

TENNESSEE VALLEY AUTHORITY

KNOXVILLE, TENNESSEE 37902

OFFICE OF THE BOARD OF DIRECTORS

NOV 1 198

Mr. William J. Dircks
Executive Director of Operations
U.S. Nuclear Regulatory Commission
Washington, D.C. 20555

Dear Mr. Dircks:

In the Matter of the)
Tennessee Valley Authority)

Docket Nos. 50-259
50-260
50-296
50-327
50-328
50-390
50-391
50-438
50-439

In response to your September 17, 1985 letter to me, we are enclosing TVA's Nuclear Performance Plan. This submittal includes Volume 1, the Corporate Plan and Volume 2, the Sequoyah Plan. These volumes contain the information requested in Enclosure 2 of your letter pursuant to 10 CFR 50.54(f) and describe the actions being taken by TVA to correct the deficiencies described in your letter and the Fifth Systematic Assessment of Licensee Performance (SALP). There is a matrix in Volume 1 which cross references SALP and 10 CFR 50.54(f) concerns with the actions being taken by TVA. As discussed with your staff, information on TVA's employee concerns program will be forwarded separately. We plan to submit Volume 3, the Browns Ferry Plan and Volume 4, the Watts Bar Plan, by January 1, 1986.

Volume 1 describes actions we are taking to strengthen oversight and support of our nuclear power program. The TVA Board believes that the management and organization improvements covered in Volume 1 address this issue and expects steady improvement in this area.

Volume 2 of TVA's Nuclear Performance Plan describes the actions which are being taken to ensure that Sequoyah Nuclear Plant can be safely placed into operation. The Board is satisfied that the necessary actions are well underway to safely resume operation by the end of the year. You may be assured that we will continue to carefully monitor progress at Sequoyah.

TVA

Tennessee Valley Authority

James W. Hufham

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Protection
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Mr. William J. Dircks

NOV 1 1985

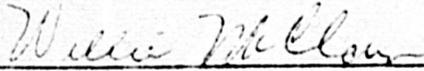
The TVA Board is confident that the TVA Nuclear Performance Plan lays out a sound course of action that will put our nuclear power program back on track. We intend to pursue this course of action, and we believe that our Plan will correct the performance deficiencies raised in your September 17 letter. We are confident that Mr. Parris and his staff can turn our nuclear power program around, and we will support him in every way possible in that effort. As outlined in our Plan, the TVA Board will stay involved to ensure that we are successful.

Sincerely,



C. H. Dean, Jr.
Chairman

Subscribed and sworn to before
me this 1st day of November 1985.



Notary Public

My Commission Expires August 18, 1986

Enclosures

cc (Enclosures):

Mr. James Taylor, Director
Office of Inspection and Enforcement
U.S. Nuclear Regulatory Commission
Washington, D.C. 20555

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

TENNESSEE VALLEY AUTHORITY

**NUCLEAR
PERFORMANCE
PLAN**

CORPORATE

TVA NUCLEAR PERFORMANCE PLAN

CORPORATE

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SECTION 1.0

TENNESSEE VALLEY AUTHORITY

BOARD OF DIRECTORS

TVA BOARD OF DIRECTORS

1.1 INTRODUCTION

"My long-term goals are:

To have and be perceived as having a nuclear program that is second to none in the U.S.

To have a working environment built on trust and confidence at all levels of the organization from the Chairman of the Board to the plant laborer."

H. G. Parris
September 6, 1985
Statement to William J. Dircks
and other members of the Nuclear
Regulatory Commission Staff
(See Appendix 6.1)

The Tennessee Valley Authority Board of Directors, following its longstanding "safety first" policy, shut down Browns Ferry Nuclear Plant (BFN) and Sequoyah Nuclear Plant (SQN) to ensure the effectiveness of that policy. Consistent with that policy, the licensing and startup of TVA's Watts Bar Nuclear Plant (WBN) has been delayed due to the expression of views by TVA employees which raised potential issues about whether the plant could be operated safely. It is clear from TVA's own assessment, and from deficiencies documented in the fifth Systematic Assessment of Licensee Performance (SALP) and in previous SALPs, that fundamental changes are necessary to bring the performance of TVA's nuclear program to acceptable levels. TVA is dedicated to the safe, reliable, and efficient production of nuclear power. Safety is paramount in TVA's nuclear program. As has been previously expressed to the Nuclear Regulatory Commission (NRC),

none of these units will be operated until (1) the TVA Board is satisfied that its nuclear plants can be operated safely in accordance with TVA's requirements and in compliance with applicable laws and regulations and (2) the NRC concurs with that conclusion.

The purpose of this Nuclear Performance Plan is to chart the course for TVA's nuclear program to become the best in the U.S. TVA recognizes attaining this goal will take time and dedication on the part of the entire TVA nuclear organization. An improved working environment must be fashioned based on mutual trust and confidence at all levels of the TVA nuclear power organization. Although immediate improvements are expected in all areas, the desired result will require a continuing resolute effort by TVA's nuclear power team, from Chairman of the Board to plant laborer.

To guide this effort, a Nuclear Performance Plan is being prepared consisting of four volumes. Volume 1, TVA's Corporate Nuclear Performance Plan, and Volume 2, the Sequoyah Nuclear Plant Performance Plan, have been prepared. Volumes 3 and 4, the Browns Ferry and Watts Bar Nuclear Plants Performance Plans, respectively, are scheduled for completion by January 1, 1986.

Volume 1 includes, among other things, certain goals, assessments, and conclusions that will be addressed on a plant level in more detail in Volumes 2 through 4. Volumes 1 through 4 address the specific corrective actions being taken by TVA in the three general areas of concern listed in the September 17, 1985 letter to TVA from William J. Dircks, Executive Director for Operations of NRC, and furnish the additional information requested in enclosure 2 of that letter in order for a determination to be made on whether or not any of TVA's licenses should be modified or suspended or an application denied, pursuant to 10 CFR section 50.54(f).

Section 5.0 of Volume 1 contains a comprehensive list of commitments from Volume 1 which will be accomplished as shown on the list. Similarly, Volume 2 contains a comprehensive list of commitments from Volume 2 which will be accomplished as scheduled. Volume 2 also includes a complete list of those commitments to be accomplished prior to restart of Sequoyah Nuclear Plant.

1.2 IMPROVED CORPORATE OVERSIGHT, DIRECTION, AND SUPPORT

NRC Request for Information A.1 of September 17, 1985:

Describe actions planned by the TVA Board of Directors to remain informed and involved in improving nuclear plant performance at TVA, including actions to improve corporate oversight, direction, and support of nuclear activities.

The TVA Board has reviewed the manner in which it stays aware of the various activities associated with TVA's nuclear power program and the ways in which general direction and oversight are provided by the Board. As a result of that review, the TVA Board has determined that the following fundamental changes must be made to correct current deficiencies and to ensure excellence in all areas of performance in TVA's nuclear program.

1.2.1 Employment of a Senior Nuclear Advisor to the TVA Board

The TVA Board has approved the acquiring, under a consulting contract, of an acknowledged expert on nuclear power to independently examine and advise the Board on the status of TVA's nuclear program and to offer recommendations to the Board on ways to improve it. This individual will be a recognized and respected authority in the field of nuclear power with a broad background in nuclear operations, an academic field associated with nuclear power, or participation in the regulation of the nuclear industry. The advisor must be knowledgeable of current nuclear power industry issues. The advisor will report directly to the TVA Board and will have access to all TVA records, reports, materials, facilities, meetings, and personnel related to TVA's nuclear power program. It is planned that the advisor will be selected by December 31, 1985.

Although the terms of the contract retaining the advisor will depend to some extent on the requirements of the advisor who is selected, it is desired that the advisor be available for at least a two-year period. The advisor will initially be available on a full-time basis to conduct a thorough review of TVA's nuclear power program performance and, within three months, meet with the Board to give an assessment of the status of the program, to

identify issues that need the Board's attention, and to recommend improvements.

Thereafter, whatever portion of the advisor's time is necessary will be used to maintain an overview of TVA's nuclear program activities and performance in order to provide independent evaluations to the Board. The advisor will also monitor the implementation of the initial recommendations and make special evaluations of selected programs and issues as directed by the Board. The advisor will be given the resources to review, or have a review conducted under his cognizance, of any aspect of the TVA nuclear program.

1.2.2 Increased Reporting to and Control by the TVA Board

The TVA Board has always received frequent reports on the condition of the TVA power system. Certainly, as problems with TVA's nuclear program began to surface, the Board has become more deeply involved. The Board is determined to stay involved to the extent necessary to ensure that Board policy is implemented. Briefings are now more frequent and are dedicated solely to nuclear power issues. The intent of this intense effort is to formalize the increased attention being placed on this area. The frequent briefings will continue as necessary to monitor and assist in the direction of improved performance.

The TVA Board and General Manager are now receiving detailed monthly performance briefings from the Manager, Power and Engineering (Nuclear) (P&E (Nuclear)), or his designee with appropriate staff support, including the Manager of Nuclear Operations, on progress toward specified goals and objectives for the nuclear power program. Potential nuclear safety issues are highlighted. Special attention also is given to programmatic issues such as the current employee concerns and quality assurance issues noted by NSRS and NRC. These briefings will often last at least one-half day.

Except during weeks in which monthly briefings are given, weekly briefings are given to the Board and the General Manager by the Manager, P&E (Nuclear), or his designee. They are intended to emphasize NRC notices of violations, current programmatic problems, and nuclear power issues of interest to the Board. A substantial number of these briefings will be conducted at the plant sites with attendance by the site director and other site managers. Meetings at the plant sites are intended to inform the Board in greater depth about major issues or problems and about plant organization and activities. Weekly briefings will generally be given after NSRS briefings to the Board and will be scheduled for one to two hours, and a half day when at plant sites. To ensure clear mutual understanding of current issues, the weekly NSRS briefing will be attended by the Manager, P&E (Nuclear), or his designee and the weekly P&E (Nuclear) briefing will be attended by the Chief of NSRS or his designee.

Except on days during which monthly and weekly briefings are given, daily briefings on normal work days, starting October 29, 1985, are being given to the Board. These briefings supplement the daily written plant status summaries previously given to the Board and the General Manager. These briefings will normally be done by telephone. Like the monthly and weekly briefings, these briefings are given by the Manager, P&E (Nuclear), and/or the Manager of Nuclear Operations. If neither of these

individuals is available, the briefings are conducted by one of their senior staff members. Site directors will participate as determined necessary by site performance or problems. The briefings will cover current plant performance and status and any new events affecting safe operation of the plants. In the event one or more Board members or the General Manager is absent, the daily reports are available for their review. The TVA Board does not intend by the daily briefings to become involved in the day-to-day management of the nuclear power system, but to be well informed about the progress being made and obstacles to overcome in order to achieve progress. The Board does intend, however, to use the daily briefings to amplify general policy guidance and to become aware of actions which the Board can take to improve nuclear power performance.

1.2.3 Increased Intensity of Oversight and Reporting by the Nuclear Safety Review Staff

Beginning June 3, 1985, briefings of the TVA Board by NSRS have been increased from quarterly to weekly to improve communications and understanding of concerns at the highest levels of corporate management. Although quarterly written reports and special topic discussions have been provided in the past, weekly briefings provide much greater focus on key events and issues at the corporate level.

NSRS is presently selecting and will assign by November 15, 1985, senior experienced staff members to the plant sites to establish and maintain a higher level of communications at all levels with plant personnel. Site representatives are not intended to function in a policing role, but will have the goal of identifying plant issues earlier, reducing the number of violations, and improving the safe operation of the plants. These NSRS representatives will work full time at the plant sites. They will be involved in coordinating the implementation of the NSRS portion of the TVA employee concern program and will assist plant management in its implementation.

Effective communications between NSRS and the various functional line units have improved through recent intensive employee concern activities. NSRS personnel are now much more visible and the degree of communication is greatly improved. The assignment of NSRS representatives to the plant sites is expected to further improve the understanding and implementation of NSRS's role and improve communications with site personnel.

1.2.4 Increased Level of Support From Other TVA Resources

TVA's General Counsel has been personally and substantially involved in the Employee Response Team (ERT) program. An additional senior attorney has been assigned from the Office of the General Counsel to assist the nuclear program management and staff. The General Counsel has been working with both NRC's Office of Investigation and TVA's contractor, Quality Technology Corporation, on issues arising from the ERT program and in August 1985 assigned an Assistant General Counsel, an experienced staff attorney, and an investigator to work virtually full time on the program.

Effective September 9, TVA's Director of Personnel was assigned for not less than a six-month period to the Manager, P&E (Nuclear), to assess manager-employee relationships and provide special assistance in improving human relations in TVA's nuclear power program. The Director of Personnel's top priority is to review and analyze ways to improve trust, mutual confidence, efficiency, and productivity at all levels in the design, construction, and operational organizations of TVA's nuclear program.

Another step taken that has strengthened the corporate services support for the nuclear power program is the consolidation of three organizations (Personnel, Equal Opportunity Staff, and Labor Relations) which previously reported directly to the General Manager. This consolidation as the Office of Employee Relations occurred in September 1984, and has freed up the General Manager's time for broader issues, including those in nuclear power. The Office is headed by a person with long experience as a TVA power operations manager and power systems executive with strong personal and professional ties to the people in the nuclear power program. Examples of the increased support the Office of Employee Relations has provided include: (1) the opening this summer of a satellite employment office at BFN; (2) making proposals during labor negotiations to allow for more effective management, training, and use of power plant operating and maintenance employees; (3) marshalling the arrangements TVA has made to improve TVA nuclear power managers' total compensation; and (4) establishing the mechanism within the Office of Employee Relations to address concerns arising from the ERT other than those related to safety (handled by NSRS) and employee misconduct (handled by TVA's Office of the General Counsel).

Prior to the beginning of the current fiscal year, the TVA Board approved its first capital budget focused solely on nuclear power. This process goes hand-in-hand with the division of TVA's Office of Power and Engineering to form a dedicated organization solely for nuclear power. A separate comprehensive budget for nuclear power helps to elevate the importance of nuclear power within TVA so that the Board and top TVA managers can more tightly focus attention on nuclear power issues.

The TVA Board has committed to authorize other resources as needed to accomplish the desired goals and objectives.

1.2.5 Establishment of an Office of Inspector General

On October 18, 1985, the TVA Board formally approved the creation of the Office of Inspector General, which is to be established no later than December 1, 1985. A copy of the plan approved by the Board is included in Appendix 6.1. It will be headed by TVA's Inspector General and charged with complete and timely reporting to the TVA Board of Directors and Congress on the overall efficiency, effectiveness, and economy of all TVA programs and operations; on TVA efforts to prevent and detect waste, fraud, and abuse; and on investigations of employee concerns. The Inspector General will (1) be appointed for a term of at least three years, (2) be independent from all existing TVA offices, (3) report directly to the TVA Board, and (4) have a budget which is separate and independent from all other TVA organizations.

The Inspector General will occupy a position in TVA of independence, authority, and prestige and will have access to all TVA personnel and records. The Inspector General will have a free hand to investigate any facet of TVA operations. It is intended that the Inspector General will help restore public confidence, provide current information on problems to the TVA Board, promote efficiency, and increase effectiveness of all TVA activities.

While it is TVA's intent to create conditions that encourage employee concerns to be handled by line management, the Inspector General will have procedures to receive employee concerns, including a telephone hotline. The Inspector General will refer the nuclear safety elements of any employee concerns to the Nuclear Safety Review Staff (NSRS) for investigation, maintaining confidentiality when requested by the employee.

NSRS will continue to receive and investigate employee concerns regarding nuclear safety in the design, construction, operation, and maintenance of TVA's nuclear plants. NSRS will also continue its functions of identifying nuclear safety problems and recommending solutions to those problems. Retention of these functions by NSRS would not, however, in any way restrict the Inspector General from this area if the Inspector General determines that such a review is needed. Although the Inspector General would have the power to inspect and investigate in this area, TVA has concluded that retention by NSRS of these functions ensures constant attention to nuclear safety by an organization dedicated solely to that purpose, without the potential distractions of other work.

Each member of the TVA Board has pledged his full cooperation in making this new office work for the benefit of TVA's ratepayers and the public.

1.2.6 Additional Board Support

The TVA Board is committed to further adjustments as may be necessary to ensure steady progress is being made. It should be recognized that compensation to attract and retain experienced and talented nuclear power managers is still a pressing problem. As interim measures, the TVA Board has approved a home relocation service, a relocation incentive bonus, and leased automobiles for top managers. The Board is also considering a deferred compensation plan.

In spite of all the difficulties, the TVA Board is committed to providing the resources required for TVA to achieve its goals in its nuclear program.

SECTION 2.0

POWER AND ENGINEERING (NUCLEAR)

POWER AND ENGINEERING (NUCLEAR)

2.1 INTRODUCTION

TVA's nuclear program operates within the overall organizational context set by the Board of Directors. The Board understands that their support and commitment are critical to solving the problems with TVA's nuclear program. That support and commitment are evident in the actions taken by the Board.

This section of the submittal deals with the management, organization, and program framework through which we plan to get the nuclear program back on track.

2.2 NUCLEAR PERFORMANCE PHILOSOPHY AND SUPPORTING GOALS

2.2.1 Nuclear Performance Philosophy

The Board of Directors has established the following basic philosophy:

OUR NUCLEAR PROGRAM IS DEDICATED TO SAFE, RELIABLE, AND EFFICIENT PRODUCTION OF NUCLEAR POWER.

EXCELLENCE IS THE "HALLMARK" OF THIS PROGRAM.

WE WILL MANAGE OUR MOST VALUED RESOURCE--OUR EMPLOYEES--IN A MANNER TO ENCOURAGE EXCELLENCE.

2.2.2 Supporting Goals

In support of our philosophy, we have established corporate goals that will be communicated to all individual employees. In the September 6, 1985 presentation to NRC, Mr. Parris identified the nuclear program's long- and short-term goals that support this philosophy. The long-term goals are:

- (1) To have and be perceived as having a nuclear program that is second to none in the U.S.

- (2) Create a working environment built on trust and confidence at all levels of the organization.

The short-term goals are:

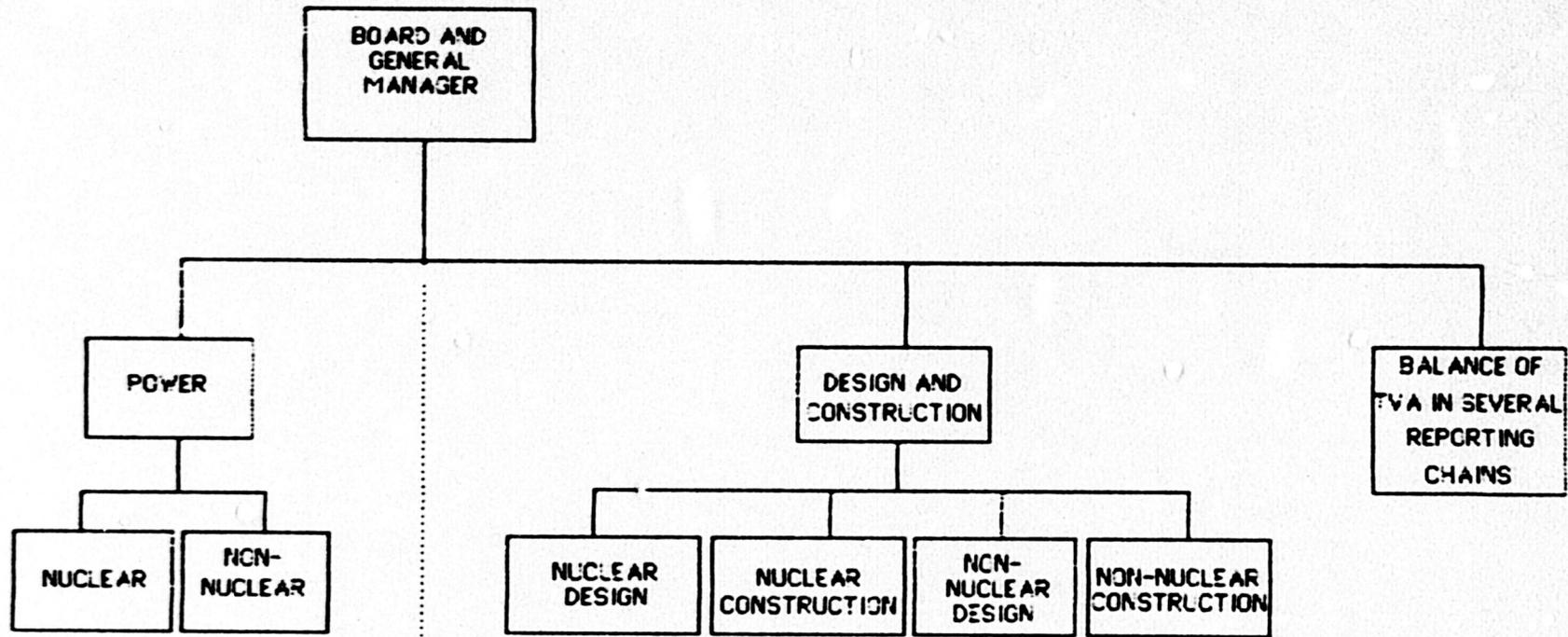
- (1) Establish a functional organization that consolidates our nuclear resources under a tightly focused umbrella and defines clear lines of authority, responsibility, and accountability. (Section 2.2.2.1)
- (2) Acquire, develop, and retain talent to establish a team of experienced and qualified personnel who will provide leadership and direction to our nuclear power program. (Section 2.2.2.2)
- (3) Communicate nuclear power program direction, goals, management expectations, and the importance of employee involvement. (Section 2.2.2.3)
- (4) Establish priorities so that activities are limited to those that we have the capability to execute in an excellent manner. (Section 2.2.2.4).
- (5) Achieve continuing incremental improvements in regulatory performance and operational performance. (Section 2.2.2.5)

TVA has (1) a nuclear power program philosophy consistent with direction from the TVA Board and (2) long- and short-term corporate goals which support that philosophy. Our task is to make these a reality.

2.2.2.1 Establish a functional organization that consolidates our nuclear resources under a tightly focused umbrella and defines clear lines of authority, responsibility, and accountability.

Throughout the period of design and construction of all TVA nuclear plants, the engineering design and construction functions reported through a senior manager to the General Manager of TVA. The power operations functions had a similar reporting path (see following chart). To further complicate the situation, engineering and design personnel were not located at operating nuclear sites.

This organizational arrangement was not conducive to a clear and specific definition of responsibility and made it very difficult to pin down accountability for performance. As the nuclear power program rapidly grew in size and



PRODUCTION ENGINEERING CONSTRUCTION

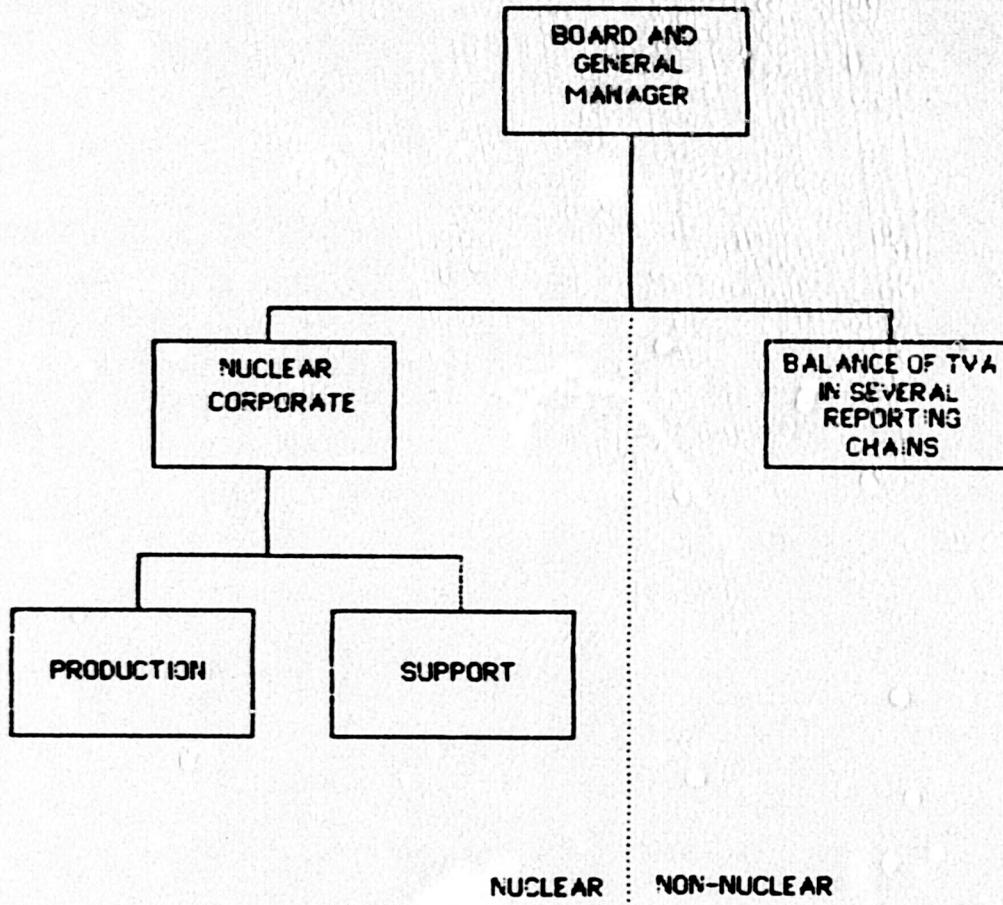
OLD STRUCTURE
(FUNCTIONAL ORGANIZATION CHART)

complexity, the fact that hydro, fossil, and nuclear operating responsibility was focused in one organization also surfaced as a problem.

The need to consolidate our nuclear resources was evident, and this consolidation began in 1985.

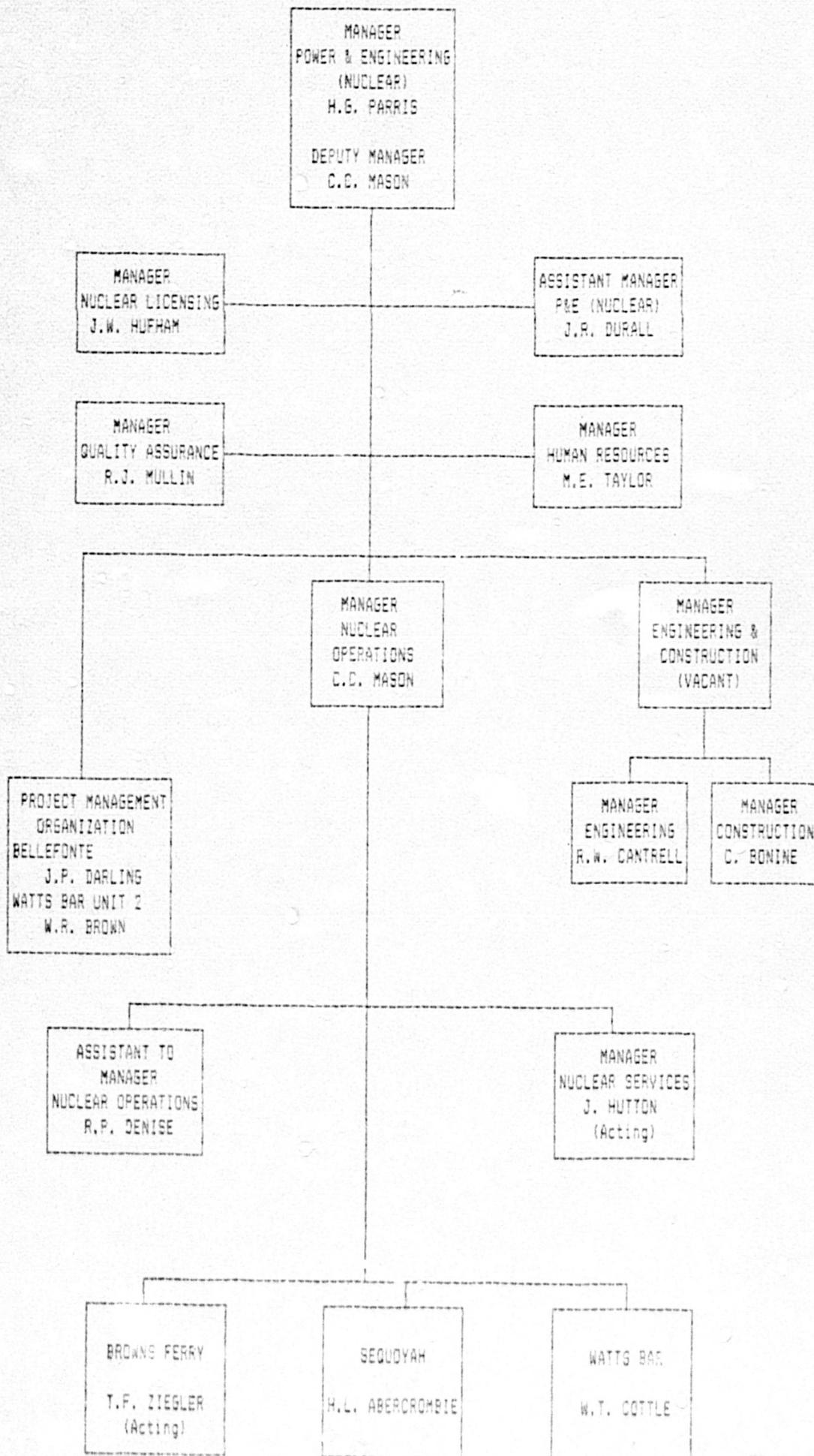
In July 1985 nuclear power program functions including engineering design and construction were merged into P&E (Nuclear) (see following chart). Hugh Parris was appointed to lead the organization. Other major improvements include:

- (1) Authority and responsibility for direction and control of all P&E (Nuclear) activities vested in one manager below the General Manager level.
- (2) Engineering and design personnel transferred to nuclear sites which improved the interface for exchange of information and experience.
- (3) A functional organization with clearer reporting relationships, responsibilities, and points of accountability.



NEW STRUCTURE
(FUNCTIONAL ORGANIZATION CHART)

- (4) Fewer levels of organization between nuclear sites and corporate management facilitate the flow of information.
- (5) Decreased span of control for the Manager, P&E (Nuclear).
- (6) A clearly defined nuclear corporate entity allowing for increased accountability for nuclear activities.
- (7) Direct access to the Board for the Manager, P&E (Nuclear), facilitating the exchange of critical information as well as the resolution of significant problems and deficiencies.
- (8) Some significant changes in the corporate organizations were made with the creation of several senior management positions. (See following chart.) Among the resumes provided (Appendix 6.2) are those for individuals selected to fill these positions. These changes include:
 - (a) The position of Deputy Manager, P&E (Nuclear), to assist with management and coordination of all nuclear power



program functions and provide direction to staffs in the office of the Manager, P&E (Nuclear). To intensify corporate attention on operations, the Deputy Manager will also fill the position of Manager, Nuclear Operations, which has direct responsibility for all nuclear operations activities at BFN, SQN, and WBN and for general technical support provided by the Division of Nuclear Services.

- (b) The position of Manager, Engineering and Construction, with responsibility for the delivery of engineering design and construction support and services consistent with the needs of the nuclear power program and accountability for program performance.
- (c) The position of Manager, Human Resources, to provide advice on human resource issues and direction to the overall program.

(9) The licensing and quality assurance functions were elevated to a direct reporting relationship to the office of the Manager, P&E (Nuclear).

(a) Manager, Nuclear Licensing, will strengthen support to ensure complete, thorough, and timely responses and increase top management attention to licensing activities.

(b) Manager, Quality Assurance (QA), will provide corporate oversight of QA functions decentralized to the nuclear sites and strengthen corporate management involvement in and assurance of quality.

(10) Recognition by Mr. Parris that, to make the organization work as designed, a senior management team providing leadership and direction to the nuclear power program is essential.

"We will take immediate steps to pull the corporate organization out of the daily firefighting that consumes all of us. These steps include naming a corporate team headed by the Manager, Power and Engineering (Nuclear), whose first priority will be to establish clear duties, responsibilities, and authority for each organization in order to be able to hold the appropriate managers accountable for their actions."

This team will include those managers who are responsible for major operations, support, and staff functions reporting to the Manager, P&E (Nuclear). The technical, social, economic, and policy issues involved in managing our nuclear power program are sufficiently complex to demand an interdisciplinary team. The skill and perspective of each must be brought to bear on our opportunities and problems if we are to lead the organization to excellence. This will take time, but we have begun.

Positions making up the team include:

Manager, P&E (Nuclear)

Deputy Manager, P&E (Nuclear)/Manager,
Nuclear Operations

Manager, Engineering and Construction

Assistant Manager, P&E (Nuclear)

Manager, Quality Assurance

Manager, Nuclear Licensing

Manager, Human Resources

The team will identify and implement actions to ensure that nuclear philosophy, goals, and objectives are further communicated throughout the nuclear power organization. These actions will center around personal involvement of managers at all levels.

The team will serve as a model for the rest of the nuclear power organization to reinforce the importance of teamwork at all levels. The objective is the creation and maintenance of a work environment of trust and confidence.

The senior management team will work to ensure consistency of nuclear philosophy and goals with those of TVA.

TVA will submit revisions to the appropriate technical specifications, Quality Assurance Topical Report, and Final Safety Analysis Report on the organizational changes.

2.2.2.2 Acquire, develop, and retain talent to establish a team of experienced and qualified personnel who will provide leadership and direction to our nuclear power program.

We are supporting work on our goals to effectively utilize human resources. This includes:

- (1) Continuing efforts to recruit nuclear management talent. The following key positions have recently been filled:

Deputy Manager, P&E (Nuclear)/Manager, Nuclear Operations, Charles C. Mason

Assistant to the Manager, Nuclear Operations, Richard P. Denise

- (2) Establishing interim measures to improve recruitment capability including a home relocation service, a relocation incentive bonus, leased automobiles for top managers, and consideration of a deferred compensation plan.

- (3) Continuing to seek a long-term solution to the problem of noncompetitive salaries and benefits.
- (4) Contracting with search firms in the recruitment of additional nuclear management talent.
- (5) Contracting with external consultants/contractors to fill or support key nuclear power management positions.
- (6) Development of internal personnel through close working relationships with these consultants/contractors.
- (7) Ongoing training and development of employees including broadening the experience of personnel through rotation.
- (8) Developing performance-based job descriptions using job and task analysis data.
- (9) Expanding our human resource programs to organizations recently placed in P&E (Nuclear).

- (10) Matching people to positions through (a) forecasting of needs, (b) identifying qualifications required for positions, (c) assessing internal talent, and (d) providing opportunities for employees to enhance their skills (includes supervisory and management courses).

- (11) Establishing training centers and staffs at BFN, WBN, and Bellefonte Nuclear Plant (BLN).

- (12) Installing a fully equipped laboratory in the site training center for the training of electrical and mechanical maintenance personnel.

- (13) Additional training efforts include:
 - (a) INPO accreditation for all training programs

 - (b) Bachelor of Science program for licensed senior reactor operators

 - (c) Manager Licensing and Development Program

(d) Project Management

**(e) Managers and Engineers Certification
Program**

**(f) Accreditation of Nuclear Operator
Training Program for two-year degree**

**(g) QA Training Program for managers and
other employees**