

RELATED CORRESPONDENCE

DOCKETED
USNRC

UNITED STATES OF AMERICA
NUCLEAR REGULATORY COMMISSION
ATOMIC SAFETY AND LICENSING BOARD

October 18, 2001 (2:54PM)

OFFICE OF SECRETARY
RULEMAKINGS AND
ADJUDICATIONS STAFF

IN THE MATTER OF)	Docket Nos. 50-390-CivP;
)	50-327-CivP; 50-328-CivP;
TENNESSEE VALLEY AUTHORITY)	50-259-CivP; 50-260-CivP;
)	50-296-CivP
)	
(Watts Bar Nuclear Plant, Unit 1;)	ASLBP No. 01-791-01-CivP
Sequoyah Nuclear Plant, Units 1 & 2;)	
Browns Ferry Nuclear Plant,)	EA 99-234
Units 1, 2 & 3))	

**TVA'S RESPONSES TO NRC STAFF'S FIRST
SET OF INTERROGATORIES**

Pursuant to 10 C.F.R. §§ 2.720(h)(2)(ii), 2.740, and 2.740b, and without waiving the right to object to the admissibility into evidence of any of the responses herein, respondent Tennessee Valley Authority (TVA) hereby makes the following responses to NRC Staff's first set of interrogatories.

General Objections

A. TVA objects to each and every interrogatory to the extent that it calls for information subject to the attorney-client privilege, the work product privilege, the privilege for critical self-examination, the deliberative process privilege, or any other privilege. To the extent that documents or information arguably subject to such privileges may be provided by TVA, such privileges are not waived beyond the precise extent of the disclosure made, and no waiver of a privilege may be implied in that no disclosure of anything which is actually privileged is intended.

B. TVA objects to each and every interrogatory to the extent that it seeks information subject to the restrictions of the Privacy Act of 1974, 5 U.S.C. § 552a (1994), to restrictions established under guidelines issued by a Federal agency, or to any provision of law which could subject TVA or its attorneys or employees involved in any exposure to civil liability or criminal penalties.

C. TVA objects to each and every interrogatory to the extent that it seeks information that does not pertain to conclusory findings as stated in the NRC's July 30, 1999, Office of Investigations (OI) Report or the NRC's February 7, 2000, Notice of Violation. Accordingly, to the extent that any interrogatory seeks such information, TVA objects on the grounds that the information requested is not admissible into evidence and is not reasonably calculated to lead to the discovery of admissible evidence, and is, accordingly, unduly burdensome in light of the irrelevance of the information it seeks.

D. TVA objects to providing information not within its knowledge, custody, possession, or control, or which does not exist.

E. TVA objects to each and every interrogatory to the extent that it seeks discovery of information which TVA has previously provided to the NRC in the investigation of this matter, NRC Investigation No. 2-1998-013.

F. TVA objects to each and every interrogatory to the extent that it seeks information about ongoing investigations by TVA's Office of the Inspector General (OIG) that may involve criminal activity or that may require the disclosure of investigative techniques.

Interrogatory No. 1

State the last known residential address, last known business address, and telephone numbers at those addresses for Gary L. Fiser.

Response

Home

3030 Laural Cove Lane
Signal Mountain, TN 37377
Tel. 423-886-4126

Business

BR 5D-C
1101 Market Street
Chattanooga, TN 37402
Tel. 423-751-4955

Interrogatory No. 2

State whether the following individuals are currently employed at TVA, their current position at TVA, or whether they are no longer employed by TVA:

- (a) Thomas McGrath
- (b) Wilson McArthur
- (c) Ron Grover
- (d) John Corey
- (e) Charles Kent
- (f) Heyward (Rick) Rogers
- (g) Jack Cox
- (h) Rob Beecken
- (i) Melissa Westbrook
- (j) David Voeller
- (k) Sam Harvey
- (l) Ben Easley
- (m) David Goetcheus
- (n) James (Ed) Boyles
- (o) Tresha Landers
- (p) Gordon Rich
- (q) Naomi Lindsay
- (r) Dan Keuter

- (s) William Jocher
- (t) Pat Lydon
- (u) Katherine Welch
- (v) Phil Reynolds
- (w) John Long

Response

See attachment 1.

Interrogatory No. 3

With respect to any person listed in response to Interrogatory 3 [sic], state the individuals last known residential address, last known business address, and telephone numbers at those addresses.

Response

Assuming that this interrogatory meant to refer to Interrogatory No. 2, see attachment 1.

Interrogatory No. 4

Identify all individuals, by name and position, who served on the Nuclear Safety Review Board in 1993, including whether they are currently employed by TVA, in what position, and the last known residential address, last known business address, and telephone numbers at those addresses.

Response

See attachment 2.

Interrogatory No. 5

Identify each position that was eliminated during the reorganization that occurred in Operations Support in 1994 and for each of these positions, provide a position description.

Response

This information is not readily available. TVA will supplement this response if and when it can retrieve this information.

Interrogatory No. 6

Identify each new position that was created as a result of the reorganization that occurred in Operations Support in 1994, provide a position description for each of these positions, and indicate which of these positions were advertised/posted.

Response

This information is not readily available. TVA will supplement this response if and when it can retrieve this information.

Interrogatory No. 7

Identify each new position that was created as a result of the reorganization that occurred in Operations Support in 1996, provide a position description for each of these positions, and indicate which of these positions were advertised/posted.

Response

Although complete information is not readily available, see attachment 3. TVA will supplement this response if and when additional information can be determined.

Interrogatory No. 8

Identify each position that was eliminated during the reorganization that occurred in Operations Support in 1996 and for each of these positions, provide a position description.

Response

Although complete information is not readily available, see attachment 4. TVA will supplement this response if and when additional information can be determined.

Interrogatory No. 9

Identify what policy was in effect regarding posting of positions PG-1 through senior manager at the time of the 1996 reorganization of TVA Nuclear, including any similarities or differences between the policies for PG-1 through PG-11 positions and senior manager positions.

Response

The referenced policy was articulated in a March 23, 1993, memorandum from John E. Long, Jr., with subsequent modifications issued on April 14, 1993, from Ricky B. Kennedy, and July 7, 1994, from Eva D. Hall. These documents are produced as attachment 5.

Interrogatory No. 10

Explain the Hay Classification System, as mentioned by Phil Reynolds in his NRC OI Interview, OI Exhibit 25, how the system is used by TVA, whether it applies to TVA, whether it can be used to determine whether a position should be posted or the RIF guidelines should be used, and how it was applied to the 1996 reorganization of TVA Nuclear.

Response

TVA used the Hay System to evaluate jobs based on position descriptions to assign particular jobs to pay groups and for salary administration. For more information on the Hay System, see attachments 6 and 7. The Hay System was not used to determine whether a vacant position should be posted or whether the RIF guidelines should be used, and was not directly applied to the 1996 reorganization of TVA Nuclear. However, the pay group to which a job is assigned may be a pertinent consideration in determining the competitive level of the job.

Interrogatory No. 11

Explain the basis for concluding that Wilson McArthur could be transferred into the Radcon Chemistry Manager position without posting this position for competition, including the individual(s) involved in making this decision and whether the decisionmakers considered whether or not Ron Grover also qualified to transfer into this position.

Response

Please refer to the statement by James Ed Boyles contained in the transcript of the Closed Predecisional Enforcement Conference statement of Wilson

McArthur at 29-32, and the statements by Boyles and Thomas McGrath in the Closed Predecisional Enforcement Conference statement of Thomas McGrath at 22-26, 29-31.

Interrogatory No. 12

Explain the basis for concluding that the PWR and BWR Chemistry positions were required to be posted rather than permitting Gary Fiser to transfer into the PWR position, including the individual(s) involved in making this decision.

Response

Ben Easley, formerly a human resources specialist in TVA Nuclear, compared and evaluated the position descriptions for the existing positions of Chemistry and Environmental Protection, Program Manager with the new position descriptions of Chemistry Program Manager (PWR) and Chemistry Program Manager (BWR) which were developed by line management to determine interchangeability as defined in 5 C.F.R. § 351.403. Based on the comparison and evaluation, it was determined that under 5 C.F.R. § 351.403, the new positions were not interchangeable with the old positions and that the new positions should be competitively posted. Mr. Boyles reviewed this decision and concurred. This same process of comparison and evaluation was used in numerous other reorganizations. As a result of Mr. Fiser expressing a concern over the posting of the positions, Mr. Boyles and Mr. Easley reviewed their decision. Katherine J. Welch, Thomas J. McGrath, and Brent R. Marquand were also consulted.

Interrogatory No. 13

Identify the following information related to the 1996 Selection Review Board which selected individuals for the PWR and BWR Chemistry positions:

- (a) what individuals selected the members of the SRB.

- (b) how the members of the SRB were selected.
- (c) what individuals drafted the questions or other materials posed to the applicants during the selection process.
- (d) what individuals decided which questions to pose to the PWR Chemistry candidates.
- (e) what documents were included in the notebooks given to the SRB members.
- (f) what individuals prepared the interview notebooks given to the SRB members.
- (g) what individuals had access to the interview notebooks prior to the interviews.
- (h) what efforts were made to have a representative from the Watts Bar plant as a member of the SRB.
- (i) the basis for the exclusion of Ben Easley from the SRB.
- (j) what individual decided that Easley should not participate in the SRB.
- (k) the basis for the inclusion of Charles Kent in the SRB.
- (l) explain whether Kent's knowledge and involvement in Gary Fiser's DOL activities was considered in including him on the SRB.
- (m) explain whether Kent's attempt to have Sam Harvey transferred to the Sequoyah plant was considered in including him on the SRB.

Response

(a) A discussion was held during a Peer Review Group meeting composed of Jack Cox, Wilson McArthur, Charles Kent, and John Corey. In the meeting it was agreed that the Chemistry and Radiological Control Managers from all three sites, Cox, Kent, and Corey, should comprise the Selection Review Board, and

that although McArthur would be present during the interviews, he should not vote on the candidates because he was the selecting official and would make the final selection. McArthur relayed the recommendation to Thomas McGrath and to Ben Easley. Easley took the recommendation to Ed Boyles, his supervisor in HR.

(b) The members of the SRB were selected because they were the Chemistry and Radiological Control Managers for each of TVA's three nuclear sites. However, before the SRB was to interview applicants, Mr. Cox, the site Chemistry and Radiological Control Manager for Watts Bar, determined that he would be unable to serve on the board. Dr. McArthur, as the selecting official for all the positions, first attempted to retain Dennis Koehl, the assistant plant manager at Watts Bar, to replace Mr. Cox. However, he was told by Mr. Koehl's administrative assistant that he was unavailable that day. McArthur then consulted with HR and McGrath who suggested Heyward Rogers. Rogers agreed to serve on the SRB.

(c) McArthur drafted a number of suggested questions. On the day of the interviews, the SRB selected some of the questions suggested by McArthur. Mr. Kent added a question which is the handwritten question on the list of questions in the interview notebooks.

(d) Just prior to the interviews, the SRB decided which member would ask which of the drafted questions. In the interview notebooks, the questions which were asked are circled and only those questions were scored. See response to interrogatory No. 13(c).

(e) The interview notebooks were previously provided to NRC OI.

(f) Easley and McArthur.

(g) See the response to subpart (f). Westbrook, Kent, Rogers, and Cox, were provided with the notebooks just prior to the interviews.

(h) See the response to subparts (a) and (b).

(i) Easley was not excluded from the SRB. He asked to be excused as the HR representative based on his involvement in a previous Department of Labor complaint filed by Gary Fiser. Messrs. Kent, Corey, and Rogers did not know the reasons Easley was not on the SRB. They were simply aware that Westbrook took Easley's place as the HR representative.

(j) Easley did not want to participate in the SRB.

(k) See the responses to subparts (a) and (b).

(l) Kent's knowledge and involvement in Fiser's DOL activities was not considered in including him on the SRB. See the responses to subparts (a), (b), and (k).

(m) Kent's previous desire to have Harvey transferred to Sequoyah was not considered. See responses to subparts (a), (b), (k), and (l).

Interrogatory No. 14

Explain the basis for concluding that Jack Cox, had he been available to participate in the Selection Review Board, would have been biased in favor of Gary Fiser, including the identity of each individual who concluded that Cox would have been biased and whether or not that individual would have excluded Cox from the SRB because of this bias.

Response

The basis for concluding that Jack Cox would have been biased in favor of Gary Fiser was Cox's statement, made before the selection interviews but after Cox had indicated that he was not available to serve on the SRB, that he (Cox) would vote for Fiser. The statement was made in front of McArthur, Corey, and Kent. McArthur informed McGrath of Cox's statement.

It was not determined that Cox should be excluded from the SRB because of his expressed predisposition to select Fiser as he had already excluded himself.

Interrogatory No. 15

Explain the basis for TVA['s] conclusion that Charles Kent, a member of the SRB, was not biased in favor of Sam Harvey, including, but not limited to, the identity of each individual involved in deciding which individuals should serve on the SRB and whether or not these individuals considered if Kent should be excluded from the SRB for bias or for his knowledge of Fiser's DOL activity.

Response

TVA did not determine or attempt to determine whether Kent was biased in favor of Harvey. See the responses to interrogatory Nos. 13(a), (b), (k), (l), and (m). Kent never stated a preference in favor of selecting Harvey, or any one else, and accordingly, no such bias was assumed or considered in determining his suitability to serve on the SRB. Both McArthur and McGrath knew that Kent had worked with both Harvey and Fiser and thought well of both. In addition, Kent had tried to get Fiser back to work for him.

Interrogatory No. 16

Provide all information relating to Charles Kent and Gordon Rich's attempt to get Sam Harvey transferred to the Sequoyah plant prior to the 1996 reorganization, including the individuals consulted in making this request, the reasons why Harvey was not transferred, and the individuals involved in making any decision regarding either the availability of a position or the required posting of any open position.

Response

Some time prior to the reorganization in 1996, Gordon Rich and Charles Kent discussed a transfer of Sam Harvey to Sequoyah Nuclear Plant (SQN). At the time Harvey was providing support to SQN on several important projects. Kent approached Ron Grover and discussed Sam Harvey's transfer to SQN. Grover discussed the matter with various people including Tom McGrath.

McGrath discussed the issue with HR (Easley and Boyles) and it was determined that a transfer was not permissible. HR advised that the transfer could not be approved, but that if there was available headcount, the position could be advertised and Kent was so informed. Kent did not post the position.

Interrogatory No. 17

Provide all information relating to any complaints of sexual harassment or inappropriate behavior towards female employees by Sam Harvey, including, but not limited to a sexual harassment complaint filed by Tresha Landers.

Response

Tresha Landers alleged that Sam Harvey had engaged in inappropriate behavior, and an investigation was conducted by TVA's Office of the Inspector General (OIG). Harvey denied the charges and there was no supporting evidence other than the allegation by Landers. Following the investigation, Harvey was counseled by Ron Grover, Harvey's supervisor, and a memorandum documenting the meeting was sent to Harvey.

Copies of the OIG's investigative file and the memorandum will be produced.

Interrogatory No. 18

Provide all information relating to any incidents in which Sam Harvey represented that a report was his work product when he had not written the report or when Harvey was alleged to have plagiarized the work of others, including, but not limited to, his alleged plagiarism of a paper on controlled shutdowns of steam generators written by the head of Corporate Chemistry at Carolina Power and Light.

Response

It is a general practice in the nuclear industry to develop procedures from best industry practices. On information and belief, Harvey generated a white paper on shutdown chemistry controls and steam generator chemistry for TVA Nuclear. The paper was recognized as being similar to a document generated by Carolina Power and Light.

Interrogatory No. 19

State whether you contend that Gary L. Fiser had weak chemistry skills, managerial skills, and/or leadership qualifications and if so, state the basis for your contention. Provide copies of each pertinent document supporting your conclusion, identify each person with information regarding such conclusion, and state the information you impute to each person.

Response

After assuming the Plant Manager position at Sequoyah, Robert J. Beecken, currently Vice President, Nuclear Support, became aware of performance deficiencies with the Chemistry function at the plant. As the responsible manager, Fiser was responsible for identifying and correcting those deficiencies. Performance issues were also recognized by the NSRB, Quality Assurance, Corporate Radiological

Control Chemistry management, and the individual responsible for steam generator technology. At that time, Beecken's perception was that Fiser may not have had the managerial leadership skills necessary to manage an improvement effort while managing the day-to-day operations of the Chemistry function.

Beecken, Jack Wilson, Wilson McArthur, and Dan Keuter had various discussions about Sequoyah Chemistry the performance issues, and Fiser's apparent inability to correct the deficiencies. They agreed upon a job rotation between Fiser and Bill Jocher, the Corporate Chemistry Manager. The rotation was coordinated through HR, Michael Pope and Ben Easley,

While Fiser was working as the Corporate Chemistry Manager, additional problems arose and the matter was the subject of various discussions involving Harvey, McArthur, and Keuter. Various people including Beecken, Wilson, and McArthur had conversations with Fiser in which he was informed that they thought he had not addressed or did not have the management skills to address the deficiencies in Chemistry.

These matters are reflected in the OIG's investigation, NRC OI's investigation, NSRB minutes, INPO reports, Fiser's performance evaluations, the tape recordings Fiser made, and the "transcript" made by Fiser of those tapes. TVA believes that the Staff has the NRC OI investigation. Copies of the other documents will be produced.

Interrogatory No. 20

Explain TVA's policy or practice for informing TVA employees of pending DOL complaints by other TVA employees, including what individuals are informed, how TVA determines which employees need to be informed of the DOL cases, how the employees are informed, and what information they are provided.

Response

TVA does not have a policy to inform TVA employees of pending DOL complaints by other TVA employees. Typically, appropriate senior management and appropriate Human Resources personnel are informed as is the management against whom the charges have been alleged. Generally, TVA informs individuals who have a need to know.

Interrogatory No. 21

Identify each individual who TVA provided copies of transcripts of or information about taped conversations by Gary Fiser during the investigation and resolution of the Jocher case, what transcripts or other information about these taped conversations was provided to each individual, and copies of all relevant documents.

Response

TVA objects to this interrogatory to the extent it seeks information protected by attorney work product or attorney-client privilege. Subject to the foregoing objection, TVA states that it is not aware of any true, complete, or accurate transcripts of conversations taped by Fiser. Fiser provided TVA's OIG with the tapes and a copy of a purported "transcript" prepared by himself. The OIG made copies of the tapes and the "transcript" available to OGC. Boyles, Easley, McArthur, or Grover, may have been informed that Fiser had tape recorded conversations with TVA employees.

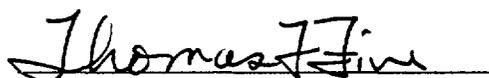
Interrogatory No. 22

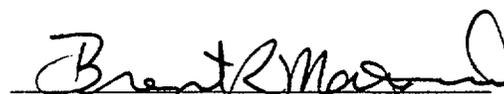
Provide all information and documents relating to investigations of Ron Grover for improper activity during his employment at TVA.

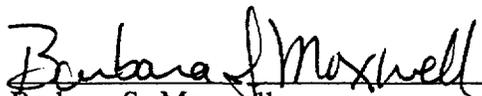
Response

TVA will produce copies of TVA OIG's investigations of Grover's activities.

Maureen H. Dunn
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Thomas F. Fine
Assistant General Counsel


Brent R. Marquand
Senior Litigation Attorney


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Knoxville, Tennessee 37902-1401
Telephone No. 865-632-2061

Attorneys for TVA

003689346

CERTIFICATE OF SERVICE

I hereby certify that the foregoing responses have been served by overnight messenger on the persons listed below. A copy of the responses has also been sent by e-mail to those persons listed below with e-mail addresses.

Administrative Judge
Charles Bechhoefer, Chairman
U.S. Nuclear Regulatory Commission
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Two White Flint North
11545 Rockville Pike
Rockville, Maryland 20852-2738
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Administrative Judge
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U.S. Nuclear Regulatory Commission
Atomic Safety and Licensing Board Panel
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11545 Rockville Pike
Rockville, Maryland 20852-2738
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Administrative Judge
Ann Marshall Young
U.S. Nuclear Regulatory Commission
Atomic Safety and Licensing Board Panel
Two White Flint North
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Mr. William D. Travers
Executive Director of Operations
U.S. Nuclear Regulatory Commission
One White Flint North
11555 Rockville Pike
Rockville, Maryland 20852-2738

This 17th day of October, 2001.



Attorney for TVA

SENSITIVE INFORMATION

INTERROGATORY 2

State whether the following individuals are currently employed at TVA, their current position at TVA, or whether they are no longer employed at TVA:

INTERROGATORY 3

With respect to any person listed in response to Interrogatory 3, state the individual's last known residential address, last known business address, and telephone numbers at those addresses.

NAME	STREET, CITY, STATE, ZIP	HOME PHONE	MAIL STOP*	WORK PHONE	STATUS
BEECKEN,ROBERT J	15921 PROVIDENCE ROAD, SALE CREEK, TN, 37373	423/332-0753	TENNESSEE VALLEY AUTHORITY, 1101 MARKET STREET, LP 6A-C, CHATTANOOGA, TN 37402-2801	423/751-8544	ACTIVE
BOYLES,JAMES E	102 RIDGESIDE ROAD, CHATTANOOGA, TN, 37411	423/624-9179	TENNESSEE VALLEY AUTHORITY, 1101 MARKET STREET, LP 3A-C CHATTANOOGA, TN 37402-2801	423/751-7059	ACTIVE
COREY,JOHN M	1613 DRAKE AVENUE SE, HUNTSVILLE, AL, 35802-1058	256/881-8099	TENNESSEE VALLEY AUTHORITY, SHAW ROAD, P O BOX 2000, POB 2H, DECATUR, AL 35602-2000	256/729-3707	ACTIVE
COX JR,JACK W	801 CHURCH ST, SWEETWATER, TN, 37874-2606	423/337-7738	TENNESSEE VALLEY AUTHORITY, WATTS BAR HWY, P O BOX 2000, WTC 1G-WBN SPRING CITY, TN 373831-2000	423/365-8274	ACTIVE
EASLEY,BEN G	8227 CICERO TRAIL, CHATTANOOGA, TN, 37421-1306	423/892-8288	TENNESSEE VALLEY AUTHORITY, 1101 MARKET STREET, LP 3A-C, CHATTANOOGA, TN 37402-2801	423/751-2234	TERMINATED
GOETCHEUS,DAVID F	1111 HARBOR LANDING DR., SODDY DAISY, TN, 37379	423/332-6405	TENNESSEE VALLEY AUTHORITY, 1101 MARKET STREET, BR 3F-C, CHATTANOOGA, TN 37402-2801	423/751-7652	ACTIVE
GROVER,RONALD O	P O BOX 22573, CHATTANOOGA, TN, 37422		TENNESSEE VALLEY AUTHORITY, 1101 MARKET STREET, LP 4T-C CHATTANOOGA, TN 37402-2801	423/751-4054	TERMINATED
HARVEY III,SAM L	3700 REDDING RD, CHATTANOOGA, TN, 37415-4122	423/874-0253	TENNESSEE VALLEY AUTHORITY, 1101 MARKET STREET, BR 3F-C CHATTANOOGA, TN 37402-2801	423/751-7934	RETIRED
JOCHER,WILLIAM F	133 GHOLDSTON DR, DAYTON, TN, 37321	423/775-4992	TENNESSEE VALLEY AUTHORITY, 1101 MARKET STREET, LP 5D-C CHATTANOOGA, TN 37402-2801	423/751-7826	TERMINATED
KEUTER,DANNY R	9608 MTN SHADOWS DR, CHATTANOOGA, TN, 37421	423/490-0862	TENNESSEE VALLEY AUTHORITY WATTS BAR HWY, P O BOX 2000 MOB 1W-WBN SPRING CITY, TN 37381-2000	423/365-1944	TERMINATED

Attachment 1

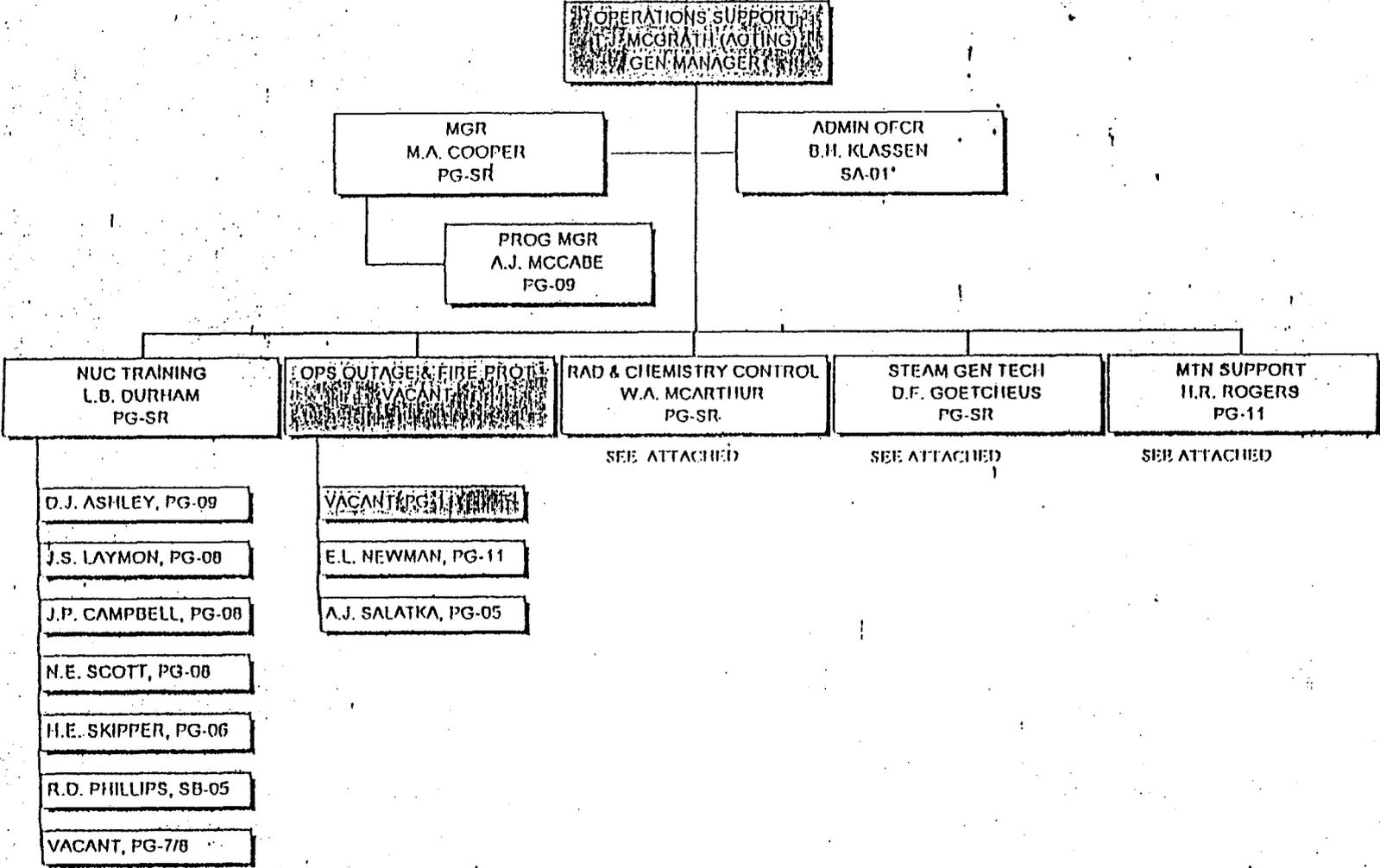
NAME	STREET, CITY, STATE, ZIP	HOME PHONE	MAIL STOP*	WORK PHONE	STATUS
LANDERS,TRESHA A	P.O. BOX 477, DECATUR, TN, 37322-0477	423/334-4465	TENNESSEE VALLEY AUTHORITY 400 WEST SUMMIT HILL DRIVE, GRN 2F-K KNOXVILLE, TENNESSEE 37902	865/673-2358	ACTIVE
LINDSEY,NAOMI C	208 MATHES LANE, SIGNAL MTN, TN, 37377-2268	423/886-4441	TENNESSEE VALLEY AUTHORITY, 1101 MARKET STREET, MR 3M-C CHATTANOOGA, TN 37402-2801	423/751-6475	ACTIVE
LONG JR,JOHN E	7841 WEBSTER DRIVE, KNOXVILLE, TN, 37938-3149	865/922-1781	TENNESSEE VALLEY AUTHORITY 400 WEST SUMMIT HILL DRIVE, ET 12A-K KNOXVILLE, TN 37902	865/632-6307	ACTIVE
LYDON,PATRICK M	PARDEE CENTER, VALLEY SPRINGS, CA, 95252		TENNESSEE VALLEY AUTHORITY SEQUOYAH ROAD, P O BOX 2000, POB 2A-SQN SODDY DAISY, TN 37379-2000	423/843-6504	TERMINATED
MCARTHUR,WILSON C	2414 ROYAL FERN TRAIL, CHATTANOOGA, TN, 37421-1840	423/855-8979	TENNESSEE VALLEY AUTHORITY, 1101 MARKET STREET, LP 6A-C CHATTANOOGA, TN 37402-2801	423/751-8715	TERMINATED
MCGRATH,THOMAS J	113 ROLLING HILLS DR, HIXSON, TN, 37343-3052	423/842-8945	TENNESSEE VALLEY AUTHORITY, 1101 MARKET STREET, SP 6F-C CHATTANOOGA, TN 37402-2801	423/751-8727	ACTIVE
REYNOLDS,PHILLIP L	1501 ABBINGTON CT., HIXSON, TN, 37343-3151	423/843-1036	TENNESSEE VALLEY AUTHORITY, 1101 MARKET STREET, LP 3A-C CHATTANOOGA, TN 37402-2801	423/751-3185	ACTIVE
RICH,GORDON L	4021 HIGHWOOD DR, CHATTANOOGA, TN, 37415-3101		TENNESSEE VALLEY AUTHORITY, SEQUOYAH ROAD, P O BOX 2000 SB 2B-SQN SODDY DAISY, TN 37381-2000	423/843-6714	RETIRED
ROGERS,HEYWARD R	1812 THRASHER PK, HIXSON, TN, 37343-1747	423/842-3489	TENNESSEE VALLEY AUTHORITY, SEQUOYAH ROAD, P O BOX 2000 OPS 3C-SQN SODDY DAISY, TN 37381-2000	423/843-6992	ACTIVE
VOELLER,DAVID J	340 SWEETGUM DR, KNOXVILLE, TN, 37922-0843	865/693-3436	TENNESSEE VALLEY AUTHORITY, WATTS BAR HWY, P O BOX 2000, MOB 2A- WBN SPRING CITY, TN 373831-2000	423/365-1296	ACTIVE
WELCH,KATHERINE J	813 SUSAN CAROL LANE, CHATTANOOGA, TN, 37421	423/893-9023	TENNESSEE VALLEY AUTHORITY, 1101 MARKET STREET, EB 8B-C CHATTANOOGA, TN 37402-2801	423/751-7000	ACTIVE
WESTBROOK,MILISSA W	2926 KELL ROAD, SIGNAL MTN, TN, 37377-1033	423/886-6970	TENNESSEE VALLEY AUTHORITY, 1101 MARKET STREET, LP 3A-C CHATTANOOGA, TN 37402-2801	423/751-2752	ACTIVE
KENT JR.CHARLES E	1748 COLONIAL SHORES DR, HIXSON, TN, 37343-3449	423/843-0508	TENNESSEE VALLEY AUTHORITY SEQUOYAH ROAD, P O BOX 2000 POB 2C-SQN SODDY DAISY, TN 37379-2000	423/843-8874	CONTRACTOR

SEQUOYAH_NSRB

MEMBERS		TVA POSITION	TVA ADDRESS	HOME ADDRESS
R. F. Driscoll	ee	Manager, Nuclear Site, Training	STC 2H-SQN	914 White Springs Drive, Chattanooga, TN 37415
L. B. Durham				9114 Tennga Lane, Chattanooga, TN 37421
R. A. Fenech				4131 Hamill Road, Hixson, TN 37343
R. R. Calabro				6689 Hickory Brook Rd., Chattanooga, TN 37421
M. A. Cooper	ee	Gen. Mgr., Fossil Power	LP 3K-C	36 Middle Creek Road, Signal Mtn., TN 37377
T. A. Flippo	ee	Manager, Nuclear Area	MR 5K-C	6410 Camdendown Lane, Hixson, TN 37343
N. C. Kazanas	ee	Gen. Mgr., Bellefonte, Nuc. Support	LP 5M-C	1028 Ivy Manor Court, Hixson, TN 37343
D. R. Keuter				9608 Mtn. Shadows Dr., Chattanooga, TN 37421
W. C. McArthur				2414 Royal Fern Trail, Chattanooga, TN 37421
T. J. McGrath	ee	Project Manager, System Inte.	SP 6F-C	113 Rolling Hills Drive, Hixson, TN 37343
D. E. Moody (Deceased)				1118 Constitution Drive, Chattanooga, TN 37405
G. R. Mullee				948 Whippoorwill Dr., Signal Mtn., TN 37377
J. N. Ward				1216 Sunset Drive, Signal Mtn., TN 37377
R. F. Wilson				9129 Stoney Mtn. Dr., Chattanooga, TN 37421

Authorized headcount
 Actual headcount
 Number of vacancies
 Non-Nuclear headcount

NUCLEAR OPERATIONS OPERATIONS SUPPORT

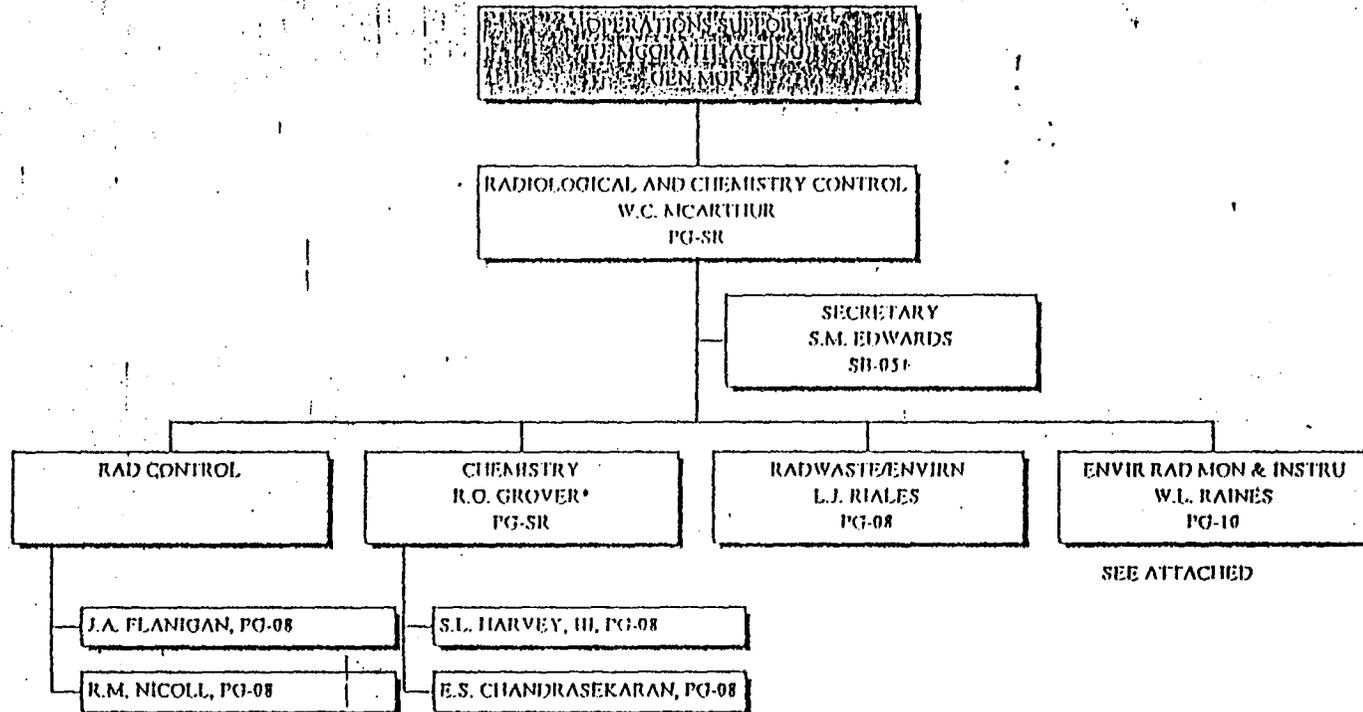


Attachment 3

*SHARED RESOURCE WITH PROCESS IMPROVEMENT AND TOTAL QUALITY

Authorized headcount
Actual headcount
Number of vacancies
Non-Nuclear headcount

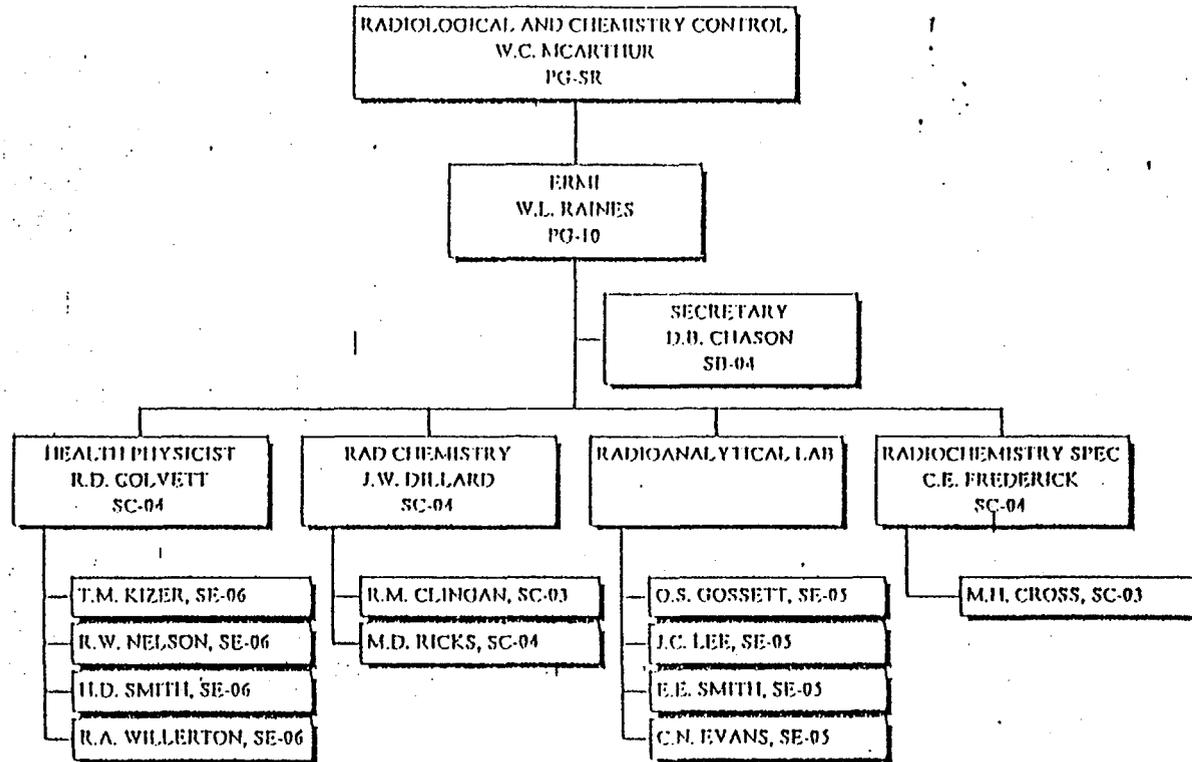
NUCLEAR OPERATIONS
OPERATIONS SUPPORT
RADIOLOGY AND CHEMISTRY CONTROL



ON LOAN TO INFO

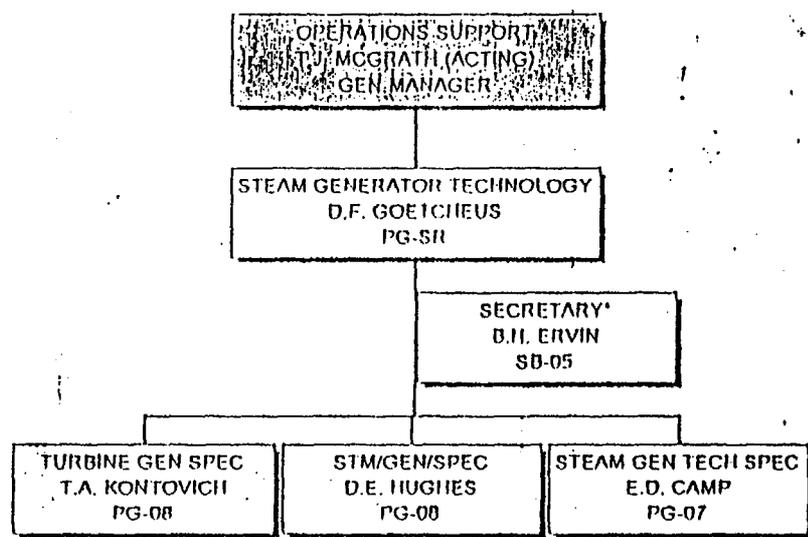
Authorized headcount	18
Actual headcount	18
Number of vacancies	0
Non-Nuclear headcount	

NUCLEAR OPERATIONS
OPERATIONS SUPPORT
RADIOLOGY AND CHEMISTRY CONTROL
ENVIRONMENTAL RADIOLOGICAL MONITORING & INSTRUMENTATION (ERMI)



Authorized headcount	20
Actual headcount	20
Number of vacancies	0
Non-Nuclear headcount	

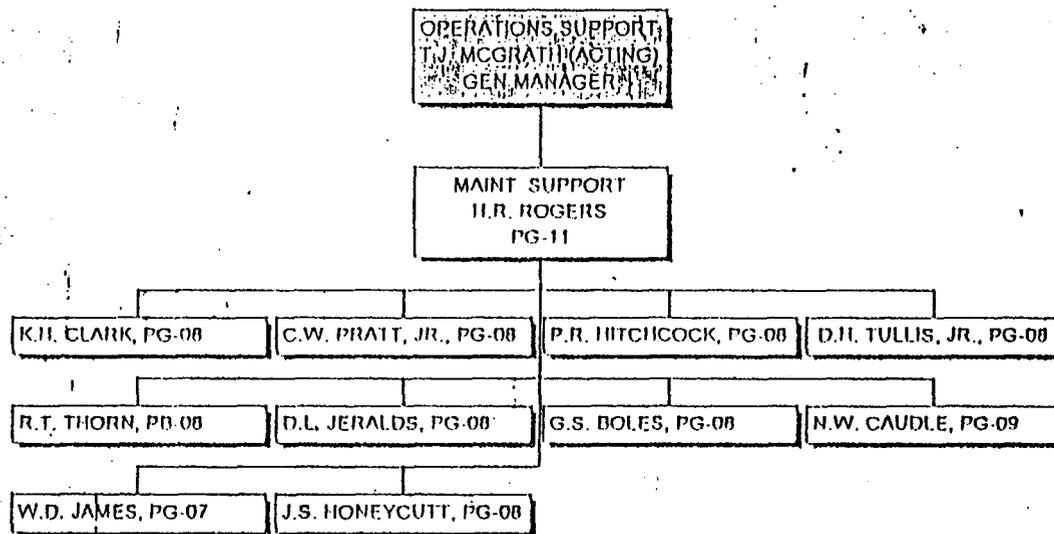
**NUCLEAR OPERATIONS
 OPERATIONS SUPPORT
 STEAM GENERATOR TECHNOLOGY**



*SHARED WITH MAINTENANCE SUPPORT

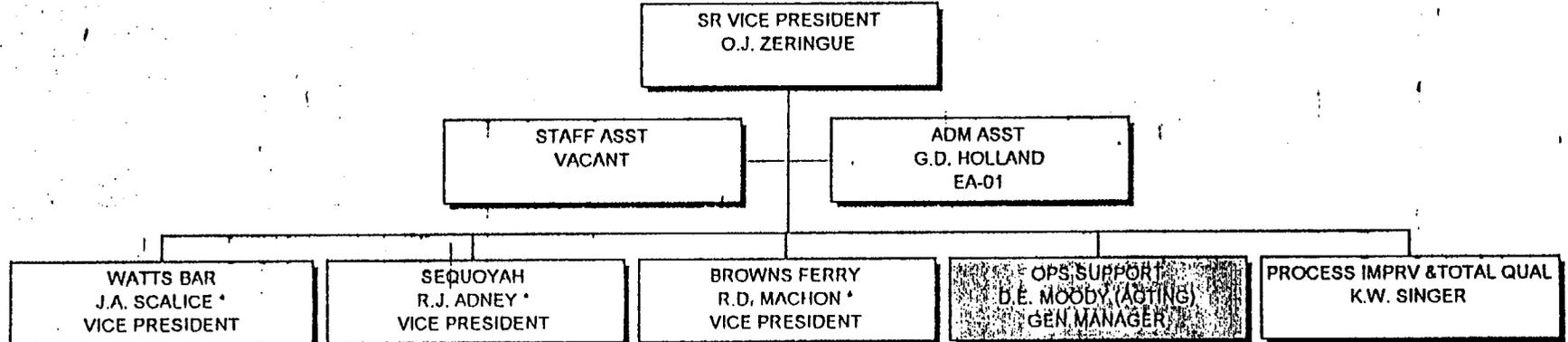
Authorized headcount	20
Actual headcount	20
Number of vacancies	0
Non-Nuclear headcount	

NUCLEAR OPERATIONS
 OPERATIONS SUPPORT
 MAINTENANCE SUPPORT



Authorized headcount	66
Actual headcount	39
Number of vacancies	7
Non-Nuclear headcount	0

TVA NUCLEAR NUCLEAR OPERATIONS



SEE ATTACHED

SEE ATTACHED

Attachment 4

* HEADCOUNT CARRIED AT SITE LOCATIONS

06/02/95
NCO3

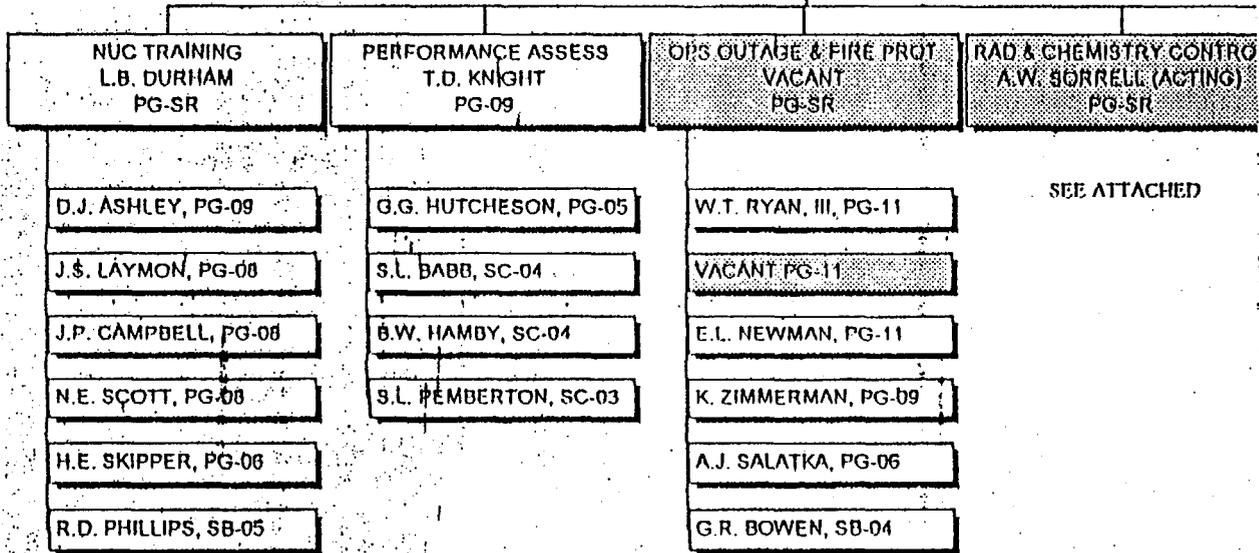
Authorized headcount
 Actual headcount
 Number of vacancies
 Non-Nuclear headcount

NUCLEAR OPERATIONS OPERATIONS SUPPORT

195

OPERATIONS SUPPORT
 DON MOODY (ACTING)
 GEN MANAGER

SECTY
 J.S. KELLOGG
 SB-05

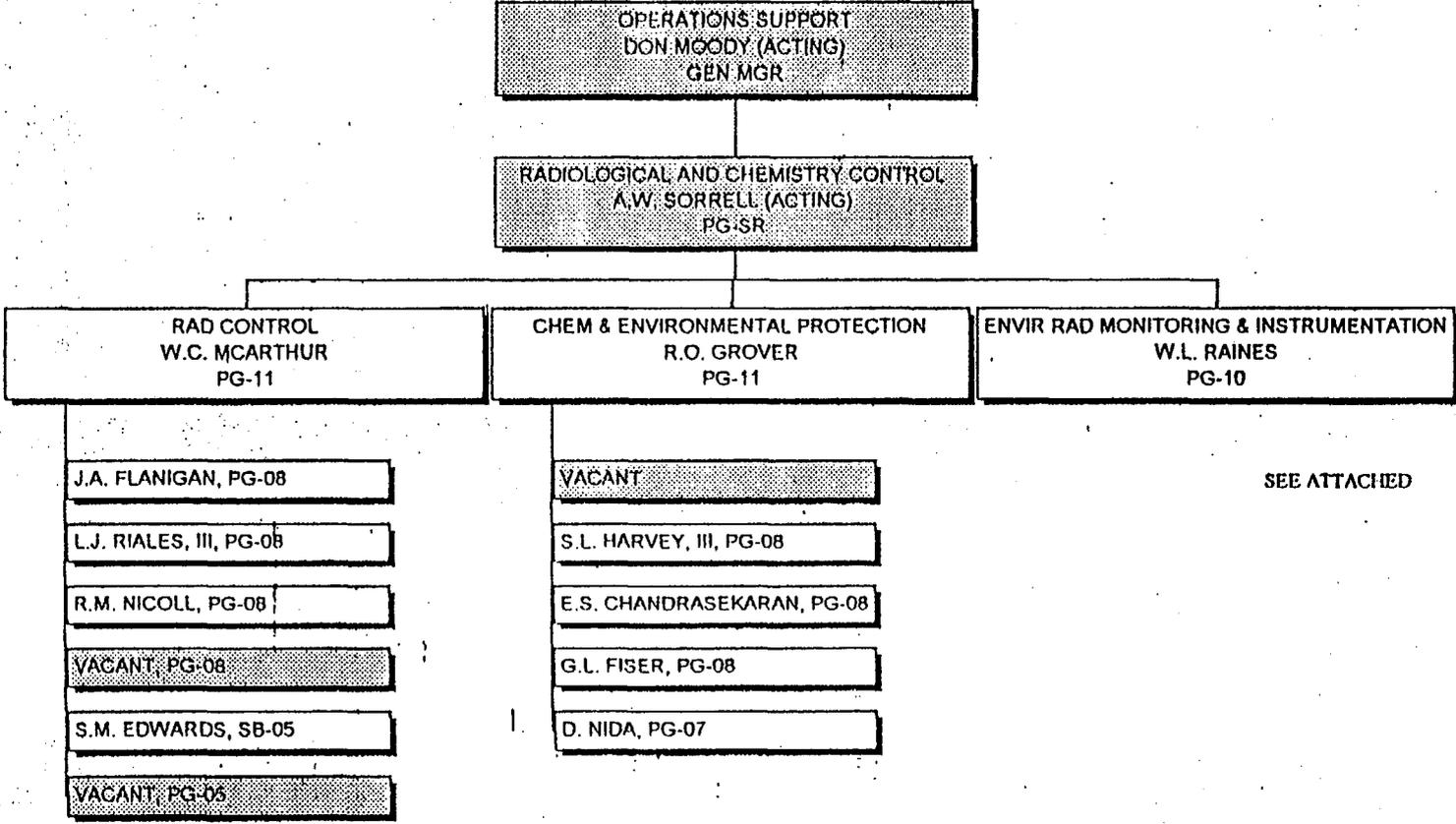


*SHARED WITH PERFORMANCE ASSESSMENT

*SHARED WITH CHEM & ENV PROTECTION

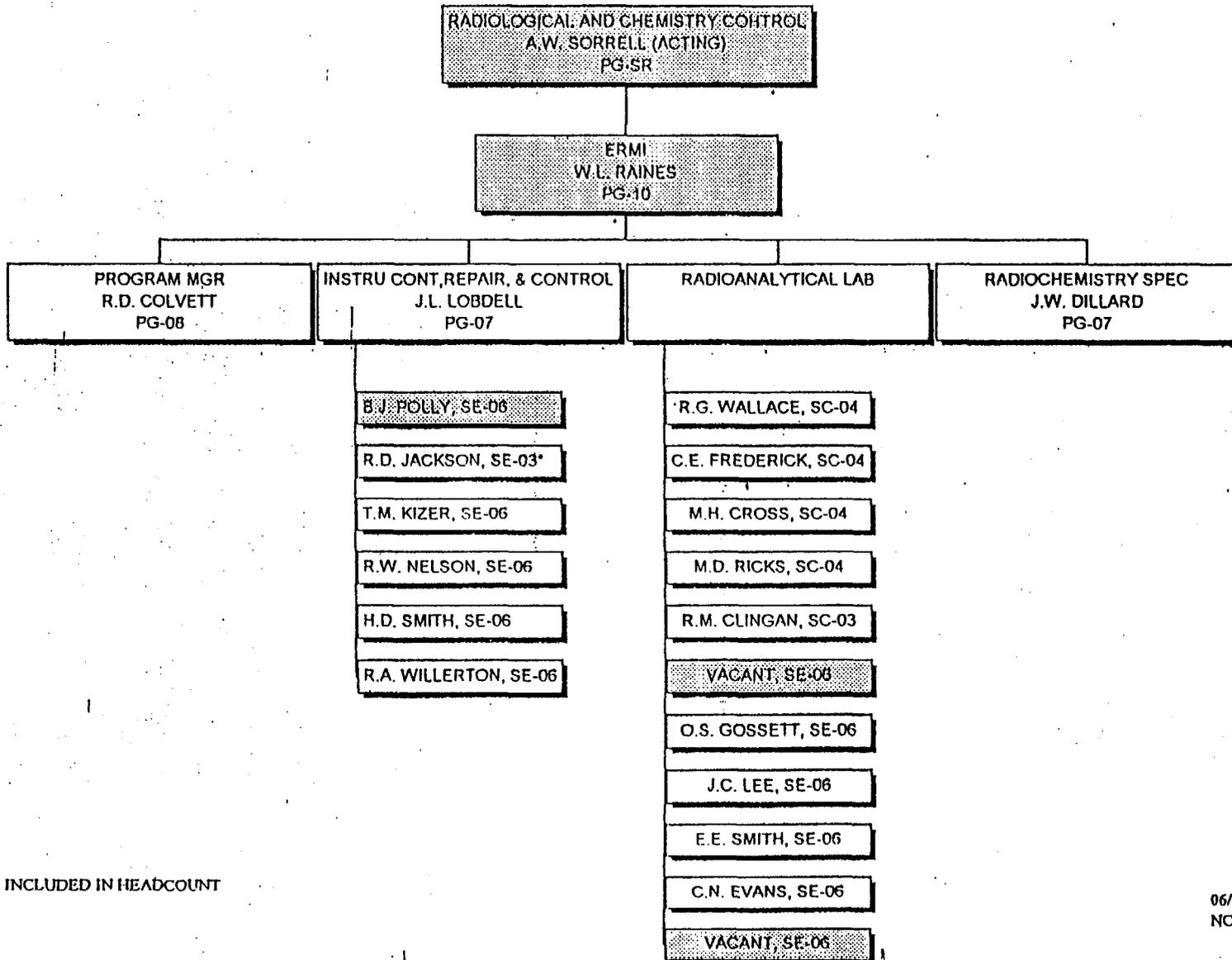
Authorized headcount
 Actual headcount
 Number of vacancies
 Non-Nuclear headcount

**NUCLEAR OPERATIONS
 OPERATIONS SUPPORT
 RADIOLOGY AND CHEMISTRY CONTROL**



Authorized headcount
 Actual headcount
 Number of vacancies
 Non-Nuclear headcount

NUCLEAR OPERATIONS
OPERATIONS SUPPORT
RADIOLOGY AND CHEMISTRY CONTROL
ENVIRONMENTAL RADIOLOGICAL MONITORING & INSTRUMENTATION (ERMI)



*OWCP NOT INCLUDED IN HEADCOUNT

July 7, 1994

Copy for all of staff

JUL 07 '94

ASK	
PWC	
AHC	
JFS	cc
FL	MR
DM	
WT	
WV	

last file

Those listed

REVISION TO SELECTION/WAIVER POLICY - SELECTING CAREER SKILLS CENTER EMPLOYEES TO FILL MANAGEMENT AND SPECIALIST POSITIONS

This memorandum revises the March 23, 1993 memorandum regarding TVA's policy on management selections including provisions for waivers of posting.

Effective immediately, organizations may submit a written request for waiver of management schedule vacancy announcements if the selection is an employee in the Career Skills Center through me.

All other aspects of the approval process as outlined in the March 23 memorandum remain unchanged. If you have any questions, please contact Jim Raines at 632-3059 or Sue Cook at 632-4403.

E. D. Hall
 Eva D. Hall
 Senior Vice President
 Human Resources

Merry C. Anderson, MR 4X-C
 Merry C. Anderson, NBP 18A-NSH
 Steven R. Ayers, MR 4A-C
 C. Boyce Corn, SPT 5A-K
 Maureen H. Dunn, ET 11H-K
 Max E. Edwards, LP 3K-C
 Vickie Ellis Felkley, ET PE-K
 Alan R. Griswold, ET PE-K
 Peyton Hairston, ET PE-K
 C. D. Heidel, Jr., MR 4X-C
 Ricky B. Kennedy, WT 4B-K

Naomi Lindsey, LP 3B-C
 Wardell Milan, MR 4X-C
 Kay T. Myers, ET 4H-K
 Phillip L. Reynolds, LP 3B-C
 Janice Skipworth, AMS 1A-HNT
 C. Edward Smith, ET 5U-K
 Clarence Williams, ET 5H-K
 Neil Winslow, 50 N. Front St, Memphis
 Terri Woods, EB 8A-C
 Esther Wright, MR 6B-C
 Z. B. Yow-Young, WT 11D-K

JS:SLP
cc: John E. Long, Jr., ET 5U-K

01611

7/8/94 - RBK:JEG
cc: HR Staff

April 14, 1993

Those listed

NEW POSTING SYSTEMS FOR MANAGERS AND SPECIALIST PAY SCHEDULE -- REVISED
SELECTION/WAIVER POLICY

During the past several weeks you have been hearing and receiving information related to Wes Motley, a former TVA employee, who filed a class action EEO complaint against TVA claiming black managers had been denied a range of opportunities at TVA. One of the recommendations of the task force, established to resolve some of the issues in the settlement agreement of the case, is a change in the way management/specialist positions are filled.

The new policy states that all management schedule positions PG-1 through senior manager will be advertised TVA wide with only a few exceptions. All waivers to the posting process must be made in writing to the Vice President, Diversity Development. In the event you desire to obtain a waiver for any position, we will be happy to assist you in the preparation of that process.

Attached is a copy of the selection procedure and waiver exceptions policy. Any questions you may have regarding the changes may be addressed to your HRM/HRO.

Ricky B. Kennedy
Manager, Human Resources
Finance and Administration

See Page 2 for Those listed.

Those listed
Page 2
April 12, 1993

Frank E. Alford, CST 14A-C
Laura R. Barron, WT 11D-K
J. Mike Bowland, BR 5B-C
Diane J. Bunch, WR 4A-C
Terrell M. Burkhardt, CST 16A-C
Jerry H. Clayton, BR 6D-C
Vince D. Clayton, WT 7C-K
Linda M. DeLozier, WT 5B-K
Michael E. Draper, WT 5A-K
Jack E. Flack, MP 2C-C
James A. Fowler, Jr., CST 5D-C
David H. Gentry, WT 11C-K
Alice L. Greene, WT 4C-K
Yvonne M. Griffin, CST 17B-C
Edward E. Hickman, Jr., WT 5A-K
Arthur F. Higley, CST 13E-C
Catherine H. Hilten, WT 6D-K
D. Eddie Ingle, MR 1X-C
Victor H. King, CST 17B-C
Kathy A. Kinslow, CST 17B-C
Lydia M. Lekich, WT 3D-K
Sandra J. Lovingood, WT 5D-K
Elizabeth C. McBee, WT 7B-K
James W. McCarter, ET 12E-K
William S. Moore, WT 11C-K
John J. O'Donnell, WT 11C-K
William M. Oden, WT 4D-K
Diane E. Payne, WT 4D-K
Charles E. Price, MP 2C-C
Rose M. Sexton, CST 13E-C
Johnny L. Smith, WT 4A-K
Allen E. Stokes, WT 3D-K
Timothy E. Tilley, CST 13D-C
Billy R. Turner, MR 4D-C
Robert J. Vaughn, WT 3D-K
Kathy J. White, WT 4D-K
Cynthia A. Woodward, WT 3B-K
Robert L. Yates, WT 7B-K
Richard F. Yonce, WR 5B-C

DDM:TLC
Attachment
cc (Attachment):
HR Staff

3802G

REVISED MANAGER/SPECIALIST SELECTION/WAIVER POLICY

1. The following are criteria under which an organization may submit written request for waiver of vacancy announcement. Supporting justification should include information showing how the organization has considered minorities, women, or targeted disabled employees for the position.

Where a candidate is being selected from Employee Transition Program, with emphasis on minorities, women, and targeted disabled employees.

Where the position is being offered to a minority, woman, or targeted disabled employee based upon goals identified in any approved affirmative employment plan.

Where a temporary position has been filled with a minority, woman or targeted disabled employee and he/she is the person to be selected for the position on a permanent basis.

Where filling the position settles or resolves a formal complaint or appeal.

Where employees impacted by a reorganization, with emphasis on minorities, women, and targeted disabled, are being considered and are to be selected.

Where the position requires unique qualifications (e.g., highly technical, specialized skills).

2. The posting HRM/HRO is responsible for reviewing applications received to determine if a diverse pool of candidates is available for the selection manager's consideration. If so, the selecting manager may move forward with the selection process. If not, the HRO and selecting manager should implement other approaches to identifying a diverse pool of candidates. Examples of such approaches may include reposting, contacting other HROs in other TVA organizations for referral of diverse candidates, or some type of external recruitment or identification of diverse candidates.
3. The selecting line manager is responsible for interviewing a diverse slate of qualified candidates.
4. In making the selection decision, managers should carefully consider an applicant's credentials and how they match or exceed the minimum qualification requirements of the position and the organization's diversity goals.
5. The selecting manager will be responsible for contacting all candidates interviewed but not selected to offer developmental feedback that may be utilized by individuals in developmental planning designed to enhance their competitiveness for similar positions in the future.

Judy

March 23, 1993

Those listed

ANNOUNCEMENT OF VACANCIES IN THE MANAGER AND SPECIALIST PAY
SCHEDULE - REVISED SELECTION/WAIVER POLICY

In my memorandum to you on the same topic and dated June 25, 1992, I indicated that TVA was currently reviewing the issue of whether any waivers of management schedule vacancy announcement requirements may be granted, and issued an interim policy at that time. This memorandum supersedes that June 25, 1992 memorandum. The revised TVA policy on management selection, including the limited provisions for waivers of posting, is set forth below.

1. All vacant management schedule positions, PG-1 through senior manager, will be announced TVA-wide subject only to the following limited exceptions.
2. Waivers to this announcement requirement may be requested from the Vice President of Diversity Development, who is the only official responsible for the approval of such requests.

The following are criteria under which an organization may submit a written request for waiver of a vacancy announcement. Supporting justification should include information showing how the organization has considered minorities, women, or targeted disabled employees for the position.

- Where a candidate is being selected from Employee Transition Program, with emphasis on minorities, women, and targeted disabled employees.
- Where the position is being offered to a minority, woman, or targeted disabled employee based upon goals identified in any approved affirmative employment plan.

- Where a temporary position has been filled with a minority, woman or targeted disabled employee and he/she is the person to be selected for the position on a permanent basis.
 - Where filling the position settles or resolves a formal complaint or appeal.
 - Where employees impacted by a reorganization, with emphasis on minorities, women, and targeted disabled, are being considered and are to be selected.
 - Where the position requires unique qualifications (e.g., highly technical, specialized skills).
3. The posting Human Resource Officer is responsible for reviewing applications received to determine if a diverse pool of candidates is available for the selecting manager's consideration. If so, the selecting manager may move forward with the selection process. If not, the HRO and selecting manager should implement other approaches to identifying a diverse pool of candidates. Examples of such approaches may include reposting, contacting other HROs in other TVA organizations for referral of diverse candidates, or some type of external recruitment or identification of diverse candidates.
 4. The selecting line manager is responsible for interviewing a diverse slate of qualified candidates.
 5. In making the selection decision, managers should carefully consider how an applicant's credentials and how they match or exceed the minimum qualification requirements of the position and the organization's diversity goals.
 6. The selecting manager will be responsible for contacting all candidates interviewed but not selected to offer developmental feedback that may be utilized by individuals in developmental planning designed to enhance their competitiveness for similar positions in the future.

Those listed
Page 3
March 23, 1993

Any questions regarding these changes may be addressed to me at
632-3341 or W. Anthony Conkin, Acting Manager, Rewards and
Recognition, at 632-7767.

John E. Long, Jr.
Vice President
Employee Worklife

Maureen H. Dunn, ET 11H-K
Ricky B. Kennedy, WT 4B-K
William G. Kuh, LP 6A-C
Kay Myers, ET 4H-K
Frank D. Robinson, ET 12 F-K
C. Edward Smith, ET 5U-K
Esther Wright, MR 6B-C
Z. B. Yow-Young, WT 11A-K

MCH:JW

cc: Carolyn Burkhart, ET 5U-K
Mary Cartwright, ET 12P-K
Alan Carmichael, WT 11A-K
Pat Cate, WT 4B-K
Anthony Conkin, ET 6B-K
Gail Cox, ET PH-K
Gary DePew, EB 8A-C
Mary Catherine Hammon, ET 6B-K
Theresa Habiger, ET 2A-K
Jenny Headrick, ET 4H-K
Jamie Keith, WT 7C-K
Steven D. Kirkham, ET 12H-K

Bruce Landrey, ET PH-K
Frank Lucas, WT 8C-K
Robert Marks, Sr., WT 8C-K
Gary Napier, ET 5P-K
Libby Nickle, WT 7C-K
Ike Prather, LP 3A-C
Jim Raines, PSB 100-K
C. Edward Smith, ET 5U-K
Robert C. Steffy, ET 12J-K
Glenna Swoffard, LP 2B-C
Alanson Van Fleet, ET 2H-K
EDCF, ET 5U-K

0841C



TVA's Manager & Specialist Job-Evaluation System



The TVA Philosophy

Since 1933, the Tennessee Valley Authority has been dedicated to improving the quality of life in the Tennessee Valley. Today, TVA is the nation's largest producer of electric power and a leader in resource development. For this success to continue, TVA must meet one of its greatest challenges: to become and remain competitive in a changing utility industry and to conduct the most businesslike resource-development programs.

A sound evaluation program is fundamental to TVA's ability to meet this challenge. TVA's job-evaluation program must fairly and equitably measure the contribution each of you makes to TVA and compensate you for your contribution. TVA's new system for evaluating jobs accomplishes these goals. It also meets two other important needs: The system is consistent throughout TVA, from organization to organization, and it reflects input from managers.

The following information explains how TVA's new Job-Evaluation System operates. If you have questions, please discuss them with your manager or with your Human Resource manager.



Job-Evaluation Program Objectives

TVA sought a system that would be:

- *Internally Equitable.* Would fairly determine the value and contribution of each position in relation to all other positions at TVA.
- *Externally Competitive.* Would enable TVA to pay competitive salaries so that we can attract and retain the best people.
- *Personally Motivating.* Would recognize different levels of responsibility and

accountability, thereby encouraging and rewarding managers as their jobs grow.

- *Continuing and Flexible.* Could maintain fairness across TVA as jobs change and the outside market changes.



How the TVA Job-Evaluation System Works

Job Documentation

TVA's Job-Evaluation System is based on an accurate, objective description of each position. The descriptions, developed from questionnaires that most TVA managers completed, detail the major aspects of each job.

Included in each position description is a summary of why the job exists and what results it is expected to produce. It shows how the position fits into the overall organizational structure, and summarizes important statistics about the job, such as the number of people supervised, the size of the budget administered, or any other key data.

Your position description will be updated or revised if your position's responsibilities change significantly.

Job Evaluation

Each job is evaluated based on its position description. This evaluation process determines the value of the job to TVA and the relationship of the job to all other jobs within TVA.

TVA will use two evaluation committees to evaluate all jobs: an executive committee to evaluate senior or Level III managers and a senior committee to evaluate all other jobs.

It is important to point out that the content of the job, not the person holding the job, is evaluated. Job evaluation at TVA uses an objective and highly successful method known as the Hay Guide Chart-Profile Method. This method involves examining each job based on a single, consistent set of criteria applied uniformly to all jobs. The criteria, which are common

to all jobs, are Know-How, Problem-Solving, and Accountability.

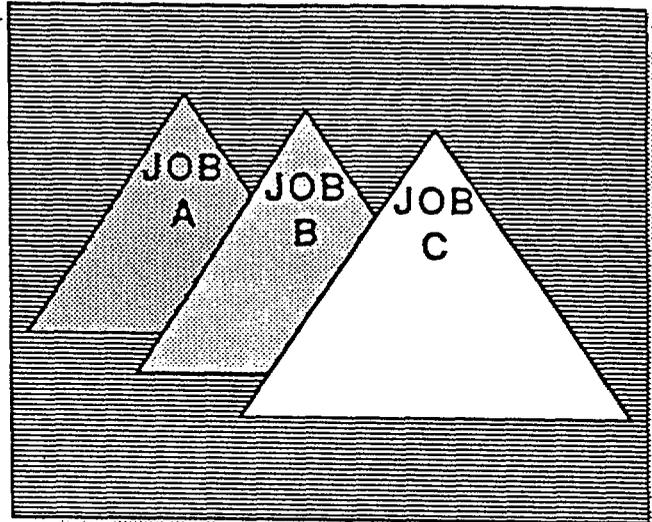
Know-How is the sum total of all skills, knowledge, and experience needed to perform the job in a fully capable manner. The job may require an understanding of technical or specialized procedures, or it may require an ability to manage and coordinate diverse functions. Human relations or "people" skills may be important to the position, and these dimensions are also measured.

Problem-Solving is basically know-how put to use. The evaluation of problem-solving measures the degree to which the employee must use knowledge and skills to identify, define, and solve problems in the job. In addition, problem-solving considers the degree to which the thinking required to solve the job's problems is circumscribed by standards or policy, covered by precedent, or referred to others for decision.

Accountability considers the results produced through the activities performed by the employee. Because people are paid to achieve results, rather than just to perform activities, results are an important measure of job content. In measuring accountability, the freedom the employee has to make decisions or to take action without higher approval is considered. Accountability also considers the impact or effect a position has on department, group, or TVA-wide performance and objectives.

Job Ranking

Using special guide charts prepared for TVA, jobs are evaluated on the three factors, and a value for the job is assigned. This value equals the total job content. The higher the value of the job, the greater the Know-How, Problem-Solving, and Accountability required in the job.



And, as the value of the job increases, the value of the job to TVA increases as well. By ranking all jobs in descending order, jobs in one department or group can be compared to those in another, and to all other jobs in the company. This ranking process serves as a quality control mechanism and allows TVA to maintain internal equity throughout the organization.



Pay Groups

After each job is evaluated, it is assigned a pay group. The pay group is determined through a process that reflects our pay policy. TVA's pay policy is developed by executive-level management based on an examination of competitive pay practices of utilities similar to TVA, the economic "health" of our organization, our short- and long-range objectives, and the availability of qualified people.

The pay group assigned to each job has a salary range. This structure allows us to group jobs similar in value into the same pay range.

Within each pay group are three sections—a low, middle, and high. The middle section, the control point, represents competitive pay for an experienced employee who has demonstrated the ability to perform all aspects of the job. The higher section is for an employee who has consistently made a superior or exceptional contribution above the standard requirements of the job. The lower section is usually for an employee new to the job.



How TVA Compares

One of the strong points of the TVA Job-Evaluation System is the ability to compare our salary practice with the salary practices of other utilities—regionally and nationally. Using the Hay database, we can look at other organizations based on job content—the total Know-How, Problem-Solving, and Accountability in the job—since all the other organizations use this same system of job evaluation. This comparison is preferable to matching job titles only, for they can often be misleading.

The results of these job-content-based comparisons allow TVA to identify and analyze trends and changes in the job market. This helps us to determine any adjustments in our salary policy that might be necessary for TVA to remain competitive.

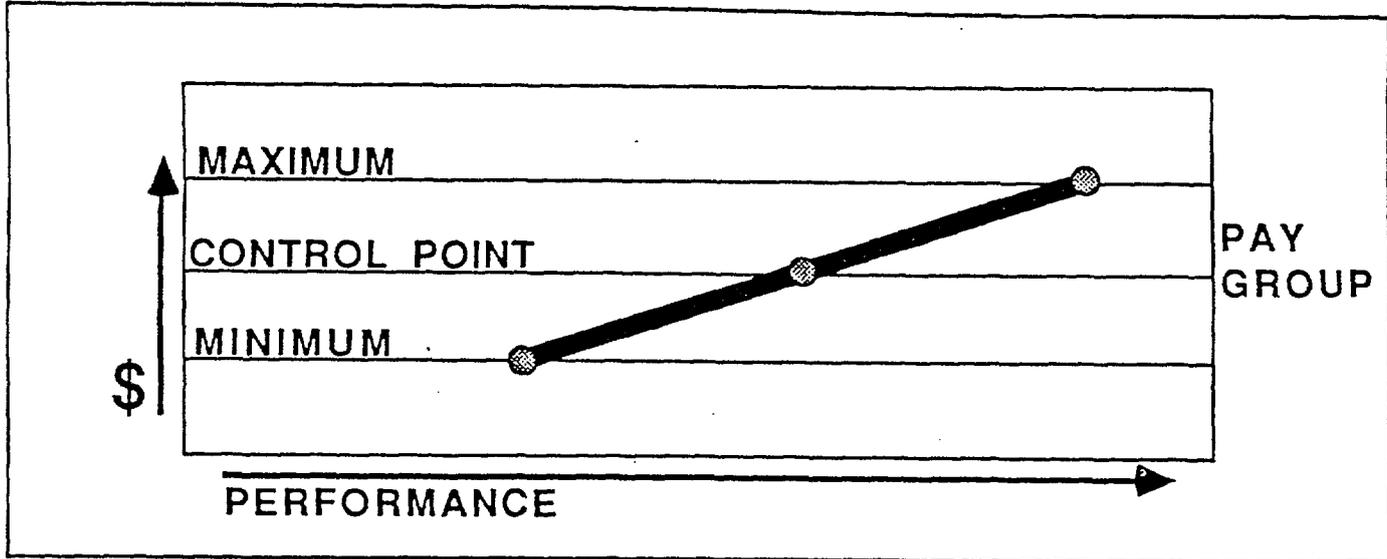


Your Pay Is Based On Your Performance

TVA's salary program is based on our philosophy of pay for performance—we want to reward you based on your contributions to TVA. Your salary increases thus depend on how well you achieve your performance objectives.

TVA recognizes that different people may perform at different levels in the same job. Your opportunity for pay increases depends on how well you have achieved the objectives for and requirements of your job.

Keep in mind also that the pay group is a "moving target." Pay groups will be adjusted periodically based on movements in TVA's pay policy due to any job-market changes and company performance. This moving pay group will allow TVA to maintain a competitive position.





**Instructions for Preparation
of
Management Position Descriptions**

Attachment 7

TENNESSEE VALLEY AUTHORITY

Management Position Description Questionnaire

I. INTRODUCTION

TVA's human resource program requires a written description of each position or job covered by the program. This job or position questionnaire will provide the information needed for a variety of personnel and related programs of the Agency. Because you are the best person to explain the work you do, you are being asked to prepare the questionnaire for your job.

This guide is designed to help you in this task. Please read it carefully before starting. An illustrative questionnaire is included to assist you in this effort.

You will be describing your present job, providing a "snapshot" of your job as it now exists. Do not describe your job as it once was or as it might be in the future--describe it as it is now. Should your job change significantly, the description will be updated at that time.

Your position description questionnaire itself is not intended in any way to measure your performance. Rather, you should describe your job only in terms of its duties and end results, not in terms of your personal qualifications or performance.

Write as clearly and concisely as possible without omitting any pertinent facts, explanations, or examples. Try to avoid long or rambling explanations of how things are done. Do not use personal pronouns such as "I," "he," "she," "we," or "they" (i.e., refer to your job title, to "this job," or to yourself as the "incumbent," meaning the current job holder; refer to other jobs and organization units by their proper names).

Above all, be factual. Avoid "puffery" and empty words.

II. GETTING STARTED

The following steps, taken in sequence, are suggested as the best approach to this task:

- Step 1: Look over the blank job description questionnaire.
- Step 2: Read the instructions carefully and completely before starting to write.
- Step 3: Taking the form a section at a time, re-read the instructions and complete each section.
- Step 4: Talk to your personnel officer or a job analyst if you have any questions or need assistance in using this guide or filling out the form.
- Step 5: When finished, read your completed questionnaire as a whole, reviewing for completeness and clarity.
- Step 6: Submit your questionnaire to your immediate supervisor for review. Your supervisor will return the form to the Salary Administration Project.

TIP: Write your first draft in long hand on a legal tablet, skipping every other line. Review and edit it, making corrections, additions, etc., in the lines you have skipped.

III. COMPLETING THE QUESTIONNAIRE

HEADING

The heading is straightforward. Merely fill in your job title, name, location, etc., as requested. If modifiers such as "Senior" or "Junior" are part of your job title, be sure to include them (e.g., "Senior Accountant"). Under "Job Holder's Name," use your first and middle initials and your last name. Do not include your full first or middle names. Use the formal title of the person who is your immediate supervisor.

NOTE: If the mailing label attached to your questionnaire is correct, you may simply attach it to this section. If it is incorrect, please correct it and then attach it.

1. POSITION PURPOSE

The objective of the Position Purpose section is to give a brief, undetailed statement of what you do and why you do it. Focus on why your job exists and what part of the Agency it affects. One way to think about your job is to consider what would not get done if your job did not exist. Also, imagine how you would describe your job to someone in only one sentence. Be sure to include why you do what you do. You may want to revise this statement after you have completed the rest of the form.

A good statement should include three key elements:

- Action verb - How the function is performed.
- Function - What activity, process, or area is affected.
- End Result - Why the function is performed.

Example: "Manage the overall operations of the Widows Creek Steam Plant in a safe and efficient manner to generate electric power within approved budgets and Office of Power guidelines."

- Action verb: Manage . . .
- Function: . . . overall operations of the Widows Creek Plant . .
- End result: . . . to generate electric power



For Staff Use Only

POSITION DESCRIPTION
QUESTIONNAIRE

MANAGEMENT POSITIONS

ATTACH LABEL HERE OR FILL OUT TO CORRECT

JOB TITLE	<u>Plant Manager</u>	GRADE LEVEL	<u>M-8 (Fossil)</u>
JOB HOLDER'S NAME	<u>M. B. Walker</u>	TVA MAILING ADDRESS	_____
SOCIAL SECURITY NUMBER	_____	TVA PHONE NUMBER	_____
OFFICE/DIVISION	<u>Office of Power/Division of Fossil and Hydro Power</u>		
BRANCH/SECTION	_____		
PROGRAM/PROJECT	<u>Generating Plant</u>		
FUNCTIONAL RESPONSIBILITY	<u>Plant Management</u>		
REPORTS TO (TITLE)	<u>Superintendent of Operations</u>	DATE PREPARED	<u>12/5/86</u>

1. POSITION PURPOSE

Briefly summarize your position's purpose or role.

Manage the maintenance, operational, engineering, and administrative functions of the steam generating plant to maintain and improve reliable and efficient generation to meet system and safety requirements.

2. QUANTITATIVE DATA

The purpose here is to gather statistics (dimensions) about your job that help indicate its size. Since the relevant dimensions vary considerably from one type of job to another, you must use judgment in selecting the dimensions that best describe your job. The numbers you use may be dollars or numbers other than dollars. They should all be on an annual basis. Simple dimension examples include items such as budget, revenues, expenses, projects, units, value, etc.

If you were to compare your job to similar jobs within or outside the company, what quantitative data would you look for to judge the relative size of the jobs? Now select the two or three that can best distinguish the size of your job from that of the other jobs.

Exact figures are not required; make an estimate or approximation. Be sure to indicate the date of all figures if they are not current year actual. If you supervise others, enter the number of employees in the space provided for each employment category. The "other" category can be used for custodial, contract employees, etc. For part-time employees, add up to the full-time equivalent, i.e., two 1/2 time = 1 full-time equivalent.

"Directly" supervised means the employee reports to you. "Indirectly" supervised means the employee reports to someone who reports to you. For example, assume you supervise one person and that one person supervises a clerk. Then you supervise one person directly and one person indirectly, for a total of two.

For staff positions which are non-supervisory, the "Other Quantitative Data" section should be used to show dimensions of the job in terms of contributions or impacts the incumbent has on the organization in which he/she works.

- | | |
|-------------------------|---|
| e.g., Research Chemist | ● typical size of projects - 150 M |
| | ● annual projects completed - 4 |
| Division Budget Officer | ● division annual operating budget - 27.8 MMM |
| | ● employees served - 200 |
| | ● number of accounts processed - 320 |

Round the numbers and use the following shorthand.

- M = Thousands
- MM = Millions
- MMM = Billions

Note: Dimensions for staff jobs are just as important as those for line jobs in understanding the staff job's impact. For example, for most personnel jobs, it is important to list the total payroll for the unit served. Even though the personnel position does not control this payroll, it does provide advice, counsel, and support to line managers in spending the dollars. Therefore, it does have at least an indirect impact on those dollars.

2. QUANTITATIVE DATA

Indicate the significant numerical data which are applicable to your position. These should include not only dollar amounts but also unit and other measures specific to your position.

	<u>Current Year Actual</u>
Number of employees supervised (Directly or indirectly)	
Management/Professional/Technical	<u>24</u>
Clerical/Technical Support	<u>4</u>
Trades and Labor	<u>220</u>
Other	<u>15</u>
Total	<u>263</u>

Annual operating budget (Excluding payroll)	<u>\$ 8 MM</u>
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Annual base payroll	<u>\$ 6 MM</u>
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Other Quantitative Data (Please specify type and amount)

<u>Construction Budget</u>	<u>\$125 M</u>
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<u>Plant & Equipment</u>	<u>\$380 MM</u>
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3. ACCOUNTABILITIES AND END RESULTS

This section consists of a set of brief statements summarizing the major activities of your job and the purpose or desired result of each particular major activity.

Your completed Section 3 should be a handful (4-7 is not uncommon) of statements describing what your job exists to accomplish and why. The trick is to avoid merely making a laundry list of what you do (that is too long) or merely stating the sole purpose of your job (that is too short and is covered under "Position Purpose"). If you have more Major Actions than spaces allotted, please use another sheet of paper to complete your list. It may be helpful to think of Major Actions as the major objectives listed on your MAS, however, Major Actions are enduring portions of a job, not short or intermediate range goals.

Although you may approach writing this section any way you want, the following procedure has been found useful:

- (1) Write down everything you spend time doing that is job related. To help, you might visualize your typical day or week, or you might check your schedule or calendar over the past six months.
- (2) Separate your major or more important activities from your minor or less important activities.
- (3) Group your major activities into general categories.
- (4) For each category, develop and record a single action statement that covers all of the major activities in that category. Here is an example of grouping several activities.

<u>Activities of Buyer</u>	<u>Action Statement</u>
<ul style="list-style-type: none"> • identify potential suppliers • interview vendors • evaluate vendor products and services 	<p>Develop, establish, and maintain sources of supply.</p>

- (5) Everything you do on your job is done for a reason. For each action statement, list the purpose or desired result of the action. Try to be very specific about why each activity is done. For example, don't write "To make the Agency more efficient." That is entirely too vague. An example of an end result statement for the above buyer is: ensure availability of purchased goods to meet quality and cost requirements.
- (6) Finally, for each Major Action Statement you record, list the appropriate percent of time you spend doing it. The percentages must add to 100 percent.

3. ACCOUNTABILITIES AND END RESULTS

List a series of brief statements that describe the accountabilities of this position. Describe each accountability in terms of: what you do (major actions taken), why you do it (end results), and what percent of your time is involved.

MAJOR ACTION (What do you do?)	REASON FOR TAKING MAJOR ACTION (End Result)	PERCENT OF TIME
Plans, coordinates, and directs all functions of power plant.	Meet system requirements in most efficient manner; maintain clean, reliable generating station.	50%
Assists in planning for forced and scheduled maintenance, solves operating problems.	Minimize outages; maintain system integrity; insure safety of employees and equipment.	20%
Ensures operation of all environmental protection equipment within permit restraints.	Prevents adverse environmental impact and violation of State and Federal laws.	5%
Plans and supervises employee relation program; hiring, training and development of employees.	Motivated, competent, efficient work force; compliance with all employment regulations.	20%
Directs preparation, administration, and control of the station budget.	Maintain effective, efficient operations prevent cost over runs; assure funds are available as needed.	5%

4. MAJOR CHALLENGES

This section describes the hardest part of the job. Is there some technical aspect of the job that is particularly difficult? Is the job required to coordinate difficult activities? Is the job's role in the Agency unusually challenging? Is there a delicate balance between priorities that must be maintained? These are the type of questions you might want to address in this section.

In answering this question, you may consider both short- and long-term problems and challenges. Also, be sure to indicate what creative thinking is required to solve each problem you list.

5. SUPERVISION RECEIVED

Here, indicate the amount and type of supervision you receive. How often do you meet with your supervisor? What work guidelines do you have? Also, indicate those decisions your position is allowed to make. These may include personnel, budgeting, administrative, technical, or other decisions. If you must defer the decision to your supervisor, then list it under "Decisions You Defer." Also, if a decision is clearly governed by policies or procedures, it should be listed under "Decisions Governed." For example, assume your position issues checks for all invoices that are submitted with an approved budget number. Someone submits an invoice with an approved budget number. Your decision to issue a check is clearly governed by the applicable procedure and should be listed under this section of the form.

6. WORKING RELATIONSHIPS

Here you describe the most significant contacts, inside or outside the Agency, required by your job. Indicate why each relationship or contact is necessary for the proper performance of your job.

4. MAJOR CHALLENGES

Describe the major on-going challenges and most difficult types of problems you face in performing your job.

- Accomplish station generation and cost control goals
- Maintain competent motivated work force
- Minimize unscheduled outages
- Keep current on advances in fossil fuel generating plants and environmental control equipment

5. SUPERVISION RECEIVED

Describe the amount and type of supervision your position receives. Also, specify which decisions you make; which decisions you defer to a supervisor; and which decisions are governed by clearly defined policies and procedures.

Operates independently with the policies and procedures of TVA and the Division of Fossil and Hydro Power to maintain operations of plant. Monthly contact with supervisor and frequent telephone discussion for operation guidance.

Decisions You Make:	Decisions You Defer:	Decisions Governed
<ul style="list-style-type: none">- Emergency operating decisions- Scheduling of personnel- Safety problems- Maintenance scheduling- Disciplinary actions	<ul style="list-style-type: none">- Hiring and discharge of employees- Expenditures over \$10 M- Equipment replacement- Construction projects	<ul style="list-style-type: none">- Employee grievances- Environmental system change- Staffing levels

6. WORKING RELATIONSHIPS

List the titles of individuals, departments, and organizations with which you have the most frequent contact. This should include contacts both inside and outside your organization and the Agency. Briefly describe the nature or purpose of those contacts.

Most Frequent Contacts	Nature or Purpose of Contact
<ul style="list-style-type: none">- Superintendent of Operations (Fossil)- Regulatory agencies- Purchasing- Personnel- Division engineers	<ul style="list-style-type: none">- Exchange of technical and operational data- Exchange of environmental data- Information regarding purchase orders, vendors, etc.- Disciplinary and grievance problems- Technical operating information

7. ORGANIZATIONAL RELATIONSHIPS

This section is designed to show the location of the position within the organization structure. Under "Next Level Supervisor's Job," record the title of your supervisor's supervisor. Under "Immediate Supervisor's Job," record the title of your supervisor. Under "Your Job," record your job's title. Next to your supervisor's title, list the titles of the other job that report to your supervisor in addition to your job.

If your job is supervisory or managerial in nature, list the titles of those jobs that report directly to you in the boxes provided below "Your Job." Also, in the small box indicate how many employees are in each position. For example, if you supervise five Senior Technicians, put "Senior Technician" as the title, and put "5" in the small box as the number of incumbents.

Finally, write a "Position Purpose" statement for each job you supervise and put it to the right of the box with the job's title.

8. KNOWLEDGE REQUIRED

Describe here what knowledge, experience, professional licenses, certifications, or other qualifications you feel are necessary to perform the job competently. Do not simply list what your particular qualifications happen to be. Instead, list what qualifications the typical person who would be in the position should have.

UPON COMPLETION, SUBMIT DIRECTLY TO IMMEDIATE SUPERVISOR

7. ORGANIZATIONAL RELATIONSHIPS

Please list the titles of your immediate supervisor, the next level supervisor, your peers and the positions reporting to you. For your direct reports state their primary purpose or role and for each position list in the box the number of employees.

Next Level Supervisor's Title
Assistant Director,
Fossil Operations

Immediate Supervisor's Title
Supt. of Operations
(Fossil)

Your Title
Plant Manager
13

- Titles of positions reporting to same supervisor:
- o Power Supply Training Coordinator
 - o Supt., Maintenance Support
 - o Supt., Operations Support
 - o Supt., Engineering Support

Superintendent Engineering
*
1

Directs engineering supervisors, and engineering work schedules

Superintendent Maintenance
*
1

Directs maintenance supervisors, and maintenance work schedules

Superintendent Operations
*
1

Directs operations supervisors, and operations work schedules

Supervisor Administration
*
1

Supervises administrative support functions such as payroll, budget, records management, and related activities with respect to power plant operation

*Indicate number of incumbents

8. KNOWLEDGE REQUIRED

Describe the knowledge, skills, and qualifications required to perform this position competently Include types and amounts of training, education, experience, and test requirements.

B.S. in Mechanical, Electrical, or Chemical Engineering
10 years experience in operation and maintenance of a steam generating plant with at least 5 years at supervisory level. Thorough knowledge of all equipment and current equipment technologies.

9. REVIEW BY IMMEDIATE SUPERVISOR

Please note any comments, exceptions, or additions to any of the answers to the preceding questions (if no changes required, leave space blank).

What do you consider the most important duties of this position? (Please fill out only if different than incumbent's answers to question #3 above).

Do you supervise more than one employee who performs this same job? YES NO

If yes, how representative is this particular questionnaire in accurately describing the work performed by all employees in this job?

1

2

3

4

5

Not
Representative

Somewhat
Representative

Extremely
Representative

Supervisor's Name

Signature

Date

IV. SUMMARY

Remember, all of the pertinent facts are required to prepare the position questionnaire. These questions and comments are presented to serve as a guide to "get you started." They are not an all-inclusive list. Some may not even be pertinent to or appropriate for certain kinds of jobs. If you thoroughly understand the content of each section of the description, the examples should help you to formulate your own responses. If at any point you need additional space for answers, feel free to attach additional sheets of paper.

Now you are ready to organize your notes and "tell the story" as you understand it, factually and succinctly--in order to provide a clear written picture of your job as it currently exists within the Agency.