

# **EMPLOYEE CONCERNS SPECIAL PROGRAM**

**VOLUME 7  
MANAGEMENT AND PERSONNEL CATEGORY**

**SUBCATEGORY REPORT 71700  
PERSONNEL QUALIFICATIONS**

## **UPDATED**

**TVA  
NUCLEAR POWER**

8702210018 890206  
PDR ADOCK 05000259  
P FDC

TVA EMPLOYEE CONCERNS  
SPECIAL PROGRAM

REPORT NUMBER: 71700

REPORT TYPE: Watts Bar Nuclear Plant Subcategory

REVISION NUMBER: 4

TITLE: Personnel Qualifications

PAGE 1 OF 32

REASON FOR REVISION:

Revised to incorporate revisions to corrective action plan.

PREPARATION

PREPARED BY:

Larry J. Clements  
SIGNATURE

5/15/87  
DATE

REVIEWS

PEER:

Frank S. Eusewith  
SIGNATURE

5/18/87  
DATE

TAS:

W. J. Deane  
SIGNATURE

5/20/87  
DATE

CONCURRENCES

CEG-H:

W. Eusewith

18 May 87

SIGNATURE

DATE

SRP:

James R. Russell  
SIGNATURE\*

5-21-87  
DATE

APPROVED BY:

W. Eusewith  
ECSP MANAGER

5/20/87  
DATE

N/A

MANAGER OF NUCLEAR POWER  
CONCURRENCE (FINAL REPORT ONLY) DATE

\*SRP Secretary's signature denotes SRP concurrences are in files.

### Preface

This subcategory report is one of a series of reports prepared for the Employee Concerns Special Program (ECSP) of the Tennessee Valley Authority (TVA). The ECSP and the organization which carried out the program, the Employee Concerns Task Group (ECTG), were established by TVA's Manager of Nuclear Power to evaluate and report on those Office of Nuclear Power (ONP) employee concerns filed before February 1, 1986. Concerns filed after that date are handled by the ongoing ONP Employee Concerns Program (ECP).

The ECSP addressed over 5800 employee concerns. Each of the concerns was a formal, written description of a circumstance or circumstances that an employee thought was unsafe, unjust, inefficient, or inappropriate. The mission of the Employee Concerns Special Program was to thoroughly investigate all issues presented in the concerns and to report the results of those investigations in a form accessible to ONP employees, the NRC, and the general public. The results of these investigations are communicated by four levels of ECSP reports: element, subcategory, category, and final.

Element reports, the lowest reporting level, will be published only for those concerns directly affecting the restart of Sequoyah Nuclear Plant's reactor unit 2. An element consists of one or more closely related issues. An issue is a potential problem identified by ECTG during the evaluation process as having been raised in one or more concerns. For efficient handling, what appeared to be similar concerns were grouped into elements early in the program, but issue definitions emerged from the evaluation process itself. Consequently, some elements did include only one issue, but often the ECTG evaluation found more than one issue per element.

Subcategory reports summarize the evaluation of a number of elements. However, the subcategory report does more than collect element level evaluations. The subcategory level overview of element findings leads to an integration of information that cannot take place at the element level. This integration of information reveals the extent to which problems overlap more than one element and will therefore require corrective action for underlying causes not fully apparent at the element level.

To make the subcategory reports easier to understand, three items have been placed at the front of each report: a preface, a glossary of the terminology unique to ECSP reports, and a list of acronyms.

Additionally, at the end of each subcategory report will be a Subcategory Summary Table that includes the concern numbers; identifies other subcategories that share a concern; designates nuclear safety-related, safety significant, or non-safety related concerns; designates generic applicability; and briefly states each concern.

Either the Subcategory Summary Table or another attachment or a combination of the two will enable the reader to find the report section or sections in which the issue raised by the concern is evaluated.

**TVA EMPLOYEE CONCERNS  
SPECIAL PROGRAM**

REPORT NUMBER: 71700

FRONT MATTER REV: 2

PAGE ii OF viii

---

The subcategories are themselves summarized in a series of eight category reports. Each category report reviews the major findings and collective significance of the subcategory reports in one of the following areas:

- management and personnel relations
- industrial safety
- construction
- material control
- operations
- quality assurance/quality control
- welding
- engineering

A separate report on employee concerns dealing with specific contentions of intimidation, harassment, and wrongdoing will be released by the TVA Office of the Inspector General.

Just as the subcategory reports integrate the information collected at the element level, the category reports integrate the information assembled in all the subcategory reports within the category, addressing particularly the underlying causes of those problems that run across more than one subcategory.

A final report will integrate and assess the information collected by all of the lower level reports prepared for the ECSP, including the Inspector General's report.

For more detail on the methods by which ECTG employee concerns were evaluated and reported, consult the Tennessee Valley Authority Employee Concerns Task Group Program Manual. The Manual spells out the program's objectives, scope, organization, and responsibilities. It also specifies the procedures that were followed in the investigation, reporting, and closeout of the issues raised by employee concerns.

---

ECSP GLOSSARY OF REPORT TERMS\*

classification of evaluated issues the evaluation of an issue leads to one of the following determinations:

Class A: Issue cannot be verified as factual

Class B: Issue is factually accurate, but what is described is not a problem (i.e., not a condition requiring corrective action)

Class C: Issue is factual and identifies a problem, but corrective action for the problem was initiated before the evaluation of the issue was undertaken

Class D: Issue is factual and presents a problem for which corrective action has been, or is being, taken as a result of an evaluation

Class E: A problem, requiring corrective action, which was not identified by an employee concern, but was revealed during the ECTG evaluation of an issue raised by an employee concern.

collective significance an analysis which determines the importance and consequences of the findings in a particular ECSP report by putting those findings in the proper perspective.

concern (see "employee concern")

corrective action steps taken to fix specific deficiencies or discrepancies revealed by a negative finding and, when necessary, to correct causes in order to prevent recurrence.

criterion (plural: criteria) a basis for defining a performance, behavior, or quality which ONP imposes on itself (see also "requirement").

element or element report an optional level of ECSP report, below the subcategory level, that deals with one or more issues.

employee concern a formal, written description of a circumstance or circumstances that an employee thinks unsafe, unjust, inefficient or inappropriate; usually documented on a K-form or a form equivalent to the K-form.

TVA EMPLOYEE CONCERNS  
SPECIAL PROGRAM

REPORT NUMBER: 71700

FRONT MATTER REV: 2

PAGE iv OF viii

---

evaluator(s) the individual(s) assigned the responsibility to assess a specific grouping of employee concerns.

findings includes both statements of fact and the judgments made about those facts during the evaluation process; negative findings require corrective action.

issue a potential problem, as interpreted by the ECTG during the evaluation process, raised in one or more concerns.

K-form (see "employee concern")

requirement a standard of performance, behavior, or quality on which an evaluation judgment or decision may be based.

root cause the underlying reason for a problem.

\*Terms essential to the program but which require detailed definition have been defined in the ECTG Procedure Manual (e.g., generic, specific, nuclear safety-related, unreviewed safety-significant question).

**Acronyms**

AI	Administrative Instruction
AISC	American Institute of Steel Construction
ALARA	As Low As Reasonably Achievable
ANS	American Nuclear Society
ANSI	American National Standards Institute
ASME	American Society of Mechanical Engineers
ASTM	American Society for Testing and Materials
AWS	American Welding Society
BFN	Browns Ferry Nuclear Plant
BLN	Bellefonte Nuclear Plant
CAQ	Condition Adverse to Quality
CAR	Corrective Action Report
CATD	Corrective Action Tracking Document
CCTS	Corporate Commitment Tracking System
CEG-H	Category Evaluation Group Head
CFR	Code of Federal Regulations
CI	Compromised Individual
CMTR	Certified Material Test Report
COC	Certificate of Conformance/Compliance
DCR	Design Change Request
DNC	Division of Nuclear Construction (see also NU CON)

**TVA EMPLOYEE CONCERNS  
SPECIAL PROGRAM**

**REPORT NUMBER: 71700**

**FRONT MATTER REV: 2**

**PAGE vi OF viii**

---

DNE	Division of Nuclear Engineering
DNQA	Division of Nuclear Quality Assurance
DNT	Division of Nuclear Training
DOE	Department of Energy
DPO	Division Personnel Officer
DR	Discrepancy Report or Deviation Report
ECN	Engineering Change Notice
ECP	Employee Concerns Program
ECP-SR	Employee Concerns Program-Site Representative
ECSP	Employee Concerns Special Program
ECTG	Employee Concerns Task Group
EEOC	Equal Employment Opportunity Commission
EQ	Environmental Qualification
EMRT	Emergency Medical Response Team
EN DES	Engineering Design
ERT	Employee Response Team or Emergency Response Team
FCR	Field Change Request
FSAR	Final Safety Analysis Report
FY	Fiscal Year
GET	General Employee Training
HCI	Hazard Control Instruction
HVAC	Heating, Ventilating, Air Conditioning
II	Installation Instruction
INPO	Institute of Nuclear Power Operations
IRN	Inspection Rejection Notice

**TVA EMPLOYEE CONCERNS  
SPECIAL PROGRAM**

**REPORT NUMBER: 71700**

**FRONT MATTER REV: 2**

**PAGE vii OF viii**

---

L/R	Labor Relations Staff
M&AI	Modifications and Additions Instruction
MI	Maintenance Instruction
MSPE	Merit Systems Protection Board
MT	Magnetic Particle Testing
NCR	Nonconforming Condition Report
NDE	Nondestructive Examination
NPP	Nuclear Performance Plan
NPS	Non-plant Specific or Nuclear Procedures System
NQAM	Nuclear Quality Assurance Manual
NRC	Nuclear Regulatory Commission
NSB	Nuclear Services Branch
NSRS	Nuclear Safety Review Staff
NU CON	Division of Nuclear Construction (obsolete abbreviation, see DNC)
NUMARC	Nuclear Utility Management and Resources Committee
OSHA	Occupational Safety and Health Administration (or Act)
ONP	Office of Nuclear Power
OWCP	Office of Workers Compensation Program
PHR	Personal History Record
PT	Liquid Penetrant Testing
QA	Quality Assurance
QAP	Quality Assurance Procedures
QC	Quality Control
QCI	Quality Control Instruction

**TVA EMPLOYEE CONCERNS  
SPECIAL PROGRAM**

**REPORT NUMBER: 71700**

**FRONT MATTER REV: 2**

**PAGE viii OF viii**

---

QCP	Quality Control Procedure
QTC	Quality Technology Company
RIF	Reduction in Force
RT	Radiographic Testing
SQN	Sequoyah Nuclear Plant
SI	Surveillance Instruction
SOP	Standard Operating Procedure
SRP	Senior Review Panel
SWEC	Stone and Webster Engineering Corporation
TAS	Technical Assistance Staff
T&L	Trades and Labor
TVA	Tennessee Valley Authority
TVTLC	Tennessee Valley Trades and Labor Council
UT	Ultrasonic Testing
VT	Visual Testing
WBECSP	Watts Bar Employee Concern Special Program
WBN	Watts Bar Nuclear Plant
WR	Work Request or Work Rules
WP	Workplans

## PERSONNEL QUALIFICATIONS

### Subcategory Report 71700

#### Executive Summary

This subcategory included 252 employee concerns which raised 13 issues. Issues in this subcategory included allegations that some crafts persons, craft foremen and general foremen, engineers, and engineering aides were not properly qualified for the positions they held. The perceived reasons for lack of qualifications included lack of technical expertise, lack of experience, lack of knowledge about the work they managed, lack of "people skills," and inadequate training for their positions. Almost half of the concerns raised the issue of a general deficiency in skills among managers for much the same reasons as specified for the other positions. There was also an issue contending that training for various ONP positions was inadequate.

The issue which alleged that individuals holding specific positions, such as craft foreman or engineer and so forth, were not qualified for their positions was not factually accurate. However, the investigation did reveal that a number of foremen do not meet the educational requirements for their positions (high school diploma, or equivalent). Corrective action has been initiated to remedy this situation.

Managers' qualifications are repeatedly addressed in most of the M&P subcategories. Although a great many managers are undoubtedly well qualified for their work, that employees' perceptions on this point are so negative demands upper management attention. The Manager of Nuclear Power has taken significant steps during 1986 to upgrade the overall competence of the managerial organization. In some cases, managers have been replaced. All Division of Nuclear Construction managers and supervisors will be given training to improve their supervisory skills. In addition, a program is now under development to assess the capabilities of senior ONP managers. This process will be ultimately extended to the entire ONP managerial organizations.

Actions have already been taken to improve managerial skills and others are planned. Training is not a panacea that will correct all ills of the organization. However, if properly planned and implemented, it can make a material contribution to improving the professionalism of ONP managers.

1.0 CHARACTERIZATION OF ISSUES

1.1. Introduction

There are 252 concerns in the Personnel Qualification subcategory report (71700). These 252 concerns raise 13 issues. These issues were grouped in the following elements:

- Craft Qualifications
- Craft Foremen Qualifications
- General Foremen Qualifications
- Engineering Qualifications
- Engineering Aide Qualifications
- Management Qualifications
- Training

The majority of these concerns in this subcategory were raised at Watts Bar Nuclear Plant (WBN) when not specified as site-specific, the issues are generically applicable to all sites.

To locate the issue in which a particular concern is evaluated, consult the following attachments:

Attachment A, Subcategory Summary Table

Attachment B, List of Concerns by Issue

All Management and Personnel Category concerns having a technical component (including all concerns designated Nuclear Safety-related) are shared with the appropriate technical category for investigation and resolution of that technical component. Report(s) sharing a concern with this report are identified in the entry for that concern on Attachment A.

**1.2 Description of Issues**

**1.2.1 Construction/Operations Craft Qualifications**

**A. Issue 71701 - Journeymen Lack Expertise or Experience**

Craft journeymen are not qualified or lack the technical expertise and experience to perform the tasks of the craft discipline for which they were hired.

**B. Issue 71702 - Assignments Made Without Considering Qualifications**

Job assignments are made without giving consideration to education, training, or work experience.

**1.2.2 Construction/Operations Craft Foremen Qualifications**

**A. Issue 71703 - Craft Foremen Lack Expertise or Experience**

Craft foremen lack the technical expertise or the experience necessary to perform their jobs.

**B. Issue 71704 - No Description of Duties**

There is no written description of the duties of a foreman.

**1.2.3 Construction/Operations General Foremen Qualifications**

**A. Issue 71705 - Not from the Craft They Are Supervising and Lack Expertise**

General foremen are not from the craft they are assigned to supervise and lack the technical expertise to supervise the craft assigned.

**1.2.4 Construction/Operations Engineering Qualifications**

**A. Issue 71706 - Lack Knowledge and Are Not Qualified**

Engineers lack adequate working knowledge and do not meet qualification requirements.

1.2.5 Engineering Aide Qualifications

- A. Issue 71707 - Lacks Experience, Academic Qualifications and Performs Engineers Work

Engineer Aides lack the experience or academic qualifications necessary to do their jobs. They are also perceived to be assigned the work of engineers.

1.2.6 Management Qualifications

- A. Issue 71708 - Managers Lack Education, Expertise, and Skills to Supervise

Managers lacked the education, technical expertise and skills to effectively supervise employees.

1.2.7 Training

- A. Issue 71709 - Inadequate Construction/Operations Training

Construction/Operations employees have not been given adequate or appropriate training necessary to perform their assigned duties.

- B. Issue 71710 - Inadequate Management Training

Management needs extensive and mandatory supervisory skills training.

- C. Issue 71711 - Incomplete Construction/Operations Apprenticeship Training

Inadequate Construction/Operations apprenticeship training.

The training requires memorization rather than hands-on performance.

- D. Issue 71712 - Incomplete Documentation and Inadequate Instructors

Training is inadequate because instructors do not know the material well. Training is also inadequately documented.

E. Issue 71713 - Inadequate Training and Too Lengthy Tests

Employees are forced to take unnecessarily difficult and lengthy GET tests, but managers are sometimes allowed to cheat on the same tests.

2.0 SUMMARY

2.1 Issues

The issues in this subcategory report, Personnel Qualifications, addressed the lack of personnel qualifications and the low priority given to training.

The issues on qualifications addressed the lack of technical expertise, working knowledge, educational qualifications, experience, written job descriptions, and managerial qualifications.

The training issues addressed a need for procedure training and skill upgrade training. They also addressed specialized problems in apprenticeship training and General Employee Training (GET) testing.

2.2 Evaluation Process

The evaluator has reviewed all the information available on the concerns in this subcategory. The information pertinent to the evaluation of the issues has been considered and incorporated in this report.

The concerns were grouped into elements. Case files were reviewed. Requirements and criteria for the issues were researched. Interviews were conducted. Four other utilities were visited. The issues were evaluated against the requirements and criteria. The collective significance of these findings was assessed. Causes for negative findings were identified and corrective action initiated or determined to have been previously initiated.

2.3 Findings

2.3.1 Positive Qualification Findings

For the most part, WBN personnel did meet minimum qualifications.

2.3.2 Negative Qualifications Findings

- A. There were no written job description for DNC foremen.
- B. The job descriptions for DNC general foremen are not detailed enough to determine if the general foremen have adequate qualifications.
- C. Some Operations craft general foremen did not meet minimum educational requirements.
- D. Managers lacked technical expertise and supervisory skills.

2.3.3 Positive Training Findings

- A. TVA provides adequate procedures and skills upgrade training for operations and maintenance employees.
- B. Apprenticeship training programs are structured, disciplined, and productive.

2.3.4 Negative Training Findings

- A. Construction craft procedures training is almost nonexistent.
- B. Management training course are available, but were infrequently taken.
- C. Training records are every fragmented, and there is no formal program to provide instructional skills training for instructors.

#### 2.4 Collective Significance

The great majority of ONP personnel met or exceeded the minimum job qualifications which existed during the period of the concerns. However, many of the concerned individuals who had questions about "job qualifications" probably meant to raise issues about "job competence." Job competence is discussed in several other Management and Personnel reports:

- (1) The Selection and Promotion and the Merit Pay issues in 71900 (Pay) and the Internal Selection Process issue in 71800 (Employment).
- (2) The whole of 70600 (Management Technique) addresses the competence of ONP management.
- (3) The Management and Personnel Category Report (70000) also discusses the competence of ONP personnel in general and ONP managers in particular.

While ONP met its specific training commitments, the low priority given to management competency (particularly, on-the-job training to qualify managers in the peculiarities associated with nuclear power plant engineering, construction, and operation) beyond the required minimum has had a dramatic and negative impact on the effectiveness of ONP supervisors and managers. This problem of under-training supervisors and managers is discussed in 70600 (Management Techniques) and in 70000 (the Management and Personnel Category Report).

#### 2.5 Causes

The causes for the negative findings were:

1. Managers lack of attention to the preparation of and maintenance of the qualifications section of job descriptions.
2. Lack of management follow-up to ensure that minimum qualifications were being met.
3. The low priority management gives training.

## 2.6 Corrective Action

- 2.6.1 Position Descriptions (PDs) have been written for all management ("M" Schedule) positions which include duties and qualifications of the positions. These include the general foreman classification. Job descriptions have been written to include ANSI 18.1 criteria and distributed to all sites.
- 2.6.2 WBN Construction has "setup" three permanent instructors who will be meeting the requirements established by the Division of Nuclear Training (DNT) for a certified instructor. Additionally, they will be responsible for conducting training of WBN construction and training associate instructors as needed.
- 2.6.3 All training records are being consolidated into the Nuclear Employee Training System (NETS).

## 3.0 EVALUATION PROCESS

### 3.1 Description of Methodology

The evaluation of this subcategory was conducted according to the "Employee Concern Task Group Evaluation Plan" and "Evaluation Plan for the Management and Personnel Group." Case files were reviewed. Source documents were researched. Using the information obtained from source documents and interviews, the evaluator identified the requirements and criteria that govern the issues in this subcategory. The facts and circumstances for each issue were clarified to the extent available information would allow. The issues were evaluated by comparing them to the requirements and criteria. (No attempt was made in this evaluation to determine if individuals were competent [qualified] to perform the assigned tasks.) The collective significance of the findings was assessed. Causes were determined for the negative findings. Corrective action was initiated or determined to have already been initiated.

### 3.2 Specific Methodology

An initial review of the 252 concerns led to the subdivision of the concerns into seven elements: craft qualifications, craft foremen qualifications, craft general foremen qualifications, engineer qualifications, engineering aide qualifications, management qualifications, and training.

The concerns in this subcategory, for the most part, do not address specific individuals but are perceptions by employees as to the qualifications and training of groups of individuals working for ONP.

3.2.1 A three-step approach was utilized in the evaluation process.

A. Documents were reviewed to determine:

1. If written qualifications exist.
2. If the positions are addressed through TVA policies or procedures, industry standards, regulatory requirements, or industry guidelines.
3. If the TVA Office of Nuclear Power (ONP) organizations at WBN have committed to implementation of the identified documents.
4. If the training (formal and/or on-the-job) was conducted in the past/present to prepare individuals for the work to be performed.
5. Individual qualifications
6. The state of previous investigations/evaluations (QTC, NSRS, etc.)

B. Associated memorandums were reviewed to identify:

1. Policy or directives that address training or position qualifications.
2. Commitments to external auditing agencies (INPO, NRC, American Nuclear Insurers (ANI)) or internal evaluating organizations (QA, NSRS).
3. Practices that appear to be contrary to TVA policy.

C. Appropriate interviews were conducted with managers and employees to:

1. Clarify terminology (i.e., "qualified," "trained").

2. Evaluate the past and present ways in which job assignments are made.
3. Determine how GET tests are administered.

### 3.2.2 Documents and Interviews

The documents reviewed included previously developed responses (QTC, NSRS, etc), agreements between TVA and various unions, TVA job descriptions, TVA policies and procedures, ANSI standards, issues coordinated through Nuclear Utility Management and Resource Committee (NUMARC), regulatory guides, NUREGs, Code of Federal Regulations (CFR), Systematic Assessment of Licensee Performance (SALP) reports and other NRC reports, INPO Reports, internal QA/QC reports, site specific Final Safety Analysis Report (FSAR), TVA's Employee Information System for individual qualifications, and the Responsibility and Accountability Profile Plan (Position Descriptions [PDs]).

Eighteen formal interviews were conducted with management in the Division of Nuclear Operations and the Division of Nuclear Construction (DNC). Personnel interviewed included employment officers, training officers, compliance engineers, construction quality assurance engineers, and managers. Additionally, four neighboring utilities were visited to obtain input on qualifications of the identified categories.

Numerous informal interviews were conducted to determine the flavor of the concerns as they applied to this report.

## 4.0 FINDINGS

The results of this evaluation revealed that, in general, the minimum written qualification standards were met by the individuals addressed in the concerns. However, meeting such qualifications does not guarantee that a person is "qualified" or competent to perform assigned duties. TVA management has the responsibility to properly describe the duties of the job (position) and the minimum qualification standards necessary to perform the identified duties.

The manager then has the responsibility to select an individual based on those minimum qualification standards and develop the competencies in the individual that are required to perform the assigned tasks. The manager should continue to monitor and evaluate the progress of the individual to ensure those competencies are instilled and practiced.

---

Many of the issues in this section will subdivide their evaluation of job qualifications because the qualifications for the same job type are slightly different in the two major organizations to be found on an ONP nuclear construction site. The DNC organization is responsible for the workforce constructing the plant. The permanent plant organization is responsible for the operation and maintenance of the completed portions of the plant. Consequently, the qualification requirements for a foreman in DNC are not also identical to those for the same type of foreman working for the permanent plant organization. In the following discussions the permanent plant organization will be called Operations.

#### 4.1 Craft Qualifications

TVA uses union referral for temporary staffing of trades and labor employees (craft journeymen) and staffs along jurisdictional lines. These employees are represented by those unions who are signatory to the General Agreement between the Tennessee Valley Authority and the Tennessee Valley Trades and Labor Council (TVA&LC) covering Construction employees. By the conditions of the agreement, TVA staffs the job according to the General Agreement, Article VI, "Jurisdictional Boundaries to be Determined by Unions - TVA to Assign Work Pending Resolutions of Disputes."

TVA has negotiated Article VI, "Maintenance Work", in the General Agreement with the TVA&LC covering Annual and Hourly Operating and Maintenance Employment.

TVA has committed to ANSI 18.1, 1971, Selection and Training of Nuclear Power Personnel, paragraph 4.5.3, "Repairmen," for the craftsmen employed to perform maintenance on the Watts Bar Nuclear Plant. This commitment is stated in the FSAR 13.1.3.1, Maintenance Section, "Employees (Mechanical, Electrical, and Instrument)":

Craftsmen shall have a minimum of three years experience in one or more crafts. These experienced journeymen will predominantly be transferees from other TVA generating plants and installations. The main source of new journeymen is the TVA apprenticeship program.

- 4.1.1 Issue 71701 - Craft journeymen are not qualified or lack the technical expertise and experience to perform the tasks of the craft discipline for which they were hired.

### Discussion

#### Construction

TVA has identified minimum qualifications for experience for a craft journeyman (Instructions and Information for Applicant About Employment In TVA Form TVA 1 (PD-8-85)) and requires the individual to provide documentation of experience and qualifications prior to employment. TVA depends on the union selection process to send qualified journeymen. Upon referral, each individual is required to complete an application indicating their prior experience. If the applicant has no prior TVA experience, TVA validates past experience to ensure the applicant meets minimum requirements as outlined in Form TVA-1. With regard to apprentices, TVA provides classroom training and on-the-job training (OJT) to certify them as adequate to perform their duties. In critical areas, such as nuclear grade welding, TVA also tests and certifies welders for their ability to perform nuclear grade welding. TVA also has an ongoing welder certification program which ensures welders proficiency.

#### Operations

Through the use of the TVA Vacancy Announcement System, management strives to select the most qualified individuals who apply to the announced vacancy. Individuals selected must be journeymen craftsmen. Selections are based on experience and performance ratings. Additionally, job descriptions are written for each position which include the duties of the position and the qualifications necessary to perform assigned duties. TVA's Nuclear Personnel Staff has conducted Job/Task Analysis on the major maintenance crafts and identified the knowledge, skills, and abilities (KSAs) that are required to perform the tasks. Once a selection has been made, the individual receives a performance evaluation annually or sooner, if problems arise.

### Conclusion

This issue cannot be verified as factual.

There was no supporting evidence that the journeyman lacked the minimum qualifications required by the job descriptions or Form TVA-1 (PD-8-85).

- 4.1.2 Issue 71702 - Job assignments are made without giving consideration to education, training, or work experience.

Discussion

IVA staffs along jurisdictional lines and works employees according to the General Agreement, which means the unions supply "qualified" individuals to perform the work within a jurisdiction.

There is no supporting evidence that this is a qualifications issue, but this perception on the part of the concerned individual could be the result of the way in which management makes assignments.

Additionally, there are no requirements or commitments for a level of education above sixth grade for craft journeymen.

Conclusion

This issue cannot be verified as factual.

For additional information, refer to subcategory reports 716, Labor Relations, and 706, Management Techniques.

4.2 Craft Foremen Qualifications

- 4.2.1 Issue 71703 - Craft foremen lack the technical expertise or the experience necessary to perform their jobs.

Discussion

Construction

The qualifications for craft foremen are that they meet the qualifications of a craft journeyman (see Discussion 4.1.1.1). However, before an employee is promoted to foreman, craft management must complete an evaluation sheet and forward it to the Construction Superintendent's Office for further review and their approval.

At WBN, upon receipt of a promotion request and evaluation, the Construction Management Assistants (CMAs) review the employee's work performance record and the feedback from the Project Personnel Office as to the candidate's qualifications and experience. Only after the candidate has been found acceptable by this process is the status change initiated to promote the candidate to foreman.

#### Operations

Operations is committed through the Nuclear Quality Assurance Manual (NQAM), Part III, Section 6.1 to the requirements stated in ANSI 18.1, 1971, paragraph 4.3.2, "Supervisors Not Requiring AEC Licenses," although it is not reflected in the Watts Bar plant specific FSAR 13.1.3.1. ANSI 18.1, 1971, paragraph 4.3.2 states: "At the time of initial core loading or appointment to the active position, a supervisor in this category shall have a high school diploma or equivalent and a minimum of four years experience in the craft or discipline he supervises." This evaluation found that the minimum qualifications are verified during the selection process of the TVA Vacancy Announcement System.

#### Finding (By site):

Watts Bar - FSAR 13.1.3.1 does not reflect the commitment to ANSI 18.1, 1971, paragraph 4.3.1.2.

Watts Bar - Eleven craft foremen do not possess a high school diploma or equivalent.

Sequoyah and Browns Ferry FSARs agree with ANSI 18.1

Sequoyah - Seven craft foremen do not possess a high school diploma or equivalent.

Browns Ferry - Twenty-four craft foremen do not possess a high school diploma or equivalent.

#### Conclusion

This issue cannot be verified as factual. However, the evaluation revealed that educational qualifications within the operations and maintenance crafts foremen were not always met.

For additional information, refer to subcategory reports 716, Labor Relations, and 706, Management Techniques.

- 4.2.2 Issue 71704 - There is no written description of the duties of a foreman.

Discussion

There is no requirement to have job descriptions for Construction T&L foremen positions in DNC.

All craft foremen positions in Operations have written job descriptions, although they do not reflect the commitment identified in paragraph 4.2.1.2.

Conclusion

For Construction the issue is factually accurate, but what it describes is not a problem, because there is no job description required for a craft foreman.

Because Operation craft foremen have written job descriptions, the issue is not factually accurate.

4.3 Craft General Foremen Qualifications

- 4.3.1 Issue 71705 - General foremen are not from the craft they are assigned to supervise . . . and lack the technical expertise to supervise the craft assigned.

Discussion

Construction

Construction has job descriptions for the craft general foremen. The qualifications section of those job descriptions vary according to the duties they are expected to perform. The term general foreman implies supervision of several crews through the craft foreman of each crew.

There was no supporting evidence that general foremen lacked the technical expertise to supervise the craft over which they are assigned.

A review of the qualifications sections of the general foremen job descriptions, revealed few specific requirements for (a) managerial knowledge, skills, or ability (KSAs), or (b) necessary for this position.

#### Operations

The General Agreement for Annual and Hourly Operating and Maintenance Employment, addresses the need for general foremen to supervise operations or maintenance crews made up of various crafts (composite crews).

Article VI, Maintenance Work, paragraph 4, states, "After staffing an installation or job, TVA shall assign the work to those employees who in its judgment are qualified to safely and efficiently perform the work. Traditional craft jurisdictional lines are not observed.

The TVA job description for an Operations or Maintenance general foreman states that the general foreman:

[S]hould have a thorough knowledge of plant mechanical equipment and systems and a general knowledge of all types of nuclear plant equipment function and of related engineering principles. Must have demonstrated ability to supervise subordinates. Should be a high school graduate or equivalent. Must have at least two years experience in mechanical maintenance in a nuclear plant.

#### Findings (By site):

Watts Bar - Although that commitment is made elsewhere in section 13.0 of the FSAR, 13.1.3.1 (Maintenance Section Employees) does not reflect the commitment to ANSI 18.1, 1971, paragraph 4.3.2, "Supervisors Not Requiring AEC Licenses." Specifically, general foremen "shall have a high school diploma or equivalent."

Watts Bar - General foreman's job description which states "must have two years experience in mechanical maintenance in a nuclear plant" does not agree with FSAR 13.1.3.1, "Maintenance Section Employees", which states that "The Plant Maintenance Supervisor shall have four years of experience in the craft or discipline he supervises."

Watts Bar - One general foreman does not possess a high school diploma or equivalent.

Sequoyah and Browns Ferry FSARs agree with ANSI 18.1

Sequoyah - Two general foremen do not possess a high school diploma or equivalent.

Browns Ferry - Two general foremen do not possess a high school diploma or equivalent.

#### Conclusion

Construction general foremen are selected based on a number of factors and do not need to be from the craft they supervise to be effective managers. Therefore, this issue is factual, but what is described is not a problem.

The operations craft general foremen issue cannot be verified as factual. However, the evaluation revealed that some general foremen did not meet minimum educational requirements. Therefore, this issue is factual and presents a problem for which corrective action has been, or is being, taken as a result of this evaluation.

#### 4.4 Engineer Qualifications

- 4.4.1 Issue 71706 - Engineers lack working knowledge and qualifications.

#### Discussion

TVA selects engineers through college recruitment or through the Vacancy Announcement System, the most qualified individual is selected for the position. One of the selection criteria is experience. While this may not

"guarantee" engineers have the working knowledge or the "qualifications" to tell individuals what is correct, it is the agreed upon selection criteria between TVA and the union representing the engineers.

New engineers work under the direction of a responsible engineer until competent to handle an assignment. Both the new engineer and the responsible engineer must feel comfortable with the situation before the new engineer can perform independent work assignments. The responsible engineer is still available if questions arise. However, there is no structured on-the-job training (OJT).

For Operations engineers ANSI 18.1, 1971, paragraph 4.4 requires a bachelor's degree in engineering or the physical sciences for the "Reactor Engineering and Physics responsible person." It does not require a degree in the other engineering areas. The Watts Bar FSAR 13.1.3.7 contains the same language as ANSI 18.1, 1971. However, the plant specific job descriptions for engineers require a B.S. degree in engineering or equivalent.

The following is a quote from the "Selection Procedure for M- and SC-Schedule Positions," Procedure 0902.01 which is the basis for equivalency reviews:

Approval of nonengineering-degreed individuals being selected for engineering title positions or those requiring an engineering degree shall be based upon whether or not the individual's educational background is equivalent to the educational requirements of the position. "Equivalent" shall not be construed to mean "in lieu of."

Positive factors to be considered are:

- a. Individual study courses completed, the degree of relevancy of the courses, and the grades achieved in the courses.
- b. The relevancy of a degree to the degree requirements of the position.
- c. Other certifications of academic achievement.

- d. Successful completion of the engineer-in-training examination.
- e. Professional engineer's license.

A concern implies TVA hides surplus engineers and places them on the "M" schedule as reactor operator trainees. The Manager's Licensing and Development Program and Bachelor of Science Program for licensed personnel was instituted to provide selected degreed engineers and licensed operations personnel (RL/SRL) greater opportunities for advancement through formal training programs. The formal structured training programs were designed: (1) to meet pending nuclear regulatory commission requirements to have degreed, licensed supervisors at the nuclear plants, (2) to develop qualified managers for advancement into key nuclear plant management positions, and (3) to phase out the shift technical advisor position as degreed licensed personnel become available. The individuals selected for these programs are carefully screened, selected and closely monitored throughout the life of the training cycle.

#### Conclusion

This evaluation determined that engineers did meet the minimum qualification standards to perform their assigned tasks and that TVA does not hide engineers in the reactor operator trainee programs.

Therefore, this issue cannot be verified as factual.

#### 4.5 Engineering Aide Qualifications

- 4.5.1 Issue 71707 - Lacks experience, academic qualifications and engineering aides are perceived to be assigned the work of engineers.

#### Discussion

##### 4.5.1.1 Experience

Engineering aide positions are filled by selecting the most qualified candidate from those who apply. Engineering aides are often hired or selected through

the Vacancy Announcement System into entry level (bottom-feed) positions (SE-1 through SE-3) and with gained experience are advanced to higher level engineering positions (SE-4 through SE-7).

4.5.1.2 Academic Qualifications

The TVA job descriptions for engineering aides states, "should have a high school diploma." A review of engineering aide qualification records revealed that all engineering aides possessed a high school diploma or equivalent.

4.5.1.3 Perceived To Assigned Work Of Engineers

Due to their different positions classifications, it may be perceived that engineering aides are assigned the work of engineers. However, the work performed is reviewed and approved by a qualified engineer.

Conclusion

This issue cannot be verified as factual.

Based on this evaluation, the experience and academic qualifications were met.

4.6 Management Qualifications

- 4.6.1 Issue 71708 - Managers lacked the education, technical expertise and skills to supervise employees.

Discussion

4.6.1.1 Educational Qualification

Nuclear Operations has committed through the FSAR to specific experience and education requirements for its managers. There was no evidence that Operations has not met that commitment.

Site-Specific Finding (on Managerial Education, Experience, and Qualification):

Watts Bar - An internal audit (December 1985) on Plant Staff Performance, Training, and Qualification reviewed the qualifications of 25 randomly selected Management ("M" schedule) employees of Watts Bar Nuclear Plant - Operations and found all employees qualifications to be within the parameters of ANSI 18.1, 1971; the NQAM, part III, section 6.1; and the Area Plan Program Procedure 1202501.

4.6.1.2 Technical Expertise

Subcategory Report 706, Management Techniques, indicates that "promotions into management were based on technical expertise rather than abilities. This notion could have been a result of TVA's short-term need for technical expertise rather than people skills." TVA has begun an effort to assess and develop these skills in its managers.

4.6.1.3 Supervisory Skills

TVA upper management has recognized that it's managers lack supervisory skills. To correct this problem, TVA has contracted experienced managers to work with its upper level TVA managers on the performance of their jobs. The contracted managers are to relay their knowledge and expertise to those managers with whom they work (peer, subordinates, acting, deputy, etc.). This project will require a minimum of two years to complete and will leave TVA with many more managers trained in the skills necessary for successful nuclear power management (see paragraphs 7.1 and 7.2 for the corrective action).

Conclusion

The educational qualifications portion of this issue can not be verified as factual.

The technical expertise portion of this issue, however, is factual, but it does not appear to be a serious problem. Few CI's expressed that managers lacked technical expertise.

The skills to supervise employees portion also is factual, and does identify a need for which corrective action has been, or is being, taken as a result of an employee concern evaluation.

#### 4.7 Training

- 4.7.1 Issue 71709 - Construction/Operations employees have not been given adequate or appropriate training to perform their assigned duties.

##### Discussion

##### Construction

When appropriate, because of a job uniqueness, TVA does provide skills upgrade training. However, at WBN personnel have not been adequately trained in the use of procedures, and if training has occurred, it has not been documented.

Findings (site-specific) at WBN:

- (a) personnel have not received procedural training,
- (b) no follow-up review has been conducted to ensure procedure training was being conducted, and
- (c) procedure training for personnel appears to be a low priority.

##### Operations

All Operations and Maintenance sections provide procedures and skills upgrade training for all permanently assigned personnel in each section. The elements of these programs have been in effect for two years and provide:

- (1) initial training before performance of maintenance (independent of supervision) on safety-related systems, equipment, or components,
- (2) continuing training to ensure awareness of plant changes which could affect performance of their duties and to improve job performance through broader scope and depth of job related knowledge and skills, and

(3) on-the-job training under the direction of a qualified individual.

These programs were systematically developed starting with a job analysis to identify the critical tasks to be placed in the formal training program and selected task analysis to identify the knowledge and skills required to perform the tasks.

A set of courses developed from the Job/Task Analysis (JTA) includes procedures, systems, components, measuring and test equipment, and administrative controls training. These programs have administrative controls established to document the performance of individuals.

Findings (By-Site):

Watts Bar - The Instrument Mechanic Program has been accredited by the Nuclear Training Academy Accrediting Board (INPO) and the electrical and mechanical programs have been submitted for accreditations.

SQN - has eight accredited programs.

BFN - has five accredited programs.

WBN, BFN - The Manager and Technical Staff Training Program is developed and training is being conducted as the plant schedule permits. Specific dates for total implementation of the program and submittal for accreditation have not been identified.

Conclusion

TVA does provide an adequate procedures and skills upgrade training programs for operations and maintenance and when necessary provides skills upgrade training for Construction crafts personnel. However, because Construction procedural training is almost nonexistent, this issue is factual and presents a problem for which corrective action has been, or is being, taken as a result of an employee concerns evaluation.

4.7.2 Issue 71710 - Inadequate management development and training.

Discussion

Management skills training courses have been available and scheduled in TVA since 1975; however, training schedules were seldom met and sessions were often cancelled because of various reasons - training being a lower priority than construction, operation and maintenance of a nuclear facility. Management skills training is not required, and has not been endorsed by upper level management.

In Operations, procedure training for managers has been conducted by branch, section, unit, and on a need-to-know basis. Various individuals or groups of individuals on the management (M) schedule have had extensive training and documentation (e.g. Assistant Shift Engineers, Shift Engineers, Operations Superintendent, Health Physics Shift Supervisor). Other individuals or groups have little or no documentation to prove procedure training.

Finding:

Management/supervisor training/development is fragmented and has no clear direction.

Management/supervisor training/development does not have upper management support or involvement.

Management/supervisor skills development training is not required.

An extensive management construction and supervisory skills training program was started at WBN construction on November 12, 1985. The training consists of three phases: (1) orientation for all employees on veteran's preference and selected supervisors receive intensive training on TVA personnel policies and procedures, (2) supervisory training for all supervisory construction personnel with the emphasis on human relations, planning and problem solving skills, and (3) specific project issue training involving labor relations, personnel policies and procedures, and general TVA policies and procedures.

Conclusion

This issue is factual and presents a problem for which corrective action has been, or is being, taken as a result of this evaluation.

- 4.7.3 Issue 71711 - Inadequate Construction/Operations apprenticeship training.

Discussion

Formal craft apprenticeship training began in TVA in 1936, and on February 9, 1938, the Central Joint Council on Apprenticeship was established. The council consists of an equal number of representatives from TVA and the Tennessee Valley Trades and Labor Council. Due to the decrease in the construction of TVA plants, the apprenticeship program was scaled down in scope during 1984 and has not been revitalized to date.

The Instrument Mechanic Craft Apprenticeship Program is the only apprenticeship functioning in ONP, and is accredited at all nuclear sites except BLN.

Conclusion

TVA's journeymen apprenticeship programs have been well structured and disciplined. During its more active years, apprentices were involved with state-of-the-art equipment and practices taught by qualified instructors.

Consequently the apprenticeship training program issue cannot be verified as factual.

- 4.7.4 Issue 71712 - Incomplete training documentation and inadequate training instructors.

Discussion

Currently Construction training records are maintained in two areas: Office of Power Employee Training System (OPETS), a computerized training records storage and recovery system, and manually maintained in the Construction Training Office.

Operations currently stores training records in several areas: Office of Power Employee Training System (OPETS); Nuclear Power Employee Training System (NETS). NETS is comprised of three parts, NETP (plant required training), NET-L (Career training), and NET-M (Miscellaneous training); Management Training System; and numerous manual systems.

Approximately two years ago, a training records study determined that training records were fragmented and not easily interpreted as to who has had what/when. The result of the study was to combine all records into one record system. Consequently, NETS was developed as the master system. To date, only one part of the system, NETP, is functional for some locations but is not fully functional at all locations.

Construction craft instructors/trainers are utilized by "who you can find" or "who is available" to conduct training rather than selecting or utilizing individuals who possess the instructional skills desired.

Operations craft instructors, training supervisors, and on-the-job trainers receive formal training in instructional skills through the instructor certification program. The program requires full time instructors and their supervisor to complete a 180-hour program which contains instruction in adult education, technical writing, delivery techniques, writing objectives, lesson plans and exams and basic supervisory training. In addition, a "train-the trainer" program is provided for personnel which have the responsibility to administer on-the-job training. This program provides instruction in the techniques of training and evaluation at the task level while on the job.

Findings:

Training records are very fragmented throughout ONP.

TVA policies and procedures require training records to be placed in an employee Personal History Record (PHR). This has not been practiced in the past, and the PHRs do not reflect that the policies and procedures have been followed concerning the individuals training records.

In Construction, there is no formal program to provide instructional skills training for instructors.

Conclusion

This issue is factual and presents a problem for which corrective action has been, or is being, taken as a result of an employee concerns evaluation.

## 5.0 COLLECTIVE SIGNIFICANCE

The great majority of ONP personnel met or exceeded the minimum job qualification standards which existed during the period of these concerns. However, many of the concerned individuals who had questions about "job qualifications" probably meant to raise issues about "job competency." Job competency (measuring how adequately a job is performed) is discussed in several other Management and Personnel subcategory reports. Those interested in issues dealing directly with of competency should see the Selection and Promotion and the Merit Pay issues in 71900 (Pay) and the Internal Selection Process issue in 71800 (Employment). The whole of 70600 (Management Technique) addresses the competence of ONP management. Additionally, the Management and Personnel Category Report (70000) itself discusses the competence of ONP personnel in general and ONP managers in particular.

The issues discussed in the Training element of this subcategory do, at least indirectly, address job competency. What they say is that while ONP meets its minimum training commitments, training beyond those levels is given little priority. This low priority for training (particularly for supervised on-the-job training in the management skills essential to a modern nuclear power program) has had a dramatic and negative impact on the effectiveness of ONP supervisors and managers. Again, this problem of under-trained supervisors and managers is discussed in 70600 (Management Techniques) and in 70000 (the Management and Personnel Category Report).

## 6.0 CAUSES

### Introduction

Top management was not sufficiently involved and had not set a sufficient high standard for efforts to select, train, and/or develop its personnel.

### 6.1 Personnel Qualifications Inadequacy

- \* Managers/Supervisors have not taken the responsibility to write job descriptions which include the minimum qualifications and knowledge, skills, and abilities to perform the function of the position.
- \* Managers have not been responsible for ensuring the job descriptions comply with internal and external standards.

- Management controls are not sufficient to direct managers/supervisors to adhere to the regulatory commitments of positions not requiring an AEC (NRC) license.
- Management controls are not sufficient to direct Site/Division Personnel Officers to compare the qualifications of the job description to the qualifications of a regulatory commitment.

## 6.2 Training

### 6.2.1 Unqualified Trainers

- Construction management does not prescribe a qualification requirement for formal instructional skills training for trainers.
- Instructors are selected for training positions based on technical qualifications. No formal training is provided for classroom trainer or on-the-job trainers in instructional skills.

### 6.2.2 Watts Bar Construction Training (Site-Specific) Deficiencies

Lack of management involvement in determining the required procedures for the training for each unit or a lack of management follow-up to ensure training has been completed on identified procedures.

### 6.2.3 Insufficient Management/Supervisor Training

Lack of managerial support to ensure managers, supervisors and potential managers are trained in basic managerial skills or a lack of managerial direction in the development of potential replacement managers.

### 6.2.4 Inadequate Training Documentation

A low priority is given by management to ensure a training records system is implemented in a timely manner.

7.0 CORRECTIVE ACTION

7.1 Previously Initiated Corrective Action

- A. TVA has committed to send "all managers and supervisors to formal training on how the agency conducts much of its business--the policies and procedures that govern its hiring, firing, promotion, and other activities that directly affect every employee." (TVA Management Newsletter, Volume 5, Number 6, July 1986). "This comprehensive program is made up of two separate training components: (1) Orientations to Supervision (a training session on use of TVA policies and procedures), and (2) Skills Assessment and Individual Development Planning."
- B. An extensive management and supervisory skills training program was started at WBN construction on November, 12, 1985. The training consists of three phases: (1) orientation for all employees on veteran's preference (with selected supervisors also receiving intensive training on TVA personnel policies and procedures; (2) supervisory training with emphasis on human relations, planning, and problem solving skills for all DNC personnel in a supervisory position; (3) specific project issue training involving labor relations, personnel policies and procedures, and general TVA policies and procedures.

Specific modules presented in management supervisory training include: Introduction to Foremanship, Leadership, Problem Solving, Human Relations, Communication, Motivation, and Coordinating and Directing.

Additionally, a two-day training session (Empowerment Training) was conducted which involved all DNC managers and supervisors at Watts Bar Nuclear. The objectives were to:

- Raise the awareness of each manager/supervisor to the importance of his/her own level of performance and personal management style as it relates to TVA's ability to accomplish its objectives.
- Seek the manager/supervisor commitment to our (TVA's) objectives.
- Provide a basis for dealing with personal change, where needed, and basic skills for improving performance.

- C. Increasing upper management support for ONP in-house management development was made one of the keystones of ONP's Nuclear Performance Plan, Vol. I (Revised July 31, 1986). The long term plans for manager training and development considers five aspects: planning, hiring, training, development, and retention of ONP managers. (CATDs: 717-NPS-12; 717-NPS-15))

7.2 Corrective Action as a Result of This Evaluation

- A. New craft foremen job descriptions have been prepared which reflect the minimum qualification requirements of ANSI 18.1, 1977 approval is extended from the TVA Labor Relations Staff. All future selections will be made in accordance with these established standard requirements. The ONP Labor Relations Staff is currently working with the four sites to properly document the qualifications and experience of the existing craft foremen who do not appear to meet the ANSI requirements. Documentation should be completed within 60 days with possible extended programs such as GED preparation and completion. (CATDs: 717-NPS-05, 717-NPS-06, 717-NPS-07)

- B. WBN DNC is canceling the use of matrices for training requirements. DNC will use the requirements sections as defined in the Nuclear Employee Training System (NETS). These requirements will be established by section supervisors and loaded into the NETS. Training verification will also be monitored by using NETS. (CATDs: 717-NPS-02; 717-NPS-03)

- C. Three permanent instructors will be stationed with WBN DNC. These instructors will be graduates of the 80 hour Instructor Certification Training Program which will be conducted at the Plant Operations Training Center. They will be responsible for conducting training at WBN and for training associate instructors (as needed). (CATD: 717-NPS-13)

**THIS ITEM COMPLETED**

717-  
NPS-07 DATE: 8-23-88

New Position Descriptions (PDs) have been completed for all management positions in ONP. These PDs include knowledges, skills, abilities, and evidences of qualifications for the ONP management positions, consistent with the precedented standards currently in use. These PDs will also reflect the minimum qualification requirements of ANSI 18.1, 1971. (CATDs:

717-NPS-04; 717-NPS-08; 717-NPS-09; 717-NPS-10; 717-NPS-11)

- E. A Nuclear Employee Training System (NETS) has been developed for use in ONP. This computer system will continually track all training received by Nuclear Power Employees. The system is being used by DNC as well as DNT but not interactively. Consideration is being given to combining the two operations which will allow a more centralized view of Nuclear Power Training. (CATD: 717-NPS-14).
- F. The WBN FSAR 13.1.3.1 will be revised within 90 days of submittal of Volume IV of the TVA Nuclear Performance Plan to the NRC. The revision will incorporate the commitment to ANSI 18.1, 1971, paragraph 4.3.2 which sets qualifications for supervisors who do not require an NRC (formerly Atomic Energy Commission) license.

The WBNP FSAR chapter 13 will be revised at least 90 days prior to fuel load to reflect the new organization which incorporated DNE and DNC into Nuclear Power. (CATD 717-NPS-01)

## 8.0 ATTACHMENTS

- A. Subcategory Summary Table
- B. List of Concerns by Issue
- C. References

REFERENCE - ECPS132J-ECPS132C  
 FREQUENCY - REQUEST  
 OHP - 1555 - RIWI

TEENNESSEE VALLEY AUTHORITY  
 OFFICE OF NUCLEAR POWER  
 EMPLOYEE CONCERN PROGRAM SYSTEM (ECPSS)  
 EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY  
 SUBCATEGORY: 717 MANAGERS LACK EDUCATION, EXPERTISE AND SKILLS

PAGE - 1  
 RUN TIME - 10:04:59  
 RUN DATE - 03/10/87

CATEGORY: MP MGT. & PERS. ISSUES

CONCERN NUMBER	CAT	SUP CAT	S H R D	PLT LOC	1 REPORT APPL				HISTORICAL REPORT	CONCERN ORIGIN	CONCERN DESCRIPTION	REF. SECTION CAT - MP SUBCAT - 717
					2	SA	RFL	ATED				
BEP-85-001-00201 150229	MP	71708	N	BLN	1	N	N	N	N	QTC	MANY TVA MANAGERS ARE NOT QUALIFIED FOR THEIR POSITIONS AND MANY ARE POOR PEOPLE MANAGERS. DETAILS KNOWN TO QTC AND WITHHELD TO MAINTAIN CONFIDENTIALITY. NO FURTHER INFORMATION MAY BE RELEASED. CONSTRUCTION DEPT. CONCERN. CI HAS NO FURTHER INFORMATION. NO FOLLOW UP REQUIRED.	
EX-85-059-00201 150146	MP	71708	N	HBN	1	N	N	N	N	QTC	MANAGEMENT, IN MOST INSTANCES AT WATTS BAR, IS INCOMPETENT AND UNQUALIFIED FOR THEIR POSITIONS. THEIR BACKGROUNDS AND QUALIFICATIONS ARE GENERAL KNOWLEDGE AND IT IS IMPOSSIBLE TO RESPECT DIRECTION FROM A MANAGEMENT WHOSE BACKGROUNDS AND QUALIFICATIONS ARE QUESTIONABLE. TVA NEEDS TO ADDRESS THIS CONDITION SOON. CONST. DEPT. CONCERN. CI HAS NO FURTHER INFORMATION. NO FOLLOWUP REQUIRED.	
EX-85-051-00101 150176	MP	71708	N	HBN	1	N	N	N	N	QTC	TVA MANAGEMENT HAS PEOPLE IN POSITIONS THEY ARE NOT QUALIFIED TO BE IN. NUCLEAR POWER CONCERN. CI HAS NO ADDITIONAL INFORMATION. NO FOLLOW UP REQUIRED.	
EX-85-053-00201 150171	MP	71708	N	HBN	1	N	N	N	N	QTC	MANY SUPERVISORS ARE NOT KNOWLEDGEABLE OF THEIR JOB. TWO SPECIFIC SUPERVISORS COULD NOT FIX A PIECE OF EQUIPMENT. THEY DID NOT UNDERSTAND ITS FUNCTION. THE CI TOOK A LOOK AT IT AND TOLD THEM THE PART THAT WAS MISSING. THE SUPERVISORS ASKED THE CI WHAT THE PART WAS. THE CI FOUND ONE AND INSTALLED IT. CONSTRUCTION DEPT CONCERN. NAMES AND DETAILS ARE KNOWN TO QTC AND WITHHELD TO MAINTAIN CONFIDENTIALITY. CI HAS NO FURTHER INFORMATION.	

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

REFERENCE - ECPS132J-ECPS132C  
 FREQUENCY - REQUEST  
 DNP - 1555 - RHM

TENNESSEE VALLEY AUTHORITY  
 OFFICE OF NUCLEAR POWER  
 EMPLOYEE CONCERN PROGRAM SYSTEM (ECP)  
 EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY  
 SUBCATEGORY: 717 LACK KNOWLEDGE AND ARE NOT QUALIFIED

PAGE - 2  
 RUN TIME - 10:04:39  
 RUN DATE - 03/10/67

CATEGORY: MP MGT. & PERS. ISSUES

CONCERN NUMBER	CAT	SUB CAT	S R PLT D LOC	1 REPORT APPL				HISTORICAL REPORT	CONCERN ORIGIN	CONCERN DESCRIPTION	REF. SECTION # CAT - MP SUBCAT - 717
				2	SAF	RELATED	BF				
EX -85-057-00101 150256	MP	71706	N MBN	1	N	N	N	N	QTC	ENGINEERING AT MATTS BAR IS POOR. THE ENGINEERS LACK EXPERIENCE AND TRAINING. CONSTRUCTION DEPARTMENT CONCERN. NO FURTHER INFORMATION IN THE FILE. NO FOLLOW-UP REQUIRED.	
EX -85-057-00301 150256	MP	71708	N MBN	1	N	N	N	N	QTC	TVA MANAGEMENT NEEDS TO BE BETTER QUALIFIED AND MORE KNOWLEDGEABLE. CONSTRUCTION CONCERN. NO FURTHER INFORMATION IN THE FILE. NO FOLLOW-UP REQUIRED.	
EX -85-058-00101 150184	CD	11200	S MBN	1	N	N	N	Y	QTC	THE WORKING KNOWLEDGE OF SOME ENGINEERS AT MATTS BAR IS VERY QUESTIONABLE. SOME ENGINEERS HAVE TOLD THE CI TO GO AHEAD AND BUILD THINGS THE WAY THEY NEED TO AND ENGINEERING WOULD CATCHUP WITH PAPERWORK LATER. CONSTRUCTION CONCERN. CI HAS NO ADDITIONAL INFORMATION. CI COULD NOT PROVIDE NAMES.	
	02	MP	71706	S MBN	1	N	N	N			
EX -85-069-00101 150179	MP	71702	N MBN	1	N	N	N	N	QTC	TVA DOES NOT CONSIDER CRAFT PERSONNEL'S PRIOR EXPERIENCE IN DETERMINING JOB ASSIGNMENTS. THIS RESULTS IN POOR UTILIZATION OF PERSONNEL ABILITIES. CONST. DEPT. CONCERN. CI HAS NO FURTHER INFORMATION.	
EX -85-061-00101 150183	MP	71705	N MBN	1	N	N	N	N	QTC	A GENERAL FOREMAN (KNOWN) IS NOT A MEMBER OF THE CRAFT DISCIPLINE THE INDIVIDUAL SUPERVISES. CONSTRUCTION DEPT. CONCERN. CI HAS NO FURTHER INFORMATION.	
EX -85-061-00201 150183	MP	71708	N MBN	1	N	N	N	N	QTC	TVA MANAGEMENT DOES NOT APPEAR TO BE KNOWLEDGEABLE OF NUCLEAR POWER PLANT CONSTRUCTION. CONSTRUCTION CONCERN. CI HAS NO ADDITIONAL INFORMATION.	

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

CATEGORY: MP MGT. & PERS. ISSUES

CONCERN NUMBER	CAT	SUB CAT	S H R D	PLT LDC	1 REPORT APPL				HISTORICAL REPORT	CONCERN ORIGIN	CONCERN DESCRIPTION
					2	SAF	BL	SQ			
EX -85-063-X0301 T50183	MP	71708	N	HBN	1	N	N	N	N	QTC	CI FEELS THAT DUMB SUPERVISORS (NAME S KNOWN) ARE THE MAIN REASON WHY THIS JOB IS RUN SO POORLY. CONSTRUCTION DEPT. CONCERN. CI HAS NO FURTHER INFORMATION, AND DESIRES NO FURTHER CONTACT WITH ERT.
EX -85-064-00101 T50183	MP	71706	S	HBN	1	N	N	N	N	QTC	TVA HAS INSPECTORS, SUPERVISORS, AND ENGINEERS IN THE FIELD THAT AREN'T QUALIFIED. NO NAMES KNOWN. CONSTRUCTION DEPT. CONCERN. CI HAS NO ADDITIONAL INFORMATION.
	02	QA 80301	S	HBN	1	N	N	N	Y		
	2				2	NA	NA	NA	SR		
EX -85-077-00101 T50187	MP	71706	N	HBN	1	N	N	N	N	EX-85-077-001 QTC	SOME ENGINEERS ARE NOT QUALIFIED TO BE IN THEIR POSITIONS. GENERIC CONCERN. CONSTRUCTION DEPT CONCERN. CI HAS NO ADDITIONAL INFORMATION.
EX -85-078-00201 T50187	MP	71708	N	HBN	1	N	N	N	N	QTC	SOME TVA MANAGEMENT ARE NOT QUALIFIED FOR THEIR POSITIONS. CONSTRUCTION DEPT CONCERN. CI HAS NO ADDITIONAL INFORMATION. GENERIC CONCERN.
EX -85-085-00401 T50198	MP	71708	N	HBN	1	N	N	N	N	QTC	MOST SUPERVISION PEOPLE ARE NOT QUALIFIED TO BE IN THEIR POSITIONS. CONSTRUCTION DEPT. CONCERN. CI HAS NO ADDITIONAL INFORMATION. -GENERIC CONCERN-
EX -85-086-00501 T50197	MP	71708	N	HBN	1	N	N	N	N	QTC	SOME OGC COUNSELORS ARE INCOMPETENT, AND THIS HAS AN ADVERSE EFFECT ON THE OUTCOME OF AN EMPLOYEE'S GRIEVANCE. (NAMES/DETAILS TO THE SPECIFIC CASE ARE KNOWN TO QTC AND WITHHELD TO MAINTAIN CONFIDENTIALITY). CONSTRUCTION DEPT. CONCERN. CI HAS NO FURTHER INFORMATION.

REF. SECTION 0  
 CAT - MP  
 SUBCAT - 717

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

CATEGORY: MP MGT. & PERS. ISSUES

CONCERN NUMBER	CAT	SUB CAT	S M R D	PLT LOC	1 REPORT 2 SAF RELATED BF BL SQ HB	HISTORICAL REPORT	CONCERN ORIGIN	CONCERN DESCRIPTION	REF. SECTION # CAT - MP SUBCAT - 717
EX -85-102-00201 150193	MP	71708	N	MBN	1 N N N N 2 NA NA NA NA		QTC	SOME OF TVA UPPER MANAGEMENT ARE NOT QUALIFIED FOR THEIR POSITIONS. CONSTRUCTION DEPT. CONCERN. CI HAS NO ADDITIONAL INFORMATION. -GENERIC CONCERN.	
EX -85-104-00301 150190	MP	71708	N	MBN	1 N N N N 2 NA NA NA NA	EX-85-104-003	QTC	MANY SUPERVISORS ARE NOT KNOWLEDGEABLE OF THEIR POSITIONS. CONSTRUCTION DEPT. CONCERN. CI HAS NO NAMES OR ADDITIONAL INFORMATION. -GENERIC CONCERN-	
EX -85-111-00201 150201	MP	71708	N	MBN	1 N N N N 2 NA NA NA NA		QTC	THE PEOPLE IN CHARGE DON'T KNOW WHAT THEY ARE DOING MOST OF THE TIME. CONSTRUCTION DEPT. CONCERN. CI HAS NO ADDITIONAL INFORMATION. -GENERIC CONCERN-	
EX -85-114-00201 150200	MP	71708	N	MBN	1 N N N N 2 NA NA NA NA		QTC	TVA MANAGEMENT DOESN'T APPEAR TO KNOW WHAT THEY ARE DOING. THEY CAN'T SEEM TO DO THINGS CORRECTLY. CONSTRUCTION DEPT. CONCERN. CI HAS NO ADDITIONAL INFORMATION. -GENERIC CONCERN-	
EX -85-126-00101 150203	MP	71705	N	MBN	1 N N N N 2 NA NA NA NA	EX-85-126-001	QTC	CRAFT (KNOW) SUPERVISED BY PERSONNEL NOT IN THE SAME CRAFT. CONSTRUCTION DEPT. CONCERN. CI HAS NO NAMES OR ADDITIONAL INFORMATION. -GENERIC CONCERN-	
EX -85-127-00101 150202	MP	71708	N	MBN	1 N N N N 2 NA NA NA NA		QTC	TVA SHOULD UTILIZE THE VERY BEST PEOPLE AVAILABLE TO FILL THEIR MANAGEMENT POSITIONS. SOME MANAGEMENT ARE PRESENTLY IN POSITIONS THEY AREN'T QUALIFIED TO BE IN. CONSTRUCTION DEPT. CONCERN. CI HAS NO NAMES OR ADDITIONAL INFORMATION. -GENERIC CONCERN-	
EX -85-129-00201 150202	MP	71705	N	MBN	1 N N N N 2 NA NA NA NA	EX-85-129-002	QTC	SOME OF'S (KNOW) HAVE NO KNOWLEDGE OF HOW TO WORK OR COPE WITH THEIR MEN. CONSTRUCTION DEPT. CONCERN. CI HAS NO ADDITIONAL INFORMATION.	

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

REFERENCE - ECPS132J-ECPS132C  
 FREQUENCY - REQUEST  
 DHP - 1555 - RHM

TENNESSEE VALLEY AUTHORITY  
 OFFICE OF NUCLEAR POWER  
 EMPLOYEE CONCERN PROGRAM SYSTEM (ECPS)  
 EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY  
 SUBCATEGORY: 717 NOT FROM CRAFT THEY ARE SUPERVISING

PAGE 6  
 RUN TIME - 10:04:39  
 RUN DATE - 03/10/87

CATEGORY: MP MGT. & PERS. ISSUES

CONCERN NUMBER	CAI	SUB CAT	S M R PLT D LOC	1 RECORD APPL				HISTORICAL REPORT	CONCERN ORIGIN	CONCERN DESCRIPTION	REF. SECTION CAT - MP SUBCAT - 717
				2	SAI	RELATED	BF				
EX -85-089-00101 T50192	MP	71705	N MDM	1 N N N N 2 NA NA NA NA					EX-85-089-001	QTC	CRAFT (KNOHN) ARE NOT ASSIGNED A GENERAL FOREMAN OUT OF THE SAME CRAFT DISCIPLINE, WHICH RESULTS IN THE FOREMAN OF THIS CRAFT HAVING NO SOURCE OF QUALIFIED DIRECTION. CI EXPRESSED THAT THIS CONDITION HAD BEEN BROUGHT TO THE ATTENTION OF HBHP CONSTRUCTION MANAGEMENT (KNOHN) AS FAR BACK AS 5 TWO YEARS AGO, WITH NO RESULTS. NUC. POWER DEPT. CONCERN. CI HAS NO FURTHER INFORMATION.
EX -85-092-00401 T50232	MP	71701	N MDM	1 N N N N 2 NA NA NA NA						QTC	CI STATED THAT ELECTRICAL WORKERS AT HATTIS BAR ARE UNQUALIFIED. TO ILLUSTRATE THE POINT, CI STATED TVA HIRES PEOPLE THROUGH UNION HALLS WITHOUT ADEQUATE SCREENING. PEOPLE GET MEMBERSHIP TICKETS IN UNIONS BY PAYING \$200.00. CI DOES NOT HAVE ANY SPECIFICS OR EXAMPLE. CONSTRUCTION DEPT. CONCERN. CI HAS NO FURTHER INFORMATION. NO FOLLOW-UP REQUIRED.
EX -85-096-00101 T50190	MP	71708	N MDM	1 N N N N 2 NA NA NA NA					EX-85-096-001	QTC	TVA HAS INCOMPETENT MANAGEMENT AND ALSO TOO MUCH OF THIS INCOMPETENT MANAGEMENT (TOO MANY MANAGERS/SUPERVISORS). CONSTRUCTION DEPARTMENT CONCERN. CI HAS NO FURTHER INFORMATION.
EX -85-097-00101 T50191	MP	71701	N MDM	1 N N N N 2 NA NA NA NA						QTC	EMPLOYEES (KNOHN) ARE NOT QUALIFIED, AND HAVE MADE MANY COSTLY ERRORS IN THEIR WORK. THERE ARE CURRENTLY AN EXCESSIVE NUMBER OF THESE EMPLOYEES IN RELATION TO THE NUMBER OF CRAFT (KNOHN) THAT THEY SUPPORT. CI EXPRESSED THAT THE CRAFT GENERAL FOREMAN (KNOHN) PROTECTS THESE EMPLOYEES FROM LAYOFF DUE TO A COMMON MEMBERSHIP IN A FRATERNAL ORGANIZATION (KNOHN). CONSTRUCTION DEPT. CONCERN. CI HAS NO FURTHER INFORMATION.

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

REFERENCE - ECPS132J-ECPS132C  
 FREQUENCY - REQUEST  
 DNP - 1555 - RHM

TENNESSEE VALLEY AUTHORITY  
 OFFICE OF NUCLEAR POWER  
 EMPLOYEE CONCERN PROGRAM SYSTEM (ECP)  
 EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY  
 SUBCATEGORY: 717 NOT FROM CRAFT THEY ARE SUPERVISING

PAGE - 6  
 RUN TIME - 10:04:59  
 RUN DATE - 03/10/87

CATEGORY: MP MGT. & PERS. ISSUES

CONCERN NUMBER	CAT	SUB CAT	S M R D	PLT LOC	1 REPORT APPL				HISTORICAL REPORT	CONCERN ORIGIN	CONCERN DESCRIPTION	REF. SECTION CAT - MP SUBCAT - 717
					2	SAF	RELATED	BF				
EX -85-163-00101 150206	MP	71705	S	HBN	1	N	N	N	N		QTC	
					2	NA	NA	NA	NA			
	02	MP	71708	S	HBN	1	N	N	N			
					2	NA	NA	NA	NA			
EX -85-169-00101 150207	MP	71708	N	HBN	1	N	N	N	N	EX-85-169-001	QTC	
					2	NA	NA	NA	NA			
EX -85-173-00101 150216	MP	71706	N	HBN	1	N	N	N	N		QTC	
					2	NA	NA	NA	NA			
EX -85-181-00201 150225	MP	71708	N	HBN	1	N	N	N	N		QTC	
					2	NA	NA	NA	NA			
EX -85-182-00101 150225	MP	71708	N	HBN	1	N	N	N	N		QTC	
					2	NA	NA	NA	NA			

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

CATEGORY: MP MGT. & PERS. ISSUES

CONCERN NUMBER	CAT	SUP CAT	S H R D	PLT LOC	1 RE'DRT APPL 2 SAF RELATED				HISTORICAL REPORT	CONCERN ORIGIN	CONCERN DESCRIPTION	REF. SECTION # CAT - MP SUBCAT - 717
					BF	BL	SQ	HB				
EX -85-186-00101 150225	MP	71708	N	MBN	1	N	N	N		QTC	SOME TVA MANAGERS DO NOT HAVE ANY OR VERY LITTLE FIELD EXPERIENCE AND DO NOT HAVE ENOUGH KNOWLEDGE TO HANDLE PROBLEMS REGARDING ACTIVITIES AFFECTING QUALITY IN THEIR UNITS. THEY WORRY MORE ABOUT WHO HAS UNSCHEDULED LEAVE INSTEAD OF JOB RELATED PROBLEMS. DETAILS KNOWN TO QTC, WITHHELD DUE TO CONFIDENTIALITY. NO FURTHER INFORMATION MAY BE RELEASED. CONSTRUCTION DEPARTMENT CONCERN. CI HAS NO ADDITIONAL INFORMATION. NO FOLLOW UP REQUIRED.	
EX -85-189-00201 150228	MP	71708	N	MBN	1	N	N	N		QTC	MANY TVA MANAGERS ARE NOT QUALIFIED FOR THEIR POSITIONS AND ARE DOOR PEOPLE MANAGERS. (NAMES ARE KNOWN TO QTC AND WITHHELD TO MAINTAIN CONFIDENTIALITY.) NO FURTHER INFORMATION MAY BE RELEASED. CONSTRUCTION DEPT. CONCERN. CI HAS NO ADDITIONAL INFORMATION. NO FOLLOW-UP REQUIRED.	
EX -85-193-00401 150246	MP	71708	N	MBN	1	N	N	N		QTC	CI STATED TVA MANAGEMENT IS INCOMPETENT, AND ILLUSTRATED BY STATING THAT DUE TO A TVA MISTAKE, CERTAIN EMPLOYEES ARE LOSING ANNUAL LEAVE, INSURANCE COVERAGE AND HOLIDAY PAY DUE TO DIFFERENCES BETWEEN WORK STATUS END DATE AND SERVICE STATUS END DATE. CONSTRUCTION DEPARTMENT CONCERN. CI HAS NO FURTHER INFORMATION.	
IN -85-004-00301 150015	MP	71705	N	MBN	1	N	N	N	IN-85-004-003	QTC	C/I QUESTIONS THE QUALIFICATION AND KNOWLEDGE OF CRAFT SUPERVISION WHO ARE ONE CRAFT DISCIPLINE SUPERVISING OTHER CRAFT DISCIPLINES. SPECIFIC INDIVIDUALS NAMED.	
IN -85-052-00501 150017	MP	71701	N	MBN	1	N	N	N	IN-85-052-005	QTC	SOME OF THE CURRENT HOLDERS DO NOT HAVE PRIOR NUCLEAR WELDING EXPERIENCE	

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

REFERENCE - ECPS132J-ECPS132C  
 FREQUENCY - REQUEST  
 ONP - 1555 - RWH

TENNESSEE VALLEY AUTHORITY  
 OFFICE OF NUCLEAR POWER  
 EMPLOYEE CONCERN PROGRAM SYSTEM (ECPS)  
 EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY  
 SUBCATEGORY: 717 MANAGERS LACK EDUCATION, EXPERTISE AND SKILLS

PAGE - 8  
 RUN TIME - 10:04:39  
 RUN DATE - 03/10/87

CATEGORY: MP MGT. & PERS. ISSUES

CONCERN NUMBER	CAT	SUB CAT	S R D	PLT LOC	1 REPORT APPL				HISTORICAL REPORT	CONCERN ORIGIN	CONCERN DESCRIPTION	REF. SECTION # CAT - MP SUBCAT - 717
					2	SAF	RELATED					
IN -85-062-00101 150114	MP	71708	N	WBN	1	N	N	N	N	IN-85-062-001	QTC	A SUPERVISOR (NAME KNOWN) WORKING IN NUCLEAR POWER, UNIT 1, IS NOT QUALIFIED FOR THE POSITION HELD. THIS SUPERVISOR DOES NOT APPEAR TO UNDERSTAND THE ENGINEERING/TECHNICAL ASPECTS OF HIS JOB. NUC PWR CONCERN. CI HAS NO FURTHER INFORMATION.
IN -85-063-00301 150078	MP	71708	N	WBN	1	N	N	N	N		QTC	MANY PEOPLE IN THE ACCOUNTING DEPARTMENT, WHO SHOULD HAVE DEGREES, DO NOT HAVE COLLEGE DEGREES. CI HAS NO FURTHER INFORMATION.
IN -85-068-00101 150186	MP	71703	N	WBN	1	N	N	N	N		QTC	MANAGEMENT PERSONNEL IN BOTH CONSTRUCTION AND NUCLEAR POWER ARE INEXPERIENCED. SIX INDIVIDUALS (NAMES NOT KNOWN) OF BOTH SEXES WERE MADE FOREMAN/GENERAL FOREMAN IN NUC. POWER AND CONSTRUCTION AFTER FINISHING THEIR APPRENTICESHIP PROGRAM. CONSTRUCTION & NUC. POWER CONCERN. CI COULD NOT PROVIDE ANY SPECIFICS/DETAILS.
IN -85-097-00801 150226	MP	71708	N	WBN	1	N	N	N	N		QTC	TVA MANAGEMENT ONLY GIVES LIP SERVICE TO TRAINING. THEY DO NOT ALLOW MANAGERS TO PUT GOOD MANAGEMENT METHODS INTO PRACTICE. CI HAS NO MORE INFORMATION. CONSTRUCTION DEPARTMENT CONCERN.
IN -85-097-01001 150226	MP	71708	N	WBN	1	N	N	N	N		QTC	TVA MANAGERS ARE NOT QUALIFIED FOR THEIR POSITIONS. EXAMPLES, SENIOR WBNP MANAGERS DO NOT KNOW HOW TO HANDLE SITE EMERGENCIES. MANAGER (KNOWN) IS IGNORANT OF MAJOR FEDERAL AND STATE REGULATORY REQUIREMENTS. MANAGERS ARE OBLIVIOUS OF THEIR SUBORDINATES' SKILLS AND QUALIFICATIONS, AND DO NOT KNOW HOW TO UTILIZE SUBORDINATES EFFECTIVELY. IN ADDITION, MANAGERS HAVE NOT SURROUNDED THEMSELVES WITH COMPETENT PEOPLE. MANAGER (KNOWN) GOT WHERE HE IS THROUGH POLITICAL CLOUT, RATHER THAN THROUGH KNOWLEDGE.

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

TRY: MP MGT. & PERS. ISSUES

CONCERN NUMBER	CAT	SUB CAT	S M R D	P L T L D C	1 REPORT APPL				HISTORICAL REPORT	CONCERN ORIGIN	CONCERN DESCRIPTION	REF. SECTION CAT - MP SUBCAT - 717	
					2	SAF	BL	SB					HD
IN-85-117-00101 150101	MP	71706	N	WBN	1	N	N	N	N	IN-85-117-001	QTC	LACK OF QUALIFICATIONS OF NON-DEGREE D ENGINEERS PERFORMING THE SAME WORK AS A DEGREE D ENGINEER. CI DECLINED TO DISCUSS FURTHER INFORMATION OR DETAILS. NO FOLLOW UP REQUIRED.	
IN-85-141-00101 150113	MP	71708	H	WBN	1	N	N	N	N		QTC	SOME OF THE SUPERVISION (NO NAMES GIVEN) IN MECHANICAL MAINT. DEPARTMENT IN NUCLEAR POWER ARE NOT PROPERLY TRAINED OR QUALIFIED. CI FEELS THAT THIS SUPERVISION LACKS EXPERIENCE ON OPERATING NUCLEAR POWER PLANTS AND THAT THEIR QUALIFICATIONS SHOULD NOT MEET THE CRITERIA SET FORTH IN 10CFR 19. CI WOULD NOT PROVIDE ANY ADDITIONAL INFORMATION (IE, NAMES OF INDIVIDUALS) NO FOLLOW UP REQUIRED.	
IN-85-142-00901 150092	MP	71708	N	WBN	1	N	N	N	N		QTC	TVA MANAGEMENT WANT "YES" MEN FOR SUPERVISORS/FOREMEN INSTEAD OF QUALIFIED PEOPLE. NAME KNOWN OF QUESTIONABLE SUPERVISOR. CI HAS NO FURTHER INFORMATION.	
IN-85-143-00401 150248	EN	20701	S	WBN	1	N	N	N	Y		QTC	CI IS CONCERNED THAT THE QUALITY OF ENGINEERING AND DESIGN PERSONNEL WOULD CAUSE A COVER-UP OF PROBLEMS WITH PAPERWORK. CONSTRUCTION DEPARTMENT CONCERN. NO FURTHER INFORMATION IS AVAILABLE IN FILE. NO FOLLOW UP REQUIRED.	
	MP	71706	S	WBN	1	N	N	N	N				
IN-85-157-00201 150025	MP	71705	N	WBN	1	N	N	N	N		QTC	ASBESTOS WORKERS ARE SUPERVISED BY OTHER CRAFTS AND RECEIVE CONFLICTING JOB ASSIGNMENTS; IS SCHEDULED TO DO TWO DIFFERENT JOBS AT THE SAME TIME. THIS HAPPENED TWO WEEKS AGO. I HAD EQUATE OR NO DIRECTION FROM THE SUPERVISORS (NAMES KNOWN)	

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.