

**DOE-STD-1063-2000 (March 2000) - FACILITY REPRESENTATIVES
SHALL, SHOULD, MAY SUMMARY**

Std. Sect.	Responsible Party	Shall, Should, May	Action
4.6	FR - PM	Should	The DOE Headquarters Facility Representative Program Manager, Office of the Departmental Representative to the Defense Nuclear Facilities Safety Board (DOE S-3.1), should monitor the performance of Field Element Managers and Secretarial Officers using the following methods: (1) Performance Indicators, (2) Field Element Self-Assessments, (3) Peer Reviews, (4) Annual Facility Representative Workshop, and (5) Communication and Feedback Mechanisms.
4.6.1	FR - PM	Should	The Facility Representative Program Manager, Office of the Departmental Representative to the Defense Nuclear Facilities Safety Board (DOE S-3.1), should use these PIs to evaluate DOE-wide program effectiveness.
4.6.1	FR - PM	Shall	The Facility Representative Program Manager, Office of the Departmental Representative to the Defense Nuclear Facilities Safety Board (DOE S-3.1), shall compile a Department-wide PI report for dissemination to applicable field elements and program offices.
4.6.4	FR - PM	Should	The Facility Representative Program Manager, Office of the Departmental Representative to the Defense Nuclear Facilities Safety Board (DOE S-3.1), should host an Annual Facility Representative Workshop to promote sharing lessons learned from Facility Representative programs across the complex, and foster the growth of the Facility Representative community.
4.6.5	FR - PM	Should	The Facility Representative Program Manager, Office of the Departmental Representative to the Defense Nuclear Facilities Safety Board (DOE S-3.1), should communicate with the Secretarial Officers and Field Element Managers frequently to guide the program implementation and continuous improvement.
1.4	SOs	May	Field Element Managers and Secretarial Officers may develop additional guidance regarding Facility Representative requirements.
4.1.2c	SOs	Should	The Secretarial Officers should monitor field element activities for establishing the number of Facility representative positions to ensure that staff and resources are sufficient to provide adequate Facility Representative coverage.
4.1.2d	SOs	Should	The Secretarial Officer should monitor the number of Facility Representative positions filled with qualified personnel to ensure that adequate Facility Representative coverage is provided.
4.5.2.4	SOs	Should	Field Element Managers and Secretarial Officers should provide opportunities for Facility Representatives to develop management skills.
4.5.2.4	SOs	Should	Field Element Managers and Secretarial Officers should identify these developmental experiences and training opportunities in the personnel development plans for their organizations, and in the Facility Representatives' Individual Development Plans.
4.6	SOs	Should	Program Secretarial Officers should ensure that performance assessments are accomplished, and any indicated corrective actions are completed.
5.1	SOs	Should	Secretarial Officers should validate the facility coverage and assignments for field elements, since they are responsible for allocating staff and necessary resources to provide adequate Facility Representative coverage (DOE M 411.1-1A).

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1.4	GOGO Managers	May	DOE Managers of government-owned, government-operated facilities may apply this guidance to facilities operated exclusively by DOE Federal employees.
1.1	FEMs	Should	Field Element Managers should incorporate the information contained in this standard, as well as any additional facility-specific requirements, into site-specific implementation procedures for DOE Facility Representatives.
1.4	FEMs	May	Field Element Managers and Secretarial Officers may develop additional guidance regarding Facility Representative requirements.
4.1	FEMs	Should	Field Element Managers should follow this standard in establishing and maintaining Facility Representative programs for DOE facilities to ensure that: a) Facility Representatives are selected based on consistently high standards and from the best qualified candidates available; b) Facility Representatives receive the training required to function effectively; and c) Facility Representative duties, responsibilities and authorities are well understood and accurately documented.
4.1.2	FEMs	Should	Field Element Managers should assign Facility Representatives to facilities based on programmatic importance and potential environmental, safety, and/or health impact. The Field Element Manager should prepare staffing plans to document these assignments and supporting rationale.
4.1.2a	FEMs	Shall	Field Element Managers shall assign one or more full-time Facility Representatives to each hazard category 1 facility, unless the Field Element Manager and Secretarial Officer agree that less coverage is necessary.
4.1.2a	FEMs	May	For hazard category 2 or 3 facilities, Field Element Managers may assign a Facility Representative to two or more facilities.
4.1.2a	FEMs	May	In unusual situations, when it is impractical to assign a sufficient number of facilities to occupy a person full-time, the Field Element Manager may assign the duties of a Facility Representative to be performed part-time as a collateral function.
4.1.2b	FEMs	Should	Field Element Managers should make assignments so that Facility Representatives spend a significant portion of their time in their assigned facility(s).
4.1.2b	FEMs	Should	Field Element Managers should make assignments so that administrative work does not prevent Facility Representatives from performing their primary function of monitoring the performance of the facility and its operations as described in Section 5.2.
4.1.2d	FEMs	Should	Managers should take necessary steps to ensure departing Facility Representatives are replaced in a timely manner.
4.1.2e	FEMs	Should	Field Element Managers should review staffing plans and assignments of Facility Representatives at least annually to ensure that coverage assignments and responsibilities are appropriate to the hazards and level of activity involved.
4.2	FEMs	Shall	Field Element Managers shall ensure that Facility Representatives have independent and direct access to contractor personnel, facilities, and records, as necessary, to carry out their assigned responsibilities.
4.2a	FEMs	Shall	Field Element Managers shall ensure that Facility Representatives have immediate unannounced access to every assigned facility, consistent with necessary security and safety controls.
4.2b	FEMs	Shall	Field Element Managers shall ensure that Contractor management affords the Facility Representative the opportunity to attend meetings, training classes, operator certification boards/examinations, etc., that contribute to the execution of the duties and responsibilities of the Facility Representative.
4.2c	FEMs	May	Access to some Contractor records may be limited as specified in the contract between DOE and the Contractor.
4.2d	FEMs	May	Due to safeguards and security requirements, Field Element Managers may require that more than one properly trained and cleared individual be present before access can be gained to some areas.
4.4	FEMs	Shall	Field Element Managers shall establish clear lines of supervision, management, and authority between the Facility

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			Representative and the applicable field element line and program managers.
4.4	FEMs	Shall	Field Element Managers shall establish the authority of the Facility Representative to represent line management to the contractor regarding operational safety issues, except where this would change scope, cost, or schedule.
4.4	FEMs	Should	Field Element Managers should develop specific guidance that covers the duties and responsibilities of the Facility Representatives for situations specific to their facilities.
4.4	FEMs	Should	Field element line and program managers, including the Field Element Manager, should make themselves available to interact frequently with their Facility Representatives and take appropriate action to resolve identified safety and management issues.
4.5	FEMs	Shall	Field Element Managers shall qualify each Facility Representative by a combination of education, experience, and training to carry out the duties and responsibilities of the position.
4.5	FEMs	Shall	Field Element Managers shall qualify Facility Representatives as possessing a broad technical knowledge in a variety of disciplines and being able to demonstrate an understanding of the management, processes, practices, regulatory requirements, and operating limits of their assigned facilities.
4.5.1	FEMs	Shall	The Field Element Manager shall develop the overall qualification program, in accordance with DOE O 360.1A, <i>Federal Employee Training</i> , including training elements specific to the assigned facilities and systems.
4.5.1	FEMs	Shall	Field Element Managers shall define and document the qualifications, and authority of personnel involved in the training of Facility Representatives.
4.5.2	FEMs	Shall	Therefore, Field Element Managers shall qualify Facility Representatives as having a high level of technical knowledge regarding facility operations in order to intelligently evaluate and discuss facility operations with the contractor and DOE management.
4.5.2.1	FEMs	Shall	Field Element Managers shall develop and qualify Facility Representatives by means of a formal program that shall include: a) minimum educational and experience requirements; b) a core training program; and c) tailored, facility-specific training.
4.5.2.2	FEMs	Shall	Field Element Managers shall direct Facility Representative training toward developing an understanding of the technical and management aspects of a facility's operation, and a familiarity with the assigned facility.
4.5.2.3	FEMs	Should	When designing a Facility Representative training program, Field Element Managers should consider the desirability of establishing a standard training progression for prospective Facility Representative positions.
4.5.2.4	FEMs	Should	Field Element Managers should take necessary steps to ensure that Facility Representative positions are career enhancing and remain desirable to Facility Representative candidates.
4.5.2.4	FEMs	Should	Field Element Managers and Secretarial Officers should provide opportunities for Facility Representatives to develop management skills.
4.5.2.4	FEMs	Should	Field Element Managers and Secretarial Officers should identify these developmental experiences and training opportunities in the personnel development plans for their organizations, and in the Facility Representatives' Individual Development Plans.
4.5.4	FEMs	Should	Field Element Managers should take steps to ensure that all field element line management personnel understand the functions, responsibilities, and authorities of Facility Representatives.
4.5.4	FEMs	Should	At a minimum, Field Element Managers should disseminate to field element line management personnel the written lines of supervision, management, and authority, established consistent with sections 4.4 and 5.6.
4.6	FEMs	Should	Field Element Managers shall periodically evaluate and adjust their Facility Representative program as necessary to ensure a high and continuously improving level of performance.
4.6.1	FEMs	May	Field elements may provide additional site-specific performance indicators.

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4.6.1	FEMs	Shall	Field elements shall submit quarterly PI data to Program Offices at DOE-HQ, with a copy to the Facility Representative Program Manager, Office of the Departmental Representative to the Defense Nuclear Facilities Safety Board (DOE S-3.1).
4.6.2	FEMs	Shall	Field Element Managers shall periodically (not to exceed three years) evaluate their Facility Representative Programs relative to the requirements in Sections 4 and 5 of this standard.
4.6.2	FEMs	Should	Field Element Managers should provide the results of these self-assessments to the responsible Program Office at DOE-Headquarters, with a copy to the Facility Representative Program Manager, Office of the Departmental Representative to the Defense Nuclear Facilities Safety Board (DOE S-3.1).
4.6.3	FEMs	Should	Field Element Managers should invite Facility Representatives and/or Facility Representative management from other sites to perform peer reviews of their Facility Representative programs.
4.6.4	FEMs	Should	Field Element Managers should encourage as many Facility Representatives, Facility Representative Program Sponsors, and line managers as possible to attend the workshops to share information with other sites and identify potential improvements for use in their own Facility Representative and Safety Management programs.
5.1	FEMs	Shall	Field Element Managers shall evaluate each hazardous facility to determine an appropriate level of coverage by a Facility Representative.
5.1	FEMs	Should	Field Element Managers should assess the hazards presented by each facility and should document the determination in field element staffing plans.
5.1	FEMs	Should	Field Element Managers should consider risks to the public, workers, and the environment resulting from operation of the facility; the operational status and activity level of the facility; as well as other factors specified in this section.
5.1	FEMs	Should	Field Element Managers should also consider radiological, chemical, and physical dangers to workers, the public, and the environment, as well as the barriers against these dangers provided by the facility.
5.1	FEMs	Should	Field Element Managers should include all hazardous facilities in this evaluation.
5.1a	FEMs	Should	Field Element Managers should use existing safety analysis and hazard assessment documentation (such as that required by DOE O 5480.23 and DOE-STD-1027-92, Change Notice 1 for nuclear facilities) to determine hazard categorization for each facility.
5.1b	FEMs	Should	Field Element Managers should determine the facility activity level: high, medium, or low.
5.1c	FEMs	Should	Field Element Managers should determine the appropriate coverage activity level using Table 1.
5.1c	FEMs	Should	If the normally-assigned Facility Representative on continual coverage is gone for one week or longer, the Field Element Manager should name a temporary replacement and establish an appropriate coverage schedule.
5.1c	FEMs	Should	If the normally-assigned Facility Representative on frequent coverage is gone for two weeks or longer, the Field Element Manager should name a temporary replacement and establish an appropriate coverage schedule.
5.1d	FEMs	May	Field Element Managers may adjust the level of coverage.
5.1e	FEMs	Should	If personnel resource limitations affect the number of available Facility Representatives, the Field Element Managers should propose coverage assignments based on available resources and reach agreement with Secretarial Officers that coverage is adequate.
5.1e	FEMs	May	Field Element Managers may also establish provisions for extra or special coverage. This means that, as the degree of hazard, complexity, or other governing factors is reduced, the Field Element Managers may increase the number of processes, facilities, buildings or areas covered by a single Facility Representative. Field Element Managers may assign one or more Facility Representatives to hazard category 1 facilities. Or, if the facility and/or operating organization is sufficiently complex, the Field Element Manager may make assignments based on facility and/or operating organization subdivisions. If the contractor has established a building or facility manager concept, the Field Element Manager may assign Facility Representatives on a similar basis. Facilities with many configuration changes (like test facilities, for

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			example) require closer observation than facilities with very stable configurations. Also, Field Element Managers may use special coverage assignments for a facility that operates only intermittently.
5.1e	FEMs	Should	Field Element Managers should make Facility Representative assignments to optimize effective interaction with the facility operating organization line management responsible for ensuring safe performance at the facility.
5.2	FEMs	Should	Field Element Managers should tailor these and additional duties and responsibilities for Facility Representatives to reflect the specific requirements of the site, the facility, the operational activities, and the involved organizations.
5.2b	FEMs	Shall	Field Element Managers shall direct and ensure that operating contractors apprise Facility Representatives of planning, scheduling, maintenance, operations review, and safety review meetings.
5.2c	FEMs	Shall	The Facility Representative shall be readily available to operating contractor personnel to facilitate the notification, if required, and reporting of occurrences and any safety or operational concerns.
5.2d	FEMs	Should	Field Element Managers should not make Facility Representatives responsible for preparing budgets or schedules for assigned facilities.
5.2d	FEMs	Should	In cases where it is impractical to separate programmatic responsibilities, the Field Element Manager or designee should approve all assignments of programmatic responsibilities to Facility Representatives.
5.3	FEMs	Shall	The Facility Representative is a direct safety oversight extension of DOE line management to each respective facility. The responsible Field Element Manager shall define clearly the authority provided to each Facility Representative.
5.3	FEMs	Shall	The Field Element Manager shall ensure that Facility Representatives have the authority to "Stop Work" in the facility, except as expressly limited in governing contracts with the operating contractor.
5.3	FEMs	Shall	The Field Element Manager shall ensure that contractors and subcontractors are aware that Facility Representatives have this authority and that this authority covers all facility-related work performed by the contractor and subcontractor.
5.4	FEMs	Should	Field Element Managers should proceduralize Facility Representative programs, including a set of facility assessment requirements to be completed by assigned Facility Representatives.
5.4	FEMs	May	Field Element Managers should develop annual facility assessment plans using a tailored approach to ensure that a broad-based and systematic review of all aspects of facility operations is conducted over an established period of time.
5.5	FEMs	Should	Field Element Managers should establish reporting requirements, such as Facility Representative logs or assessment reports, for each Facility Representative position.
5.5	FEMs	Should	Field Element Managers should establish guidance on the content of periodic or special reports.
5.5	FEMs	Should	Field Element Managers should ensure that reporting does not become an onerous task that unduly limits the oversight activities of the Facility Representative.
5.6	FEMs	Shall	The Field Element Manager shall define clearly and in writing the Facility Representatives' relationship with DOE managers within the field element.
5.6	FEMs	Should	Field Element Managers should document roles and responsibilities in the field element Functions, Responsibilities, and Authorities controlling document.
5.6	FEMs	Should	Field Element Managers should clearly assign Facility Representatives to each facility's operation and identify the responsible line/program manager within the field element.
5.7	FEMs	Shall	The Field Element Manager shall clearly define the relationship between the Facility Representative and the facility operating contractor, and ensure that these expectations are understood by both parties.
5.7	FEMs	Shall	Field Element Managers should document responsibilities and expectations in the contract between DOE and the facility operating contractor. Facility Representatives occupy a unique position in the transmission of information between DOE and its contractors.
5.7d	FEMs	Should	Field Element Managers should ensure that the contractor does not rely solely on the Facility Representative to identify or correct deficiencies.

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5.7f	FEMs	Should	The Field Element Manager should establish for Facility Representatives a formal protocol that includes the following:
5.7f4	FEMs	May	This record is subject to review in audits or appraisals and may be used by the Field Element Manager as a source of information for the contractor evaluation process.
5.8	FEMs	Should	Field Element Managers should select candidates based on the following selection criteria.
5.8.1	FEMs	Should	Field Element Managers should establish expected minimum education necessary to provide competent technical assessment of the contractor.
5.8.2	FEMs	Should	Field Element Managers should also establish and apply facility-specific experience criteria as part of the selection criteria for Facility Representative candidates. The facility-specific experience criteria should reflect the complexity, hazard classification, and activity level of the facility and be commensurate with the responsibilities, authority and duties of the assigned position.
5.8.3	FEMs	Should	Field Element Managers should also establish and apply appropriate physical requirements.
5.8.4	FEMs	Should	Field Element Managers should also establish and apply appropriate security requirements so that the Facility Representatives have adequate security clearances to fulfill their duties.
5.9	FEMs	Shall	Field Element Managers shall train and qualify Facility Representatives in accordance with DOE O 360.1A, <i>Federal Employee Training</i> , with additional requirements defined in this standard.
5.9.1	FEMs	Should	Field Element Managers should identify and list facility-specific requirements.
5.9.2	FEMs	Should	Field Element Managers should develop an extensive list of self-study documents for each Facility Representative. The list of self-study documents should include:
5.9.3	FEMs	Should	Field Element Managers should ensure that the Facility Representatives receive the training necessary for the position. Due to their complexity or significance, the following training elements associated with the Facility Representative Qualification Standard should be ensured:
5.9.3	FEMs	Should	Field Element Managers should ensure that informal training provides Facility Representatives the required level of knowledge.
5.9.4	FEMs	Should	Field Element Managers should establish the "On-the-Job Training" requirements, regarding the controls, activities, processes, and specialized procedures necessary for qualification. These should be demonstrated to a qualifying individual.
5.9.5	FEMs	Shall	Field Element Managers shall develop a system (based on requirements in DOE O 360.1A) for granting equivalency for training requirements on the basis of prior experience or education.
5.9.5	FEMs	Should	Field Element Managers should provide justification for each equivalency, which includes appropriate support documentation, such as transcripts or certificates of completion.
5.9.5	FEMs	Shall	Field Element Managers shall maintain a copy of the approved equivalency in the Facility Representative's Qualification Record.
5.10.1	FEMs	Should	Field Element Managers should establish a Facility Representative Qualification Card (Qual-Card) or equivalent for each major facility or group of lesser facilities for which they are responsible.
5.10.2	FEMs	Should	Field Element Managers should identify any additional core training requirements on a Generic Qualification Card, and supplement that with a Facility-Specific Qual-Card designed to meet the needs of the individual facility.
5.10.2	FEMs	Should	The Field Element Manager should designate qualifying officials who are authorized to sign the Qual-Card after verifying the candidate possesses the appropriate level of knowledge for each requirement.
5.10.2	[FEMs]	Should	The Qual-Card should include the following: (a) self-study, (b) formal training, (c) on-the-job training, and (d) facility walkthroughs.
5.10.3	FEMs	Shall	DOE Field Element Managers shall establish and document the process and the specific requirements to be met prior to a

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			Facility Representative candidate being assigned to provide interim coverage in a facility for which he or she is not fully qualified.
5.10.3	FEMs	Shall	Field Element Managers shall formally define and document the duties and authorities that may be assigned to an Interim Qualified Facility Representative.
5.10.3	FEMs	Should	Field Element Managers should minimize the time spent as a Facility Representative under Interim Qualification.
5.10.3	FEMs	Should	The Field Element Managers should also determine the compensatory measures to be implemented during interim periods while no fully qualified Facility Representative is assigned to a given facility.
5.10.4	FEMs	Should	The Field Element Manager or his designee should develop formal procedures for the administration of facility walkthroughs, and written and oral examinations.
5.10.4.1	FEMs	Shall	Field Element Managers shall establish requirements for facility walkthroughs of assigned facilities at selected points in the Facility Representative qualification process for demonstrating to a qualifying official practical skills and knowledge of selected key elements, including safety systems, structures, and components of the facility.
5.10.4.2	FEMs	Shall	Upon satisfactory completion of all Qual-Card requirements, the Field Element Manager or his designee shall administer a written examination to Facility Representatives. The examination should include only subjects on the Facility Representative core and facility-specific Qual-Cards. The minimum passing grade should be 80%.
5.10.4.3	FEMs	Shall	Upon satisfactory completion of the written examination by the Facility Representative candidate, the Field Element Manager or his designee shall convene and chair a Qualification Board for the purpose of conducting an oral examination of the candidate.
5.10.4.3	FEMs	Shall	The Field Element Manager or his designee shall determine the composition of the Qualification Board.
5.10.4.3	FEMs	Should	Field Element Managers or designees should develop formal guidance for the Qualification Board; this guidance includes: the standards for Qualification, the use of technical advisors by the Board, the questioning procedures or protocol, pass/fail criteria, the voting authorization and procedures, and the Board deliberation and documentation process.
5.10.4.4	FEMs	May	Field Element Managers or their designees may require Facility Representative candidates who fail a written or oral examination to go on a special study program designed to strengthen each area of weakness revealed in the examination.
5.10.4.4	FEMs	May	Field Element Managers or their designees may direct candidate reexaminations, with concentration in the identified weak areas.
5.10.4.4	FEMs	Should	Field Element Managers should reassign Facility Representative candidates who repeatedly fail examinations, to a non-Facility Representative position.
5.10.4.4	FEMs	Should	In rendering a final decision on reassignment, the Field Element Manager should consider any extenuating circumstances.
5.10.5	FEMs	May	Field Element Managers may establish criteria for designating Facility Representatives.
5.10.6	FEMs	Should	Upon completion of all elements of qualification, designated facility line managers within the field element should review and confirm satisfactory completion of the training requirements and eligibility of the candidate to become a Facility Representative.
5.10.6	FEMs	Should	Upon assignment of Facility Representatives to a different or additional facility or site, Field Element Managers or their designees should identify any additional qualification requirements that are necessary for a Facility Representative to complete for that facility or site.
5.10.7	FEMs	Shall	DOE Field Element Managers shall require Facility Representatives to requalify every three years.
5.10.7	FEMs	Shall	DOE Field Element Managers shall establish the specific requalification training designed to update and maintain the qualifications of Facility Representatives.
5.10.7	FEMs	Shall	Field Element Managers shall document the requalification process which shall as a minimum include the following:

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5.10.8	FEMs	Shall	Field Element Managers shall formally define proficiency requirements. These requirements shall include actions required to regain proficiency following periods of inactivity as a Facility Representative, and the length of time which triggers a need for proficiency training.
5.10.9	FEMs	Should	Field Element Managers should establish continuing training to enhance and strengthen the knowledge, skills and abilities of Facility Representatives.
5.10.8	FEMs	Should	Field Element Managers should also ensure that opportunities to develop management skills are made available, so that career progression for the Facility Representatives is realized.
5.5	DOE Managers	Should	In order to facilitate a direct communications link with senior contractor management, the Facility Representative and DOE managers should meet with senior contractor managers on a periodic basis to report the results of Facility Representative assessments and to discuss trends and systemic issues.
5.7e	DOE managers	Should	When corrective actions are called for, DOE line/program managers should initiate formal action with the operating contractor.
5.10.4.3	Qual. Board	Should	Board members should ask critical questions intended to integrate identified learning objectives during qualification.
5.10.4.3	Qual. Board	May	Additionally, the Board members may ask follow-up questions to help the Board determine how the candidates "think on their feet."
5.10.4.3	Qual. Board	May	The Board may conduct the oral interview as a group or individually.
5.10.4.3	Qual. Board	Should	The Board should document explicitly any questions and answers that result in an oral exam failure.
5.10.1	Immediate Supervisor	Should	The Facility Representative's immediate supervisor should designate learning objectives based on an analysis of training needs, elements of the position description, and facility-specific requirements.
4.2	FRs	Shall	Facility Representatives shall adhere to these requirements and controls when discharging their duties.
4.2a	FRs	Shall	Facility Representatives shall maintain the proper clearances, training, personal protective equipment, and physical qualifications for such access.
4.5.3	FRs	Shall	Facility Representatives shall sustain satisfactory job performance to retain qualification.
5.2a	FRs	Shall	The Facility Representative shall maintain frequent communication with field element supervision.
5.2a	FRs	Shall	The Facility Representative shall ensure that DOE line management is cognizant of current facility conditions.
5.2a	FRs	Should	Facility Representatives should spend the majority of their time in their assigned facilities observing operations and assessing operating conditions, consistent with the recommended coverage level and definitions in Tables 1 and 2.
5.2b	FRs	Shall	A Facility Representative shall be thoroughly familiar with site and facility characteristics, operating procedures, operating organizational structure, and key process control personnel.
5.2b	FRs	Shall	The Facility Representative shall be aware of major work in progress and in planning.
5.2b	FRs	Shall	The Facility Representative shall know which personnel are controlling the work, what procedures are to be used, whether training and qualification requirements have been established and are being met.

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5.2b	FRs	Shall	Facility Representatives shall verify whether work activities are being performed safely, based on periodic observations and spot-check reviews of frequency commensurate with the hazard and difficulty of the work.
5.2c	FRs	Shall	The Facility Representative shall be available to respond to facility events and serve as the DOE presence for special operations.
5.2d	FRs	Should	A Facility Representative should be in a position to provide information to DOE line management independent of programmatic responsibilities.
5.2e	FRs	Shall	The Facility Representative shall observe, evaluate, and report on the effectiveness of the operating contractor in multiple areas important to safe, efficient, and productive operation, such as operational performance, quality assurance, management controls, emergency response readiness activities, and assurance of worker health and safety.
5.2e	FRs	Shall	The Facility Representative should evaluate the overall effectiveness of the operating contractor in implementing corrective actions to deficiencies identified by facility reviews, including corrective actions which stem from identifying, reporting, and tracking nuclear safety noncompliance under the Price-Anderson Amendments Act of 1988.
5.2f	FRs	Should	Facility Representatives should vary their day-to-day presence in assigned facilities to show a degree of unpredictability and spontaneity based on the Facility Representative's judgment regarding what is appropriate to observe and assess.
5.3	FRs	Shall	The Facility Representative shall "Stop Work" in the following instances...
5.5	FRs	Should	In order to facilitate a direct communications link with senior contractor management, the Facility Representative and DOE managers should meet with senior contractor managers on a periodic basis to report the results of Facility Representative assessments and to discuss trends and systemic issues.
5.6	FRs	Should	Facility Representatives should periodically meet with line/program managers within the field element and senior line managers within the field element to provide information related to the assigned facilities.
5.6	FRs	Should	If safety or operational concerns are not resolved to the satisfaction of the Facility Representative, the Facility Representative should elevate the concerns through the defined DOE management hierarchy until an adequate resolution is obtained.
5.7	FRs	Should	Facility Representatives should be able to communicate effectively with all levels of the contractor organization.
5.7	FRs	Should	They should be familiar with the contractor chain of command for facility operations.
5.7	FRs	Should	The Facility Representative should always strive to work constructively and effectively with contractor personnel to meet the shared goals of productive and safe facility operations, in accordance with relevant DOE and contractual expectations.
5.7	FRs	Should	Facility Representatives should represent DOE to the contractor and ensure the contractor carries out DOE operational safety policies in a manner consistent with DOE Program Office and Field Element expectations, relevant contract requirements, and the contractor's Integrated Safety Management System description.
5.7a	FRs	Should	The Facility Representative functions as a part of DOE line management, and therefore should exercise authority consistent with specific program and management guidance established by the field element.
5.7e	FRs	Should	Additionally, the Facility Representative should also provide input to formal mechanisms such as confirmation of actions or orders, if necessary.
5.7f	FRs	Shall	The Facility Representative shall adhere to certain rules of conduct, or protocol, while performing assigned duties, including the facility's approved conduct of operations procedures.
5.7f1	FRs	Should	Facility Representatives should avoid interrupting operators in their work. The Facility Representative should wait for opportune times to deal with facility operators. If the Facility Representative is observing operations or activities, the Facility Representative should perform observations unobtrusively.
5.7f2	FRs	Should	The Facility Representative should maintain frequent contact with facility management. When Facility Representatives

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			observe something that raises a safety concern, they should discuss their concerns with the facility management. If the contractor response is deemed unsatisfactory, the Facility Representative should discuss the concern with DOE line management for appropriate action.
5.7f3	FRs	Should	Facility Representatives should use established chains of command for all requests for action, except when exercising "Stop Work" authority.
5.7f4	FRs	Shall	Facility Representatives shall keep a record of their activities and observations.
5.7f4	FRs	Should	Facility Representatives should periodically review their records to determine if a systemic or recurring problem exists with contractor activities at one or more facilities.
5.10	FRs	Shall	Facility Representatives shall undergo a formal qualification process established by the Field Element Manager.
5.10.8	FRs	Should	As part of the proficiency requirements, Facility Representatives should periodically participate, either in their normal role or as observers, in in-plant drills which enable Contractor operating personnel to maintain proficiency in tasks performed in response to off-normal or accident situations.