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Millstone Unit one OPERATIONS MANUAL

SECTION 2.7

"CONTROL ROOM PROTOCOL"

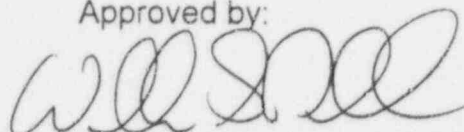
Sponsor: D. J. Meekhoff

6-20-97

Effective Date

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Approved by:



MP1 Operations Manager

READING MATERIAL

1.0 PURPOSE

- 1.1 The primary function of the Control Room staff is to be continuously aware of plant status and trends to protect the health and safety of the public.

2.0 CONTROL ROOM PROFESSIONALISM

- 2.1 During **ALL** plant operations, a licensed operator will have primary responsibility for the CRP 905 panel. This operator is known as the "Operator at The Controls."

2.1.2 The "Operator at The Controls":

- Is responsible for operating/monitoring CRP 905.
- Will coordinate/communicate with the PEO's such that during routine distractions, the Control Room Panels *WILL NOT* go unmonitored.
- Shall be the primary license assigned to monitor the plant.
- When phone calls occur, the "Operator at The Controls" is expected to monitor the panels during the phone call.
- Appropriate turnover per 1-OM 6.2 is required.
- Shall not be 'normally' involved in routine operations that distract him/her from monitoring the Control Room Panels.

- 2.2 Operators shall be alert and attentive to control board indications and alarms.

- 2.2.1 Operators are to be aware of the status of all annunciators in the alarming status or having a Trouble Report against them

- 2.2.2 While computer trends (groups) provide useful data, they are not to be used in place in place of control board indications

- 2.3 The Control Room environment shall be quiet and businesslike.

- 2.3.1 Works areas are not to be cluttered (i.e. duffel/gym bags, unused procedures and drawings *not* laying about)

- 2.3.2 Use of the INTERNET is not authorized on computer terminals inside of the 'Operations Area.'

- 2.3.3 All visitors and station personnel shall be treated with respect.

- Greet all visitors and welcome them into your Control Room

- Unit Supervisors' will acknowledge visitors and ensure the performance of Control Room personnel is not affected by their presence.
- 2.4 Equipment operation, and other activities involving operation of plant equipment, will be announced to other Control Room personnel prior to its' operation.
- 2.4.1 During normal plant operations, announced equipment manipulations must be confirmed by supervisory repeat back prior to its' operation.
- 2.4.2 Plant announcements should be made for all major equipment starts and stops.

3.0 ALLOWED READING MATERIAL

- 3.1 Operators shall be permitted to read material of a professional nature that is related to the plant.
- 3.1.1 Where doubt exists, the permission of a Shift Manager shall be obtained prior to reading the material.
- 3.2 The following list of documents is indicative of the type of material that may be read by Operators in the Control Room and in other operating areas:
- 3.2.1 Approved plant procedures
 - 3.2.2 Proposed procedure revisions
 - 3.2.3 Technical Specifications
 - 3.2.4 UFSAR
 - 3.2.5 Code of Federal Regulations
 - 3.2.6 NRC publications and documents
 - 3.2.7 INPO publications and documents
 - 3.2.8 Training material
 - 3.2.9 Technical information provided by vendors and suppliers of station equipment
 - 3.2.10 Information on station equipment and/or system modifications
 - 3.2.11 Nuclear Safety Review (PORC/NSAB) information
 - 3.2.12 Station drawings, prints, and instruction books

- 3.2.13 Operations Manual
- 3.2.14 Policies and Night Orders, Operations Management Correspondence and Company Correspondence
- 3.2.15 Control Room Information Book (1-OM-9.3 Operator Aids)
- 3.2.16 Safety manuals
- 3.2.17 Shift schedules
- 3.2.18 Required Reading material
- 3.2.19 You and Your Job
- 3.3 The following material may be read by Operators during working hours in the lunch/break areas and office areas (not in the Controls Area).
 - 3.3.1 Station information publications
 - 3.3.2 Company bulletins and letters, including Employee Assistance Program
 - 3.3.3 Information on station programs or projects
 - 3.3.4 Credit Union information
 - 3.3.5 Trade magazines (i.e. Nuclear News, Power, Nuclear Professional, etc.)
- 3.4 In addition to the foregoing documents, information of interest to Operators may be posted on the bulletin board in the MCR.
 - 3.4.1 This information includes activities such as softball games, fishing trips, merchandise being sold, etc.
 - 3.4.2 All information posted on bulletin boards must be neat and shall NOT be offensive or derogatory in nature.

4.0

DISALLOWED MATERIAL

- 4.1 Non-technical reading material is NOT permitted in the power block, operating areas, or break areas except as allowed in 2.0 above.

5.0

CONTROLS AREA

- 5.1 Reading material shall not be placed in a manner which would prevent observation of instrumentation or controls, reduce the ability to operate controls, or present a potential for inadvertent or accidental operation of controls.

6.0

MANAGEMENT REVIEW

- 6.1 It is the responsibility of Shift Management to monitor and enforce the personal reading requirements described above.
- 6.2 If disallowed material is observed in the power block or any operating areas, Shift Management is authorized to dispose of the disallowed material.



Northeast
Utilities System

Memo

June 23, 1997
MP1-OPS-97-048

TO: Distribution

FROM: W. G. Noll

Bryan C. Meryman for WGNoll

SUBJECT: Issuance of MP1 Operations Manual Sections

1-OM-2.7, Rev. 0, "Control Room Protocol"
1-OM-2.9, Rev. 0, "Shift Turnover Policy"
1-OM-3.3, Rev. 0, "Licensed Operators"
1-OM-3.5, Rev. 0, "Shift Technical Advisor"
1-OM-4.2, Rev. 0, "Briefings"

WGN:jmh

cc: Correspondence file

Millstone Unit One OPERATIONS MANUAL

SECTION 3.3

"LICENSED OPERATORS"

Sponsor: W. E. Spahn

6-20-97

Effective Date

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Approved By:



MP1 Operations Manager

LICENSED OPERATORS

1.0 LICENSED OPERATOR GENERAL RESPONSIBILITIES

1.1 Licensed Operators are assigned the responsibility of performing the following functions.

1. Alertness/Attention to Duty

Operations Department personnel have the individual responsibility to be alert throughout their shift assignment. In addition to maintaining alertness, Operations Department personnel shall be attentive to the work and tasks they perform to assure that they are accomplished completely and accurately.

Reactor Operators shall comply with the specific directions related to alertness and attention to detail during Control Room assignments.

a. Reactor Operators

The following requirements are applicable to the Reactor Operators on-duty in the Control Room.

- 1) Operators shall be alert and attentive to alarms and, if appropriate, shall take timely action to address and correct the cause of the alarms. It is expected that operators will maintain parameters within normal ranges so that the number of actuated alarms is minimized.
- 2) Operators shall monitor the console and panel displays frequently to determine trends and to detect the development of problems.
- 3) Operators shall take prompt actions to determine the cause of the abnormalities, advise Shift Management of the abnormalities and take corrective action.
- 4) Operators shall not undertake more concurrent evaluations than they can safely and effectively control. An excessive number of such concurrent evaluations can compromise the individual's ability to detect and respond to abnormal conditions. It is the responsibility of the operator to report to Shift Management situations in which a large number of concurrent evaluations do or could detract from the operator's attention to work activities.
- 5) When the Reactor Operators are changing plant reactivity, other activities should not distract them from the reactor controls.

- 6) Operators must be continuously alert to plant conditions and ongoing activities affecting plant operations including conditions external to the plant such as grid stability, meteorological conditions, and changes in support equipment status; operational occurrences should be anticipated; off-normal conditions should be promptly responded to; problems affecting reactor conditions should be corrected in a timely fashion.

b. Attentiveness

The Quality Assurance Program requires frequent monitoring and checking of plant systems. Such monitoring shall include status in the Control Room and general operating conditions in the operating areas of the plant.

A primary method of monitoring operating status and conditions is the observation of equipment, controls, and displays. These observations obtain the following types of information:

- 1) Configuration of the equipment or system (e.g. valve position, switch position, instruments isolated or valved into service, including that of blocked equipment).
- 2) Condition of equipment or system (e.g. clean, dirty, blocked by material or trash, vibrating, overheated, etc.).
- 3) Status of equipment (e.g. shutdown, operating, isolated, in standby, etc.).
- 4) Status of alarms or other warning indicators such as barriers or signs.
- 5) Process parameters (e.g. voltage, temperature, flow, pressure) with respect to expected or normal values.

Rounds and Observation of these items is a primary activity of Operations Shift personnel.

Observations are classified into two situations, awareness observations and scheduled observations. These observations, their action results, and documentation requirements are summarized in the following paragraphs.

During their normal shift activities, Operations Shift personnel should be aware of the conditions of equipment, areas, and ongoing work

that they encounter. For example, noticing a stream or pool of water that should not normally exist is being aware of plant conditions. Other types of problems that Operations Shift personnel should be aware of are steam leaks, unusual vibrations, pipe hanger movement and personnel safety hazards.

If an abnormal situation, an adverse trend or an unsafe condition is observed, the observer shall promptly advise Shift Management.

The Shift Narrative Log or the Surveillance Log sheets maintained by the observer should include a brief description of their observations. To assure that equipment, systems Annunciators, displays or areas are observed on a routine basis, observations are assigned to several Operations Shift personnel.

During these Rounds, the operator records the equipment/system parameter data or conditions of the round sheet or Surveillance Log and evaluates the conditions of the structure and equipment in the general area of the equipment. To communicate information to other operators, round sheets or Surveillance Logs are reviewed by Shift Management and used as part of the Shift Turnover process.

2. Conduct shift activities in compliance with Regulatory Requirements, Company Requirements, and Company Commitments.
3. Operate the plant and monitor plant parameters in compliance with controlled procedures/information.
4. IF an automatic action fails to occur when the conditions exist that should have initiated the automatic action, manually initiate the action.
5. Ensure non-licensed personnel do not operate apparatus and mechanisms, the manipulation of which DIRECTLY affect the reactivity or power level of the reactor except in training situations. The non-licensed personnel have to be enrolled in a certified training program
6. Respond to alarms and indications.
7. Maintain logs and records.
8. The appropriate Reactor Operator shall inform the Unit Supervisor (US) of the following:
 - A. The commencement of testing required by Technical Specifications (TS), or the Technical Requirements Manual (TRM).

- B. The start and completion of Clearance application and Clearance removal (notify the US after being informed by the Clearance applier/remover).
 - C. The application or removal of a Clearance step which significantly changes any Control Room indication or annunciation (notify the US after being informed by the Clearance applier/remover).
- 9. Immediately report to Shift Management changes to equipment status for any or all equipment that has the potential to affect the safety or reliability of the plant. Routine changes in system configurations (i.e. placing/removing a condensate or reactor water cleanup demin in/from service) do not necessarily need to be reported.
 - 10. Attend shift briefs and pre-job briefings.
 - 11. Assist in troubleshooting plant equipment problems.
 - 12. Apply/remove Clearance tags on Main Control Room switches (Non-Licensed Operators may apply/remove Clearance tags on main control room switches annunciators, fuses and leads in the Main Control Room after notifying the appropriate Reactor Operator).
 - 13. Reactor Operators should ensure that the appropriate Health Physics personnel are notified prior to or when conducting operations which may affect radiological conditions in areas accessible to personnel.

2.0 REACTOR OPERATORS

- 2.1 The Reactor Operators shall maintain an active NRC Reactor Operator or Senior Reactor Operator License.
- 2.2 Each Reactor Operator is assigned the specific responsibility for performing, or directing the performance of, the following normal operation or transient/emergency functions.
 - 1. At all times:
 - a. Monitor critical parameters.
 - b. Understands the primary responsibility is for the protection of the health and safety of the public.
 - c. Questions anything that deviates from the norm.

- d. Treats every activity as non-routine. Trends and monitors indications to catch problems before they alarm.
- e. Exhibits professionalism in all communications.
- f. Control parameters as necessary and as directed by Unit Supervisor (US).
- g. Keep Control Room personnel informed of the following:
 - Parameter changes or trends
 - Parameters approaching action point
 - Parameters at action point
 - Actions such as starting or stopping equipment; or adjusting parameters such as level, temperature, and pressure.
- h. Silence and acknowledges alarms once condition is assessed or understood and as time allows. When a transient occurs that generates a large number of alarms, the plant should be stabilized first. Alarms can then be acknowledged, reset, and communicated as necessary to US.
- i. Take action to maintain control switch status consistent with actual equipment operator (match flags).
- j. Verify automatic system initiations and isolations, such as reactor scram, turbine trip, and ESF actuations.
- k. If, at any time, a manual scram automatic safety system actuation becomes necessary, communicate pertinent plant conditions and intention to take action, then perform required action. No response from the SM/US is required.

2. Normal Operation

- a. Performing TS, TRM, and ODCM Surveillance and Routine Tests.
- b. Operating turbine generator controls during startup and shutdown.
- c. Directing other operators during reactor plant operations to assist in safely controlling Unit operations.
- d. Coordinating other operators or other plant groups during the performance TS, and TRM, required testing.

- e. Manipulating the reactor controls as necessary to safely perform startups, shutdowns, and power changes.
- f. Monitoring equipment and system parameters to ensure that reactor systems and auxiliary systems are performing as required.
- g. Controlling or stopping plant evolutions to ensure that the evolution does not threaten the stability of the Unit, result in damage to equipment, or violate administrative controls such as Operating Procedures, TS, or TRM.
- h. Documenting the status of major equipment on the safety related and vital equipment run hour sheet.

3. Transients/Emergencies

- a. Initiating power reductions if parameters indicate that such action is required to prevent a Unit trip or to prevent damage to equipment.
- b. Shutting down the reactor if it is determined that the safety of the reactor is in jeopardy, operating parameters exceed reactor protection setpoints and an automatic shutdown does not occur, or there is doubt as to whether safe conditions exist.
- c. Initiating Emergency Safety Systems if indications exceed automatic actuation setpoints and actuation has not occurred, then notify the US.
- d. Monitoring the operation of Emergency Safety Systems and verifying proper operation.
- e. Performing "Immediate Actions" required by Off Normal procedure with or without Shift Management direction.
- f. Conducting operational transient subsequent actions as directed by Shift Management.

3.0 WORK STATIONS

- 3.1 The work station for the Reactor Operator is the area of the Main Control Room identified as the "Surveillance Area" as shown in OM Section 6.2 (figure 6.2-1). The Reactor Operator's work station fulfills Regulatory requirements and is defined as follows:

Surveillance Area is the area defined in 10 CFR 50.54 as "at the controls," where continuous attention (including visual surveillance of safety - related annunciators and instrumentation) can be given to reactor operation conditions and to manipulation of reactor controls.

4.0 **MEDICAL REQUIREMENTS/RESPONSIBILITIES FOR LICENSED OPERATORS**

4.1 Northeast Utilities is required to notify the Nuclear Regulatory Commission within 30 days anytime a license holder develops a physical or mental condition that causes the licensee to fail to meet his license obligations. This determination can only be made by the Medical Department. It is the license holder's obligation to notify and obtain medical screening anytime they develop a physical or mental condition that may jeopardize their license obligations. Examples include:

- Heart attack
- Hypertension, even if controlled by medication or diet.
- Surgery
- Eye problems
- Hearing problems
- Use of prescription medication

This list is not all inclusive; for any questions concerning your requirements under this article contact the Medical Department.

Millstone Unit One OPERATIONS MANUAL

SECTION 3.5

"SHIFT TECHNICAL ADVISOR"

Sponsor: W.E. Spahn

6-20-97
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Approved By:



MP1 Operations Manager

1.0 SHIFT TECHNICAL ADVISOR

- 1.1 Maintain the ability to objectively evaluate conditions that could potentially compromise plant safety by maintaining a degree of independence from normal plant operations.

Maintain the Big Picture. Specifically:

1. Do not get focused on any one single issue, but rather ensure that all issues that need to be addressed are being given the correct level of attention.
2. Be present in the Control Room during the implementation of Emergency Operating Procedures and during plant transients.
3. When contacted by Control Room personnel that an ONP or EOP has been entered, ensure that the plant conditions are understood and that the correct actions are being taken.
4. Be aware of plant conditions, including reactivity changes, in order to detect off-normal or emergency conditions. When any are detected, advise the on-shift crew if the plant does not respond as anticipated.
5. During an emergency, always ensure the critical parameters are monitored and correctly addressed.
6. Assist the on-shift crew in interpreting and applying the requirements of the Technical Specifications and TRM requirements.
7. Perform an early review of planned activities for the shift to determine if any special considerations or precautions are needed.

- 2.0 The STA shall maintain a status of normal plant operation in order to make objective evaluation about operating conditions that may compromise safe plant operation.

- 2.1 The STA will recognize off-normal and emergency conditions and compare plant response with analyzed conditions. He will advise the Operating shift if any departure from anticipated plant response is noted by:

1. Assessing plant response independently of the Operating shift
2. Monitoring key plant parameters (e.g. reactor water level, reactor pressure, reactor power, containment integrity, etc.) to ensure parameters are following expected patterns and actions are correct to maintain parameter within limits defined in plant Emergency Operating Procedures.
3. If critical parameters become unavailable due to instrument failure, calculate, or through other means, determine approximate values for the parameters in question.

4. Investigate the cause(s) and progression of abnormal or unusual events during assigned shifts, evaluate effectiveness of procedures utilized with thought to future mitigation and avoidance.
5. Simulator training will be included in the requalification program. During simulator training the STA will actively assume the role of an independent overviewer of transient response. While observing critical plant parameters during a transient, the STA will demonstrate his ability to advise the Shift manager/Unit Supervisor when incorrect or unexpected plant response is occurring.

2.0 REFERENCE

- 2.1 C-OP 200.7, Rev. 0 "Site Procedure For Technical Advisor"

Millstone Unit One OPERATIONS MANUAL

SECTION 4.2

"BRIEFINGS"

Sponsor: W.E. Spahn

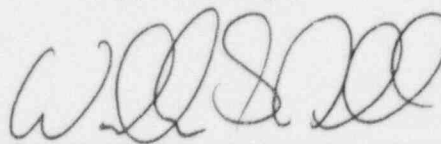
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Approved By:



MP1 Operations Manager

BRIEFINGS

1.0 PURPOSE

- 1.1 Industry operating experience has proven that even the most routine evolutions can rapidly degenerate into major mishaps due to poor communications. Briefing is a useful tool to help improve communications and teamwork.

2.0 PRE AND POST JOB BRIEFINGS

- 2.1 Briefings should be conducted prior to any evolution, especially complex or operationally significant evolutions. Examples of evolutions may include, but are not limited to:
1. Clearance applications.
 2. Troubleshooting.
 3. Surveillance procedure performance.
 4. Infrequently performed procedure.
- 2.2 Briefings should include all personnel involved in the upcoming evolution or procedure.
- 2.2.1 The meeting may involve shift personnel as well as non-shift personnel (e.g. system manager, I&C technician, etc.). A briefing may be as small as two people (i.e. US and System Manager discussing the scope of a Trouble Shooting plan).
- 2.3 The purpose of a briefing is to ensure that all applicable personnel:
1. Clearly understand the work to be performed.
 2. Have an opportunity to ask questions or raise concerns.
 3. Have the information required to prevent personnel error due to misunderstandings or inadequate communications.
- 2.4 Depending of the specific evolution, items to be considered at the briefing should include, but not be limited to:
1. Scope of the work to be performed.
 2. Procedure(s) to be used during the evolution, including temporary changes in effect.
 3. Responsibilities and assignments.

3. Responsibilities and assignments.
 4. Who to contact if problems arise.
 5. Physical boundaries (e.g. personnel should not break the plane of an electrical cabinet when performing a visual inspection).
 6. Expected responses.
 7. What unexpected actions could occur and worst case scenarios.
 - a. Determine who will take what actions to place the plant in a safe condition when unexpected conditions occur or expected actions do not occur.
 8. Past problems encountered while performing similar evolutions.
 9. Types of communication to be used and actions to be taken if communications are lost.
 10. Safety precautions and safety equipment needed.
 11. Known equipment problems, high radiation areas, high noise areas, etc., that might contribute to degraded conditions.
- 2.5 Briefings shall be performed for any planned evolution with the potential to affect reactivity. Examples of reactivity related evolutions include:
1. Power Reductions for rod pattern adjustments or recirc MG set maintenance.
 2. Removal of feedwater heaters from service.
 3. Plant startups and shutdowns.
- 2.6 Briefings are required for Infrequently Performed Test and Evolution (IPTEs) in accordance with station procedures.
- 2.7 For IPTEs, the briefing shall include:
1. A review of the objectives and initial conditions.
 2. Expected plant response, termination guidance, risks, and individual responsibilities.
- 2.8 Shift Management may consider the option of running scenarios for certain evolutions on the simulator as an aid in determining plant response.

2.9 Documentation of briefs should be accomplished by an entry into the Narrative Log.

3.0 BRIEFINGS DURING TRANSIENTS

3.1 During transients, Shift Management should conduct briefings at opportune times to ensure team members are updated on the status of the transient. These briefings should ensure that the appropriate personnel are made aware of the following items:

- The brief should begin with a statement that gets the attention of all the personnel that the brief is intended for.
- The brief should include information about what has happened, present status, and plans for the future.
 - Where we have BEEN
 - Where we ARE
 - Where we are GOING
- The brief should clearly establish the crew's priorities such that every crew member knows what task(s) is paramount and which are secondary.
- The brief should clearly establish the principle mitigation strategy.
- The initial brief after a Scram should include what emergency or off-normal procedures the crew has entered and the electrical lineup.
- Orders should not be given during a brief.
- When the brief is concluded, ALL the personnel listening to the brief should be solicited for their input, understanding and individual acknowledgment.
- The brief should be closed with "End of brief" or similar statement.

3.2 After plant stabilization following a transient, the Shift Manager should hold a debriefing with appropriate personnel prior to disbanding.

3.2.1 This practice will allow communication of all pertinent facts while fresh to aid in performance of the post trip review.

3.2.2 Notes should be taken during this meeting and included in applicable procedures as required.

3.3 Briefing methods described in this Section shall also be applied in simulator scenarios.

OPERATIONS MANUAL

SECTION 2.9

"SHIFT TURNOVER POLICY"

Sponsor: D.J. Meekhoff

6-20-97
Effective date

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2.0 GENERAL

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Approved by:



MP1 Operations Manager

SHIFT TURNOVER POLICY

1.0 PURPOSE

- 1.1 This policy specifies timing and compensation requirements associated with Shift Turnover for posted positions.
- 1.2 This policy applies to the following posted positions: Shift Manager, Unit Supervisor, Control Operator, Plant Equipment Operator and STA.

2.0 GENERAL

- 2.1 Safe operation of a nuclear power plant requires a thorough turnover process before assumption of shift duties. Shift relief and turnover is a critical period during power plant operations. A comprehensive exchange of pertinent information shall take place among all oncoming and off going shift personnel during shift relief and turnover.

NOTE: The conduct of a thorough turnover process is a job requirement for both the oncoming and offgoing operator and results in the offgoing operator working in excess of a normal 12-hour shift. This is not violation of NGP 1.09 "Overtime Controls for Nuclear Group Personnel"

- 2.2 The turnover requires the attention of the operators and minimization of activities that could detract from that process. The SM/US shall ensure the plant is in controlled condition at the beginning of the shift relief and turnover process. SM shall review the completed shift relief and turnover report near the end of the shift to ensure completeness and accuracy.

NOTE: Shift Management may require staggered start times to enhance shift efficiency.

- 2.3 Working hours for shift Operations, including 15 minutes for normal shift turnover time, are as follows:

0615-1830
1815-0630

- 2.4 It is recognized that the turnover process may, from time to time, require more than 15 minutes.

- 2.4.1 IF the turnover process causes the offgoing operator to work additional time beyond the normal 15 minutes,
THEN the affected offgoing operator may request Shift Management to credit him/her with additional overtime for each increment of 15 minutes required.

- 2.4.2 In evaluating such requests for additional overtime for relief, Shift Management should consider the appropriateness of the time requested with respect to activities in progress.

- 2.6 Starting times are set with the intention that individual turnover can be completed with enough time for the oncoming Operators to arrive in the Control Room for participation in the Shift Meeting.