

MAR 7 1994

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Docket Nos. 50-390, 50-391
License Nos. CPPR-91, CPPR-92

Tennessee Valley Authority
ATTN: Dr. Mark O. Medford, Vice President
Technical Support
3B Lookout Place
1101 Market Street
Chattanooga, TN 37402-2801

Gentlemen:

SUBJECT: MEETING SUMMARY - WATTS BAR UNITS 1 AND 2

This letter refers to the meeting conducted in the NRC Region II office in Atlanta, Georgia, on March 3, 1994. The meeting was at our request to discuss the current status the Employee Concern Programs. A list of attendees and a copy of the TVA handout are enclosed. It is our opinion that this meeting was beneficial and provided a better understanding of TVA's activities.

Should you have any questions concerning this letter, please contact me.

Sincerely,

(Original signed by J. Johnson)

Jon R. Johnson, Acting Director
Division of Reactor Projects

Enclosures:

1. List of Attendees
2. Presentation Summary

cc w/encls: (See page 2)

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Tennessee Valley Authority

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cc w/encls:

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The Honorable Robert Aikman
County Executive
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The Honorable Garland Lanksford
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Mr. M. H. Mobley, Director
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Mr. Bill Harris
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bcc w/encls: (See page 3)

Tennessee Valley Authority

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bcc w/encls:

- E. W. Merschhoff, DRP/RII
 - P. E. Fredrickson, DRP/RII
 - B. M. Bordenick, OGC
 - M. S. Callahan, GPA/CA
 - A. F. Gibson, DRS/RII
 - B. S. Mallett, DRSS/RII
 - P. A. Taylor, DRS/RII
 - G. C. Lainas, NRR
 - F. J. Hebdon, NRR
 - L. C. Plisco, OEDO
 - P. S. Tam, NRR
- NRC Document Control Desk

NRC Resident Inspector
 U. S. Nuclear Regulatory Commission
 Route 2, Box 700
 Spring City, TN 37381

J. Johnson
J. Jandon

DRP/RII
BB
 JBrady:vyg
 03/7/94

DRP/RII
[Signature]
 PFredrickson
 03/4/94

ENCLOSURE 1

LIST OF ATTENDEES

Name

Title

NRC Staff

S. Ebnetter	Regional Administrator, Region II (RII)
E. Merschhoff	Director, Division of Reactor Projects (DRP), RII
A. Gibson	Director, Division of Reactor Safety, RII
J. Johnson	Deputy Director, DRP, RII
P. Fredrickson	Chief, Section 4B, DRP, RII
P. Kellogg	Chief, Section 4A, DRP, RII
G. Walton	Senior Resident Inspector, DRP, RII
J. Brady	Project Engineer, DRP, RII

TVA Staff

M. Medford	Vice President, Technical Support
D. Nunn	Vice President, Nuclear Projects
M. Harding	Concerns Resolution Staff Manager
A. Capozzi	Lookback Project Manager
P. Reynolds	Nuclear Human Relations Manager
J. Wallace	Watts Bar Human Relations Manager

ENCLOSURE 2

TVA / NRC MEETING

MARCH 3, 1994

AGENDA

- Introduction Mark Medford
- Comparison of Surveys Mark Medford
- Employee Opinion Survey Phil Reynolds
- Nuclear Safety Culture Assessment Tools Mike Harding
- Lookback Project Status Tony Capozzi
- Summary Mark Medford

COMPARISON OF SURVEYS

EOS VS. NUCLEAR SAFETY CULTURE SURVEYS

- The Surveys Measure Different Things
 - EOS Measures Morale
 - CRS, OIG, NRC Measures Nuclear Safety Culture

- Analysis of Most Closely-Related Questions Show Consistent Results
 - High Level of Confidence in Immediate Supervision
 - Willingness to Report Unsafe Work Conditions

EMPLOYEE OPINION SURVEY

- History
 - Part of TVA's overall implementation of quality program
 - Agency had been through significant changes
 - Downsizing - from 26,000 to 19,000
 - Restructuring of organization top management
 - Change in focus to a business operation
 - Goals to become a top performer
 - Chairman recognized people were key to success
 - The goal of the survey is to make positive changes in the work environment

EMPLOYEE OPINION SURVEY (Continued)

- Purpose

- The purpose of the survey is to serve as a strategic planning tool and a benchmark to monitor our progress toward making TVA the best place to work in business and government
- Prior to the survey, top management had held meetings with employees to hear their ideas
- The survey provides a systematic and confidential method of gathering data
- This collection of data allows focus on the most important issues

EMPLOYEE OPINION SURVEY (Continued)

- Process
 - Each TVA employee is given the opportunity to participate
 - Surveys are distributed by mail or in group sessions
 - A consultant compiles the data and identifies most favorable and most unfavorable items
 - Strengths and weaknesses are identified
 - Comparison was made with previous survey
 - Focus groups are conducted for clarification
 - Top management is briefed on results
 - Results are cascaded through the organization
 - Action plans from an overall organization and individual organizations are developed

EMPLOYEE OPINION SURVEY (Continued)

- Results

- Participation - significant increase in 1993

	1991	1993
BLN	94%	84%
BFN	39%	60%
SQN	48%	55%
WBN	30%	68%

- Favorable categories Nuclear Power

1991	1993
Job satisfaction	Job satisfaction
Teamwork	Teamwork
Supervision	Supervision
Quality commitment	Quality commitment
Training	Training

EMPLOYEE OPINION SURVEY (Continued)

- Results

- Unfavorable categories Nuclear Power

1991

1993

Career development
Change/reorganization
Leadership
Performance management
Employee welfare

Career development
Change/reorganization
Leadership
Performance management
Employee welfare

- Actions taken

- Leadership

- Publication of strategic plan
- Process for communicating change

- Career development

- On line system for posting jobs
- Career counseling
- Succession planning

EMPLOYEE OPINION SURVEY (Continued)

- Performance management
 - Incentive programs
 - New appraisal system
 - Accountability for quality and timeliness of appraisals
- Employee welfare and change
 - Use retraining, transfers and attrition
 - Develop contracting policy
 - Develop workforce plans

EMPLOYEE OPINION SURVEY (Continued)

- Summary
 - Employee opinion survey measures worklife issues
 - Uses employee input to make work environment better
 - Systematic collection of data to improve Human Resources programs and policies

ASSESSMENT OF NUCLEAR SAFETY CULTURE

- Employee Feedback
- Trends of Issues
- Program Assessments

EMPLOYEE FEEDBACK

- Surveys
 - CRS
 - OIG
 - NRC
- Exit Questionnaires
- Subject Areas
 - Willingness to Report Concerns
 - Confidence in Line Supervision
 - Knowledge of Available Avenues
 - Confidence in/Effectiveness of Available Avenues
 - Need for Independent Programs

TRENDS OF ISSUES

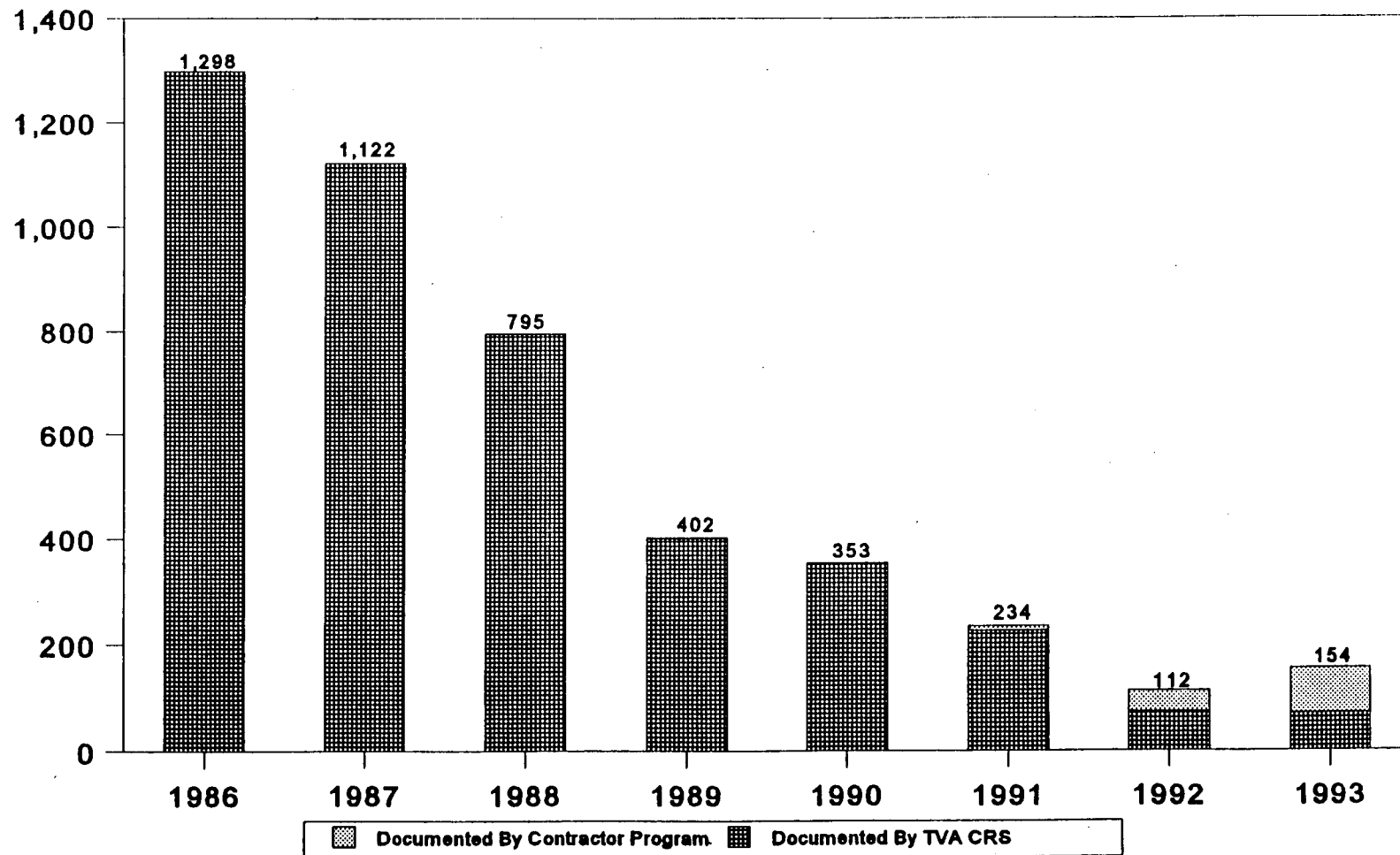
- Areas Trended Include:
 - CRS Issues
 - Contractors' Issues
 - DOL Complaints
 - All Complaint Systems

- Ways Trended
 - By Location
 - By Type
 - Over Time
 - Internal vs. External

- Analysis of Trends
 - Monthly by CRS
 - Reported to Senior Management
 - Breakdown of Issues

- Current Results
 - Long-term Trend Favorable
 - 1993 Higher than 1992 as Anticipated

TVA AND CONTRACTOR ISSUES ALL LOCATIONS



PROGRAM ASSESSMENTS

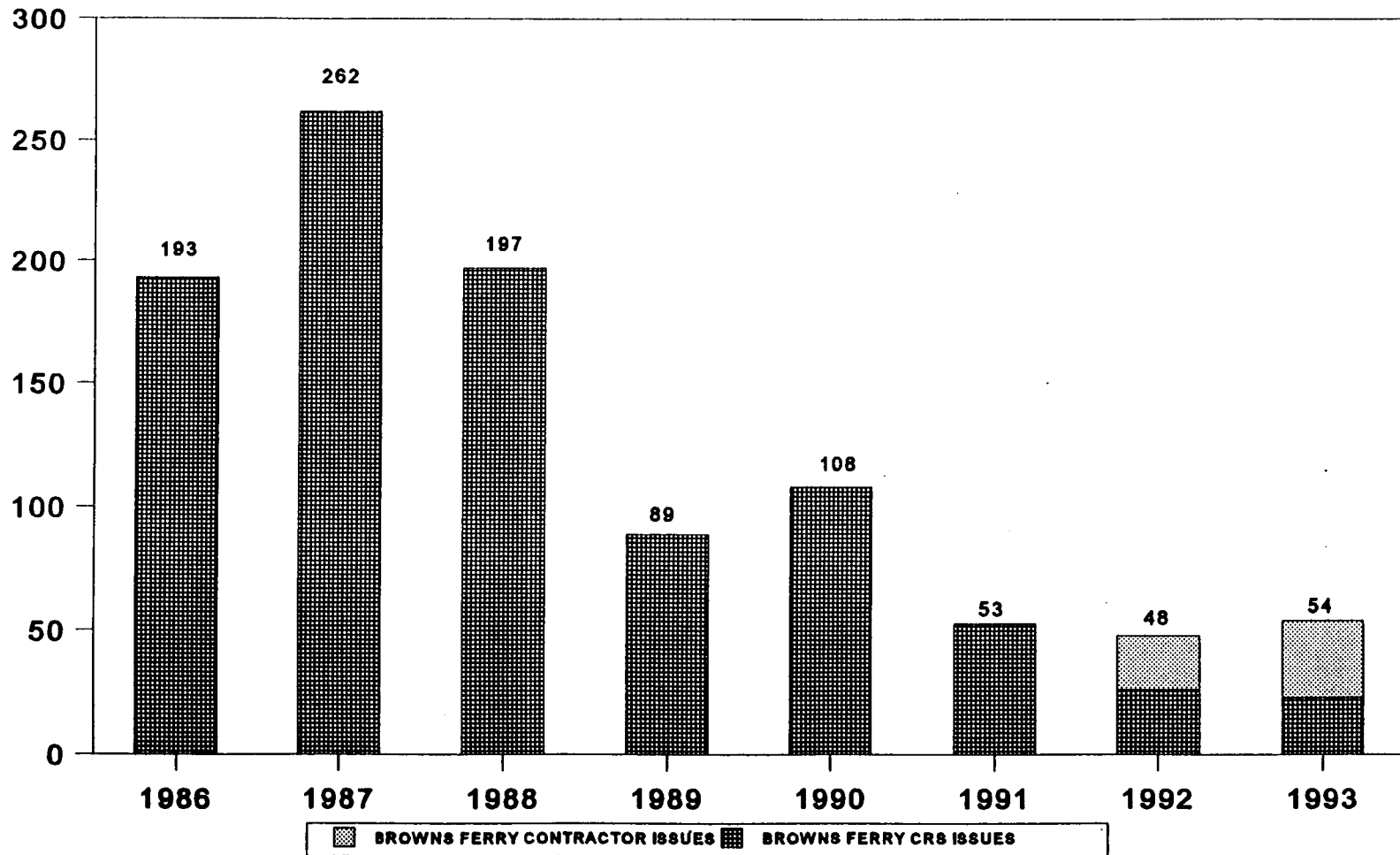
- Internal Audits
 - OIG
 - QA
 - CRS Audit of Contractors
- NRC Inspections
- 1993 Results
 - Employee Concerns are Adequately Resolved
- 1994 Plans
 - Continue Assessments and Feedback
 - Combined CRS/OIG Assessment
 - EEI Self-Inspection Module Development

BREAKDOWN OF ISSUES

BROWNS FERRY - 1993

- BFN issues have been analyzed by:
 - Documenting Organization (CRS, Contractors)
 - Classification (Technical, M&P, I&H, IS)
 - Safety Significance (Safety-Related, Nonsafety-Related)
 - Substantiation Rate
 - Origin (Exits, etc.)
 - Confidentiality Requests
- The results were compared to previous years for BFN and to CRS program totals
- The conclusion is that BFN in 1993 is in line with previous years and with program totals
- BFN numbers are influenced by plant modification activities

TVA AND CONTRACTOR ISSUES BROWNS FERRY



WATTS BAR INITIATIVES

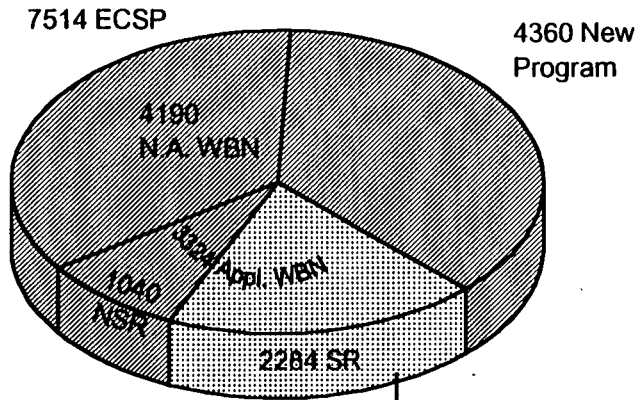
- Communications Plan
- Supervisor Training
- Employee Concerns Task Force
- Strengthen CRS

SUMMARY OF 11874 EMPLOYEE CONCERNS AT TVA

INPUT TO ECSP → ECSP AND NEW PROGRAM → CORRECTIVE ACTIONS

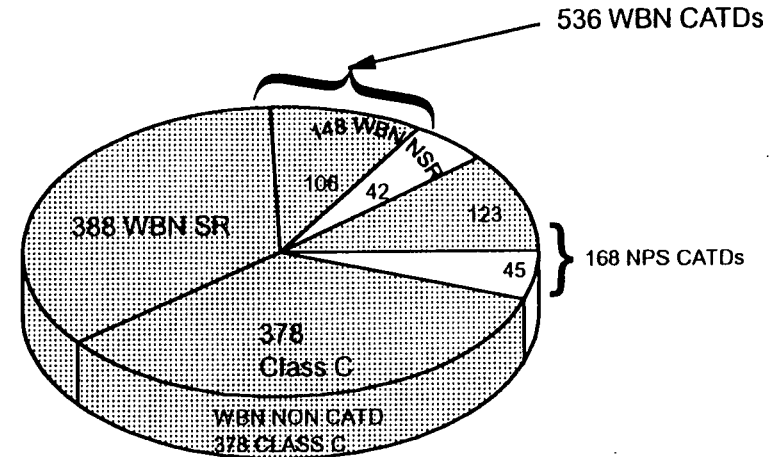
CASE FILES

NSRS REPORTS



- 771 Class A
- 293 Class B
- 378 Class C
- 438 Class D/E
- 382 Class NA
- 22 Class Null



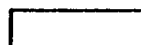
ECSP



NEW PROGRAM

Corrective Action Tracked by TVA
Condition Adverse To Quality Program

LOOKBACK PROJECT REVIEWS

-  - Sample Review
-  - 100% Review
-  - Excludes Management & Personnel and Industrial Safety

CATD - Corrective Action Tracking Document
 NPS - Non-Plant Specific
 NSRS - Nuclear Safety Review Staff
 ECSP - Employee Concern Special Program
 Class A - Issue not factual
 Class B - Issue factual, but not a problem
 Class C - Issue factual, corrective action ongoing prior to investigation
 Class D - Issue factual, corrective action necessary; tracked by CATDs
 Class E - Concern Emerging from investigation of other concerns; tracked by CATDs

SR - Safety Related
 NSR - Not Safety Related
 N.A. - Not Applicable

ECP LOOKBACK REVIEW STATUS

February 25, 1994

- Total Complete = 578 of 826 or 70%
 - 308 of 378 Class "C" Employee Concerns Completed
 - 270 of 448 CATDs Completed (Class D/E)
- Review Results
 - 253 ECs adequately addressed and required actions are complete
 - 160 ECs adequately addressed and required actions are not yet complete (e.g., awaiting completion of CAP or SP)
 - 104 Evaluations concluded that minor clarifications are needed in some of the documentation (e.g., ECP Subcategory Reports)
 - 115 Evaluations require minor administrative changes to a corrective action document, CATD, or other documentation that had no hardware or programmatic impact
 - 2 Evaluations resulted in minor impact on the plant hardware

The field verifications continue to be very positive. The hardware continues to look very good as a result of completing the corrective actions related to specific employee concerns.

EXAMPLES OF CHANGES NEEDED TO C/A DOCUMENTS, CATDS OR OTHER DOCUMENTATION

- Documents not source noted to CATD (79)
- CATDs being clarified to reflect proper C/A documents and other administrative changes (45)
- Reopen CATDs until C/A is appropriately completed (13)
- Minor changes to calculations, drawings, etc. (14)
- Clarifications to Subcategory Reports that will be included in the Lookback Final Report (104)

SUMMARY AND STATUS OF ADDITIONAL REVIEWS BY LOOKBACK PROJECT

<u>Review</u>	<u>Status</u>	<u>Results</u>
1. Case Files	Completed	Acceptable
2. ECs NonSafety-Related	Completed	Acceptable
3. NSRS Historical Reports	Completed	Acceptable
4. ECs Not Applicable Prior to 02/01/86	Completed	Acceptable
5. Not Applicable After 02/01/86	Completed	Acceptable
6. A and B Safety-Related ECs	Completed	1064 ECs reviewed 866 classified correctly 198 C/As required 162 C/As defined by ECSP 36 C/As due to TVA programs initiated after ECSP report
7. Complex Electrical Issues	In-Process	490 Employee Concerns plus 15 other issues outside ECSP that will completely resolve issues

LOOKBACK CONCLUSION

- Field verifications continue to be very positive
 - Hardware continues to look very good
- Employee issues being fixed by ECSP
 - Fixes known for each issue and in a data base
- Some administrative paper fixes due to the following:
 - More information is known today than when ECSP was developed
 - A tremendous amount of duplication was built into the program
- Accessibility of data for this program has been greatly enhanced