**WANO – MC PEER REVIEW FOR LENINGRAD NPP TEAM LEADERS’ EXPECTATIONS**

THE OBJECTIVE OF THE WANO PEER REVIEW IS AS FOLLOWES:

THE TEAM LEAVES THE STATION WITH A CLEAR AND ACCURATE PICTURE OF THE PLANT'S PERFORMANCE THAT IS REFLECTED IN IDENTIFIED AREAS FOR IMPROVEMENT AND STRENGTHS. EACH TEAM MEMBER IS RESPONSIBLE FOR ACHIEVING THIS GOAL.

**What should be done to achieve goal :**

1. **Safety is** **the main thing**

We must conduct peer review **safely**, complying with **all relevant plant requirements** for industrial safety, radiation safety, nuclear safety and equipment reliability. Act thoughtfully and safely. Before doing anything, ask permission from the escorting people. We do not intend to effect on operation of station equipment. If you have any questions, ask the escorting people.

2. **Timely planning**

It is important to consider that we will be working at nuclear power plant at several sites and different reactor design. One site is Unit 3 and 4 with RBMK-1000 reactor and the second site is Unit 5 and 6 with VVER-1200 reactor. It is important to plan your observations in advance at the appropriate site, and communicate your plan with counterpart.

3. **Provide with feedback your counterparts**

In our team, we will give feedback to each other to achieve the common goals and to improve our work.

4. **Data collection**

We must collect data wherever possible. The best facts are coming from direct observation of the work being carried out. White card could be arisen to valuable fact by asking additional questions. Facts found from interviews and from colleagues require verification - it is better to spend some time and get a valuable fact instead of “impression”.

5. **Focus on facts, not on individuals**

We must communicate with colleagues and station personnel with respect. Think about how station personnel might perceive the remarks we make. Pay attention to facts and shortcomings, not to individuals.

6. **Be tactful in relation with station personnel**

We must be tactful with station personnel. Be aware of the importance of their work and safe operation of the plant, and of their busy work schedules. If you're making an appointment with someone, be on time, be productive, and be flexible if something comes up that needs his/her primary attention. Your colleagues have to operate the plant and business is come first. Let me know if you have any problems on getting information or dealing with your counterparts. Also, be carefull of the information you ask for - don't create unnecessary extra work.

7. **Share information**

We must be open and share information with our colleagues and follow through on commitments made to other experts.

8. **Interaction with Team Leader and Coordinators**

1. Never hesitate to ask for help or explanations. Tell us how we can help or support you.

2. Respond to requests to complete observations. We will only ask for what is important.

3. If you are not quite clear on how to proceed, or our instructions are unclear, please tell us right away.

4. We may be present at some of your interviews to observe the interaction and participation of the NPP partner. We can intervene in the discussion to help convey the meaning of what you said or to check how your partner from the nuclear power plant understood it.

5. Report problems to TL or coordinator immediately. For example if your relationship with your counterpart is not going well, or if you have inadvertently violated a station policy or safety requirements.

**Interaction with counterparties and station personnel**

1. Please, welcome constructive arguments from your counterpart and team members. This will help tp achieve our goal. If your partner is not responsive, try to convince him/her to give you the data and feedback you need. On the other hand, let me know right away if your counterpart is not open and you met some obstacles to communicate with him.

2. Communicate issues in the same tone and from the same point of view to the team, your counterpart and the team leader. Share information with your counterpart, ask for his opinion, discuss the revealed facts during peer review and try to identify cases and contributors.

3. Continually ask plant personnel "why the problem exist”. Be persistent on this. The effort put into this question, asked from top to bottom of several station levels, will result in valuable information and help to understand the issue deeply.

4. Try to understand the main cause of the problem and be sure on counterpart understanding.

**Team meetings**

1. Timing is not easy during team meetings, as we want to maximize information exchange in the shortest possible time. Be prepared for the meetings and take an active part in them. Set aside time to prepare for the meeting so that you can listen and ask questions during the meeting. Remember that peer review report is a collective team product. Listen to discussions and feel free to express your opinion. Your opinion could be in contrary to the team leaders’ opinion or of the majority of the team. We are always appreciate your comments.

2. The agenda for each meeting will be determined and communicated to the team in advance - usually I will write it on the board or hand out a paper version the day before.

3. The purpose of team meetings is to share and communicate within the team relevant issues, the most important facts. Try to stick to this goal, and our communication will be effective and productive. If information is only useful to one or two team members, pass it on outside of team meetings.

4. Making an important observation is a good reason for being late or absent from a team meeting. However, try to have at least one expert from your functional area available to report during the meeting and notify the team leader or coordinator of your late observations.

5. Make it a rule to be on time for all team meetings. Being on time means sitting in your chair and being ready to take part in the discussion.

6. Please do not use the time of the team meeting to work on the computer or print documents.

**Special note for industry experts**

1. Your contribution is of particular value to the team, because you represent the current experience and approaches (practices) available in your operating organization. Do not refrain from expressing your thoughts and views! On the other hand, you will see very different methods of working, and these methods can be just as effective as the methods used at your plant. Remember that we are comparing plant performance to excellence level (PO&C). Try to be objective, **Different doesn't mean wrong**.

2. If you do not agree with the team conclusion on any issue, please discuss with the team leader or coordinators.

**Area review plan**

1. Prior to arriving at the station, team members must review the Preliminary Information Package (PIP) and each area lead reviewer must develop a draft of Area review plan. This plan should include description of issues or potential weaknesses (focus areas) that may be transferred into areas for improvement. Your attention should be given to shortcomings and deviations instead of potential strengths. **Please provide your Area review plan week prior to the peer review, i.e. by August 05, 2022.**

2. The Area review plan should include the actions and activities to be completed to investigate the identified focus areas. Actions and activities should be scheduled in the correct sequence so that the observations and interviews to be completed on Thursday, 8/18/2022 (try not conduct observations on Friday, 8/19/2022). Use the template to create an Area review plan and update it periodically.

3. Observations should be the main tool used by the team for peer review. The experience of past peer reviews has shown that important information on plant operation cannot be obtained from the team office.

If you need to interview station personnel to understand the causes and contributors associated with the facts from observations, or to verify the data provided in the PIP, it is better to conduct interview at counterparts’ office.

4. All PR team members will participate in the Nuclear Safety Culture assessment. The team will use the Safety Culture Review Guide. It is necessary to refresh NSC Guide and use it from the very first day of the peer review.

WANO Peer Review Team Leader,

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