

INVESTIGATIVE INSERT

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OIG File No. 2D-135

The following investigation was conducted by Special Agent Beth B. Thomas on January 11, 1994, at Sequoyah Nuclear Plant (SQN).

Attached is a "Chronology of Events" regarding the SQN Chemistry Reorganization. This document was prepared and furnished by Charles Kent, Radiological Control and Chemistry Manager, SQN.

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TVA Exh. 12

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2A-135-35 SECY-02

COMMISSION

Contract No. So-390 Official Exh. No. TVA 12

Contractor's name BHM

Contractor's address IDENTIFIED ✓

Contractor's phone RECEIVED ✓

Contractor's fax REJECTED

Contractor's email WITHDRAWN

Date 6/13/02 Witness \_\_\_\_\_

Signature BHM

# Sequoyah Chemistry Reorganization

## Chronology of Events

1992 Plant Management requested consideration of combining Radiological Control and Chemistry. The purpose was to provide more focused management support for both the Chemistry and Operations staffs.

Jan. 25, 1993 Met with Bill Jocher to discuss his perception of major Chemistry problems. Bill indicated that Technician training was a significant issue and that he would continue to provide support from the corporate office. Also said that instrument maintenance support was a big problem.

Jan. 27, 1993 I met with all available Chemistry staff on shift to discuss the reorganization of Chemistry and RADCON. The primary reasons given for the reorganization were to provide better management focus on chemistry and operations. We discussed how the change should provide better support for the staff. Also discussed my increased expectations for radiological performance by the staff. We discussed my policies on commitment completion and my expectations for the group in that area. In addition, I briefed the staff on the ongoing budget process we were implementing and the development of the Site Improvement Plan.

Jan. 27, 1993 The reorganization of Chemistry and RADCON was announced by Site V.P. A copy of the announcement is attached.

Jan. 27 - Feb. 26, 1993 The Chemistry organizational structure and programmatic issues were reviewed. This process involved input from both sit and corporate staffs. A proposed organization structure was approved by SQN site management which provided for increased management attention and the commitment of significant additional technical resources to the Chemistry and environmental program.

Jan. 29, 1993 Started escalating resolution of Chemistry issues in daily plant meetings. Initiated development of improved Chemistry presentation.

Feb. 1, 1993 Communicated expectations to the Chemistry staff.

Feb. 12, 1993 Initiated changes to Chemistry training to address training deficiencies.

Feb. 1993 Position Descriptions were developed to support the proposed organization. The positions were given a preliminary Hay evaluation. In order to expedite filling of critical positions, the positions were posted and active recruiting was initiated.

Feb. 1993 SIP developed which incorporated all major Chemistry and RADCON issues.

Feb. 26, 1993 NSRB recognized significant and aggressive approach by management to develop a comprehensive plan for upgrade of SQN Chemistry program.

Feb. 26, 1993 An interim organization structure was implemented which paralleled the proposed new organization. A copy of the interim organization is attached.

Feb. x, 1993 Wilson McArthur brought Gordon Rich to TVA for an interview for a possible position. During this visit I interviewed Gordon for the position of Chemistry Technical Support Manager. Mr. Rich was a good candidate for the position.

March 3, 1993 Dan Kueter recommended Gordon Rich for a position at SQN.

March 8, 1993 Bill Jocher returned to the corporate position of Chemistry Manager. Gary Fiser remained on the corporate staff.

March 8, 1993 Bill Jocher recommended that I consider Gary Fiser for the position of Chemistry Technical Support Manager. He said that Gary would do a good job and that he thought Gary could have done a good job had he been left in the position.

March 1993 Meetings were held with several of the corporate staff to discuss possible transfer to the site. Discussions were held with Gary Fiser regarding the position of Chemistry Technical Support Manager. Mr Fiser indicated that he was not interested in the position since he considered it a less responsible position than the one he had previously held at the site. The position however was at the same grade as the previous Site Chemistry Manager.

March 1993 Coordinated development of presentation to management on Chemistry Improvement Plan and associated priorities.

March 24, 1993 The proposed organization and related position descriptions were presented to the Hay committee for evaluation. Since a discrepancy was identified between the SQN and BFN organizations, all of the position descriptions were withdrawn from review except that of the Radiological and Chemistry Control Manager. The RADCHEM manager position was approved.

April 1, 1993 Presented a comprehensive plan to site management to address both short and long term Chemistry improvements. Management approved the plan and we were instructed to aggressively pursue issues.

April 1993 The site maintained the position that the proposed organization was the most appropriate and efficient for SQN. Continuing discussions were held with corporate management on this issue.

April 1993 Gary Fiser was placed in ETP.

April 13, 1993 In response to a request by J. R. Bynum, Wilson initiated an effort to coordinate a standard organization for the new RADCHEM organization and implement it at all sites (see attached memo).

April 16, 1993 Gordon Rich informed SQN that he had accepted the position of corporate Chemistry Manager.

April 1993 Recruiting continued for the Site positions.

May 1993 SQN was prevented from staffing critical positions in the Chemistry organization due to the lack of an approved multi-site organization.

May 1993 J.R. Bynum approved a revised RADCHEM organization which included the position of Chemistry Manager.

May 18, 1993 The May approval of the remainder of the RADCHEM organization positions was obtained.

June 1993 Recruiting for vacant chemistry positions continued.

July 5, 1993 Ken Powers replaces B. Beecken as SQN Plant Manager.

July 1993 Recruiting for vacant chemistry positions continued with little success.

July 6, 1993 I met with Gary Fiser to discuss the interest in the SQN Chemistry Manager position. Mr. Fiser indicated that he appreciated the consideration and was interested in the position. However, he stated that he was concerned that his reputation or relations with corporate management would inhibit the success of the program. Gary informed me that he was also looking at several options outside TVA including starting his own business. At the conclusion of our meeting, I introduced Gary to the new plant manager, Ken Powers.

July 6, 1993 I discussed my impressions of Gary Fiser with Ken Powers. Ken stated that Gary seemed to be a nice person and that he would support my decision regarding the filling of the

position.

July 6, 1993 Based upon the concern raised by Gary regarding his relations with corporate management, I contacted Wilson McArthur to request his help in determining upper managements perception of Gary Fiser.

July 7, 1993 Wilson McArthur related to me that his inquiries revealed that while he thought Gary was technically pretty good, he did not have the management ability required of the position.

July 8, 1993 I contacted Gary Fiser to discuss the results of my inquiry. Gary came to the site for a private meeting on the matter. I informed Gary that in my opinion he did not have the confidence of upper management. While he was obviously not pleased with the news, he appreciated my being open with him.

July 15, 1993 Contacted Gordon To determine interest in Chemistry managers position at SQN. Said he would if Wilson and I thought it best for the program.

July 20, 1993 Informed Wilson McArthur that I wanted Gordon Rich to transfer to SQN. Wilson agreed to the request and would release him ASAP

August 19, 1993 The vacancy announcement for the site Chemistry Manager position closed with two applicants. Gary Fiser did not apply for the position.

August 20, 1993 Gordon Rich was selected for the position of site Chemistry Manager.