboratory services to Columbia, to Energy Northwest members, and to other commercial customers in the region.

Energy Services and Development has invested in innovation and technology to serve our members. The most recent example of these investments is the Horn Rapids Solar, Storage, and Training Project, a 4MW photovoltaic solar project paired with a 1MW/4MWh battery energy storage system. This project was the first in the state of Washington to pair solar with battery storage and will facilitate training on solar and battery technology for electrical workers from around the nation.

In October 2020 Energy Northwest was named as the primary utility partner in two US Department of Energy awards to build two new commercial nuclear reactors. These Advanced Reactor Demonstration Program (ARDP) awards provide 50% cost share for the design, licensing, and construction of two new advanced reactor designs, one of which is expected to be sited in central Washington. ES&D is leading Energy Northwest's role in these exciting projects that are expected to shape the future of the nuclear industry worldwide.

ES&D has developed a vision to be "The leader in providing diverse services and clean energy solutions that offer our regional customers best value while achieving sustained growth and excellence" in response to the changing energy picture and challenges facing the power industry in the Northwest. The Energy Northwest Strategic Plan contains aggressive growth goals for ES&D tied to achieving this vision.

Contact Greg Cullen (Vice President) in ES&D for more information.

Environmental Stewardship Program (ESP)

Our ESP is concerned with the impacts of Energy Northwest's operations on the environment, including air, water, land, wildlife, habitat, humans, and the ecosystem as a whole.

Management Responsibilities

Instill the attitude that all employees are responsible for implementing the ESP and improving environmental performance

Ensure employees follow environmental procedures, requirements and policies

Recognize and reward exceptional employee environmental performance

Assure the availability of resources essential to the implementation and control of the ESP (including achievement of environmental objectives and targets)

Frequently Asked Questions

Why do we need an ESP?

To improve operations and legal compliance, reduce liability and costs, improve community relations, and diversify markets. Also, it is "the right thing to do."

What does the ESP mean to me?

All employees and supplemental personnel need to help reduce waste generation, reduce energy and materials use, protect the environment, and avoid expensive clean-up and disposal costs.

Management Resources

The following are located in Asset Suite under Controlled Procedures:

- The Environmental Stewardship Policy in Policy Statements Manual 5.7

- The program and implementing procedures in ESP-01 (ESP Program Description).

- The ESP Senior Management Sponsor is the VP Corporate Governance, General Counsel. The Manager, Environmental and Regulatory Programs is the ESP Management Representative. Environmental and Regulatory Programs is responsible for implementing and maintaining the ESP. This is done through the ESP Lead (ext. 4505) in Environmental and Regulatory Programs.

The ESP Team Site contains the following references:

- Current status of objectives and targets

- Pollution Prevention (P2) suggestion form

External Website

Energy Northwest maintains an informative website to communicate to a variety of audiences, including the general public, news media, Energy Northwest member organizations, generation project participants, contractors and vendors, prospective employees and prospective customers.

The site features information about the company, governance structure, board members, board meetings, finances, projects and agency activities. It offers important information to contractors and vendors about how to do business with us. The website

contains our annual reports and latest news releases. It also speaks to our philosophy of conservation, stewardship and good corporate citizenship.

Much of the site is devoted to information about Energy Northwest generation resources. The site also features a section devoted to the products and services we provide to our member utilities, the public power community and other prospective customers.

The site offers up-to-date employment information, including job postings, internships, how to apply and benefit information.

Finally, the site provides extensive energy education content and company contact information.

Energy Northwest's website is a living electronic document, changing with the organization.

Website enhancement suggestions should be directed to Kelly Rae, Public Affairs, via email at klrae@energy-northwest.com or at ext. 8369.

Fatigue Management

The Fatigue Management Program provides reasonable assurance that the effects of fatigue and degraded alertness on individual's abilities to safely and competently perform their duties are managed commensurate with maintaining public health and safety.

Managers and Supervisors have the following responsibilities:

Evaluating staffing levels and schedules to ensure a covered worker's work hours are managed and impairment from fatigue is prevented due to the duration, frequency or sequencing of successive shifts.

Ensuring that individuals transitioning from non-covered work to covered work include all hours worked (both applicable non-covered and covered) in their work hour calculations.

Ensuring the department scheduler is notified when new or temporary employees are hired or transferred.

Ensure all time worked by covered workers is entered into eSOMS (PQ&S) prior to the work commencing.

Observing each employee under their supervision to monitor their mental alertness, performance and continued fitness, including the time when working under a waiver.

A face-to-face fatigue assessment is required to be performed by a qualified fatigue assessor for the following scenarios (SWP-FFD-03):

For-Cause
An observed condition of impaired individual's alertness creating reasonable suspicion that an individual is not fit to safely and competently perform their duties for any part of

a work shift because of fatigue, except if the condition is observed during the employee's break period.

Self-Declaration

It is the responsibility and the right of each individual to communicate a clear self-declaration to their supervisor if they are unfit to perform their duties due to fatigue. Any individual covered by the CGS FFD Program, or physically reports to the EOF or TSC, can self-declare.

Post-Event

In response to events requiring post-event drug and alcohol testing and the event resulted in one of the following (Note: Necessary medical treatment shall not be delayed in order to conduct a fatigue assessment.):

A recordable Injury; or

A radiation exposure or release of radioactivity in excess to regulatory limits; or

Actual or potential substantial degradations of the level of safety of the plant.

Follow-Up

If a fatigue assessment was performed For-Cause or Self-Declaration and the worker is returned to duty with less than 10 hours of restorative rest.

Individuals have the following responsibilities:

Managing their personal fitness-for-duty to prevent impairment from fatigue.

Reporting to work fit-for-duty.

Making a clear self-declaration of fatigue when fatigue or reduced mental alertness could negatively affect the individual's job performance.

Reporting concerns to supervision related to other individuals' fitness-for-duty based on impairment from fatigue.

Getting the sleep necessary to remain alert and avoid fatigue. Personnel who make choices that result in less than adequate sleep to remain alert and avoid fatigue are not meeting expectations.

Frequently asked questions

Who can I contact for fatigue management guidance?

Vanessa Perez ext. 4644

How is a clear self-declaration made?

Clearly communicate to your supervisor that you are self-declaring. Casual comments about fatigue do not constitute a self-declaration.

Management Resources

Vanessa Perez ext. 4644 or Bruce Pease ext. 8344

Site Wide Procedures - SWP-FFD-03, SWP-FFD-04

Files/Employee Performance

Formal employee performance documentation is generally retained in the employee's personnel file kept in Human Resources. An example is disciplinary actions. Employee performance appraisals are retained electronically in PeopleSoft.

Department employee files, written and maintained by management, should pertain to current employee performance or past data that relates to current performance. "Current" generally means within the last year or performance review cycle.

All documentation must be properly secured, factual, complete, professional and work-related. Rule-of-thumb: How would the document be viewed if displayed in a court of law or in the newspaper?

There must be no surprises for the employee, who is to be made aware of any issues before they are documented and placed in the department file.

The employee has the right to know of hard copy and electronic files and to have access to them. The employee's access should be monitored so information isn't removed, inserted, or destroyed. Any photocopies from a department file should be made by the supervisor or designee.

Examples of data in department files:

- Notes of performance-related issues (positive and negative) that have been discussed or will be discussed

- Training qualification needs or renewal dates

- Behavioral Observation Program checklists

- Examples of current performance such as letters of recognition, Gold Cards, work samples, customer feedback, plans for improvement

- Examples of data NOT to be keep in department files:
    - Anything not directly related to employee performance or qualifications
    - Informal notes/materials once they are reflected in the Performance Plan (see Performance Appraisals in this handbook)
    - Medical records or other medical information

Management Responsibilities
Ensure the requirements described above are met

Employee transfer – Review the file to ensure it meets the requirements described above and transfer to the new management

Termination of employment – Do not send the entire file to Human Resources; only what belongs in the personnel file. Shred what remains.

Frequently Asked Questions
What if I'm unsure about documenting an incident or how to document it?

Discuss the situation with your management or Human Resources Generalist.

Why keep most department file data no more than a year?

The purpose of the data is to document relevant employee performance. Once the data is noted in personnel files, as part of the performance review cycle, it is generally unnecessary to retain. Obsolete records take up room, make accessing data more difficult, and can be misinterpreted years later.

Management Resources
Contact the Human Resources Generalist assigned to your department.

Fitness for Duty

The Fitness for Duty program provides reasonable assurance that individuals are not under the influence of any substance, legal or illegal, or mentally or physically impaired from any cause, which in any way adversely affects their ability to safely and competently perform their duties. It provides reasonable measures for the early detection of individuals who are not fit to perform the duties that require them to be subject to the FFD program.

It is Energy Northwest's expectation that all employees and contractors/vendors abstain from the use of illegal drugs or possessing or dispensing of illegal substances on or off site, including but not limited to marijuana. The 5-hour abstinence period for alcohol is a minimum guide and may not be relied upon to guarantee fitness for duty. Energy Northwest expects its employees to report to work fit for duty (zero blood alcohol in their system).

Management Responsibilities
Support the implementation of the FFD program.

Observe and evaluate employees for signs of aberrant behavior – behavior that creates a reasonable belief that an employee's ability to perform assigned tasks in a safe and reliable manner may be impaired.

Frequently Asked Questions
If an individual is called in as needed for unscheduled work, does the individual need to declare whether he/she has consumed alcohol within the past 5 hours or is not fit for duty?

Yes. Supervision should request this alcohol consumption and fit for duty information during the phone call if not given by the called individual. For unscheduled called-in work situations where there is a question concerning alcohol, the on-duty Security Lieutenant can perform a breath alcohol screen.

Who can supervision contact for assistance in determining fitness of an individual when advised that they are taking medication and there is a potential for impairment in job performance?

FFD Leader, ext. 4644, or Occupational Health, ext. 2146. During back shift and weekends, if there is any concern regarding the individual's ability to safely perform their duties, relieve them from work assignments and send them home.

How do I arrange for a FFD test for-cause or post-event?

Contact FFD at ext. 4644 or ext. 6068 to request a for-cause or post-event FFD test. Escort the individual to be tested to the collection facility located in the Willamette Building, Room 235. For back shift and weekends or holidays, call Security at ext. 2185 or Operations at ext. 2276 for the FFD contact information. Once the test is completed, the individual will be released from FFD back to management.

After recommending the employee utilize Employee Assistance Program services, if his/her behavior continues or gets worse, who should the supervisor contact for additional assistance?

If the behavior appears aberrant, contact Security at ext. 2185 (also, see Behavioral Observation Program in this handbook). If the behavior causes performance problems, contact Human Resources (see Human Resources/Employee Relations in this handbook). It's not unusual for both FFD and HR to be involved in such cases.

Management Resources
FFD Leader, ext. 4644, or the FFD Must Answer Line, ext. 6068

Site Wide Procedure – SWP-FFD-01, Fitness for Duty Program Requirements

See Behavioral Observation Program in this handbook

See Fitness for Duty Policy PSM-4.6 located on the Current

FFD Policy Brochure

Human Performance
Purpose: To provide the guidance for employees to operate event-free by proactively managing human error and strengthening defenses to minimize human fallibility.

Event: An unwanted, undesirable change in the state of plant structures, systems, or components, or human/organizational conditions (health, behavior, administrative controls, environment, and so forth) that exceeds established significance criteria and that involves human action or inaction in the causal chain as identified in Standard-04, Event-Free Day (EFD) Clock Program. These criteria include nuclear, radiological, industrial safety, and operational events (for example, reactor or turbine trips, and fuel handing or tagging errors) and NRC-reportable events.

Fundamentals:

- People are fallible, and even the best people make mistakes.

- Error-likely situations are predictable, manageable, and preventable.

- Individual behavior is influenced by organizational processes and values.

- People achieve high levels of performance based largely on the reinforcement received from leaders, peers, and subordinates.

- Events can be avoided through an understanding of the reasons the mistakes occur and application of the lessons learned from past events (or errors).

Goals:

- Employees consistently use error prevention tools to perform work activities, provide coaching and reinforce their use with others;

- Strict adherence to approved written procedures and work instructions; decreasing variability of task performance and increasing the likelihood of error-free performance.

- Personnel and plant performance is improved through human error reduction.

- Identify issues through trending and corrective action processes.

- Key Human Performance Program indicators include:

  o Human Performance Event Rate

  o Human Performance Events

  o Industry Quartile Performance

Management Resources
Contact the Performance Improvement Program Manager at ext. 4152.

The Observation and Coaching Program

STANDARD-02, Observation and Coaching Program provides guidance for the station's observation and coaching program. Every manager and supervisor are required to perform two (2) observations a month at a minimum. More direction is found in Standard-02 and request assistance from your department leadership if you are unsure of expectations.

Observations monitor human performance behaviors and provide opportunity for feedback and coaching. Increased oversight (observations) by management of routine and special tasks, combined with effective feedback and coaching, contributes to continuous performance improvement.

STANDARD-02 establishes the expectations and standards for the Observation Program. This guidance is for any manager or supervisor performing observations; however, anyone can perform observations. To access the Observation database under SharePoint Commonly Used Applications, Observations. DevonWay, the observation software system, includes an on-line help section within the database. Technical questions can be directed to Matthew Johnson in Information Services, ext. 2118.

Many observation cards are available to assist observers when conducting observations. The cards have key attributes/behaviors associated with the observation card type. Observers select an observation card most applicable to the task or work activity being observed.

Management Responsibilities
Understand that continuous improvement in human performance is reliant upon:

- A healthy uneasiness toward human error in light of human fallibility and vulnerability

- Consistent use of error prevention tools by individuals to anticipate error-likely situations

- Effective communication between workers and managers about job-site conditions in an effort to prevent human error

- Commitment to provide a work environment that reduces the likelihood of error

- Set and reinforce expectations for error prevention tool use, monitor their use and provide coaching and constructive feedback to reinforce consistent application.

- Intrusively monitor performance and correct shortfalls before adverse consequences occur.

- Recognize, identify and correct issues prior to outside organization identification.

- Managers and supervisors are responsible for meeting duration and quality goals established by the respective management chain. They are also responsible for meeting their respective department's monthly observation goals.

Management Resources
Link to SharePoint Human Performance Team Site includes:

- Station Event-Free Day clock reset events
- Error Prevention Tool WELL (What Excellence Looks Like) sheets
- Human Performance Communications
- link to Human Performance Indicators
- links to Human Performance Program Standards (see below)
- continuous improvement coordinator training

Human Performance Program Standards: The following Standards are contained in Asset Suite under controlled documents (Doc Type: MAN, Sub-type: STD):

- Standard-01, Worker Error Prevention Tools
- Standard-02, Observation and Coaching Program
- Standard-03, Technical Human Performance Tools
- Standard-04, Event-Free Days (EFD) Clock Program

Continuous Improvement Coordination (CIC)

CIC functional assignees are human performance advocates for both Columbia and their department. Refer to GBP-CAP-02 for additional information on CIC.

Management Resources
Contact the Performance Improvement Program Manager, ext. 4152.

Human Resources

Compensation and Benefits
Through a total compensation package, we look to attract and retain the best people and create a diverse workforce. Employees chose the options that best suit their needs. Our package includes:

Compensation
- Competitive base pay
- At-Risk Comp program
- Performance based merit increases

Healthcare Insurances
- A choice of medical plans
- A choice of dental plans
- Vision
- Term Life
- Paid Leave (through WA State)
- Short & Long term disability
- Supplemental Life
- Accidental Death/Dismemberment
- Identity Theft Insurance

Retirement
- WA State PERS Pension
- 401(k) (voluntary with variable match)
- 457 (voluntary, no match)
- Work/Life Balance

Personal Time Accruals GBP-HR-25
Health Care & Dependent Day Care Spending Accounts
Holidays GBP-HR-26
Employee Leaves GBP-HR-21
Educational/Tuition Assistance GBP-HR-32
Employee Assistance Program GBP-HR-15
Flex Time GBP-HR-10
Career Development GBP-HR-29
Return to Work GBP-HR-38

Management Responsibilities
Always consult with HR prior to any employment-related changes regarding position, pay, and status. Refer to the Salary Guidelines for compensation related processes that must be followed.

Know the resources available to employees to resolve questions and concerns. If in doubt, contact HR.

Maintain current Position Descriptions.

Frequently Asked Questions
What if I want to modify or create a job description?

Contact your HR Generalist to discuss the job description policy, process and compensation. Do not modify or create a job description without first consulting HR. Refer to the Position Description Handbook for an overview of the process.

What if an employee wants to take a leave of absence (LOA)?

Direct the employee to their respective HR Generalist. Management should not be the primary contact for employees with LOA questions. Different leaves require different

policies, processes and government regulations. The Generalist and/or Benefits Specialist will inform you of your responsibilities and the LOA case status. Even employees who intend to use PT or LOAs associated with Family Medical Leave and/or Disability should contact HR to ensure processes are followed in accordance with Federal and State Regulations.

What are the FY Salary Guidelines (non-bargaining)?

It is a document, updated annually, with the guidelines for any salary-related action. It ensures we are in conformance with EEO laws and that our salary actions are competitive, fair and equitable for all affected employees.

How are wages and merit adjustments determined?

Position description responsibilities and tasks are compared with similar ones regionally and in the U.S. ("the market") to determine pay grade and salary range. The starting wages of employees are determined by evaluating their qualifications with the position description and pay grade. Merit increases are based on the person's documented performance as compared to documented performance expectations in accordance with the Merit Matrix. Merit increases are effective in the first paycheck in October.

What is my role in determining merit adjustments? You are allocated a "pool" of merit increase dollars. You award individual merit increases relative to the employees' level of performance documented throughout the past year in accordance with the Merit Matrix. Its possible employees may get no merit increase. Detailed instructions are provided with the merit process launch in mid-late August.

What is our At-Risk Compensation program?

The purpose of the At-Risk Compensation Program (ARC) is to promote excellence and continuous improvement in all areas of endeavor at Energy Northwest. Goals are company-wide and based on the Fiscal Year (July – June). Visit the ARC SharePoint site for the Plan Document and goal status.

Management Resources
From SharePoint:

Type the specific plan or program (i.e., Kaiser, PERS, leave, career development, etc.) in the search option

Or, SharePoint HR Team Site, then click on the Compensation or Benefits folder

Contact: Cindy Way ext. 5693 Comp and Benefits Lead; Libby Giles ext. 5115

HR Specialist.

Employee Relations

This area concerns employees' relations with each other, management, and with the agency; for example, employees not getting along, performance issues (quality/quantity of work, attendance, policy violations), discipline, employee personal problems showing up at work, and off-the-job conduct that may affect Energy Northwest interests.

NOTE: Bargaining unit employees work under their respective Collective Bargaining Agreement that addresses wages, hours, working conditions and problem resolution. For bargaining unit employees, see HR/Labor Relations.

Management Responsibilities

Know company expectations for personnel performance and conduct.

Know the performance and conduct of your employees. It is not acceptable to ignore employee relations issues or hope they go away – especially if they affect your employee's work performance and/or that of others.

Conduct fair, objective and thorough investigations.

As needed, consult with your management and/or Human Resources before taking action.

As appropriate, document the situations and actions taken.

Frequently Asked Questions

What if I'm unsure whether I should address a situation? Ask yourself: Is the questionable behavior affecting (or could affect) anyone's job performance? Is a policy or directive being violated or close to being violated? Am I being fair, objective and thorough in my evaluation of the situation? Ask your trusted peers, your management and HR to act as a sounding board. But, act.

What about confidentiality? This is very important. The rule is, share sensitive information on a business-need-to-know basis. Sensitive information is anything that people might not want others to know." Business-need-to-know basis" means, only tell people who you are required to inform due to policy or law, who are necessary to solve the problem, or who have a responsibility to know, such as your management.

How involved should I get in an employee's personal problems?

Focus on employee work performance. Do not try to be a psychologist or doctor. If you suspect employee personal problems, use the Employee Assistance Program (see EAP in this handbook). The EAP's goal is to help employees solve personal problems before they cause work problems.

Management Resources

Some applicable GBPs are

- GBP-HR-18, Performance Improvement

- GBP-HR-05, Non-harassment Policy

- [GBP-HR-15](#), Employee Assistance Program, and

- [GBP-HR-20](#), Performance Appraisals.

The HR must-answer line is ext. 5840.

See "Employee Assistance Program" in this handbook.

Human Resources Information Systems (HRIS)

PeopleSoft provides enterprise software for personnel (HRIS) functions.

The Oracle/PeopleSoft HCM modules that management typically uses are:

- Payroll for North America

- Time and Labor for Employees

- Recruiting– Job postings, applications, and job offers

- eCompensation – Yearly Merit Cycle Allocation

- Performance Management – Performance reviews

- Manager Self Service– Reporting (SupvID) changes, Terminations and Transfers (see [PeopleSoft Job Aids](#)), Base compensation and personal data such as address, emergency contacts, etc. (Only accessible by Department Managers and VPs.)

- Benefits - Benefits data such as medical insurance, life insurance, savings plans, etc.

Management Responsibilities

Understand the modules and tools you and your employees use to perform work.

Payroll, Time and Labor modules - See Time and Labor in this handbook.

Employee Personal Information - Click here: [PeopleSoft Manager Self-Service](#) Job Aid.

Delegation of Authority - Click here: [PeopleSoft Delegation](#) Job Aid.

Recruiting modules - Contact HR/Staffing. Also, click here: [PeopleSoft Recruiting Job Aid.](#)

eCompensation – Job aides are emailed to management at the time the cycle is launched.

Performance Reviews, See Performance Appraisal Handbook and Performance Appraisal Training on [Manager 411 Site](#).

Data provided to HR by your administrative support staff to process transactions such as job changes and terminations via Employee Record Change Sheet (form 18351) will

be entered into PeopleSoft. The following links have information on the administrative requirements for these transactions:

Resource guidance and instructions on company practices: [Resources SharePoint Site](#)

Salary Guidelines: [Human Resources SharePoint Site](#) Compensation folder

Management Resources
Juliet Gaffney, HR Manager - Total Rewards & Payroll Manager, ext. 5084.

Barbara Bomotti, ext. 5694 or Mei-Ying Liu, ext. 4431 Payroll

Help Desk, ext. 8400

Labor Relations

Management Responsibilities
Per [GBP-HR-35](#) Labor Relations, managers and supervisors of bargaining unit employees are responsible for applying the basics of labor relations. This includes employer responsibilities under Washington State labor law (Revised Code of Washington 41.56), the just cause standard for discipline, employee right to representation, past practice, contract interpretation, and the principles of Interest Based Bargaining.

In this handbook, see Required Reading for Management of Bargaining Unit Employees

Management Resources
[GBP-HR-35](#), Labor Relations

[GBP-HR-36](#), Bargaining Unit Grievance Procedure

Guide to Labor Relations (provided as part of the Intro to Labor Relations class PQD #MT000559)

Mutual Gains Bargaining booklet (provided as part of the Mutual Gains class PQD #MT000195)

Copy of the current applicable Collective Bargaining Agreement

Julie Marboe, Human Resources Manager/Labor Relations, ext. 4104.

Gina Harper, Human Resources Generalist, ext. 8251.

Staffing
Human Resources/Staffing assists management and employees with hiring, promotions and transfers. They will help you create a job requisition, job posting, advertise, screen applicant qualifications, interview, and develop job offers. Staffing also coordinates with departments when the selected person becomes a new employee (payroll sign-up).

Management Responsibilities
Fill job vacancies in a timely manner

Follow applicable laws and policies

Conduct a professional selection process to hire the best person while avoiding complaints by employees of discrimination or unfairness

Clearly and thoroughly document the selection process for official files

Frequently Asked Questions

How do I start a job requisition?

Job openings can be started using PeopleSoft. There is a job aid that will assist and guide you through the process. Click here for the Job Aid for Create a Job Opening. Your HR Generalist or Recruiter is also available to assist.

Do I have to post a job?

Yes. However, policy does allow not posting in select cases; refer to GBP-HR-09.

Where can I advertise?

Jobs are posted internally for all employees to see. They can also be posted on the Energy Northwest web site, other web sites (such as LinkedIn), and less frequently in print publications such as association bulletins and magazines. Sometimes job fairs or professional recruiting firms ("head hunters") are used.

How do we start the interview process?

Your HR Generalist can assist you with developing a guide for your interview process.

How do I make a job offer?

EN's Recruiter and/or your HR Generalist can assist you with deciding a salary offer and ensuring you have all of the proper paperwork and approvals.

Management Resources

HR Generalist Listing, Recruiter at x 8379 or the HR must-answer line is x5840.

Hiring GBPs are GBP-HR-41 (interview expenses), GBP-HR-42 (relocation expenses), GBP-HR-08 (employment), and GBP-HR-09 (applicant selection process).

For assistance with staffing, interview guides and questions, hiring checklists, etc. go to the Human Resources Staffing resources by clicking here.

Occupational Health (OH)

OH provides services for:

Medical Qualifications – Some jobs require a medical examination prior to working. Examples include Nuclear Security Officers, Licensed Operators, fire brigade members, respirator users, heat stress workers, and commercial drivers.

First Aid care – For work injuries and minor care for personal illnesses

Workers' Compensation – No-fault accident and disability medical insurance for occupational injury/illness. Medical expenses and a portion of wages are paid if the

injured employee suffers an occupational injury or illness and is temporarily unable to work.

Collaborates with the HR Generalist or Industrial Safety Department regarding light duty positions that offers a transitional return to work program for employees who have sustained injuries or illnesses.

Other programs - The employee wellness program, health education and counseling on health concerns, and medical consultation for work suitability issues.

Management Responsibilities

Know the medical qualifications for your employees for their job assignments and assure those qualifications are kept current (renewed, employees are re-examined).

Refer all work injuries to OH for care and follow-up and stay in contact with the employee until the condition resolves.

If an employee receives off-site medical care for a work injury, make sure OH is quickly notified to assist the Workers' Compensation claim and other benefits.

Know if your employees have a change in health status that might affect their medical qualifications. Be aware of any acute/short duration medical concerns that arise that might affect an employee's ability to maintain medical qualifications and to continue working safely.

Frequently Asked Questions

How do I know what qualifications an employee holds and when those should be renewed? Medical qualifications are listed in the Training Qualification Directory; see Asset Suite/PQD in this handbook.

How do I set up a medical appointment?

Call extension 2146 or e-mail Occupational Health

Who should be notified/contacted when an employee has an injury?

If during business hours: call extension 2146, then escort injured worker to Occupational Health.
If outside of regular business hours call: 2222 for Columbia Generating Station and Industrial Development Complex

9-911 for all other Energy Northwest locations

The ext. 2222 emergency number should always be used for any medical emergency regardless of the time, when you are at Columbia Generating Station. Report all injuries occurring after hours or on weekends to OH so a determination can be made regarding follow-up care, within 24 hours of occurrence.

What if I have questions regarding an employee's medical condition?

Do not ask anyone about or talk about specific employee medical conditions or diagnosis. Federal law protects employee medical confidentiality. Contact OH if you have concerns or questions about employee symptoms or related behavior.

Management Resources
SharePoint Team Site (click on Occupational Health folder) or type SharePoint keywords "Occupational Health and Wellness".

GBP-HR-22, Occupational Disability and Industrial Insurance

GBP-HR-38, Return To Work/Evaluation of Ability to Meet Job Qualifications

GBP-HR-39, Handling of Personal Health Information

Industrial Safety Program Manual, Chapter 1 Safety Program

Industrial Safety in this Handbook

Mary Wright, Occupational Health Supervisor, ext. 4413

Danee Pisarchuk, Occupational Health Nurse, ext. 2146

Industrial Safety

The Industrial Safety program provides safety technical assistance to employees at all Energy Northwest facilities. The corporate program utilizes two safety administrators. At Energy Northwest, day-to-day safety activities are monitored by the supervisors instead of by industrial safety field personnel as is common within the construction, chemical and other industries.

Management Resources
Hyperlink to Internal SharePoint Team Site

Hyperlink to Controlled ISPM documents

Management Responsibilities
Be knowledgeable with and implement the Industrial Safety Program as described in the 24 chapters of the Industrial Safety Program Manual (ISPM).

Operate facilities in a manner that protects public and employee health and safety.

Follow established safety policies and ensure others are adhering to those policies.

Promptly act to prevent unsafe acts that could cause a personal injury to you or others.

Report all injuries and near-misses in accordance with ISPM-1.

Provide active support of the observation program by conducting observations and providing effective coaching and feedback.

Safety Policy, Procedure, and Form Index
The Energy Northwest Industrial Safety and Occupational Health Program may include, but is not limited to, the following policies and procedures that can be located on theCurrent/EN Docs/PPI/ISPM

COMMONLY USED PROCEDURES	TITLE
ISPM 1	Safety Program
ISPM 2	Compressed Gases and Welding/Cutting
ISPM 3	Confined Space Entry
ISPM 4	Control of Hazardous Energy Sources
ISPM 5	Crane/Hoist Operations and Safety
ISPM 6	Electrical tools, Appliances and Extension Cord Use
ISPM 8	Excavation, Trenching, Shoring
ISPM 9	Fall Protection
ISPM 10	Fire Protection and Life Safety
ISPM 11	Hazard Communication Program
ISPM 12	Hearing Loss Prevention Program
ISPM 13	High Temperature Work Areas
ISPM 14	Job Hazard Analysis
ISPM 15	Material Handling
ISPM 16	Personal Protective Equipment
ISPM 17	Respiratory Protection
ISPM 18	Safety Administrative Controls
ISPM 19	Tools, Machinery, Equipment and Vehicle Safety
ISPM 20	Electrical Arc Protection Work Practices and PPE Requirements
ISPM 21	Occupational Health
ISPM-22	Asbestos
ISPM-23	Lead Containing Material Handling
ISPM-24	Energy Northwest Safety Committee
MAN-STD-Standard-01	Worker Error Prevention Tools
MAN-STD-Standard-02	Observation Program

COMMONLY USED PROCEDURES	TITLE
MAN-STD-Standard-03	Technical Human Performance Tools
MAN-STD-Standard-04	Event Free Days (EFD) Clock Program
GBP-ENV-18	Oil and Hazardous Substances Spill Prevention, Control and Counter Measure Plan
SWP-FFD-01	Fitness for Duty Program Requirements
SWP-FFD-02	Behavioral Observation Program
SWP-FFD-03	Fatigue Management
SWP-FFD-04	Work Hour Controls
SWP-IRP-03	Event Investigation
SWP-MAI-02	Station Materiel Condition Inspection and Housekeeping Program
GBP-SEC-06	Energy Northwest Parking Areas
GBP-HR-39	Handling of Personal Health Information
GBP-EPP-01	Non-Nuclear Emergency Plan
SWP-ENV-05	Displaced, Distressed, or Dead Wildlife Program
GBP-COM-06	Chief Executive Officer Event Notification
PPM 1.3.64	Plant Clearance Orders
PPM 1.3.10	Plant Fire Protection Program Implementation
PPM 1.3.10A	Control of Ignition Sources
PPM 1.3.10B	Active Fire System Operability and Impairment Control
PPM 1.3.10C	Control of Combustibles
PPM 1.3.57	Barrier Impairment
FPP-1.3	Permit Controls for Non-Plant Fire Protection Systems Impairments & Ignition Sources
PPM 1.4.7	Control of Contractors and Vendors
PPM 1.9.13	Transformer Yard Access and Controls
PPM 1.9.14	Onsite Medical Emergencies

COMMONLY USED PROCEDURES	TITLE
PPM 10.1.19	Columbia Generating Station Diving Instruction
PPM 10.2.32	Soil Excavation, Backfill and Compaction
PPM 10.2.53	Scaffolding
PPM 10.4.3	Sling Inspection, Maintenance and Testing
PPM 10.4.4	Mobile and Articulating Boom Crane Operation, Inspection, Testing
PPM 10.4.12	Crane, Hoist, Lifting Device and Rigging Control Program Control
PPM 10.4.14	Miscellaneous Load Handling
PPM ABN WIND	Tornado/High Winds
PPM GEN-RPP-10	Use of Respiratory Equipment

COMMONLY USED FORMS	FORM TITLE
Form No. 26603	Material Handling Safety Plan Checklist
Form No. 24570	Work Place Safety Inspection
Form No. 23174	Automobile/General Liability/Accident Notice
Form No. 24038	New Hire Checklist
Form No. 26242	Plant Installed Crane/Hoist Inspection Checklist
Form No. 26389	Plant Installed Manual Chain Hoist Inspection Checklist
Form No. 26263	Mobile, Fixed Crane and Hoist Pre-Job Brief
Form No. 25768	Fall Protection Plan
Form No. 26967	Danger Sign
Form No. 26966	Caution Sign
Form No. 26968	Safety Notice Sign
Form No. 27016	Job Hazard Analysis form
ISPM-14 Attachment 6.1	Job Hazard Analysis (attachment on procedure)
ISPM-14 Attachment 6.2	Planned Deviation from Established Safety Practices form

ISPM-17 Attachment 6.2	No radiological Respirator Authorization
ISPM-17 Attachment 6.4	Advisory Information for Voluntarily Use Respirators

Frequently Asked Questions

What is a "near-miss"?

An incident in which bodily injury or property damage could have readily occurred, but was narrowly averted. Near miss incidents are reported as Condition Reports (CRs). (See Corrective Action Program SWP-CAP-01, GBP-CAP-01)

Who should I report injuries to?

Injuries must be promptly reported to your supervision, Industrial Safety and Occupational Health in accordance with ISPM-1. In addition, an electronic report is required to be completed by the Energy Northwest employee and by the employee's supervisor. For electronic report directions, on the SharePoint menu, click on Industrial Safety, then Injury Management Information, then Accident Reporting and Investigation. Contractors will use injury reporting forms as provided by the company instead of using the electronic report. All injuries also require the initiation of a Condition Report.

If I receive medical treatment for an on-the-job injury, who do I need to provide documentation to?

Any Energy Northwest employee or contractor employee who receives off-site treatment for an on-the-job injury must forward the information (including a release to work statement) to Occupational Health prior to returning to work.

How do I contact Industrial Safety on backshifts and weekends?

Industrial Safety does not maintain 24/7 on-call coverage. For emergent issues, contact the Columbia Generating Station Shift Manager (ext. 2441). For reporting minor injuries during these time periods, leave a message on the B-SAF hotline at ext. 2723.

Safety Observer Program

Energy Northwest Human Resources Department offers a temporary transitional return to work program for employees who have sustained work related injuries or illnesses. If an employee is unable to return to their regular job, a release is needed from their physician documenting their medical limitations and the conditions under which they are released to return to work. An evaluation will be then done to determine if there is a compatible transitional job available. A transitional job frequently used is that of a Safety

Observer. Any such transition resulting from a work-related injury or illness will be coordinated by Occupational Health.

Management Resources

Search SharePoint for "Industrial Safety" or click on this hyperlink: Industrial Safety for safety updates, safety tips, safety meeting minutes, ordering safety supplies and other information.

Locating the Industrial Safety Program Manual:

Go the SharePoint site and click on the ISPM icon located in the lower right hand corner of the main page.

SharePoint

The Current is the name of Energy Northwest's intranet, which utilizes Microsoft Office SharePoint Server. The Current serves four purposes:

Aggregate information - The information you need in one place

Increase employee collaboration - Every employee can have his/her own web site within SharePoint and, depending upon security granted, can work at other employees' web sites

Improve employee communication – Real-time and otherwise

Provide access, through the EN Document Library, to controlled documents and records

Microsoft Office SharePoint Server 2013 is a collection of services that you can use to share information, collaborate with other users on documents and create lists and Web Part pages. Our SharePoint 2007 environment is divided into two main areas, The Current and the EN Document Library. The Current allows each department to make information available to the company at large and provides the collaboration features mentioned above. The EN Document Library works in sync with Asset Suite to offer all of the records and documents referenced in Asset Suite using a web based point and click interface.

In your Network folder, click on Internet Explorer to access SharePoint or click here: http://thecurrent

The SharePoint Home page has buttons across the top that you can select for

- Applications – For example, Computer Based Training, Initiate Condition Report, Asset Suite, PeopleSoft, and other functions and work places

- Departments – A list of each department with a Customer Focused Site (CFP). These sites hold data pertinent to customers of the department. Not all departments have a CFP.

- EN Doc Library – The Energy Northwest Document Library

- Excellence – The most current information on our "Excellence in Performance" initiative. Performance indicators and business plans are all available to guide users in "Excellence."

- Resources – A list of answers for topics commonly searched for or requested.

- Team Sites – For example, INPO, Trek to Excellence, Corrective Action Review Board, Employee Association, and other sites

- Questions and comments can be directed to the IS Solutions Center at ext. 8400.

- Meetings and Schedules

Management Responsibilities

As applicable to you, be familiar with the following meetings and schedules, how to access them and which meetings to attend. If unsure, discuss the meetings with your management and/or administrative staff.

Core Business Schedules

The three schedules (Supervisor, Management, Executive) are made up of regular key meetings involving different members of Energy Northwest management.

You can locate the Core Business Schedules on TheCurrent/Departments/Generation/Plant General Manager/Quick Links/Management Core Business Schedule

The schedules are coordinated by the Plant General Manager Sr. Administrative Assistant, ext. 2454.

Energy Northwest Milestone Calendar

The Milestone Calendar tracks oversight visits by regulators, plant down power dates, audit dates, ERO drill dates, and other key company events such as All Hands Meetings and celebrations.

Navigate to the Energy Northwest Milestone Calendar on TheCurrent/Departments/Generation/Plant General Manager/Quick Links/Milestone Calendar

This calendar is coordinated by the Plant General Manager Sr. Administrative Assistant, ext. 2454.

Delegation of Authority

The Delegation of Authority Log contains contact information for incumbent or delegated senior management and key managers while they are absent.

Navigate to the Delegation of Authority through - TheCurrent/Team Sites/Program Sites/Delegation of Authority

This site is coordinated by the CEO's Sr. Executive Assistant, ext. 4363.

Monthly Department/Safety Meeting Calendar

Monthly department meetings and safety meetings are combined. Navigate to the calendar through The Current/Resources/Quick Links/Safety Meeting Schedule. Individual departments hold meetings to communicate and align staff regarding overview of key Performance Indicators, Industrial Safety, and topics discussed at the Manager/Supervisor Meeting.

Corporate Nuclear Safety Review Board (CNSRB)

CNSRB is an independent advisory body to the Chief Executive Officer and Chief Nuclear Officer. The review board is comprised of internal management and external nuclear executives. CNSRB is chartered with providing management and safety overview of nuclear activities at Columbia. CNSRB meetings/activities are managed by the CNSRB coordinator, ext. 8040.

Information pertaining to CNSRB is located on TheCurrent/Team Sites/Program Sites/Corporate Nuclear Safety Review Board (CNSRB)

Plant Operations Committee (POC)

POC serves as a review and advisory body to the Plant General Manager (PGM) on all matters related to nuclear safety. POC meets monthly, at a minimum, but is scheduled to meet on a bi-weekly basis. Special meetings may be held if plant issues arise that warrant scheduling a special meeting. The committee is comprised of Columbia senior department management. POC meetings/activities are managed by the POC Coordinator, ext. 2453. Information pertaining to POC is located on TheCurrent/Team Sites/Program Sites/Plant Operations Committee (POC)

Board of Directors and Executive Board

The Board of Directors (BoD) attends quarterly meetings and special meetings. The Executive Board (EB) meets typically 8-12 times per year. These boards are coordinated by Board Relations in Public Affairs - BoardRelations@energy-northwest.com.

Asset Suite Overview

Asset Suite

Asset Suite is a very large database for initiating, tracking, and processing work activities that are performed across Energy Northwest. Much of the data and processing is 'shared' across multiple modules so duplication is minimized for data entry and processing.

Asset Suite modules and Asset Suite-managed functions described in this handbook includes:

- AAA Messages

- Accounts Payable

- Action Tracking (including Corrective Action Program)

- Contract Management

- SharePoint Document Library

- Document Management (Controlled Documents and Records Management)

- Engineering Change

- Personnel Qualification Data

- Procurement Engineering

- Purchasing and Inventory

- System Administration

- Total Exposure

- Work Management

Management Responsibilities

Understand the Asset Suite modules and functions that you and your employees use.

Security (ability to view or edit Asset Suite data) - Approve the appropriate levels of security access for your employees. Security is controlled at the Panel level and for most processing options on the menus. All users are given "read only" access to almost all Asset Suite panels. Any user may initiate a Work Request or Action Request.

Frequently Asked Questions

How do I get security (access) to the Asset Suite system?

When you are hired, a notice is sent to the person who sets up security. If that does not happen, or if you need additional access, contact the Module Lead for the module in question. The Module Lead is available via the following link: Asset Suite SharePoint Team Site

How do I find documents and information for using Asset Suite?

In this handbook, see Finding Information and Asset Suite/Document Management System.

Job Aids are also available through the following link: Asset Suite SharePoint Team Site.

Management Resources

IS Solutions Center, ext. 8400

AAA Messages

AAA ("triple A") messages are Asset Suite's method of communicating various types of information to people. Messages are in two categories:

- Informational messages
    - Sent to individuals to inform them of training coming due, training disqualification, completion of an action, etc.
- Action messages
    - Sent to individuals for them to perform work such as review, approve, perform a task, etc.

Management Responsibilities
Ensure your staff checks and responds to AAA messages on a regular basis to be knowledgeable of assigned actions and their due dates.

Frequently Asked Questions
How do I check my AAA messages?

Once logged in to the Asset Suite Application, Using the Global Access Bar, navigate to the X020 Action Awareness Alerts window (panel). AAA messages that are informational will be highlighted in ==yellow==. Action-required AAA messages will be in ==red==.

How do I select an AAA message to read and/or take an action?

From the X020 Action Awareness Alerts window (panel), select the AAA message and click on the APPLY button.

Management Resources
Training may be provided upon request by contacting one of the Asset Suite Module Leads. A list of Module Leads is available on SharePoint under "Hot Topics"/Asset Suite.

Accounts Payable

The Accounts Payable department receives all invoices (bills) from vendors and contractors. Accounts Payable sends an Action/Awareness/Alert (AAA) message to the contract's listed Technical Representative/Invoice Approver (TR) with a copy of the invoice attached to the Asset Suite EDMS button. This AAA requests the TR to provide online approval for the invoice so that Accounts Payable can make the payment.

The AAA messages list the invoices waiting for your online approval (see Asset Suite/AAA Messages in this handbook). For your AAA messages, go to the Asset Suite AAA Message Inbox. Select the message line and click apply, review invoice in the EDMS, and select option 3 (Approve Route Request) in the options pull-down menu to approve the invoice for payment.

If the invoice payment amount is to be reduced, return the AAA message by selecting option 4 noting the amount and reason for the reduction which will be sent back to

Accounts Payable. Accounts Payable will reduce the invoice accordingly and reroute it via AAA message to you.

Important: Online approval means "you have reviewed and do hereby certify that the invoice 1) is in compliance with contractual terms and conditions except for the noted exceptions, and 2) the items and/or service performed have been received for the benefit of Energy Northwest and are in accordance with the contract scope."

Management Responsibilities

Respond immediately to your invoice packet by reviewing your AAA invoice messages. For each invoice, review the following items:

- All hourly rates comply with the contract

- Non-hourly invoice rates comply with the contract

- Invoiced items are allowable per contract

- Travel expenses comply with the contract

- Payment Request amount agrees with the invoice

- Review to ensure contract is funded

- Ensure invoice is not a duplicate payment

Frequently Asked Questions

Why is my immediate review/action required?

Contract language requires payments be made within limited time periods. The payment process could take a few days, and payments are issued weekly. More time is taken if the approver has questions or concerns about the invoice. Late payments could mean contractual penalties.

Who do I contact if I have a question?

Accounts Payable at ext. 4499. If your question concerns a contract (conditions or interpretation), please contact your contracting officer.

Management Resources

To send an email, click here:AccountsPayable@energy-northwest.com

Accounts Payable ext. 4499

Action Tracking

Action Tracking provides an on-line means of tracking actionable events and ensuring that the appropriate actions have been taken to respond to each action item. Action Tracking is based upon two key concepts: the initiation of an Action Request and the processing of an Action Assignment.

An Action Request is an individual action which has been identified that requires a specified close-out.

Action Assignments are the set of individual work steps which are required for completion of an Action Request.

Condition Reports (AR Type = 'CR') are a subset of the total set of Action Requests maintained in Asset Suite. All Condition Reports are required by site-wide procedure SWP-CAP-01 to be created via Initiate Condition Report from the Energy Northwest Custom Workflow. Once created, CRs can be retrieved and actioned on the Action Request pages the same as any other Action Request type. Condition Reports can also be submitted anonymously from the Network Folder or through SharePoint.

Action Tracking provides a centralized location to inform personnel of assignments in all functional areas and to track multiple assignments for an Action Request. Due dates should be closely monitored to ensure timely completion of assignments.

Management Responsibilities
Ensure that your staff's assigned Action Requests and Assignments are completed when due.

Frequently Asked Questions
How do I know when assignments are coming due?

Individual assignment information can be found using the on-line Assignment Tracking tool located in the Network folder, the AR Assignment application in SharePoint Applications, or by various Crystal Reports.

How do I create an Action Request?

For AR type CRs, select the Initiate Condition Report from the Energy Northwest Custom Workflow to create the AR. For all other AR types, select the A010 Action Request Identification window (panel) from the Application Menu Action Tracking. On the A010 Action Request Identification window (panel), enter the required information based on the type of Action Request you are creating. For a list of Action Request type procedures and instructions review SWP-AIT-01 Action Request—Initiation, Evaluation and Assignment Activities.

Management Resources
Training may be provided upon request by contacting the Action Tracking System Module Lead.

SWP-AIT-01, Action Request—Initiation, Evaluation and Assignment Activities.

SWP-CAP-01, Corrective Action Program

Contract Management
Procurement of services and / or work via the Asset Suite Contract Management module.

Services may include calibration services; chemistry or analytical services; computing services; design work; inspection; non-destructive testing and examination; engineering

support; engineering studies; evaluations or review; procedure writing; equipment maintenance studies or recommendations; consulting services; equipment evaluations; equipment qualification; licensing, quality or QC support; training support or technical support.

Work is all work, construction, alteration, repair or improvement other than ordinary maintenance, executed at the cost of Energy Northwest.

Management Responsibilities

In a timely manner, initiate a Contract Requisition (CR), or initiate a Contract Change Request (CCR) to modify an existing Contract. Allow sufficient time for Contracts to process all procurements in accordance with all state and company procedures, policies and instructions.

Frequently Asked Questions

How can I get a list of the contracts for which I am responsible with information such as fiscal year funding, current balance, renewal dates, etc.?

Contact the Asset Suite Contract Module Lead listed the [Asset Suite SharePoint Team Site](#).

Where do I find the instructions to initiate a CR or a CCR?

SharePoint under Departments/Supply Chain/Contracts/Contracting Resources or Contact the Asset Suite Contract Module Lead listed the [Asset Suite SharePoint Team Site](#).

What if I do not have a Work Order (WO) number to initiate the CR?

Work with your Financial Representative to create a WO.

What if I have an emergent issue that requires immediate action?

Contact the Supervisor, Contracts, 372-5086 to discuss the options available.

Management Resources

[GBP-FIN-02](#), Energy Northwest Delegation of Authority Rosters

[GBP-PUR-02](#), Procurement

[GBP-COM-01](#), Preparation of Documents for Submittal to the Executive Board / Board of Directors

[SWP-PUR-01](#), Procurement of Services

[SWP-PUR-04](#), Materials, Equipment, Parts and Supplies Procurement

User's Guide to Contracting on SharePoint

Supervisor, Contracts 372-5086

SharePoint Document Library

The SharePoint Document Library stores, indexes and allows retrieval of electronic files (images) for Asset Suite modules that have External Document Management System (EDMS) functionality. Most of the Asset Suite modules have EDMS functionality.

Examples of images currently stored include Energy Northwest procedures, manuals, forms, drawings, O&M manuals, and records such as work orders, surveillance procedures, training records, calibration records, survey maps, position descriptions, medical records, fuel records, purchase orders, environmental records, software quality assurance records, engineering changes, etc.

The SharePoint Document Library may also be used in a standalone manner for document storage and retrieval via direct searching by way of index information and/or word searching text within the document (Advanced Search).

Management Resources
Form 26388, Request for Access to Electronic Confidential Information.

Training may be requested by contacting the SharePoint Administrator or Records and Information Management.

Document Management System (DMS)

- Controlled Documents Module

- Contains company policies, procedures, instructions, forms, design documents and vendor information. "Controlled documents" have policies that control how the documents are written, stored and retrieved (see Policies and Procedures in this handbook).

Document Management (Controlled Documents and Records Management Modules)

Contains information on company records by providing the electronic image or where to locate the record on microfilm (reel and frame).

Both modules allow electronic document retrieval using the External Document Management System (EDMS) button for those documents and/or records that have been made electronically available.

Management Responsibilities
Ensure that work is being performed using the current revision of the document.

Ensure that department records are submitted in accordance with the company records program policies (see Policies and Procedures in this handbook).

Frequently Asked Questions
How do I verify that I have the latest revision of a procedure?

Look in the Asset Suite Controlled Documents module.

How do I locate a Work Order?

Record copies of Work Orders may be found by looking in the Asset Suite Records Management Module and launching the image or locating the microfilm reel and frame information. IF the electronic image is not available, a copy of the Work Order may then be made from microfilm. In the event that the Work Order has not been processed but has been sent to Records Control, contact Records Control to retrieve a copy.

Management Resources
Training may be requested by contacting Information Services - Records and Information Management.

Engineering Change

The Engineering Change module is used to describe activities associated with changes to Columbia. The Engineering Change module allows for the description of a change, assignment of change milestones and allows identification of affected documents and equipment. Procedures describing the Engineering Change process are identified with an ENG-DES number.

Management Responsibilities
Assure that qualified personnel are assigned to prepare Engineering Changes.

Review and approve an Engineering Change when required.

Frequently Asked Questions
When is an Engineering Change Required?

It is determined as the result of an Action Request (see Action Request in this handbook). There are several types of Engineering Change depending on the technical issue.

Where can I view an Engineering Change?

The Engineering Change module in the Enterprise Asset Management (EAM) System is accessed thru the Network Folder > Asset Suite or via SharePoint > *theCurrent* > Apps > COMMONLY USED LINKS > Asset Suite. Once in the application, the Engineering Change Module can be accessed using the Navigator > Application Menu > Engineering Change or using the search prompt and the page number (e.g. E100, E103, E104, etc.;). By navigating to the Engineering Change page and entering the Engineering Change number, the Engineering Change will be displayed. Once approved, the contents of the Engineering Change package are scanned and uploaded into the Engineering Change External Document Management System (EDMS) SharePoint Document Library. The official Engineering Change of record is available in the Records Management module as a scanned image for Engineering Changes processed between 2010 and June of 2017; and for legacy Engineering Changes processed prior to 2010, microfilm (reel and frame). For Engineering Changes

processed after June of 2017, the file(s) in the Engineering Change EDMS is the official Engineering Change of record.

How is an Engineering Change initiated?

The actions are described in the governing procedures. The DES-2 series of procedures and ENG-DES-50 describe activities that use the Engineering Change module.

How do we track an Engineering Change?

Engineering Changes are tracked by reports available through the Data Access Desktop (DAD) reporting system. Progression of the Engineering Change life cycle is provided by Engineering Change Attribute Sub-Categories for configuration control activities for permanent plant modifications during turnover, return to service and closeout and for temporary modifications, installation and restoration, milestone sign-offs and the advancement of Engineering Change status. Tracking of the actions for the Engineering Change are done using the Action Request that authorized the change.

What are the other major interfaces?

The Engineering Change module interfaces with the Action Tracking, Controlled Documents, Records Management and Work Management Modules in the EAM System to control the update of information for affected documents and affected equipment data as the change is approved and installed.

Management Resources
Desktop guides and other reference material can be found at the SharePoint Hot Topics location.

Personnel Qualification Database (PQD)

PQD tracks job qualification data for employees and contractors and makes this information available to users of the Asset Suite system. PQD is the basis for determining qualification status of all individuals performing work for Energy Northwest. Qualification structures and hierarchy requirements are established, as well as a complete individual exam history including grades and dates.

Management Responsibilities
Ensure that your staff is assigned to the appropriate training qualification groups. Ensure your staff is appropriately qualified to perform work PRIOR to the work assignment.

Frequently Asked Questions
How do I determine what work an individual is qualified to perform?

Using Asset Suite - Type D411 in the Search box, upper center and press Enter. This is the Personnel Qual Group Assignments panel. Type the person's Employee ID Number in the Personnel ID field and press Enter. There will be a list of the qual groups to which the person is assigned and the person's qual status. A check mark in the "Qual?"

field means the person is qualified for that task. No check mark means the person is not qualified.

Using PQD Viewer – theCurrent/Apps/Commonly Used Links, select the PQD Viewer icon. Type the last name of the individual in the "Find Names Containing" box and select "search". Select the name for which you are seeking qualification status on. Qualification data for the individual selected will appear below on the screen. Green highlighted color = qualified, Red highlighted color = not qualified, Yellow highlighted color = qualified with training coming due soon.

PQD Viewer can also be accessed via the Current Home Page / How To / *Check my Qualifications.*

How do I know when I'm due for refresher training?

Asset Suite AAA messages are sent to individuals at 90, 60 and 30 days prior to the training coming due date as a reminder. Additionally, reports are available to inform management and staff on training due-date requirements.

Management Resources
Quick Reference Cards are posted on SharePoint under Team Sites/Asset Suite/Quick Links.

Quick Reference Cards are posted on SharePoint under Resources/Hot Topics/Asset Suite Online Help

Inventory and Purchasing
These modules support the ordering and issuing of parts and materials, supplies, spare parts, equipment, consumables, or any deliverables. The request, via a Material Request (MR) may be for existing items found listed in the Master Materials Catalog or for the procurement of a newly created item. The procurement is either delivered to the warehouse for receipt inspection, locating, issuing and staging, or a direct procurement delivered by the vendor to a specific location.

Management Responsibilities
Create a Material Request (MR) within Asset Suite identifying the appropriate quality or safety related requirements and obtaining appropriate technical and administrative approvals.

Recognize required internal and vendor lead times particularly for major procurements when determining need dates. The procurement internal processing goal for a common procurement is less than 30 days. Actual lead time for a supplier may vary greatly depending on the supplier and the item being ordered.

Approve a Purchase Requisition (PR) within Asset Suite, timely, and in accordance with the Delegation of Authority – Financial Matters, which can be found in Outlook under Public Folders.

Management Resources

[GBP-FIN-02](), Energy Northwest Delegation of Authority Rosters

[GBP-PUR-02](), Procurement

[GBP-COM-01](), Preparation of Documents for Submittal to the Executive Board / Board of Directors

[SWP-PUR-04](), Materials, Equipment, Parts and Supplies Procurement

Asset Suite Purchasing/Inventory Module Lead, [Asset Suite SharePoint Team Site]().

Supervisor, Purchasing ext. 4402

Supervisor, Contracts ext. 5086

Supervisor, Procurement Engineering, ext. 4165

Supervisor, Warehousing & Traffic, ext. 4387

Work Management

The Work Management (WM) module is primarily used by employees to initiate and track physical work inside Columbia such as Preventive and Corrective Maintenance tasks, Projects, and Design changes on plant equipment. However, the WM system is also used for administrative tasks, facilities and building maintenance, tracking labor costs on financial Work Orders, and many other tasks.

Energy Northwest uses "Activity Codes" for budgeting and cost reporting, which assists in benchmarking to other nuclear plants. Each Work Order (WO) Task is assigned an "Activity Code" that represents the type of work being done. Also, all employees charge their time (labor hours) to a specific WO Task each day. The end result is an accurate roll up of all costs to the appropriate WO and associated Activity Codes.

Asset Suite automatically creates a new WO each time a Preventative Maintenance task is due for performance. Most supervisors/managers will not need to create new WOs. To request new work to be done, or to report a deficiency, initiate a Work Request. The WR will go through an approval process and will either be done as "Minor Maintenance" or will be converted into a Work Order which will be processed through the Work Control process.

Management Responsibilities

Ensure new employees are set up with initial LAN access User ID as appropriate

Determine appropriate roles and security within Asset Suite for each employee

Notify the Asset Suite group when roles/responsibilities change for your employees

Ensure all work performed is charged (labor hours, parts, etc.) against the correct WO

Frequently Asked Questions
How do I get access for specific functions or options in Asset Suite?

Identify the specific user (by User ID or Last Name & First Name) and what panels or functions are needed. Send an email request to the Module Lead (see contact information below). The Lead will determine and assign the applicable security profiles.

How do I perform specific work functions in the Work Management Module?

Job Aids can be found on
http://thecurrent/sites/AssetSuite/JobAids/Forms/AllItems.aspx

Management Resources
Module Lead

The Work Management Module Lead information can be found on Asset Suite SharePoint Team Site

Help Line

Ext. 8400 is the IS Solutions Center for computer problems or concerns.

People Skills

People skills are essential to lead individuals and teams to successful performance. Your people skills are the degree to which you:

Understand and control yourself – Your thoughts, feelings and behavior to effectively achieve organizational and personal goals

Understand and influence others - Their thoughts, feelings and behavior to effectively achieve organizational and personal goals (yours and theirs).

The highest-level people skills result in a motivated team that maximizes its performance. However, nobody is people-skills perfect; we all can learn and improve.

Notes and documentation may result from employee interactions. In this handbook, see Files/Employee Performance.

The following describe basic concepts for important uses of people skills: coaching, feedback, listening, and recognition and awards.

Coaching

Coaching is working with employees, usually one-on-one, to improve their knowledge, skills and abilities. Coaching may involve technical, administrative or interpersonal tasks/behavior. If an employee is not meeting expectations, or has potential to do even better, coaching is indicated.

Coaching can be challenging. To be effective, you must be committed to doing it right. Similarly, the employee must want to be coached to gain maximum benefit. The employee may be nervous, concerned he/she is in trouble, think coaching is unnecessary or embarrassing, or may be distracted by personal problems. If frustrated, you can tell the employee "Just do it my way" -- but that's not coaching.

Most employees want to do their best and welcome coaching, if done effectively.

Situational Leadership is an approach based on the employee's development level; that is, competence (level of knowledge and skill) and commitment (level of desire, confidence). For example, a low competence-low commitment person requires specific instructions and encouragement. A high competence-high commitment person requires basic information and prompting so she/he can figure out what to do. There is a two-day Situational Leadership II class that is offered as part of the Management Training Program.

Coaching Steps
Ask yourself:

Is a performance deficiency due to the person not being able to perform (lack of training, external obstacles, etc.), not wanting to perform (lack of interest, fear, etc.), or something else?

Does the employee recognize the need or value of coaching? How do you best approach the person for a successful coaching outcome?

Let the employee know you're on his or her side. Be positive, helpful.

Specify the behavior that needs to be improved or that can be even better. Focus on the issue ("This process is best done this way"), not on the person ("You have been doing this wrong").

If the person has experience, ask how she/he handles the situation and why. Get their side of the story -- what they know and think.

Listen without judgment. You will have time to correct performance later. Let the person have "face-saving" reasons for previous problems as long as she/he clearly wants to improve. And, won't likely use them again.

Depending on the person's development level (competence and commitment) as described by Situational Leadership II (SLII), provide the corresponding encouragement and guidance.

Once you mutually agree on the best course of action, have the person demonstrate it.

Evaluate the person's performance and provide feedback.

You may need to develop a written plan with the employee to work the problem over time. The plan includes:

The performance problem, specifically and objectively described

The performance goal, specifically described

Actions taken by whom and by when

Performance milestones (improvements) along the way

Have the person describe the plan so you are satisfied of his/her commitment and understanding.

Express confidence in the employee; that she or he will show sufficient progress or will get it right the next time.

Follow up to ensure success

Do not coach personal problems. Focus on job performance. If an employee's personal problems are preventing effective coaching; see Employee Assistance Program in this handbook. If an employee does not respond appropriately to effective coaching or counseling, it may be appropriate to see Discipline in this handbook.

Management Responsibilities
Know how and when to effectively coach, and do it.

Management Resources
See Human Resources, Employee Relations and Labor Relations

See People Skills/Feedback and Listening, below.

Coaching for Performance: class code MT000583

Situational Leadership II: class code MT000219

Feedback
Feedback is describing to someone how you assess her/his work performance or the person's impact on others. The more immediate, specific, objective and helpful you are, the less likely the person will disagree with your improvement feedback and the more likely the person will appreciate your positive feedback.

Immediate

Assuming the person is not highly emotional at the time, sooner is better than later. Immediate feedback carries more weight (is more likely to influence performance). It also shows providing feedback is a priority to you.

Specific

What specific behavior are you describing? Saying "Good job" is nice. But, it is not effective in specifying what performance you want to see continue. Saying "You have a bad attitude" doesn't describe what behavior needs to change and it is insulting to most people.

Objective

The employee may question your objectivity, especially if you appear biased or to have no grounds for your conclusions. Ideally, how would 99 out of a 100 people assess the person's behavior or outcome? How did you determine that the person's performance was worth mentioning? If it was difficult to measure (quantify), how does it compare to

clearly defined standards and examples (meets expectations, exceeds expectations, needs improvement)?

Helpful

Your job is to get the best performance from your employees. Do they know this? Do they trust that you're on their side even when you provide critical feedback? If you aren't sure if your feedback was understood or accepted, ask (three-way communication).

Most people want to know if they are performing on-target or not. Some people accept feedback better than others. Some people are extremely aware of feedback (subtle body language, voice tone). Sometimes people don't notice others' reactions unless it's pointed out to them.

How the feedback is provided (people skills) makes the difference between employee performance improvement and resistance and arguments. If an employee resists skilled feedback, and performance problems continue, see the section on Discipline.

Situation-Behavior-Impact (SBI) steps for delivering both positive and negative feedback:

- Describe the situation the person was in

- Describe the person's behavior

- Describe the impact the behavior had

- Describe the Situation

- Be specific as to what happened, when it happened and the context. Refrain from adding judgmental statements. Be as neutral as possible, avoiding words that might trigger defensiveness. The idea is to objectively recall the event.

Describe the Behavior

Specifically describe what behavior needs to stop or continue in order to improve performance. Avoid using terms that describe the person ("You are rude."). Use terms that describe the person's actions ("Several times you interrupted the speaker"). The more observable behaviors that can be described, the better. Capture not only what people do, but how they are doing it ("When you interrupted, you used a loud, angry voice and were shaking your finger"). This requires keen observational skills in order to describe nonverbal communication and body language.

Describe the Impact

Describe the impact the behavior had on you: It is harder for the person to dismiss your personal experience and it is more likely they will hear what you've said. You are sharing your personal point of view and asking the other person to view their behavior from your perspective. This can build trust and lead to honest sharing. If you describe

the impact the behavior had on others or the organization, provide objective examples to avoid interpretations and arguments.

Management Resources

Performance Appraisals training; class code MT000203

Performance Management Fundamentals; class code MT000584

Listening

Effective listening shows interest in others; in their well-being, opinions and feelings. Employees are more likely to approach you with ideas and concerns.

Effective listening by you models how to receive feedback. If you expect them to listen well to your feedback, you must listen well to theirs.

If they have something to tell you, or if you sense they do, let them do most of the talking – at least at first

Give them your undivided attention - eye contact, nodding, an open posture (no crossed arms and legs), appropriate facial expressions in response to what the person is saying

Don't be defensive. Withhold judgment. If they have a criticism, consider it and perhaps accept it. If they verbally attack you, don't make it worse by retaliating.

Ask questions to ensure you understand

Summarize the discussion

Thank them

Recognition and Awards

Effectively recognizing and awarding significant employee accomplishments builds individual and group morale. It also enhances teamwork, cohesiveness, similar performance and stretch goals.

Recognition (praise, appreciation, pride, celebrations) can be very powerful. Generally, it is more effective than tangible awards of money or prizes for increasing and maintaining performance and morale.

Employees will gladly accept prizes and money. But, the real value is the sense of accomplishment and pride in a job well-done; as well as being recognized by respected people, camaraderie, and the team celebration of overcoming challenges to achieve an important goal. Recognition (when done well) paired with tangible awards can be the most effective.

Recognition

Recognition is most effective when immediate, specific (you know what was accomplished by the person and how), objective (has real, demonstrable value) and sincere (you convey your true appreciation, pride and respect).

Some employees prefer low-key, private recognition. Most, if not all, employees appreciate being appreciated. When in doubt, ask the employee.

Team celebrations are very effective for enhancing camaraderie, morale and performance. Have team members describe the challenges, frustrations, humor, victories and events that went into the team accomplishment. Reliving the experience, laughing at themselves, thanking others for helping and sacrificing, showing pride in overcoming obstacles -- all of these enhance team morale and create an environment for increased performance.

Awards
The following are described in GBP-HR-14, Employee Recognition and Awards. See the GBP for eligibility, how to nominate employees and how to process awards.

CEO Lifesaving Award – Efforts that diverted or minimized a life-threatening accident and/or were instrumental in saving a life.

Leadership Performance Award – Performance that is extraordinary, reflects core values, and contributes to strategic objectives.

CEO Recognition Lunches – Performance that is significant to nuclear safety and/or Excellence in Performance.

Environmental Stewardship Awards – Exemplary environmental performance and management and company commitment to environmental stewardship in all activities.

Performance Enhancement Plan (PEP) – Positive impact on individual and group behavior as related to Energy Northwest objectives.

On the Spot Recognition – Exemplary performance and to enhance and heighten awareness of the Gold Card program.

Monetary Awards – Immediate award for outstanding performance. Includes environmental stewardship.

Management Responsibilities
Know when and how to effectively recognize employees and celebrate accomplishments

"Catch them being good" – Look for examples of laudable performance.

Frequently Asked Questions

Who is eligible to receive awards?

Regular and project employees are eligible for all awards. See the GBP to determine if temporary employees and contractors are eligible for an award.

Who gives or nominates awards?

Management nominates and processes all awards except On the Spot Recognition awards, which can be given by all regular employees with management approval.

Is there a limit to dollar amounts?

If a Leadership Award exceeds $499, CEO approval is required.

Management Resources
[GBP-HR-14](), Employee Recognition and Awards

Performance Management Fundamentals training; class code MT000584

Performance Appraisal Process

Purpose

To ensure employees understand the work expectations for them and how well they are meeting the expectations. To effectively manage performance and support employment actions such as recognition and awards, merit increases, development, promotions, corrective action, and discipline.

Performance = Results (what work is achieved) + Behavior (how work is achieved)

Performance Management

Pinpoint the desired performance; establish written performance expectations for each employee

Measure performance; establish the criteria to be used to define desired and undesired performance

Feedback to the employee how well he/she is meeting the criteria

Consequences – Provide consequences to influence target performance in the desired direction (maintain, decrease, increase). Examples of consequences are: recognition and awards, desirable assignments, development opportunities, promotions, merit increases, coaching, discipline.

Management Responsibilities
Involve the employee in the performance appraisal process of setting and measuring expectations. Ask for their ideas.

Document expectations and appraisals of performance on the Performance Appraisal document.

Ensure goals are Specific, Measurable, Achievable, Realistic, Timely.

Provide as-needed feedback; for example, more frequent and detailed feedback for employees new to a task.

Conduct a mid-year review and an annual appraisal each year.

Include professional development goals for non-bargaining employees and for those bargaining employees interested in them and describe ways to increase employee knowledge, skills and abilities for the current position and future responsibilities.

Ensure that there are no "surprises" for the employee on appraisal.

Frequently Asked Questions

Who is included in the performance appraisal process?

All regular and project employees, full and part-time, bargaining and non-bargaining. Not included are contractors and temporary employees.

Where are performance appraisals filed and maintained?

Performance Appraisals are maintained within the PeopleSoft program. (NOTE: for appraisals prior to FY09, hard copies are located in the employee's personnel file).

What are the due dates for performance appraisals?

The annual appraisal must be complete in PeopleSoft by no later than August 15 of each year. Completion of the annual appraisal includes drafting the appraisal, acquiring one-over-one approval, meeting with the employee, and obtaining the employee's electronic acknowledgement. NOTE: Face-to-face meetings with non-bargaining employees on their appraisal results are to occur after the employees have submitted their self-evaluations, which are due June 30 of each year.

In addition, a less formal Mid-Year Review must be completed by no later than January 31 of each year. During the Mid-Year Review the supervisor and employee evaluate progress towards goals and expectations by electronically entering and sharing brief, high-level text comments and then meeting face-to-face to discuss them. The supervisor is expected to type a rating into the text comments for each section, but the Mid-Year Review does not require an employee self-evaluation or routing for approvals.

How do performance appraisals get created for my employees?

An appraisal document will be created by Human Resources on each of your employees shortly before the beginning of the new annual appraisal period. You then must add three SMART goals, as well as one professional development plan item to the appraisal document by no later than July 31 each year. In addition, you must assure each employee has three active SMART goals and one professional development plan item on January 31 of each year so they continue to have active goals to achieve during the second half of the annual period.

NOTE #1: New employees hired from outside of Energy Northwest are not required to have an appraisal or Mid-Year Review completed on them unless they were employed at least 3 months before the appraisal or Mid-Year Review is due. NOTE #2: Bargaining unit employees are encouraged but not required to have a professional development plan.

I've hired a new employee from outside of Energy Northwest. How do I create an appraisal?

Since new hire employees from outside Energy Northwest were not employed at the time Human Resources created employees' appraisals (see above), the employee's manager must create one for them. This is done by the manager in the PeopleSoft system through Manager Self Service>Performance Management>Performance

Documents>Create Documents. The proper template needs to be chosen and the Start/End dates must be entered. If the employee is a supervisor or managers with direct reports, they need the "leadership" appraisal template; otherwise, they need the "non-leader" template. Further, if the employee's start date is before October 1, they must have a standard appraisal template. If it's October 1 or after, they need a "prorated" appraisal template, which removes the Mid-Year Review component since they will not have been employed long enough for such a review. NOTE: The Start Date for all appraisals created must be July 1 regardless of the date the employee was hired. This ensures that it will be properly identified for evaluation during annual merit pay processes.

How do I get performance appraisal training?

New managers and supervisors will receive training on performance appraisals during their initial qualification classes. Existing managers and supervisors can consult the handbook for performance appraisals located on the Manager 411 site on SharePoint. If the handbook does not answer the question, please contact your Human Resources Generalist for more information.

Management Resources
Performance Appraisal Handbook on the Manager 411 site on SharePoint

GBP-HR-20, Performance Planning/Appraisal

Performance Appraisal training MT000203

The Human Resources Generalist assigned to your department.

In this handbook, see Files/Employee Performance; People Skills/Coaching/Feedback/Listening/ Recognition and Awards; Discipline

Plant Logging System (PLS)

PLS is a database comprised of modules specific to Columbia plant functioning, mainly fire protection and fire impairments. PLS is mainly used by Operations, Work Control, Outage, Engineering and Fire Protection. PLS maintains fire protection/barrier impairments. PLS allows management to view current plant status in these areas. The current software is in the process of moving to the eSOMS Suite with historical information is available for view only.

Management Responsibilities
If your group uses PLS, know what data to enter and how. Ask your supervisor or administrative staff or contact the Operations Department PLS Technical Representative (see below).

Frequently Asked Questions
How do I obtain access to PLS?

All Energy Northwest personnel have access to PLS. In the Network folder, click on the icon for "Plant Logging System 32." The user id is "Guest" and the password is "Guest". If your job requires edit capability, see Management Resources, below.

What is the difference between the Plant Tracking Log and the Plant Logging System?

The Plant Logging System was initially developed for the Operations department to track operator activity. The program has evolved over time to include other plant organizations. The Plant Tracking Log is slowly phasing out however few modules still exist. The Corrective Action Program has been moved from PTL to Asset Suite. The PTL database is still available for searching historical data.

Management Resources
Contact Operations Department, extension 8670

Technical Representative

IS Business Systems Supervisor, extension 8764

Policies and Procedures

The procedure program at Energy Northwest is the responsibility of the Records and Information Management department. Procedures provide guidance in progressively increasing detail to meet established commitments or requirements. Procedures must not deviate from or supersede the direction of a higher level procedure. Common procedures that provide administrative requirements, commitments and management expectations are:

Site-Wide Procedures (SWP) - All activities common to the Nuclear Operations of Energy Northwest and ISFSI (Independent Spent Fuel Storage Installation). Site-wide procedures also may apply to Energy Northwest organizations outside of nuclear operations.

General Business Procedures (GBP) – All activities common to Energy Northwest.

Volume 1 Plant Procedures/Generation Procedures – All activities common to Columbia and ISFSI.

The Industrial Safety Program Manual (ISPM) - Provides a consolidated list of definitions, program responsibilities, and requirements for accident/injury and near-miss reporting, investigations, safety meetings, and other safety topics.

Department Level Procedures - Processes controlled by or governed by that department. May be either technical or administrative.

Department Instructions or Orders - Detailed direction for activities specific to the department.

There are also Executive Board policies and Policy Statements

Management's Responsibilities

Follow SWP-PRO series procedures when creating all levels of Procedures, Instructions, and Orders

Follow GBP-PRO series when creating all General Business Procedures, Policies, Manuals and Department Instructions.

Frequently Asked Questions

How do I find the most recent procedures?

See Asset Suite/Document Management System in this handbook.

What is the process for creating, revising, canceling, or editing a procedure?

Refer to SWP-PRO series or GBP-PRO series (see below).

Management Resources

SWP-PRO-01, Procedure Use and Adherence

SWP-PRO-02, Preparation, Review, Approval and Distribution of Procedures

SWP-PRO-03, Writer's Manual

SWP-PRO-04, Procedure Program – Including Procedures, Instructions, Forms and Manuals

GBP-PRO-03, Preparation, Review, Approval and Distribution of Corporate Procedures, Department Instructions and Manuals

Quick Reference Cards on SharePoint - Search under Hot Topics/Asset Suite/User Documentation/01-Quick Reference.

Records and Information Management Supervisors at extension 2492 or 4733.

Radiological Protection Program

The Columbia Radiation Protection Program is designed to protect plant workers and the public from the harmful effects of radiation and radioactive material. Procedures and processes control the radiological aspects of work at Columbia by qualified Radiation Protection staff and assure that exposures are maintained "As Low As Reasonably Achievable" (ALARA).

Management Responsibilities

Ensure your personnel are prepared to answer the following questions prior to entering the RCA:

- Why are you going into the RCA?

- What RWP are you logging in on?

- Do you know the radiological conditions in your travel path / proposed work area?

- How are you going to minimize your dose while in the RCA?

- What are the radiological postings for the areas you will be working in? (i.e. Radiation Area, Contaminated Area, etc.)

- What are your electronic dosimeter set points?

Frequently Asked Questions

How can I get my radiation workers in-processed?

After successfully completing Radiation Worker Training (PA-02) employees visit Radiation Records (dosimetry office – Willamette 176) to have their exposure records processed and personal dosimetry issued.

When must workers have a face-to-face meeting with an HP staff member?

Personnel are expected to complete an RCA "TRIP" ticket and have a face-to-face meeting with an HP Technician prior to each RCA entry, unless the interface has been procedurally exempted via the Self-Briefing process. Self-Briefing allows personnel to review the radiological survey maps prior to entering the RCA and if their activities meet the following limitations, they may enter the RCA without a face-to-face meeting with HP staff:

1) Work is categorized as low radiological risk.

2) Limitation for radiation areas: no work in areas greater than 25 mrem/hour.

3) Limitation for radioactively contaminated areas:

- NO work in areas greater than 10,000 dpm/100 cm2.

- NO alpha level 2 or 3 zones.

- NO airborne contaminated areas.

- NO work above 7 feet.

- NO posted High Radiation, Locked High Radiation, or Very High Radiation Areas (i.e., this would include an area less than 25 mrem/hr, but posted as a high radiation area or greater).

4) Limitation for work activities that may change the radiological conditions, for example:

- NO abrasive work activities (cutting, grinding).

- NO transfer of materials obtained from Radiation Areas, High Radiation Areas or Locked High Radiation Areas (LHRA).

- NO opening of contaminated containers.

- NO use of ladders to access areas above certain heights, such as 7 feet.

- NO contaminated system breaches or system operation, such as opening a valve that could allow radioactive material to transfer through a pipe.

Management Resources

SWP-RPP-01, Radiation Protection Program - Description of the Radiation Protection Program

GEN-RPP-04, Access To, Conduct In, and Egress From Radiologically Controlled Areas

HP Desk at Access Control (24/7 availability): 377-2245

Chemistry/Radiological Services Manager (RPM) – Tony Hedges: 377-6149

Nuclear Security

The purpose of Nuclear Security is to protect the health and safety of the public and our employees by:

- Protection against radiological sabotage
- Protection of plant personnel
- Protection of company assets

Management Responsibilities

Ensure you and your employees follow procedures, management expectations and policies for activities relating to the Columbia Security Program.

Be constantly alert for situations which may jeopardize the security or safe operation of Columbia.

Immediately report to the Shift Manager, the Security Force, or to the appropriate organizations described in this handbook any situation which indicates a threat due to substance abuse, psychological disorders, debilitated health or poor judgment such as pranks, horseplay or overt violation of facility procedures or policies.

Ensure that you and your employees with unescorted access to Vital Areas know the areas to which they are authorized access.

Frequently Asked Questions

How do I expedite the processing of visitors/vendors through the Security Checkpoint?

Fill out the Visitors form (on the SharePoint menu). Notify your visitor not to bring prohibited articles to Columbia Generating Station. For reasons of congestion and safety, do not meet your visitors at the Security Checkpoint unless specifically requested by Security. If at all possible, schedule your visitor to arrive at the Security Checkpoint no earlier than 0700 hrs. to avoid the morning rush of traffic.

How do I expedite the processing of visitors into the Protected Area of Columbia?

Complete form 15614 - Energy Northwest Visitor Log and Instructions. This form is located on SharePoint and is located under commonly used links, "Visitor Badge

Request (PA)". Submit completed form 72 hours in advance of the requested date of access.

 Complete the "Visitors to Energy Northwest" form located on SharePoint.

Questions concerning visitor processing or verification for short notice can be obtained by calling the Security Supervisors at ext. 2185

What is Safeguards Information?

Any information which identifies or describes Energy Northwest detailed security measures for the physical protection and location of plant vital equipment.

How do I get someone cleared for access to Safeguards Information?

Review SWP-SEC-02 prior to taking the Computer Based Training (CBT) test.

Complete the CBT training test in the Network Folder on your computer Desktop.

Manager/Supervisor must complete a Request for Safeguards Access for the employee needing access to SGI in SSIS and submit the form for workflow approvals.

How do I remove someone's access to Safeguards Information when they no longer require access through termination, transfer or no longer have a need to know such information?

Complete Safeguards Termination through SSIS.

What are prohibited Items on Energy Northwest property?

Items that are not related to the conduct of work or that do not serve a purposeful function within the environment and are considered contrary to safety and security. Such items could be used to adversely affect personnel, systems, or equipment required to protect special nuclear material (SNM). See SWP-SEC-03, Security Responsibilities of Site Personnel for additional information.

What is Contraband?

Firearms, explosives, incendiary devices or other items that may be carried or concealed by personnel, packages, materials, or vehicles and could be used to commit radiological sabotage

What is Tailgating?

Following another person into a vital area without properly utilizing the badge reader. Always use your security badge to access a vital area.

Some of my employees need to transfer a large piece of equipment through a vital area door and will need to hold the door open for an extended period of time, what do I do?

Have them contact Security via the card reader intercom if the door will be open for a material transfer. Vital area doors left open for an extended period of time require coordination with security operations. Removing those doors from service requires authorization from security.

Management Resources

[Nuclear Security](#) or type SharePoint keywords" Nuclear Security".

Andy Black, Operations Support General Manager – 377-8147

Sean Clizbe, Security Operations Manager – 377-4398

Tyson Best, Security Operations Supervisor – 377-5578

Steve English, Security Compliance Supervisor – 377-8317

Cortland Robinson, Security Scheduler – 377-5360

Security Lieutenant – 377-2185/2381

Security Sergeant – 377-2185/2381

Security Communications Center (SCC) – 377-8065

Building 88 (Security) FAX – 377-2394

References

GBP-FIN-09 (section 2.4.3), Property Loss, Damage or Theft

GBP-SEC-03 (section 6.2.1), Industrial Security Program

GBP-SEC-04 (section 6.2.2), Security Surveys and Investigations

GBP-SEC-06 (section 6.2.4), Energy Northwest Parking Areas

GBP-FAC-01 (section 6.3.3), Lock and Key Control

GBP-SEC07 (section 6.4.1), Bomb Threats

SWP-SEC-01, Vital and Protected Area Key and Lock Control

SWP-SEC-02, Protection of Safeguards Information

SWP-SEC-03, Security Responsibilities of Site Personnel

SWP-SEC-04, Access of NRC Personnel

SWP-SEC-05, Contingency Events, Response, and Reporting

Forms

[Form 310](#), Termination Clearance

[Form 15446](#), Unescorted Access Authorization Request

[Form 15614](#), Instructions to Visitor/Escort

[Form 16412](#), Area Access Status Change/Termination Notification,

Shift Operations Management System: Equipment Tagout

The Shift Operations Management System (eSOMS) is the primary software program used by site personnel to track various components of operation. eSOMS is used to implement the clearance and tagging program, Operator, HP, and chemistry narrative

logs and turnover, Technical specification tracking, fatigue program, operator rounds, and night orders.

Management Responsibilities

Understand the eSOMS tools you and your employees use. All personnel have read-only access, however training and/or job position is required to obtain specific security rights enabling edit and write access within the eSOMS application. If your work activities do not require working within the eSOMS application, then no training is necessary. All personnel may access eSOMS using their network login ID and password. Generic read-only access will allow a user to view data and print tag out sheets, but will not allow the user to modify data.

It is a Columbia management expectation that all personnel working under a tag out are signed onto the work order(s) they are working under per the requirements of PPM 1.3.64. For the safety of personnel working on equipment, management with oversight responsibility for personnel working in the plant should ensure full compliance with this expectation.

Frequently Asked Questions

How do I get eSOMS access from my computer?

The eSOMS Tagout application has been loaded onto all Columbia computers and is accessible from the Network folder. Double click on the eSOMS Suite icon to launch the eSOMS application. If problems are encountered call the IS Help Desk at ext. 8400

How do I obtain the necessary training to work in eSOMS?

Contact Operations Training (ext.8601) and ask for the person who oversees Tagout training or for generic eSOMS usage, contact applicable department training group.

How do I obtain security rights to work in eSOMS after I complete training?

After completion of Tagout training has been entered into AS9, elevated access rights to eSOMS are automatically updated within 12 hours of AS9 qualification changes.

How do I log into eSOMS if all I want to do is look at information?

All personnel may access eSOMS using their network login ID and password. Generic read-only access will allow a user to view data and print tag out sheets but will not allow the user to modify data.

Management Resources

The IS Module Lead is Aaron Riggs, ext. 5019.

The eSOMS Software Administrator is Jeff Rex, ext. 2463.

Help Line

Ext. 8400 is the IS Help Desk for computer problems or concerns.

Time & Labor Process (PeopleSoft – Reporting/Approving Work Hours)

The PeopleSoft Time & Labor module is used for payroll processing and for cost reporting. Payroll is processed bi-weekly for all approved employee work hours that are entered into Time & Labor.

Management Responsibilities

Ensure that employees accurately report their time and that the time is approved by midnight the end of the pay period.

Frequently Asked Questions

Where do I go to enter and/or approve time?

 Select the PeopleSoft icon located in your Network desktop folder.

How do I make a change to the prior pay period?

Submit to Payroll a Time Modification form (26295) signed by the employee and an individual with Time & Labor approval authority.

Who has Time & Labor approval authority?

Managers, supervisors and leaders

Management Resources

The Payroll Department can be called at 372-5154.

Relevant GBP's are HR-25 (Personal Time and Disability Supplement), HR-26 (Holidays), LEG-07 (Jury and Witness Duty), and FIN-18 (Time Reporting).

You can view the "Payroll Calendars" for Holidays and Pay Days in SharePoint under Departments/Chief Executive Officer/Corporate Support Services/Human Resources.

See Human Resources Department/HR Management System in this handbook.

Training

Energy Northwest has the following National Academy for Nuclear Training / Institute for Nuclear Power Operations (INPO) accredited training programs: Operations, Maintenance, Engineering, Health Physics, and Chemistry.

These programs are required by the Nuclear Regulatory Commission to operate CGS. INPO establishes program standards and evaluates the programs. If CGS does not maintain the training programs accredited, the plant cannot be operated.

All accredited programs use the Systematic Approach to Training (SAT), which is a comprehensive, detailed method for training analysis, design, development, implementation, and evaluation.

Student attendance in Training is important for several reasons. An obvious one is to maintain and improve your knowledge, skills, and ability. This ensures that we maintain and operate this plant safely. A not-so-obvious reason being the compound benefits that occur from the sharing of your unique experiences, knowledge, and skill with the

other students during a training session. Another more regulatory-oriented consideration is the fact that outside organizations form a perception of how important we consider training to be based on Line behaviors toward training, including our attendance and tardiness performance. It is important that we understand the impact on training sessions when students do not meet expectations for attendance and being on time.

Our standards for attendance and tardiness are simple……be on time when arriving for class and returning from breaks, and provide 24 hour notice if you cannot attend a scheduled training session. More details are provided in GBP-TQS-01, Training Attendance.

Management Responsibilities
See Key Roles in Effective Training (next page) for training roles of management, students, and instructors

Frequently Asked Questions
What is a TAG?

Each program has a Training Advisory Group (TAG) comprised of members of Training and Line personnel (management, instructor, and student populations) to ensure training quality and effectiveness. They review training needs and course development, implementation and effectiveness. More information on training committees can be found in SWP-TQS-02, Training Committees.

Management Resources
Insight into the key aspects of and responsibilities for training and qualification endorsed by the National Academy for Nuclear Training is in ACAD 02-004, Guidelines for the Conduct of Training and Qualification Activities.

An overview of SAT is in ACAD 02-001 Objectives and Criteria for Accredited Training in the Nuclear Power Industry, Appendix A, "SAT – The Essential Elements" It is about 4 pages and can be found on the INPO website. In your computer Network folder, there is an icon to logon to the INPO website.

Management Training

Training is used as a strategic tool to provide baseline knowledge and skill needed for competent performance as an Energy Northwest manager or supervisor. Coaching, feedback and continuing training are used to further develop capability and improve performance. Managers and supervisors attain official qualification status to allow them to perform their duties independently.

Management Responsibilities
Ensure assignment to the applicable qualification groups

Fulfill training requirements

Apply training knowledge and skills in the workplace

Be an active participant in the training process

Frequently Asked Questions

How do I know what courses are required for me and when I need to complete them?

Training requirements are outlined in the Qualification Directory.

Will I be notified when training is available?

Yes, notification of training will be forwarded to those assigned to the management qualification groups.

Management Resources
TPD-3, Energy Northwest Manager and Supervisor Training Program Description

Contact Michael Laudisio at ext. 8146

Travel

For official business travel, complete a Travel Authorization Request (TAR) form. Once the form is signed, you may submit your reservation through the Energy Northwest's contracted Travel Agency. After completion of a business trip, submit the signed Travel Expense Report (TER) to Payroll for reimbursement of your travel costs.

Management Responsibilities
Authorize the business trip by initiating a TAR.

You are responsible for reviewing GBP-FIN-15 for business travel with your employee prior to her/him taking a business trip.

Frequently Asked Questions
Where do I obtain a TAR?

The TAR (Form Number 110) is available in Asset Suite

How do I make a travel reservation?

Contact the contracted Energy Northwest travel agency. E-mail or fax the travel agency a copy of your signed TAR.

Where to I obtain a TER?

The TER (Form Number 112 or 112B for trips longer than 7 days) is available in Asset Suite.

How do I receive refund?

Submit a TER, signed by your supervisor with proper receipts, to Payroll. If the travel reimbursement is received in Payroll by noon on Thursdays, an Accounts Payable ACH deposit will be made to the employee the following Friday.

Management Resources

GBP-FIN-15, Business Travel

Payroll, ext. 5154

Access Authorization Program

The Access Authorization Program provides assurance that only individuals who have been found to be reliable and trustworthy and do not constitute an unreasonable risk to the health and safety of the public, including a potential to commit radiological sabotage will be certified unescorted access authorization (UAA) and/or granted unescorted access (UA) to the protected area of Columbia Generating Station and/or the Independent Spent Fuel Storage Installation (ISFSI).

Management Responsibilities
Determine the necessary access levels, training requirements, and associated qualifications for the Energy Northwest or contractor/vendor employee.

Submit a completed Unescorted Access Request (UAR) utilizing the Security Screening Information System (SSIS) database requesting only those areas to which the individual requires unescorted access. Submittal of the UAR to Access Authorization will initiate the necessary background screening elements associated with applying for unescorted access. Ensure only accurate information is submitted when completing an UAR, to include verification of the individual's full legal name and correct social security number.

Submitting an electronic ePRF to Inprocessing to begin the Asset Suite entry/update process. The ePRF submittal process will initiate the scheduling of applicable background screening, testing and training requirements associated with unescorted access.

Ensure the Behavior Observation Program requirements are observed while the individual is inprocessing for unescorted access and after they have been granted unescorted access.

Ensure an Unescorted Access Termination Request (UATR) is submitted for each individual who no longer requires unescorted access to Columbia Generating Station. The UATR should be submitted by the individual's last scheduled workday. Failure to submit an UATR, in a timely manner, will result in a late termination.

Submit additional requests as required (Safeguards Information Requests, Access Level Change Requests, etc.) utilizing the SSIS database.

The Access Authorization Program (AA), Fitness-for-Duty Program (FFD) and Behavior Observation Program (BOP) together provide the framework for overseeing and monitoring the initial and continued trustworthiness and reliability of individuals certified UAA, granted UA or maintaining UAA/UA.

Frequently Asked Questions
How do I know what level of screening will be required for an individual requesting unescorted access to Columbia Generating Station?

Contact a member of the Access Authorization staff.

How long will it take before unescorted access will be granted?

It depends on the level of screening required, the timeliness of the response for personal information, the chemical testing clearance process, and completion of HP/GET training. The listed Point of Contact will be notified when unescorted access authorization has been granted and the employee's badge has been made available for pick-up.

Management Resources
Access Authorization Office is ext. 8289, ext. 8392, ext. 8292 or ext. 8316

Fitness for Duty Office is x4644

SWP-SEC-07, Nuclear Power Plant Access Authorization Program

In-Processing
Personnel in-processing activities are necessary to meet the requirements of Access Authorization, Fitness-for-Duty (FFD), GET, radiation exposure records/whole body counting and medical (if required), for the purpose of gaining site and/or plant access, corporate computer network access, and for the performance of assigned tasks. The individuals responsible for administration of these programs will determine the specific in-processing needs, and any possible deviations from those requirements, in accordance with the applicable department procedures and related practices.

Management Responsibilities
Determine the necessary access levels, training requirements, and associated qualifications for the Energy Northwest or contractor/vendor employee.

Submit a completed Unescorted Access Request (UAR) utilizing the Security Screening Information System (SSIS) database requesting only those areas to which the individual requires unescorted access. Submittal of the UAR to Access Authorization will initiate the necessary background screening elements associated with applying for unescorted access. Ensure only accurate information is submitted when completing an UAR, to include verification of the individual's full legal name and correct social security number.

Email #inprocessing distribution to find out the next available date for a new hire to In-Process. Complete an ePRF (electronic personnel requirements form) found under Apps on SharePoint. The ePRF submittal process will initiate the scheduling for related screening, testing and training requirements associated with unescorted access.

Frequently Asked Questions

When are individuals in-processed?

Individuals requesting unescorted access will be scheduled on Mondays and Tuesdays, with a limit of 12 individuals per day.

What is the deadline for submittal of the ePRF?

14 days prior to their Access Authorization appointment.

Who enters the necessary information into Asset Suite to ensure the training qualification codes get properly posted?

The In-processing Staff; however, entry into Asset Suite will only occur after the individual's management has completed and submitted the required documentation to In-processing.

Management Resources

In-Processing Coordinator, ext. 2096 / MAL, ext. 6112
Fitness for Duty Lead ext. 4644