

TENNESSEE VALLEY AUTHORITY

CHATTANOOGA, TENNESSEE 37401

400 Chestnut Street Tower II

August 1, 1985

Director of Nuclear Reactor Regulation
Attention: Ms. E. Adensam, Chief
Licensing Branch No. 4
Division of Licensing
U.S. Nuclear Regulatory Commission
Washington, D.C. 20555

Dear Ms. Adensam:

In the Matter of the Application of) Docket Nos. 50-390
Tennessee Valley Authority) 50-391

This transmittal provides information and commitment status related to the Tennessee Valley Authority's (TVA) Employee Concern Program including the independent contractor program at Watts Bar Nuclear Plant. Enclosure 1 is our presentation package from the May 2, 1985 meeting between NRC and TVA in Bethesda, Maryland. Enclosure 2 is our presentation package from the June 13, 1985 followup meeting between NRC and TVA in Bethesda. Enclosure 3 is a compilation of final commitments made during those two meetings and a status of each.

If you have any questions concerning this matter, please get in touch with R. H. Shell of my staff at FTS 858-2688 in Chattanooga.

Very truly yours,

TENNESSEE VALLEY AUTHORITY

R. H. Shell

R. H. Shell
Nuclear Engineer

Sworn to and subscribed before me
this 1st day of August 1985

Paulette H. White
Notary Public
My Commission Expires 8-24-88

Enclosures

cc: U.S. Nuclear Regulatory Commission (Enclosures)
Region II
Attn: Dr. J. Nelson Grace, Regional Administrator
101 Marietta Street, NW, Suite 2900
Atlanta, Georgia 30323

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Boal
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ENCLOSURE 1

EMPLOYEE CONCERN PROGRAM

Text for May 2, 1985 Meeting

Slide No. 1

TENNESSEE VALLEY AUTHORITY

Employee Concern Program

Speaker: James W. Hufham

**TENNESSEE
VALLEY
AUTHORITY**

EMPLOYEE CONCERN PROGRAM

Text for Slide No. 1

Today we have with us James P. Darling (Director of the Office of Nuclear Power), Lewis E. Wallace (Deputy of General Counsel), Kermit W. Whitt (Director of the Nuclear Safety Review Staff), and myself, James W. Hufham (Office of Nuclear Power, Manager of Licensing and Risk Protection).

The purpose of today's meeting is to discuss with you employee concerns that were raised in the April 2nd meeting between the Tennessee Valley Authority and the Nuclear Regulatory Commission (NRC).

Before we start our discussion, we would like to summarize the April 2nd meeting. In that meeting you expressed to us that the NRC had problems with the Tennessee Valley Authority's overall Employee Concern Program.

Your problems were identified as follows:

1. TVA employees were reluctant to come forth and express views.

2. If an employee expressed a view, there was no assurance the program would ensure anonymity.

3. If the program was effective and ensured anonymity, then many more employees would come forth to express concerns.

At the April 2nd meeting, you requested the Tennessee Valley Authority to come up with a recommendation for a program or a system whereby people within TVA could express safety issues, and that the TVA program would allow TVA management to be aware of these concerns, to investigate these concerns, and to report back to the employee. Also you requested that the program would make other TVA employees aware of the concerns and their resolutions. The NRC also expressed in the April meeting that they expected results from the Tennessee Valley Authority and not just another paper program.

In today's meeting we will present our recommendations for addressing these NRC items. However, before we begin our presentation, we do have a position on the existing employee program. We feel that many people do come forward on a daily basis, and by and large, the past program has worked. Although a few concerns have been reported to the NRC, this does not indicate a complete breakdown of the existing program. We also want to make it clear that we do understand the NRC position from the April 2nd meeting. We understand the position to be that if any employee in TVA has a safety concern and the present system does not allow this concern to be heard, then we have a problem.

Slide No. 2

OUTLINE OF PRESENTATION

Speaker: James W. Hufham

OUTLINE OF PRESENTATION

EXISTING TVA EMPLOYEE CONCERN PROGRAM

ENHANCEMENTS TO EXISTING PROGRAM

INDEPENDENT CONTRACTOR PROGRAM

Text for Slide No. 2

This slide defines the purpose of this meeting. The purpose is to go over our existing TVA Employee Concern Program, discuss enhancements to the existing program, and finally discuss the independent contractor program.

Slide No. 3

EXISTING TVA EMPLOYEE CONCERN PROGRAM

EXISTING TVA EMPLOYEE CONCERN PROGRAM

TVA POLICY

EXISTING PROCEDURES AT FACILITIES

CENTRAL OFFICES

PLANT SITES

NUCLEAR SAFETY REVIEW STAFF

Text for Slide No. 3

In describing this program we will summarize the TVA policy, explain the existing program at all facilities, and discuss the program as it exists within the NSRS. For this meeting the meaning of the word "facilities" is defined as the Office of Construction, Office of Engineering, Office of Nuclear Power, Browns Ferry Nuclear Facility, Sequoyah Nuclear Facility, Watts Bar Nuclear Facility, and the Bellefonte Nuclear Facility.

We feel that the TVA policy is an extremely strong policy that we have had for many years and it does encourage employees to express their concerns. A summary of the policy follows:

1. TVA encourages and protects differing views of employees on policy and execution of policy.
2. Every employee should be able to have professional or technical views on such matters heard at a high management level when the employee considers the issues significant and the view differs from a management decision.

3. TVA believes that every responsible view is valuable and ensures that such views are heard and appropriately considered in all decisionmaking processes.
4. TVA encourages perception and voluntary expression of differing views involving all aspects of its operations.
5. Employee cooperation and participation at all working levels are encouraged.
6. Responsible views may be voiced without fear of recrimination or retribution.
7. TVA places special emphasis on differing employee views involving public health and safety matters and particularly those associated with design, construction, and operation of TVA nuclear plants.

The policy makes delegations of responsibilities to different organizations within the Tennessee Valley Authority.

Board of Directors--Reviews and acts on views that are expressed by employees that have not been satisfactorily resolved by any other organization within TVA.

General Manager--Reviews and acts on views that are expressed by employees that have not been satisfactorily resolved by any other TVA line or designated review organization. Responsible for the administration of the policy; reports its effectiveness to the TVA Board and may order disciplinary action against persons found guilty of retribution and recrimination against the person expressing differing views.

Offices and Divisions--Responsible for application of the policy to ensure that differing views are heard and appropriately considered in all decisionmaking processes. They must provide protective measures to ensure and encourage participation without fear of recrimination or

retribution. Also, the offices and divisions must communicate the policy to all employees.

Mr. Whitt will give you a detailed breakdown of the responsibilities of the Nuclear Safety Review Staff (NSRS) in reference to the Employee Concern Program; therefore, I will only summarize the NSRS responsibilities at this point.

Nuclear Safety Review Staff--Is responsible for the resolution of differing views associated with the design, construction, and operation of the TVA nuclear facilities. The NSRS may receive views after line management and the employee have been unable to resolve the issue or directly if the employee feels that pursuit of the issue with line management would be ineffective or would render the employee vulnerable to recrimination. Confidentiality will be maintained if requested. The NSRS will provide follow-up reports to both the employee and the responsible organization, and the NSRS must monitor the implementations of recommendations and make recommendations to the General Manager for further action by responsible organizations if necessary.

Employees--Responsible for voicing view of significant issues. They are encouraged to deal directly with line management, and any time they are not satisfied with the resolution or the action taken by our line management, they are encouraged to go to the Office of Occupational Health and Safety for non-nuclear safety concerns and to the Nuclear Safety Review Staff for nuclear safety concerns. If they are not satisfied with either of these organizations in resolving their views, they can go directly to the General Manager and to the TVA Board of Directors. Employees who are still not satisfied can file a complaint with the United States Department of Labor for non-nuclear issues or with the United States Nuclear Regulatory Commission for nuclear issues.

Slide No. 4

WATTS BAR EMPLOYEE CONCERN PROCEDURES

WATTS BAR EMPLOYEE CONCERN PROCEDURES

CONSTRUCTION / OPERATIONS

PROCEDURES

TRAINING (GENERAL EMPLOYEE - SAFETY)

EMPLOYEE NOTICES

Text for Slide No. 4

The Tennessee Valley Authority's Employee Concern Program is probably best implemented at the Watts Bar facility. This is basically the baseline of our program at the present time. The construction office at Watts Bar has bulletin boards that inform employees of their rights and the methods by which they can express their concerns (Attachment 1). Handouts are provided to every employee in the Office of Construction and training is provided to all employees on how to express concerns. These handouts are a small card (Attachment 2) that lists the instructions on how to voice their concerns.

QUALITY! SAFETY!

HOW TO VOICE YOUR CONCERN

Consistent with Section II of the TVA Code, CONST encourages and protects the differing views of employees on policy and the execution of policy. When a CONST employee considers the view significant and the view differs from a management decision, the employee can have his/her professional or technical views on issues heard at a higher management level.

Employees should work directly through their immediate supervisor to resolve their concerns. However, an employee may take the concern to whatever management level the employee feels would be appropriate to resolve the concern in accordance with CONST policy and procedures on differing staff opinions. There will be no intimidation, reprisal, or like action toward employees because they have identified concerns and sought resolution.

For concerns or complaints not resolved at the project/staff level, employees may contact the CONST Manager's Office representatives listed below:

J. E. Wilkins

ext. 8700

12-113 SB-K

R. A. Pedde

ext. 8700

12-112 SB-K

For concerns related to nuclear safety matters, employees may also contact the Nuclear Safety Review Staff directly, as follows:

Director: H. N. Culver

ext. 6180

249 HBB-Knoxville

For concerns related to an occupational health and safety concern at any TVA location, employees may also contact the Division of Health and Safety directly, as follows:

Director: G. F. Stone

ext. 2091

215 MPB-Muscle Shoals

If the employee feels that the pursuit of his/her issue with line management as outlined above would be ineffective or would render the employee vulnerable to recrimination, the employee may take the concern directly to the CONST Manager's Office representatives, the Nuclear Safety Review Staff, or the Division of Health and Safety, as appropriate.

As Manager of CONST, I assure you that all concerns will be given prompt and careful consideration.

6/25/54

Date

Charles J. Conine Jr.
Manager of Construction

HOW TO VOICE YOUR CONCERN

Consistent with Section II of the TVA Code, OC encourages and protects the differing views of employees on policy and the execution of policy. When an OC employee considers the view significant and the view differs from a management decision, the employee can have his/her professional or technical views on issues heard at a higher management level.

Employees should work directly through their immediate supervisor to resolve their concerns. However, an employee may take the concern to whatever management level the employee feels would be appropriate to resolve the concern in accordance with OC policy and procedures on differing staff opinions. There will be no intimidation, reprisal, or like action toward employees because they have identified concerns and sought resolution.

For concerns or complaints not resolved at the project/staff level, employees may contact the OC Manager's Office representative: R. A. Pedde, extension 8700-Knoxville, 12-112 SB-K.

For concerns related to nuclear safety matters, employees may also contact the Nuclear Safety Review Staff directly: Director: K. W. Whitt, extension 6180-Knoxville, 249 HBB-K.

For concerns related to an occupational health and safety concern at any TVA location, employees may also contact the Division of Health and Safety directly: Director: G. F. Stone, extension 2091-Muscle Shoals, 215 MPB-M.

If the employee feels that the pursuit of his/her issue with line management as outlined above would be ineffective or would render the employee vulnerable to recrimination, the employee may take the concern directly to the OC Manager's Office representative, the Nuclear Safety Review Staff, or the Division of Health and Safety, as appropriate.

As Manager of Construction, I assure you that all concerns will be given prompt and careful consideration.

January 1985

Charles Bonine, Jr.

Slide No. 5

QUALITY! SAFETY! HOW TO VOICE YOUR CONCERN

QUALITY! SAFETY!

HOW TO VOICE YOUR CONCERN

The Office of Nuclear Power encourages the expression of concerns of employees on issues involving either the quality of work, Nuclear Safety, or Industrial Safety. Employees are encouraged to work directly through their immediate supervisor to resolve their concerns; however, concerns may be taken to any level of management the employee feels would be appropriate to resolve the issue. There will be no intimidation or reprisal because the employee has identified concerns and sought resolutions. However, if an employee feels that pursuing resolution with line management would be ineffective or would render the employee vulnerable to recrimination, the concern may be taken directly to the Site representative, the Nuclear Safety Review Staff, or the Division of Health and Safety, as appropriate.

For concerns or complaints not resolved by discussion with line management, employees may pursue the matter further by contacting the Site Representatives listed below:

Bob Sauer
Tom Howard
Jim Loud

Ext. 8524
Ext. 8647
Ext. 8245

Compliance
Quality Assurance
Industrial Safety

For concerns related to nuclear safety matters, employees may also contact the Nuclear Safety Review Staff directly, as follows:

Director: K. W. Whitt

Ext. 6180

249 HBB-Knoxville

For concerns related to occupational health and safety at any TVA location, employees may also contact the Division of Health and Safety directly, as follows:

Director: G. F. Stone

Ext. 2091

215 MPB-Muscle Shoals

As Site Director, I assure you that all concerns will be given prompt and careful consideration.

W. D. Carter
2/11/85

Text for Slide No. 5

The Employee Concern Program on the operations side of the Watts Bar facility is very similar to the construction side. There is a procedure that informs employees of the program; bulletin boards are posted with notices to employees; employees are trained in the procedures for expressing a concern; and a section of the exit interview is designated for questioning a terminating employee about any safety issues.

Other facilities within TVA have an Employee Concern Program, but not as comprehensive as that of construction and operations at Watts Bar. We will discuss the enhancements to the existing programs in another portion of this presentation.

Slide No. 6

NUCLEAR SAFETY REVIEW STAFF

Speaker - Kermit Whitt

NUCLEAR SAFETY REVIEW STAFF

ORGANIZATION

RESPONSIBILITIES

SUMMARY OF INVESTIGATIONS

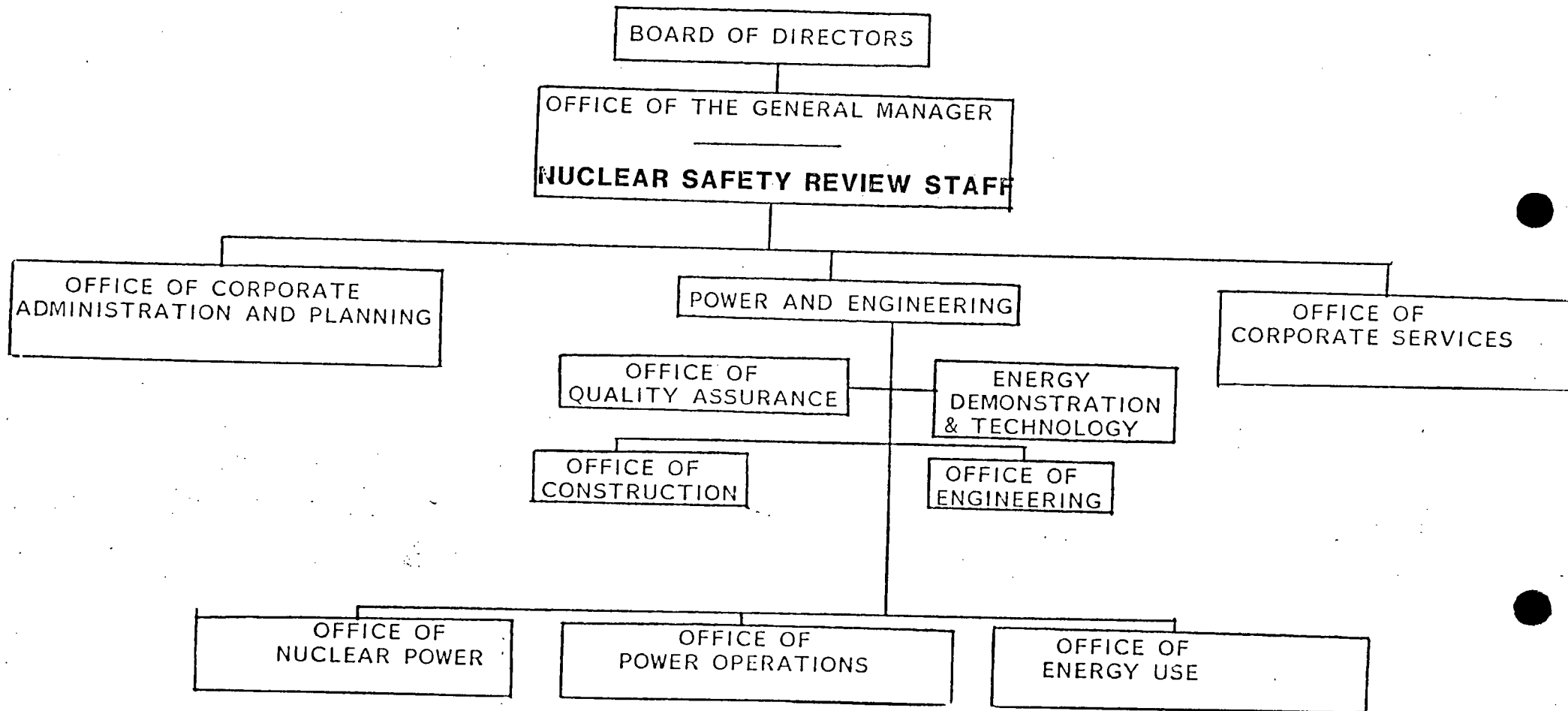
Text for Slide No. 6

The Nuclear Safety Review Staff was established in 1979 to advise the TVA Board of Directors on nuclear safety activities within TVA.

Slide No. 7

ORGANIZATION OF NSRS

ORGANIZATION OF TENNESSEE VALLEY AUTHORITY



Text for Slide No. 7

The NSRS is part of the General Manager's office and reports to the General Manager and works both for the General Manager and the TVA Board of Directors.

Slide No. 8

NUCLEAR SAFETY REVIEW STAFF RESPONSIBILITIES

NUCLEAR SAFETY REVIEW STAFF RESPONSIBILITIES

**CONDUCT INVESTIGATIONS AS REQUESTED BY TVA
BOARD OF DIRECTORS, GENERAL MANAGER OR LINE
MANAGEMENT**

**INDEPENDENT MONITORING OF NUCLEAR PLANT DESIGN AND
CONSTRUCTION**

INDEPENDENT MONITORING OF NUCLEAR PLANT OPERATION

REVIEW OF NUCLEAR PLANT EMPLOYEE TRAINING

REVIEW OF RADIOLOGICAL EMERGENCY PLANS

REVIEW AND INVESTIGATION OF RADIATION PROTECTION

**INVESTIGATION AND REVIEW OF OPERATING EVENTS
AT TVA NUCLEAR PLANTS**

**RECEIPT AND INVESTIGATION OF EMPLOYEE CONCERNS
ABOUT SAFETY ISSUES AS REQUESTED BY EMPLOYEES,
FORMER EMPLOYEES, OR LINE MANAGEMENT**

Text for Slide No. 8

These are the responsibilities of the Nuclear Safety Review Staff; we will concentrate primarily on the last one which is receipt and investigation of employee concerns about safety issues as requested by the employees, former employees, or line management.

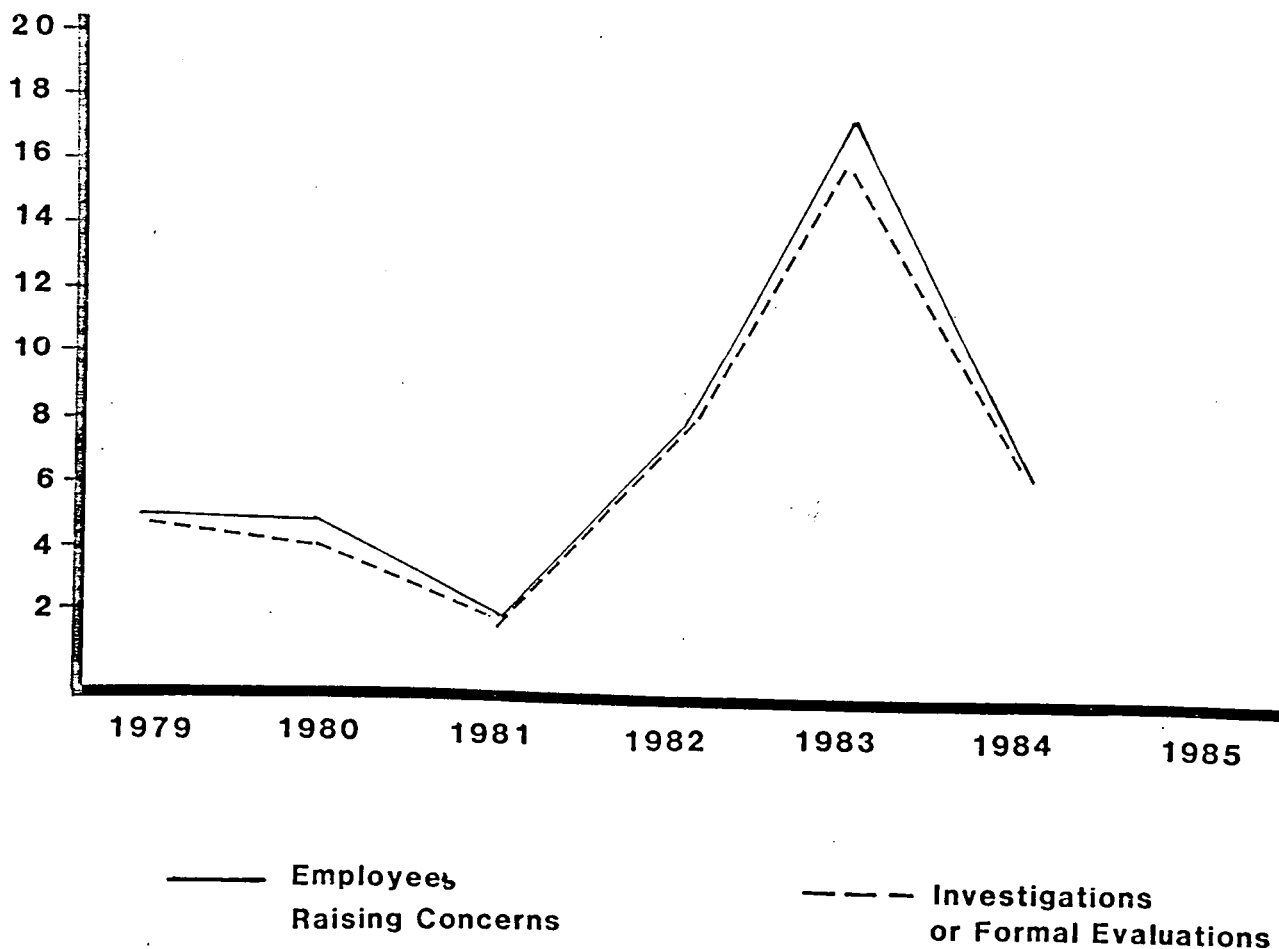
Slide No. 9

EMPLOYEES RAISING ISSUES WITH POTENTIAL SAFETY SIGNIFICANCE

EMPLOYEES RAISING ISSUES WITH POTENTIAL SAFETY SIGNIFICANCE

SINCE INCEPTION THROUGH DECEMBER 1984:

NUMBERS OF EMPLOYEES WITH CONCERNS	45
EMPLOYEES RAISING SAFETY SIGNIFICANT ISSUES	42
INVESTIGATED OR FORMALLY EVALUATED	42
NSRS REPORTS ISSUED	32
TOTAL FULLY/PARTIALLY SUBSTANTIATED	27
TOTAL MAN-DAYS OF FIELD INVESTIGATION	958



Text for Slide No. 9

In this approximate five-year period, 45 employees brought concerns to the Nuclear Safety Review Staff. Of these, 42 presented enough information to allow for an evaluation of the concerns and to determine whether or not they had nuclear safety implication. Thirty-two of these were investigated and formal reports issued. Some of the remaining ten were determined not to have nuclear safety significance; some had minor safety significance and were handled by a memorandum to the employee. Some were referred to the Office of the General Counsel for evaluation and investigation, and in a very few cases, the employee later requested the NSRS to drop the concern. For all the cases evaluated by the NSRS, a total of 958 man-days of field effort have been expended for an average of about 23 man-days per case. This does not include preparation and report writing. The graph shows the concerns received each year; the high peak in 1983 deserves an explanation.

This was due to a special program established at Bellefonte Nuclear Plant at the request of the Bellefonte Project Manager. He was alarmed at the number of employees that were taking their safety concerns to the NRC. The NSRS stationed a man onsite at Bellefonte for one day each week to provide an alternative to the NRC for Bellefonte employees. Within six months concerns had decreased to about one per month. After a year the concerns had stopped altogether.

At this time the NSRS discontinued the program. The reduction in employee concerns at Bellefonte was brought about primarily because upper line management and NSRS put a considerable effort into the instruction of first-line supervisors and lower management about the (1) reasons employees go outside the line chain for resolution of their concerns; and (2) how to get employees to work more comfortably in expressing their views. This concludes our discussion of the present program for handling employee concerns at TVA. It represents a good effort; however, we recognize that it is not as good as it could and should be. If it were, one could reason that we would not be here

today. Having come to this realization, the natural conclusion is that our program needs improvement. This conclusion leads us to the next phase of our presentation which is enhancements to it.

Slide No. 10

ENHANCEMENTS TO EXISTING PROGRAM

ENHANCEMENTS TO EXISTING PROGRAM

TVA BOARD OF DIRECTORS' ACTIONS

NSRS - GREATER VISIBILITY TO EMPLOYEES

FACILITY ENHANCEMENTS

Text for Slide No. 10

The enhancements to the existing program include: program reinforcements from TVA's top management, the Board of Directors' actions; a greater visibility to employees of the NSRS; and facility enhancements across the board. The first one we will discuss is TVA Board of Directors' actions.

Slide No. 11

TVA BOARD OF DIRECTORS' ACTIONS

TVA BOARD OF DIRECTORS' ACTIONS

WIDELY POSTED

EMPLOYEE COMMUNICATIONS

NEWS RELEASE

PUBLIC BOARD MEETING

Text for Slide No. 11

The TVA Board of Directors will distribute information reinforcing (1) their commitment to supporting and encouraging all employees of their responsibility to provide differing staff views relating to nuclear safety, and (2) TVA policy on nuclear safety. This reinforcement will be contained in two memoranda from the Board to TVA employees. The first memorandum was issued on April 30, 1985 and is a rather lengthy message on employee rights and responsibilities to voice differing views. This was distributed to all TVA employees (Attachment 3). In addition, a one-page notice will be posted on bulletin boards throughout the nuclear facilities and central office locations. This will be a constant reminder to employees of the Board's support and commitment to resolve nuclear safety concerns (Attachment 4). To further encourage employees to seek resolution to their concerns, the Board memorandum that you have will be published in the TVA newspaper, Inside TVA. A news release will also be made to try to get the message to previous employees that are still living in the Tennessee Valley region.

UNITED STATES GOVERNMENT

Memorandum

TENNESSEE VALLEY AUTHORITY

TO : All TVA Employees

FROM : TVA Board of Directors

DATE : APR 30 1985

SUBJECT: TVA POLICY ON REPORTING NUCLEAR SAFETY MATTERS

The TVA Board members, individually and collectively, have a personal as well as a corporate commitment to the protection of public health and safety as the paramount consideration in the design, construction, and operation of TVA nuclear facilities. Each employee involved in our nuclear effort has a responsibility for the proper and safe execution of all TVA job functions. In addition, as a matter of policy, TVA actively solicits comments from all employees about matters that may have safety implications. You should be aware of the ways to share your views about safety with TVA management and the NRC. We want to assure you that you are encouraged to come forward and that there will be no retaliation if you report something which you believe is not right. It is only through your help that we can maintain the "safety-first" standards of TVA.

TVA has established a mechanism for reporting matters that you believe are important to plant safety. It is incorporated in a broader policy about the expression of staff views adopted in March 1980, that states:

TVA encourages and protects the differing views of employees on policy and execution of policy. Every employee should be able to have professional or technical views on such matters heard at a high management level when the employee considers the issue significant and the view differs from a management decision. TVA believes that every responsible view is valuable and ensures that such views are heard and appropriately considered in all decisionmaking processes.

TVA encourages perception and voluntary expression of differing views involving all aspects of its operations. This policy is communicated to all employees to encourage their cooperation and participation at all working levels, thus furthering the employees' fulfillment of duties and productive effort and observance of standards. Responsible views may be voiced without fear of recrimination or retribution.

TVA places special emphasis on differing staff views on substantive public health and safety matters. It encourages expression of safety views involving all aspects of its operations, particularly those associated with the design, construction, and operation of TVA nuclear plants.



All TVA Employees

APR 30 1985

TVA POLICY ON REPORTING NUCLEAR SAFETY MATTERS

Every TVA employee has several options for reporting matters of potential safety impact.

- First: An employee is encouraged to report to his direct supervisor and organization management. TVA requires that all management and supervisory personnel be open to employee comments of this nature. Appropriate disciplinary action will be taken if we find that any manager or organization has not or will not implement this directive.
- Second: An employee may talk with the Nuclear Safety Review Staff. This staff has direct responsibility for investigating important safety matters associated with design, construction, and operation of TVA nuclear plants. You may report any matters to the Nuclear Safety Review Staff whether or not you have talked to line management.
- This independent staff, which reports directly to the General Manager, will maintain your confidentiality. You may even anonymously report matters to this staff. The head of Nuclear Safety Review is Kermit Whitt; his telephone number is 3325 in Knoxville. His staff makes regular visits to each plant, and matters may be discussed in private with them at this time or you may call Mr. Whitt to arrange an interview.
- Third: If you feel in any way uncomfortable with these two options, you may also bring safety questions to the attention of the General Manager and through him to the Board of Directors. While we prefer that you try to resolve issues through your management or with the Nuclear Safety Review Staff, we recognize that in certain instances only direct communication with us may be satisfactory.
- Fourth: Employees who disagree with the final disposition within TVA of nuclear safety matters should report their views to the NRC Office of Inspection and Enforcement (telephone no. FTS 242-4503). It will discuss any safety issue with you whether or not you allege any particular violation and whether or not you have tried to resolve the matter within TVA.

TVA policy and Federal law prohibit any adverse employment action or other discrimination against employees based on making their views known to TVA or to the NRC. We take seriously any allegation of such retribution or retaliation. These allegations will be investigated by TVA's General Counsel and be reported to us. Appropriate action will be taken on any violation found.

All TVA Employees



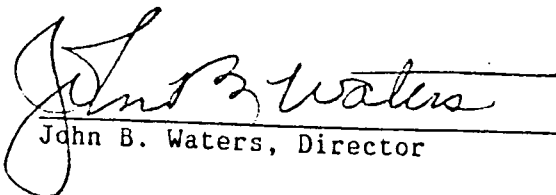
APR 30 1985

TVA POLICY ON REPORTING NUCLEAR SAFETY MATTERS

To make discussions and reporting of safety matters easier, TVA in the next few weeks will be contracting with an independent outside organization that will be available to act as an additional method for obtaining comments from employees on nuclear safety. This organization will send representatives to plants nearing the end of construction to interview employees at all levels and from all disciplines. At the Watts Bar Nuclear Plant, it is our immediate intention that employees be scheduled for a private interview where each is encouraged to speak freely. Do not wait to be called upon, however, if you have knowledge about matters that may have pressing safety implications for the startup of Watts Bar. You should actively seek to have your views known. A hotline will be established so that employees at all locations (including all nuclear plants, Knoxville, and Chattanooga) can easily report safety matters affecting any plant. The contractor will scrupulously protect your confidentiality. Again, let us emphasize that your discussions with this independent organization can be made without fear or threat of adverse job action.

Because there are several specific safety areas that TVA's contractor will be investigating, there will be circumstances in the near future in which its representatives will want to talk with individual employees on a confidential basis, even if an employee has not asked for an interview. Similarly, NRC staff may also call individual employees. You are expected to cooperate with these persons if you are called upon.

We want to work with each one of you to assure that TVA's plants are built and operated in a safe manner. It is only through your help that we can make TVA's "safety-first" policy a reality.


C. H. Dean, Jr., Chairman
Richard M. Freeman, Director
John B. Waters, Director

Memorandum

TENNESSEE VALLEY AUTHORITY

TO : All TVA Employees

FROM : TVA Board of Directors

DATE : May 16, 1985

SUBJECT: REPORTING NUCLEAR SAFETY MATTERS


TVA places special emphasis on differing staff views on substantive public health and safety matters. It encourages expression of safety views involving all aspects of its operations, particularly those associated with the design, construction, and operation of TVA nuclear plants. TVA believes that every responsible view is valuable and ensures that such views are heard and appropriately considered in all decisionmaking processes.


If you have information about potential plant safety deficiencies, the TVA Board members want you to bring them to TVA's attention. This is a responsibility you have accepted as a TVA employee. You may discuss these matters with the Nuclear Safety Review Staff whose job is to independently and confidentially investigate important safety matters. Please call Kermit Whitt in Knoxville at extension 3325 to arrange a confidential interview.

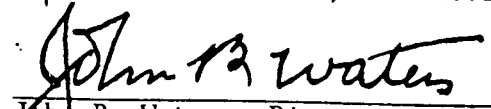
OR

You may bring this matter to the attention of Quality Technology Company, an independent contractor who has been hired to obtain employee comments about plant safety. The present hotline number which you may call collect is (615) 365-4388. The toll free lines are scheduled to be installed by July 1, 1985. These numbers are 1-800-423-3071 if you are calling from within Tennessee and 1-800-323-3835 if you are calling from outside Tennessee. You may also write to Quality Technology Company at P. O. Box 600, Sweetwater, Tennessee 37874. They will arrange for a confidential interview at your convenience.

We want to work with each one of you to assure that TVA's nuclear plants are built and operated in a safe manner. TVA policy and Federal law absolutely prohibit any adverse employment action or other discrimination if you make your responsible views known.


C. H. Dean, Jr., Chairman


Richard M. Freeman, Director


John B. Waters, Director



Slide No. 12

NUCLEAR SAFETY REVIEW STAFF

NUCLEAR SAFETY REVIEW STAFF

ENSURE CONFIDENTIALITY

VISIBILITY TO EMPLOYEE

ONSITE PRESENCE

PUBLICIZE REPORTS

IMPROVED MIDDLE/LOWER MANAGEMENT RELATIONS

EMPLOYEE CONCERNS RAISED WITHIN NSRS

Text for Slide No. 12

The NSRS has been successful in investigating concerns and getting corrective action when they are brought to the staff. However, we find that five years after the establishment of NSRS, many employees still do not understand the staff's functions as they apply to their nuclear safety concerns. The fact that some TVA employees are going outside TVA with their concerns at this time and are requesting anonymity indicates that employees do not know how the NSRS staff functions and may not really trust the staff. Our goal is to make all TVA employees aware of the NSRS and to gain their trust. The greatest factor involved in getting and keeping the trust of employees will be the ensuring of anonymity. If an employee knows his anonymity will be carefully protected, he should have no fear of recrimination and should feel free to bring all of his concerns forward for full evaluation. A second action needed to command the trust of employees is to get prompt, meaningful, corrective actions when their concerns are substantiated.

The NSRS will take immediate steps to better protect the anonymity of employees who bring concerns to the members of the staff. If the employee wishes to provide his or her name, this will be recorded and coded to a number. Only the individual doing the coding will have the information that connects the individual to the number. The individual receiving the information will not participate in the investigation. The individuals performing the investigation will only have the necessary information required to investigate the concern.

To make the NSRS more visible to employees the following actions will be taken:

1. Distribute bulletin to all employees. This has already been prepared and distribution has started. The bulletin will be distributed with paychecks and the final delivery will be complete by May 13, 1985.

2. NSRS personnel will spend more time at the various locations allowing more employees to become more familiar with NSRS personnel and how they can assist the employees in the resolution of their concerns.

This may be accomplished through increased investigation. As manpower permits, NSRS personnel will be assigned to the various locations to represent NSRS for extended periods. This should allow NSRS to talk with a wide spectrum of employees and inform them firsthand of NSRS functions and responsibilities.

3. There will be a room at each location where NSRS reports will be placed for employee reading. A bulletin board will also be provided for NSRS information at each location. A listing of NSRS reports will be posted on the bulletin boards quarterly. This will enable concerned employees, even anonymous ones, to see how their concerns were handled. It could also provide confidence for other employees to bring their concerns forward.

NSRS will work with middle and lower management to get better overall support for employee concerns. The experience that NSRS has had with resolving employee concerns will be discussed. The reasons for employee concerns being brought to NSRS rather than through the line organizations will be stressed. NSRS believes that employees bring concerns to it for resolution, because they perceive that the line organization does not recognize the validity of their concerns quickly enough and does not do a prompt and thorough evaluation.

NSRS will also work with line management to get prompt and complete corrective action to valid employee concerns. This should increase credibility for both the line and NSRS.

Slide No. 13

INDEPENDENT CONTRACTOR PROGRAM

INDEPENDENT CONTRACTOR PROGRAM

Text for Slide No. 13

Finally, the NSRS is in the process of determining a satisfactory system for resolving differing staff views within the NSRS staff. In February 1985, a consultant on contract to NSRS was asked to evaluate the situation and provide a proposal for such a system. In April 1985, the consultant provided a first draft of the proposal suitable for discussion purposes and a basis from which to start formalizing the needed system. Basically, the plan calls for a three-person outside board to be established to assess any differing staff opinions that may arise. The board could draw from special expertise within or outside TVA for assistance. Some variation of this type of system will probably be adapted. However, locating the expertise desired will take some time. The NSRS goal for having the system in place and ready for service is November 1985. The method that has been used, or will be used until a satisfactory system is in place, is being discussed with the TVA Board of Directors.

Slide No. 14

FACILITY ENHANCEMENTS

Speaker: James W. Hufham

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FACILITY ENHANCEMENTS

MANAGEMENT SYSTEM

PUBLICATION OF MANAGEMENT FINDINGS

IMPROVED EXIT INTERVIEWS

INFORMATION TO EMPLOYEES (NOTICES/CARD)

AWARENESS BOARD

Text for Slide No. 14

There exists already a Power and Engineering Instruction that does not totally include all of the requirements of a good Employee Concern Program. Program enhancements will include a complete rewrite of the Power and Engineering Instruction that will outline the minimum requirements the facilities must have for an effective Employee Concern Program. Management findings within the organizations will be published periodically in visible locations for employees to readily see that concerns were appropriately addressed.

In summary, there will be a definitive program for the identification, investigation, and complete closure of employee concerns. All facilities will include an exit interview with terminating employees, a portion of which will be dedicated to listening to employee safety concerns, both nuclear and non-nuclear. Notices will be posted on bulletin boards throughout the facilities to inform individuals on how to voice their concerns, and every individual within the Power and Engineering organization will receive information cards. Awareness boards will be constructed in designated locations within the plants and the corporate offices.