

TVA EMPLOYEE CONCERNS  
SPECIAL PROGRAM

REPORT NUMBER: 70400

REPORT TYPE: Management and Personnel Subcategory

REVISION NUMBER: 4

TITLE: Overtime

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REASON FOR REVISION:

Incorporation of final TAS editorial comments.

PREPARATION

PREPARED BY:

*Frank S. Ensworth*

SIGNATURE

*5-11-87*

DATE

REVIEWS

PEER:

*H. Dean Peoples*

SIGNATURE

*5/11/87*

DATE

TAS: *11/1/87*

*R. R. Hill*

SIGNATURE

*5/11/87*

DATE

CONCURRENCES

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\_\_\_\_\_  
SIGNATURE                      DATE

CEG-H: *W. B. ...* *7 May 87*

SRP: *James R. Russell* *5-13-87*  
\*SIGNATURE                      DATE

APPROVED BY:

*M. S. Martin*  
ECSP MANAGER

*5/13/87*  
DATE

N/A  
MANAGER OF NUCLEAR POWER  
CONCURRENCE (FINAL REPORT ONLY)                      DATE

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

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### 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 (terms formed from the first letters of a series of words).

Additionally, at the end of each subcategory report the reader will find at least two attachments. The first is a Subcategory Summary Table that includes the following information: the concern number, a brief statement of the concern, and a designation of nuclear safety-related concerns. The second attachment is a listing of the concerns included in each issue evaluated in the subcategory.

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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.

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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.

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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).

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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	Concerned Individual
CMTR	Certified Material Test Report
COC	Certificate of Conformance/Compliance
DCR	Design Change Request
DNC	Division of Nuclear Construction (see also NU CON)

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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

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L/R	Labor Relations Staff
M&AI	Modifications and Additions Instruction
MI	Maintenance Instruction
MSPB	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

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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

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## 1.0 CHARACTERIZATION OF ISSUES

### 1.1 Introduction

This report evaluates thirteen issues raised about management's application of its overtime policies. Many of the concerned individuals believe that management's methods of distributing overtime is biased and often based on personal friendships. Other concerned individuals state that overtime is excessive and adversely affects both the quality of work performed and the health and safety of the work force.

There are 61 individual concerns in this subcategory; all but two were voiced by Watts Bar Nuclear Plant (WBN) employees. The other two concerns, although not specific to WBN, were generic statements in that they were similar in content to those expressed by WBN employees.

This subcategory report was developed from a review of line management's response to 23 of the 61 concerns, from seven Quality Technology Company (QTC) investigative reports on individual concerns, and from the research efforts of the ECTG evaluator.

The subcategory report on Work Schedules (70300) addresses the scheduling of overtime for extended periods and the scheduled length of shifts.

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

There are 61 concerns in this subcategory report on Overtime (70400). These 61 concerns are grouped into three elements addressing a total of 13 issues. Six of the issues are in the Scheduling and Distributing Overtime element, four are in the Mandatory Overtime element, and the remaining three are in the Miscellaneous element.

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1.2.1 Scheduling and Distributing Overtime .

- A. Issue 70401 - Overtime is not given out on an equal basis to all workers.
- B. Issue 70402 - Overtime is not divided equally among all three shifts.
- C. Issue 70403 - An insufficient number of support crafts are scheduled for overtime, resulting in production delays.
- D. Issue 70404 - Overtime opportunity is lost to employees who do not have security clearances.
- E. Issue 70405 - Nuclear Services Branch (NSB) does the same type of work as Construction, but NSB personnel work all the overtime because they are members of "the buddy system."
- F. Issue 70406 - Overtime is not divided equally among truck drivers.

1.2.2 Mandatory Use of Overtime

- A. Issue 70407 - Employees are required to work excessive overtime.
- B. Issue 70408 - Employees are threatened with termination or other forms of discipline for refusing to work overtime.
- C. Issue 70409 - Excessive overtime may be affecting the quality of work and the health and safety of employees.
- D. Issue 70410 - Management does not provide adequate notice of overtime.

1.2.3 Miscellaneous

Two concerns did not specifically fit into the preceding elements and therefore will be addressed in this report on an individual basis in section 4.0 (Findings) as well as the following two issues.

- A. Issue 70411 - A request that the word "emergency" as it pertains to overtime at Sequoyah be defined.
- B. Issue 70412 - Management has instituted a practice of teamsters working overtime without supervision.

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The following two concerns were reviewed. However, they could not be investigated because they lacked clarity. They are grouped under the following issue.

C. Issue 70413 - Concerns with insufficient information to evaluate.

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## 2.0 SUMMARY

### 2.1 Summary of the Issues

The issues in this report address management's application of overtime policies. The major issues are (1) the efficient scheduling and fair distribution of overtime and (2) the abuse of management's right to require that employees work overtime.

### 2.2 Summary of 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.

This evaluation examined management's assignment of overtime.

A systematic evaluation process was followed, beginning with a review of each concern (K-form) and reference documents to establish the requirements and criteria that governed the issues. Fifty-two interviews were conducted.

### 2.3 Summary of Findings

The following were the major findings:

- ° Employees were required to work overtime for extended periods (2-3 months).
- ° Construction managers threatened employees with termination and other forms of discipline if they refused to work the scheduled overtime.
- ° Some employees received more overtime than others because of their union contract provisions, differences in work assignments, job classifications, or security clearances.

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- ° The Division of Nuclear Construction (DNC) Steamfitter Department at WBN failed to maintain required overtime records and practiced favoritism.
- ° Within DNC, overtime is not normally divided equally among the three shifts because of scheduling practicality.
- ° TVA and other organizations have conducted overtime studies which show that extended use of overtime may have adverse effects.

Much of the unequal distribution of overtime is the result of its assignment to the job steward per the "engaged in work" provisions in the negotiated agreements between TVA and the trades and labor unions. The fewer the records on overtime distribution, the higher the complaint level. The need for some overtime is unavoidable in the construction and operation of power plants. However, faulty work scheduling can result in the working of unnecessary or counterproductive overtime.

#### 2.4 Summary of Collective Significance

While several things can be done to minimize the controversy over efficient allotment of overtime, the issue is not in need of immediate and extensive corrective action.

Problems involving overtime are unlikely to be solved to the satisfaction of everyone. Some employees are asking for more overtime while others thought they were forced to work too many overtime hours.

Resentment over unfair overtime distribution increases when inadequate records are kept.

Recent TVA studies suggest that overtime is only effective for limited time periods and should not be used over extended periods. The studies conclude that excessive overtime is not only hard on the employees, but also is a sign of ineffective management.

#### 2.5 Summary of Causes

The General Agreement covering the work force hinders equal distribution of overtime. Meanwhile, inaccurate work scheduling caused large amounts of overtime to be required during the attempt to load fuel in the unit 1 reactor.

#### 2.6 Summary of Corrective Action

ONP line management had already begun to alleviate overtime situations by hiring contract employees and by borrowing TVA personnel from other facilities.

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As a result of this evaluation, DNC management will propose removal of language in the General Agreement giving job stewards preference for overtime. A DNC procedure will standardize the distribution and recording of overtime.

DNC will also issue guidelines for the use of overtime that reflect the findings of a recent TVA study of the problem.

### 3.0 EVALUATION PROCESS

#### 3.1 Description of Methodology

The evaluation was conducted according to the Evaluation Plan for the Employee Concerns Task Group and the Evaluation Plan for the Management and Personnel Group. The concern case files were reviewed. Source documents were researched and interviews conducted in order to identify the requirements and criteria which applied to the issues addressed in the concerns. The issues were evaluated against the identified requirements and criteria to determine the findings. A collective significance analysis was performed to determine the importance and consequences of the findings; causes were indicated for negative findings; and corrective action for the negative findings was initiated or determined to have already been initiated.

#### 3.2 Specific Methodology

An analysis of the issues and miscellaneous concerns was conducted to determine if the circumstances and timeframe under which these concerns were submitted were of significance to the evaluation process. Overtime records, grievance reports, and personnel data were collected and analyzed.

A review was conducted of 23 previous line management responses to individual concerns and of seven investigative reports prepared by QTC on individual concerns. The comments from these responses and investigations were incorporated into the Findings Section (4.0).

Fifty-two interviews were conducted with ONP corporate and line managers, labor relations (L/R) staff members, craft union representatives, craft foremen, and journeymen.

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4.0 FINDINGS

4.1 Background

4.1.1 Overtime Provisions

ONP does not have an explicit corporate policy governing the assignment of overtime; consequently, each division has in the past formulated its own overtime procedures to accommodate divisional needs and objectives. These procedures have followed the overtime provisions contained within the negotiated contract agreement(s), and have complied with NRC overtime restrictions.

TVA negotiated three separate General Agreements with the Tennessee Valley Trades and Labor Council (TVTLC) covering trades and labor employees working in the following capacities:

1. Construction employees
2. Annual operating and maintenance employees
3. Temporary hourly operating, maintenance and modification employees.

Additionally, all annual salary policy employees are represented on overtime matters by the Salary Policy Employee Panel in accordance with the Articles of Agreement.

None of TVA's negotiated employee agreements contain specific provisions requiring employees to work overtime. TVA, however, has always maintained this right as indicated in the following excerpt from a memorandum issued on April 27, 1982, to All Construction Project Managers from Horace H. Mull, who was then Manager of Construction:

This division has consistently interpreted the General Agreement as allowing TVA management the right to require employees to work overtime. That right is not specifically stated in the Agreement but, where labor agreements are silent on the subject, management has the right to make reasonable demands for overtime work from employees. Such interpretation is supported by text writers on labor agreements and numerous arbitration awards.

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Broadly stated, if the overtime is scheduled (i.e., the employee is notified in advance), it is required as is any scheduled workday. In an emergency situation when an insufficient number of employees volunteer for overtime, it is proper to specifically direct employees to work.

Additionally, in cases where trades and labor employees have questioned the scheduling of overtime, management has also relied upon the following contract language contained in Article II of all three General Agreements.

The Council and its member organizations will not permit their members to engage in work stoppages or to refuse to perform work as assigned, nor sanction their leaving the service, pending settlement of issues and disputes.

In an effort to prevent arbitrary award of overtime, TVA's three trades and labor (T&L) bargaining agreements have distribution-of-overtime clauses. Though slightly different in language, the intent of the three agreements is to require management to distribute overtime work among the qualified employees engaged in the work activities at the time it is determined overtime is necessary. All three contracts state that: "Overtime records will be made available upon request to the labor representative."

The General Agreement covering Construction employees outlines the distribution of overtime with the following language:

Every possible effort will be made to avoid overtime and to conform to bulletined scheduled hours of work. When overtime work is necessary, management shall distribute such overtime work among those qualified employees engaged in the work activity at the time it is determined overtime is necessary in that specific work activity. Job stewards will not be limited in the amount of overtime worked, and a steward will be worked on any overtime work in his job classification provided he is qualified to do the work. If overtime work occurs for which a job steward is not classified or qualified, he will appoint a temporary steward to represent him while the overtime work is being performed. Overtime records will be made available upon request to the labor representative.

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#### 4.1.2 Overtime Recordkeeping

To assist in the control and distribution of overtime, and to comply with the General Agreements, each division has established recordkeeping procedures for its T&L work force. While no standardized procedure exists, each division has attempted to record not only actual overtime hours worked but also overtime turned down or refused.

This information is processed within the Office of Nuclear Power (ONP) by the Payroll Section and encoded into a computer data base which enables managers and labor representatives to periodically review overtime printouts.

The Division of Nuclear Construction (DNC), formerly the Division of Construction, has a considerably less formal procedure. Only a monthly overtime report sheet is completed by the craft superintendent, generally with the assistance of the craft job steward.

Since the Articles of Agreement does not contain overtime distribution provisions or mandate the maintenance of overtime records, most divisional managers only record hours of overtime actually worked for annual salary policy (ASP) employees.

#### 4.1.3 Review of Overtime Grievances

The review of site-generated overtime grievances revealed that between January 1984 and December 1985 five overtime grievances were filed by ONP's Operating and Maintenance employees. During the same timeframe, 110 employees in construction filed grievances, with 72 of those involving the steamfitter craft.

The review also revealed that the steamfitter management in DNC has failed to maintain the standard overtime records since 1983. This problem exists despite the fact that in December 1985, the General Construction Superintendent, Ben F. Painter, issued a memorandum reminding his craft superintendents and job stewards about the importance of "maintaining good overtime records." No other craft was found negligent, nor were the any other divisions in ONP.

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4.2 Scheduling and Distributing Overtime

- 4.2.1 Issue 70401 - Overtime is not given out on an equal basis to all workers

Discussion

This aspect of the issue was factually accurate. Provisions in the Construction General Agreement allow the craft job stewards the first opportunity to work overtime. Where job stewards have exercised this contract provision, such as in the electrical craft, payroll records show that these job stewards (three in all) have received ten times the amount of overtime as other electricians. Some individuals interviewed stated that this practice was outdated and a source of resentment among the work force. This evaluator noted that the other two general agreements covering T&L employees do not contain language which favors the craft job steward in overtime.

Overtime and manpower figures support the allegations that steamfitters affiliated with Chattanooga's steamfitters local union (Local 43) are favored in overtime. An analysis of WBN Construction manpower force reports for June 1986 shows that of the 358 steamfitters employed, 166 or 46 percent were members of the Chattanooga local with the remaining 54 percent affiliated with other union locals. Upon reviewing DNC steamfitter payroll records for the first six months of 1986, the following was discovered.

1. A total of 50 steamfitters worked more than 20 hours of overtime with 72 percent (36 out of 50) affiliated with the Chattanooga local.
2. A total of 37 employees worked more than 40 hours of overtime with 76 percent (28 out of 37) affiliated with the Chattanooga local.
3. A total of 14 employees worked more than 80 hours of overtime, and all were affiliated with the Chattanooga local.

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Construction steamfitter payroll records for calendar year 1985 revealed similar findings. A total of 575 steamfitters were on the payroll during 1985 with 297 or 52-percent members of the Chattanooga local. Looking at the dollar values, there were 27 steamfitters whose overtime earnings exceeded \$7,500 with 59-percent (16 out of 27) affiliated with the Chattanooga local. Thirteen steamfitters earned more than \$10,000 with 92-percent (12 out of 13) affiliated with the Chattanooga local.

In interviews with employees concerning management's distribution of overtime, numerous interviewees cited as an example of favoritism the group of DNC steamfitters organized to support the Welding Task Group (WTG). It was alleged that the steamfitters selected to work with WTG were friends of steamfitter supervision and were all members of the Chattanooga local 43. This evaluator investigated the formation of this support group, and concludes that the alleged favoritism does constitute a problem based on the following information:

1. The selection criteria used effectively eliminated nonlocal union members from consideration. The WTG supervisors were looking for steamfitters with foreman or sketchman experience who were also technically oriented and familiar with document control. Historically, such construction steamfitter's positions have been filled with Chattanooga Local 43 personnel rather than with out-of-local union workers.
2. On June 15, 1986, there were nine steamfitters temporarily assigned to support the WTG. All nine were affiliated with the Chattanooga Local 43.
3. As of June 15, 1986, 29 steamfitters' names had been submitted as possible candidates to assist WTG. Twenty-eight of these were affiliated with the Chattanooga local.
4. The only out-of-local steamfitter referred to the task group worked approximately one week before the WTG supervisors decided he was incompatible with the other members and returned him to his former position.

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Conclusion

This evaluation concludes that the policies and procedures for distributing overtime among the T&L work force in the operations and maintenance section of ONP are adequate, and the only negative findings existed in the construction organizations. The issue does not identify a problem for ONP divisions other than DNC. For DNC unfair distribution of overtime is a problem. Also, among DNC's steamfitters, the fact that local members are favored in overtime distribution is a problem.

- 4.2.2 Issue 70402 - Overtime is not divided equally among all three shifts.

Discussion and Conclusion

In response to this issue management supervisors acknowledged that this was an accurate statement but that it did not constitute a problem requiring corrective action. They explained, however, that in the case of high-priority work, overtime is often scheduled or transferred to the first shift where engineering, design, and inspection support is most readily available.

- 4.2.3 Issue 70403 - Management does not schedule a sufficient number of craft personnel for overtime work causing productivity delays.

Discussion and Conclusion

This issue was not factual. Occasionally, construction delays did occur because a needed craft worker was not immediately available or failed to report for overtime work. In construction work delays occur periodically, but it is no more a problem during overtime than it has been during regular hours.

- 4.2.4 Issue 70404 - Overtime opportunity is sometimes unavailable to employees who do not have security clearances.

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Discussion

Previously, management concurred with the concern that overtime opportunity is sometimes unavailable to employees who do not have security clearances. DNC is limited in the number of clearances it is allowed. Therefore, management has stated that it is not possible or necessary for all DNC T&L employees to undergo the lengthy and costly security clearance process. From the initiation of the clearance program the construction superintendent established that the employment retention registers (which are used to determine seniority of federal workers) would be used as a basis to select employees for clearances. Management determined that this method would result in the most economical and equitable solution since those employees who were expected to be retained the longest would have a security clearance.

Conclusion

This issue is accurate, but does not constitute a problem requiring corrective action.

- 4.2.5 Issue 70405 - NSB does the same type work as DNC but works all the overtime because its employees are members of the "buddy system."

Discussion

The review of line management's previous response to the above concern, and interviews conducted with management personnel confirmed that the work performed by NSB personnel was similar to the work performed by DNC workers. When the concerns were submitted, the majority of the work performed by NSB involved construction modifications mandated by NRC regulatory changes, Appendix R. TVA was committed to completing Appendix R work before the reactor unit 1 fuel load date; consequently, overtime was necessary to meet this schedule. NSB was given responsibility for this work because their organizational function is to support Nuclear Power Operations.

1. 2. 3. 4. 5. 6. 7. 8. 9. 10. 11. 12. 13. 14. 15. 16. 17. 18. 19. 20. 21. 22. 23. 24. 25. 26. 27. 28. 29. 30. 31. 32. 33. 34. 35. 36. 37. 38. 39. 40. 41. 42. 43. 44. 45. 46. 47. 48. 49. 50. 51. 52. 53. 54. 55. 56. 57. 58. 59. 60. 61. 62. 63. 64. 65. 66. 67. 68. 69. 70. 71. 72. 73. 74. 75. 76. 77. 78. 79. 80. 81. 82. 83. 84. 85. 86. 87. 88. 89. 90. 91. 92. 93. 94. 95. 96. 97. 98. 99. 100.

Interviews with DNC personnel, including managers, revealed much hostility and resentment toward NSB and its construction role. The former general construction superintendent said, "Not a monthly job stewards' meeting went by without a complaint about NSB." Although this subcategory report did not investigate in detail NSB's organizational structure, enough information was compiled to conclude that the personnel selection process did involve the "handpicking" of applicants and that selection process was very often viewed as favoritism by DNC personnel.

#### Conclusion

The issue is not factually accurate.

- 4.2.6 Issue 70406 - Overtime is not divided equally among truck drivers.

#### Discussion and Conclusion

This issue was factually accurate. The evaluation process, however, confirmed that the inequities were not the result of management favoritism. The inequities were a result of differences in job classification, or the need for security clearances to work within plant security areas as previously discussed in issue 70404 of these findings.

#### 4.3 Mandatory Overtime

- 4.3.1 Issue 70407 - Employees are required to work excessive overtime.

#### Discussion

During fiscal year 1985, TVA determined that overtime work at WBN was critical to meet projected fuel load dates for reactor unit 1. Many ONP sections, along with Construction's Modifications and Additions Group, required their employees to work as much as 50-percent overtime. It was not uncommon for employees to be scheduled to work 12-hour shifts, 7 days a week, for a 2 to 3 month period. One interviewee working for Modifications said he worked 10- and 12-hour days for 41 straight days, and following a day's absence, he worked another 31 straight days.

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During the last half of 1984 and through 1985, WBN's unit 1 had changed scheduled fuel load dates five times. These milestone dates, established by management, were not met because of the untimeliness of pipe support assessment and reanalysis, Appendix R fire protection work, technical review of surveillance instructions by the NRC Office of Industrial Engineering, and pending implementation of the Employee Concerns Program.

Historically, the period of time directly preceding fuel load or initial operation is used to complete last minute details. Instrumentation and Test Sections were doing last minute checkouts and repairs. Operations Section had operator personnel in training and was supporting all maintenance and support groups to prepare for scheduled dates. Therefore, 12-hour shifts were required for a 3- or 4-month period.

The last minute details and remaining work required to meet the milestone dates demand work in addition to the 40-hour scheduled week. These situations are normally covered by borrowing personnel from other sites to increase manpower for short periods of time and to reduce the need for long hours without any days off.

#### Conclusion

The issue could not be determined to be factual because no accepted definition of "excessive overtime" was available during the timeframe of the concerns making up the issue.

This evaluator found no requirements or criteria which clearly explains when overtime is either excessive or of an "emergency nature." Although these terms are widely used to describe overtime, because there are no corporate standards for overtime, they remain subjective terms. However, managers interviewed often described the overtime mentioned as emergency overtime which was excessive but necessary to meet reactor unit 1's fuel load date.

- 4.3.2 Issue 70408 - Management "threatened" employees when they refused to work overtime.

#### Discussion and Conclusion

Thirteen individuals voiced concerns alleging that management had "threatened" employees because they refused to work overtime, with termination or other forms of disciplinary action, including unapproved absence and transfers to other crews.

1. 本局自成立以來，承蒙各界人士之愛護與支持，業務蒸蒸日上。茲為擴大服務範圍，特在各地設立辦事處，以便民眾就近辦理各項業務。凡有需要者，請逕向各辦事處洽詢，定當竭誠服務，不勝感荷。

This issue was found to be factually accurate but the concerns appeared to be isolated cases which occurred in construction and involved T&L craft managers. In one of their prepared responses, site management acknowledged the occurrence of the incidents by stating:

Other employee concerns similar to yours have been heard. Construction management acknowledges that some managers at Watts Bar have a management style that is authoritarian and is perceived by employees as threatening. This is a management style they probably learned from their supervisors in years past and incorrectly believe it is necessary to prove that they are tough managers who are in control. TVA's Office of Construction management firmly believes that this management style is both inappropriate and ineffective in getting the job done.

While acknowledging the poor management style, the response continues with the following statement affirming management's position that employees can be required to work overtime:

Although threats to job security are a heavy-handed and inappropriate way to explain the policy, please understand that there may be times when overtime work is mandatory. If the work is necessary, and there are no volunteers, management can mandate and schedule employees to work overtime. Failure by the employee to work the overtime can result in an unapproved absence or suspension.

Interviews with management and employees did verify that management attempted to fill overtime with volunteers before employees are forced to work overtime.

- 4.3.3 Issue 70409 - Did excessive overtime adversely affect employee health and safety or the quality of work?

Discussion

This evaluation supports the concern that the amount of overtime worked by some employees at WBN could have adversely affected their health and safety. On January 9, 1985, TVA's Management Services Branch issued the second of two reports about the effectiveness of overtime on TVA's construction projects. This report concluded that "even under effective management control extended periods of overtime prove counterproductive." This report

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referenced other industrial overtime studies in support of the following warning: "The effects of scheduled overtime are many and varied, but in every case when in excess of 6-8 weeks the results are predictable and certain--poor productivity, absenteeism, misuse of leave time, and job-related accidents."

This evaluation found no evidence supporting the concern that the amount of overtime adversely affected the quality of work.

#### Conclusion

The studies support the concern that excessive overtime does affect employee health and safety. Consequently, this issue is factually accurate and corrective action is being taken as a result of this evaluation. However, criteria to prove a decline in the quality of work was not available and this portion of the issue could not be determined to be factually accurate.

- 4.3.4 Issue 70410 - Management does not provide adequate notice of overtime.

#### Discussion

TVA policy and the bargaining agreements do not require advance notice of overtime. Employees were sometimes given overtime with little notice, but such notice is not required by TVA policy or bargaining agreements. Extensive mandatory overtime was required during the attempt to meet fuel load schedules. In a few instances employees were told they would lose their jobs if they refused to work required overtime. DNC management admitted that such extreme threats were examples of undesirable management technique, but it also stressed that it does have the right to discipline workers who refuse mandatory overtime because mandatory overtime is an unavoidable part of the construction of nuclear power plants.

Most employees interviewed stated that they understood at times "managers must schedule overtime at the last minute to meet schedules."

#### Conclusion

This issue could not be determined to be factually accurate.

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4.4 Miscellaneous

4.4.1 Issue 70411 - How is "emergency overtime" defined at SQN?

Discussion

Interviews with management revealed that "emergency overtime" can apply to at least two situations at SQN: (1) overtime performed to correct an unforeseen problem that must be fixed immediately or (2) overtime beyond the amount built into a schedule, but which management approves as necessary in order to meet schedule dates.

Conclusion

At the time addressed by the concerns in this issue, there existed no objective criteria for what constitutes "excessive," "unsafe," "emergency" or "counterproductive" mandatory overtime during the construction of a nuclear facility. Consequently, until such criteria are established, no determination can be made as to whether the main thrust of this issue identifies a problem requiring corrective action.

4.4.2 Issue 70412 - Management has instituted a practice of teamsters working overtime without supervision.

Discussion and Conclusion

This issue was not factual. The General Agreement states that "management recognizes the desirability of using a sufficient number of craft foremen to provide adequate supervision and to assure safety, efficiency, good practice, and the best interest of craftsmen." Interviews with management indicated that the teamsters have attempted on several occasions to require management to hold a teamster foreman over along with his crew members whenever overtime is worked, even if it is only one or two drivers. Management has resisted this practice, maintaining that they review each overtime situation on a case-by-case basis. It has never been a TVA practice to automatically offer a foreman overtime if the crew or partial crew he supervises works overtime.

Often a teamster's overtime work assignment is so clearly defined (i.e., he is to transport men and material for a particular craft or foremen) that no teamster supervision is required during the overtime period. General Agreement, Supplementary Schedule H-U, supports managements right to decide when craft supervisors are required.

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4.4.3 Issue 70413 - Concerns with insufficient information to evaluate.

The following two concerns were reviewed but no further investigation occurred because they lacked clarity.

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IN-85-540-004

5.0 COLLECTIVE SIGNIFICANCE

1. While several things can be done to handle the use of overtime more efficiently and less controversially, the issues addressing overtime do not identify critical problems in need of immediate and extensive corrective action.
2. The assignment of overtime is an issue never likely to be solved to the satisfaction of everyone involved. Thirty-two of the concerns in this subcategory were, in effect, asking for more overtime. On the other hand, 27 concerns implied employees were forced to work too much overtime.
3. Resentment among those who do not get as much overtime as they want increases greatly when records on how overtime is distributed are lacking or inadequate to show fair distribution. The one craft in DNC which failed to keep overtime records generated the majority of the concerns about unfair overtime distribution.
4. The evidence developed in this ECTG evaluation supports other studies, including TVA's own overtime utilization studies, which have determined that overtime is only effective for limited time periods and should not be used routinely. Although overtime is an inevitable part of the construction phase of a nuclear power plant, forced overtime beyond the limits suggested in the studies is not only hard on employees, it is also a clear sign of ineffective management.

6.0 CAUSES

6.1 General Agreement Provisions

While the General Agreement covering DNC's T&L work force contains overtime distribution language, the language often hinders fair distribution. The General Agreement states that the craft steward "will not be limited in the amount of overtime worked and a job steward will be worked on any overtime work in his job classification provided he is qualified to do the work."

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100

Also, contractually, management has an obligation to distribute overtime, but it must do so "among those qualified employees engaged in the work activity at the time it is determined overtime is necessary in that specific work activity." Most craft managers claim that this latter process is the exclusive procedure for handling overtime. Additionally, this requirement often prevents an even distribution of overtime because individuals assigned to work overtime activities cannot be removed from these assignments and replaced by other employees even if the intent is to equalize overtime.

Steamfitter personnel interviewed claimed that craft management used this previously mentioned overtime provision to assign overtime work favored group of individuals. They allege that a supervisor with advance knowledge about the priorities of a work assignment would purposely assign the work to a favored crew knowing that at a later date overtime work would develop. At that time, other individuals not engaged in the work activity could not claim a share of the overtime.

This evaluation concludes that both the job steward advantage and the abuse of the "engaged in the work" provisions have contributed to the uneven distribution of overtime.

#### 6.2 Inaccurate Scheduling

The completion dates for work activities to meet fuel load requirements were rescheduled five times. This resulted in employees having to work long hours in an attempt to meet what proved to be unmeetable schedules.

This scheduling problem impacted the workload, prohibited correct staffing, and ultimately caused many of the mandatory overtime difficulties.

### 7.0 CORRECTIVE ACTION

#### 7.1 Previously Initiated Corrective Actions

Management has reevaluated remaining work at WBN, and has established a schedule which should be achievable without requiring the working of large amounts of overtime.

Manpower levels have been adjusted in affected sections to help alleviate overtime situations. Contract employees have been hired and TVA personnel borrowed from other plants to help reduce workload.





7.2 Corrective Action As a Result of This Evaluation

As a result of this evaluation, line management has committed to the following three phase corrective action plan: (CATD No. 704-NPS-01)

1. At the next Wage Conference where Supplementary Schedule H-VI can be reopened for negotiation, the DNC will propose that preferential assignment of overtime to the job steward be removed from the General Agreement covering construction employment.
2. A procedure will be issued standardizing the methods to be used to distribute and record overtime and to delegate the responsibility for maintenance of overtime records.
3. DNC will review the report, "Evaluation of Overtime Utilization On TVA Construction Plant," dated January 9, 1985, and will issue guidelines on use of overtime.

8.0 ATTACHMENTS

Attachment A - Subcategory Summary Table  
Attachment B - List of Concerns by Issue

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REFERENCE - ECPS132J-ECPS132C  
 FREQUENCY - REQUEST  
 IP - ISSS - RHM

AGREEMENT A  
 TENNESSEE VALLEY AUTHORITY  
 OFFICE OF NUCLEAR POWER  
 EMPLOYEE CONCERN PROGRAM SYSTEM (EPCS)  
 EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY  
 SUBCATEGORY: 704 OVERTIME NOT GIVEN OUT ON AN EQUAL BASIS

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 RUN DATE - 03/10/87

CATEGORY: MP MGT. & PERS. ISSUES

| CONCERN NUMBER            | CAT | SUB CAT | S<br>R<br>D | PLT<br>LOC | 1 REPORT APPL |     |         |    | HISTORICAL<br>REPORT | CONCERN<br>ORIGIN | CONCERN DESCRIPTION | REF. SECTION<br>CAT - MP<br>SUBCAT - 704   |
|---------------------------|-----|---------|-------------|------------|---------------|-----|---------|----|----------------------|-------------------|---------------------|--|
|                           |     |         |             |            | 2             | SAF | RELATED | BF |                      |                   |                     |  |
| < -85-105-00501<br>T50201 | MP  | 70401   | N           | WBN        | 1             | N   | N       | N  | N                    | EX-85-105-005     | QTC                 | OVERTIME IS NOT GIVEN OUT ON A FAIR AND EQUAL BASIS WITH ALL WORKERS. CONSTRUCTION DEPT. CONCERN. CI HAS NO NAMES OR ADDITIONAL INFORMATION. -GENERIC CONCERN-   |
| < -85-108-00601<br>T50201 | MP  | 70401   | N           | WBN        | 1             | N   | N       | N  | N                    | EX-85-108-006     | QTC                 | OVERTIME IS NOT GIVEN OUT FAIRLY. FRIENDS OF MANAGEMENT ARE FAVORED. CONSTRUCTION DEPT. CONCERN. CI HAS NO ADDITIONAL INFORMATION. -GENERIC CONCERN-   |
| < -85-129-00301<br>T50202 | MP  | 70401   | N           | WBN        | 1             | N   | N       | N  | N                    | EX-85-129-003     | QTC                 | OVERTIME IS NOT OFFERED EQUALLY TO CREWS. SOME FOREMEN (KNOWN) GET MORE OVERTIME THAN OTHERS. CONSTRUCTION DEPT. CONCERN. CI HAS NO FURTHER INFORMATION.   |
| < -85-154-00401<br>T50206 | MP  | 70401   | N           | WBN        | 1             | N   | N       | N  | N                    | EX-85-154-004     | QTC                 | ONE WORKER (KNOWN) GETS TO WORK ANYWHERE FROM 30% TO 50% MORE OVERTIME THAN OTHERS IN THE SAME CREW, YET GETS TO TAKE WEEKENDS OFF WHENEVER CONVENIENT. THIS IS UNFAIR TO CO-WORKERS. CI HAD NO FURTHER INFORMATION. CONSTRUCTION DEPT. CONCERN.   |
| -86-237-SQH 01            | MP  | 70411   | N           | SQH        | 1             | N   | N       | N  | N                    |                   | HSRS                | AN ANONYMOUS INDIVIDUAL MAILED IN A SAFETY CONCERN TO NSRS REQUESTING THAT AT THE WORD "EMERGENCY" AS IT PERTAINS TO OVERTIME AT SQH BE DEFINED.   |
| 1 -85-034-00101<br>T50060 | MP  | 70409   | N           | WBN        | 1             | N   | N       | N  | N                    | IN-85-034-001     | QTC                 | CI IS CONCERNED THAT EXCESSIVE OVERTIME BEING WORKED BY CRAFT COULD ADVERSELY AFFECT THE QUALITY OF CONSTRUCTION AT WATTS BAR SITE. EXAMPLE: DURING APRIL/MAY 1985, 2 I&C ELECTRICIANS (NAME KNOWN) WORKED EXCESSIVE OVERTIME (68 HOURS OT AND 71 HOURS OT IN A 2 WEEK PERIOD). CI COULD NOT PROVIDE ANY OTHER INFORMATION OR SPECIFIC AREAS IN THE PLANT WHERE QUALITY OF CONSTRUCTION WAS EFFECTED |

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

1945

1946

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1948

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1950

1951



REFERENCE - ECPS132J-ECPS132C  
 FREQUENCY - REQUEST  
 IP - ISSS - RHM

TENNESSEE VALLEY AUTHORITY  
 OFFICE OF NUCLEAR POWER  
 EMPLOYEE CONCERN PROGRAM SYSTEM (ECPS)  
 EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY  
 SUBCATEGORY: 704 EMPLOYEES THREATENED-TERMINATION FOR REFUSING OT

PAGE - 2  
 RUN TIME - 10:04:39  
 RUN DATE - 03/10/87

CATEGORY: MP MGT. & PERS. ISSUES

| CONCERN NUMBER            | CAT | SUB CAT | S<br>R<br>D | PLT<br>LOC | 1 REPORT APPL |     |    |    | HISTORICAL<br>REPORT | CONCERN<br>ORIGIN | CONCERN DESCRIPTION   | REF. SECTION<br>CAT - MP<br>SUBCAT - 704 |
|---------------------------|-----|---------|-------------|------------|---------------|-----|----|----|----------------------|-------------------|---|--|
|                           |     |         |             |            | 2             | SAF | BL | SQ |                      |                   |   |  |
| I -85-061-00101<br>T50074 | IH  | 60200   | S           | WBN        | 1             | N   | N  | N  | Y                    | QTC               | CRAFT SUPERINTENDENT (NAME GIVEN) THREATENED TO FIRE C/I AND C/I'S CO-WORKERS FOR NOT WORKING OVERTIME. DATE THIS OCCURRED AND FURTHER INFORMATION IN PERT FILE. FURTHER DETAILS MIGHT BREACH C/I'S CONFIDENTIALITY.  |  |
|                           |     |         |             |            | 2             | NA  | NA | NA | NO                   |                   |   |  |
| 02                        | MP  | 70408   | S           | WBN        | 1             | N   | N  | N  | N                    | QTC               | CRAFT SUPERINTENDENT (NAME GIVEN) THREATENED TO TERMINATE C/I AND APPROX . 4 OTHER WORKERS IN C/I'S CREW FOR FAILING TO WORK OVERTIME, OVER A WEEKEND. ADDITIONAL INFORMATION IN FILE BUT THESE DETAILS COULD BREACH C/I'S CONFIDENTIALITY.   |  |
|                           |     |         |             |            | 2             | NA  | NA | NA | NA                   |                   |   |  |
| I -85-116-00101<br>T50078 | IH  | 60200   | S           | WBN        | 1             | N   | N  | N  | Y                    | QTC               | CRAFT SUPERINTENDENT (NAME GIVEN) THREATENED TO TERMINATE C/I AND APPROX . 4 OTHER WORKERS IN C/I'S CREW FOR FAILING TO WORK OVERTIME, OVER A WEEKEND. ADDITIONAL INFORMATION IN FILE BUT THESE DETAILS COULD BREACH C/I'S CONFIDENTIALITY.   |  |
|                           |     |         |             |            | 2             | NA  | NA | NA | NO                   |                   |   |  |
| 02                        | MP  | 70408   | S           | WBN        | 1             | N   | N  | N  | N                    | QTC               | CI AND CO-WORKERS WERE THREATENED WITH TERMINATION BY GENERAL FOREMAN (NAME KNOWN) AND CRAFT SUPERINTENDENT (NAME KNOWN) FOR FAILING TO WORK OVERTIME ON THE WEEKEND. FURTHER INFORMATION IN FILE BUT WOULD JEOPARDIZE CI'S CONFIDENTIALITY.  |  |
|                           |     |         |             |            | 2             | NA  | NA | NA | NA                   |                   |   |  |
| I -85-139-00101<br>T50088 | IH  | 60400   | S           | WBN        | 1             |     |    |    |                      | QTC               | ENGINEERING PERSONNEL (UNIT KNOWN) HAD TO WORK EXCESSIVE OVERTIME DUE TO POOR MANAGEMENT PLANNING. CONSTRUCTION DEPARTMENT CONCERN. ADDITIONAL INFORMATION KNOWN TO QTC, WITHHELD DUE TO CONFIDENTIALITY. CI HAS NO FURTHER INFORMATION.  |  |
|                           |     |         |             |            | 2             | NA  | NA | NA | NA                   |                   |   |  |
| 02                        | MP  | 70407   | S           | WBN        | 1             | N   | N  | N  | N                    | QTC               | SUPERVISOR (NAME KNOWN) THREATENED TO FIRE A CRAFTSMAN WHO WILL NOT WORK OVERTIME ON WEEKENDS. THE INDIVIDUAL'S BRASS WAS PULLED OUT BECAUSE HE DID NOT WORK ON A WEEKEND THIS HAPPENED TWO WEEKS AGO. (APPROX 5/5 OR 5/2 OF 1985) THE CRAFTSMAN WAS THREATENED BY SUPERVISION (NAME KNOWN). INVOLVES INSULATOR CRAFTSMEN GROUP |  |
|                           |     |         |             |            | 2             | NA  | NA | NA | NA                   |                   |   |  |
| I -85-147-00201<br>T50220 | MP  | 70407   | N           | WBN        | 1             | N   | N  | N  | N                    | QTC               | SUPERVISOR (NAME KNOWN) THREATENED TO FIRE A CRAFTSMAN WHO WILL NOT WORK OVERTIME ON WEEKENDS. THE INDIVIDUAL'S BRASS WAS PULLED OUT BECAUSE HE DID NOT WORK ON A WEEKEND THIS HAPPENED TWO WEEKS AGO. (APPROX 5/5 OR 5/2 OF 1985) THE CRAFTSMAN WAS THREATENED BY SUPERVISION (NAME KNOWN). INVOLVES INSULATOR CRAFTSMEN GROUP |  |
|                           |     |         |             |            | 2             | NA  | NA | NA | NA                   |                   |   |  |
| 02                        | MP  | 70408   | S           | WBN        | 1             | N   | N  | N  | N                    | QTC               | SUPERVISOR (NAME KNOWN) THREATENED TO FIRE A CRAFTSMAN WHO WILL NOT WORK OVERTIME ON WEEKENDS. THE INDIVIDUAL'S BRASS WAS PULLED OUT BECAUSE HE DID NOT WORK ON A WEEKEND THIS HAPPENED TWO WEEKS AGO. (APPROX 5/5 OR 5/2 OF 1985) THE CRAFTSMAN WAS THREATENED BY SUPERVISION (NAME KNOWN). INVOLVES INSULATOR CRAFTSMEN GROUP |  |
|                           |     |         |             |            | 2             | NA  | NA | NA | NA                   |                   |   |  |

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

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REFERENCE - ECPS132J-ECPS132C  
 FREQUENCY - REQUEST  
 IP - ISSS - RWH

TENNESSEE VALLEY AUTHORITY  
 OFFICE OF NUCLEAR POWER  
 EMPLOYEE CONCERN PROGRAM SYSTEM (EPCS)  
 EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY  
 SUBCATEGORY: 704 INADEQUATE NOTICE OF OVERTIME

PAGE - 3  
 RUN TIME - 10:04:39  
 RUN DATE - 03/10/87

CATEGORY: MP MGT. & PERS. ISSUES

| CONCERN NUMBER            | CAT | SUB CAT | S<br>R<br>D | PLT<br>LOC | 1 REPORT APPL |     |    |    | HISTORICAL<br>REPORT | CONCERN<br>ORIGIN | CONCERN DESCRIPTION  | REF. SECTION<br>CAT - MP<br>SUBCAT - 704 |
|---------------------------|-----|---------|-------------|------------|---------------|-----|----|----|----------------------|-------------------|--|--|
|                           |     |         |             |            | 2             | SAF | BL | SQ |                      |                   |  |  |
| 1 -85-159-00301<br>T50061 | MP  | 70410   | N           | WBN        | 1             | N   | N  | N  | N                    | QTC               | CI DOES NOT LIKE THE WAY OT IS HANDL<br>ED. NOTICE TO WORK OT IS GIVEN LATE<br>ON FRIDAY. UNION REQUIRES 24 TO 48<br>HRS NOTICE.   |  |
| 1 -85-172-00201<br>T50088 | MP  | 70401   | N           | WBN        | 1             | N   | N  | N  | N                    | IN-85-172-002 QTC | CRAFT (INSULATORS) TREATED UNFAIRLY<br>REGARDING OVERTIME WORK; POSSIBLE DI<br>SCRIMINATION. ADDITIONAL DETAILS IN<br>FILE. RELEASE OF DETAILS COULD COM<br>PROMISE CI'S CONFIDENTIALITY.  |  |
| 1 -85-180-00301<br>T50247 | IH  | 60200   | S           | WBN        | 1             | N   | N  | N  | Y                    | QTC               | TVA MANAGEMENT THREATENS A SPECIFIC<br>CRAFT (KNOWN) THAT INDIVIDUALLY OR A<br>S A GROUP. THEY WILL BE TERMINATED<br>IF THEY REFUSE TO WORK OVERTIME. CO<br>NSTRUCTION DEPARTMENT CONCERN. CI H<br>AS NO FURTHER INFORMATION.  |  |
| 02                        | MP  | 70408   | S           | WBN        | 1             | N   | N  | N  | N                    | QTC               | EMPLOYEES WHO HAD WORKED EXCESSIVE O<br>VERTIME WERE THREATENED WITH TERMINA<br>TION BY A SUPERVISOR (NAME KNOWN) IF<br>THEY DID NOT CONTINUE TO WORK OVERT<br>IME. CONSTRUCTION DEPARTMENT CONCER<br>N. CI HAS NO FURTHER INFORMATION.  |  |
| 1 -85-181-00701<br>T50258 | IH  | 60200   | S           | WBN        | 1             | N   | N  | N  | Y                    | QTC               | EMPLOYEES WHO HAD WORKED EXCESSIVE O<br>VERTIME WERE THREATENED WITH TERMINA<br>TION BY A SUPERVISOR (NAME KNOWN) IF<br>THEY DID NOT CONTINUE TO WORK OVERT<br>IME. CONSTRUCTION DEPARTMENT CONCER<br>N. CI HAS NO FURTHER INFORMATION.  |  |
| 02                        | MP  | 70408   | S           | WBN        | 1             | N   | N  | N  | N                    | QTC               | INADEQUATE MANAGEMENT POLICIES TO SC<br>HEDULE OVERTIME (NOT GIVING ADVANCE<br>NOTICE FOR OVERTIME) AND THREATENING<br>EMPLOYEES WITH DISCIPLINARY ACTION<br>SUCH AS COUNTING ABSENCE, RESULTED I<br>N LOW MORALE. THIS OCCURRED IN JANU<br>ARY-FEBRUARY 1985. ANY FURTHER INFO<br>RMATION WOULD COMPROMISE CONFIDENTIA<br>LITY. CONSTRUCTION DEPT. CONCERN.<br>CI HAS NO FURTHER INFORMATION. |  |
| 1 -85-182-00101<br>T50199 | MP  | 70408   | N           | WBN        | 1             | N   | N  | N  | N                    | QTC               | INADEQUATE MANAGEMENT POLICIES TO SC<br>HEDULE OVERTIME (NOT GIVING ADVANCE<br>NOTICE FOR OVERTIME) AND THREATENING<br>EMPLOYEES WITH DISCIPLINARY ACTION<br>SUCH AS COUNTING ABSENCE, RESULTED I<br>N LOW MORALE. THIS OCCURRED IN JANU<br>ARY-FEBRUARY 1985. ANY FURTHER INFO<br>RMATION WOULD COMPROMISE CONFIDENTIA<br>LITY. CONSTRUCTION DEPT. CONCERN.<br>CI HAS NO FURTHER INFORMATION. |  |

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

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REFERENCE - ECPS132J-ECPS132C  
 FREQUENCY - REQUEST  
 IP - ISSS - RWM

TENNESSEE VALLEY AUTHORITY  
 OFFICE OF NUCLEAR POWER  
 EMPLOYEE CONCERN PROGRAM SYSTEM (ECPS)  
 EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY  
 SUBCATEGORY: 704 EXCESSIVE OT AFFECTS WORK QUALITY & EMPL. HEALTH

PAGE - 4  
 RUN TIME - 10:04:39  
 RUN DATE - 03/10/87

CATEGORY: MP MGT. & PERS. ISSUES

| CONCERN NUMBER            | CAT | SUB CAT | S<br>H<br>R<br>D | PLT<br>LOC | 1 REPORT<br>2 SAF RELATED    | APPL<br>BF BL SQ WB | HISTORICAL<br>REPORT | CONCERN<br>ORIGIN | CONCERN DESCRIPTION   | REF. SECTION<br>CAT - MP<br>SUBCAT - 704 |
|---------------------------|-----|---------|------------------|------------|------------------------------|---------------------|----------------------|-------------------|---|--|
| I -85-184-00101<br>T50238 | MP  | 70409   | N                | WBN        | 1 N N N N<br>2 NA NA NA NA   |                     |                      | QTC               | WORKING DOUBLE SHIFTS, ESPECIALLY FROM EVENING SHIFT TO THIRD SHIFT OR THIRD SHIFT TO DAYS LEAVES EMPLOYEES VERY FATIGUED AND LESS ALERT OR UNABLE TO PERFORM THEIR ASSIGNED DUTIES. CONCERN IS GENERIC. NO SPECIFICS. CONSTRUCTION DEPARTMENT CONCERN. CI DECLINED TO PROVIDE ADDITIONAL INFORMATION. NO FOLLOW UP REQUIRED. |  |
| I -85-186-00701<br>T50017 | MP  | 70408   | S                | WBN        | 1 H N N N<br>2 NA NA NA NA   |                     |                      | QTC               | CRAFTS (VARIOUS DISCIPLINES) ROUTINELY WORK 10-14 HRS A DAY, 7 DAYS A WEEK. THIS HAS A DEFINITE NEGATIVE EFFECT ON THE CRAFTS ABILITY TO PERFORM QUALITY WORK IN AN EFFECTIVE MANNER. IF THEY TAKE OFF 7 DAYS OR MORE IN SIX MONTHS THEY WILL BE TERMINATED WITH AN S-3 WHICH IS "NOT" ELIGIBLE FOR REHIRE.                   |  |
| 02                        | MP  | 70409   | S                | WBN        | 1 H N N N<br>2 NA NA NA NA   |                     |                      |                   |   |  |
| I -85-256-00101<br>T50026 | IH  | 60200   | S                | WBN        | 1 H N N N Y<br>2 NA NA NA NO |                     | IN-85-256-001        | QTC               | C/I AND HIS CREW (NAMES KNOWN) WERE THREATENED WITH DISCHARGE BY GENERAL FOREMAN FOR NOT WORKING O.T. (WEEKEND) AFTER THEY WERE TOLD ON A WED. & THURS. THAT THERE WOULD BE NO WEEKEND O.T.. NAMES OF INDIVIDUALS MAKING THREATS ARE KNOWN. INCIDENT OCCURRED LATE APRIL EARLY MAY 1985.                                      |  |
| 02                        | MP  | 70408   | S                | WBN        | 1 H N N N<br>2 NA NA NA NA   |                     |                      |                   |   |  |
| I -85-292-00201<br>T50020 | MP  | 70403   | N                | WBN        | 1 H N N N<br>2 NA NA NA NA   |                     | IN-85-292-002        | QTC               | INSUFFICIENT NUMBER OF SUPPORT CRAFT (CARPENTERS & PIPE FITTERS) SCHEDULED FOR OVERTIME IN RELATION TO SKILLED CRAFT, RESULTING IN DELAYS & LOSS OF SKILLED CRAFT PRODUCTIVITY  |  |
| I -85-316-00401<br>T50174 | MP  | 70405   | N                | WBN        | 1 H N N N<br>2 NA NA NA NA   |                     | IN-85-316-004        | QTC               | NUCLEAR SERVICE BRANCH DOES THE SAME TYPE WORK DONE BY THE CONSTRUCTION DEPARTMENT, BUT THEY ARE ALL MEMBERS OF THE "BUDDY" SYSTEM, AND SO HSB GETS ALL OF THE OVERTIME (IN MANY CASES 7 DAYS A WEEK, 12 HOURS A DAY, AROUND THE CLOCK). CONST. DEPT. CONCERN. CI HAS NO FURTHER INFORMATION. NO FOLLOW UP REQUIRED.          |  |

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

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REFERENCE - ECPS132J-ECPS132C  
 FREQUENCY - REQUEST  
 IP - ISSS - RWM

TENNESSEE VALLEY AUTHORITY  
 OFFICE OF NUCLEAR POWER  
 EMPLOYEE CONCERN PROGRAM SYSTEM (EPCS)  
 EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY  
 SUBCATEGORY: 704 INSUFFICIENT SUPPORT CRAFTS SCHEDULED FOR OVERTIME

PAGE - 5  
 RUN TIME - 10:04:39  
 RUN DATE - 03/10/87

CATEGORY: MP MGT. & PERS. ISSUES

| CONCERN NUMBER            | CAT | SUB CAT | S<br>H<br>R<br>D | PLT<br>LOC | 1 REPORT APPL<br>2 SAF RELATED<br>DF BL SQ WB | HISTORICAL<br>REPORT | CONCERN<br>ORIGIN | CONCERN DESCRIPTION   | REF. SECTION<br>CAT - MP<br>SUBCAT - 704 |
|---------------------------|-----|---------|------------------|------------|---|----------------------|-------------------|---|--|
| I -85-316-00901<br>T50176 | MP  | 70403   | N                | WBN        | 1 N N N N<br>2 NA NA NA NA                    |                      | QTC               | STEAMFITTERS ARE NOT ALLOWED TO WORK WEEKENDS. OTHER CRAFTS, SUCH AS ELECTRICIANS, ALWAYS HAVE PERSONNEL ON DUTY TO RESPOND WHEN PROBLEMS ARISE . BECAUSE STEAMFITTERS AREN'T PRESENT TO MOVE AIR HOSES, ETC., OTHER CRAFTS DO THIS WORK. CI HAS NO MORE INFORMATION. CONST. DEPT. CONCERN. NO FOLLOW UP REQUIRED.  |  |
| I -85-331-00101<br>T50024 | MP  | 70401   | N                | WBN        | 1 N N N N<br>2 NA NA NA NA                    | IN-85-331-001        | QTC               | OVERTIME IS NOT BEING DISTRIBUTED EVENLY TO ALL WORKERS (SPECIFIC CRAFT IS KNOWN). SELECTED CREWS ARE GIVEN ALL AVAILABLE OVERTIME WITH ANY EXTRA HANDED OUT AS REQUIRED  |  |
| I -85-370-00201<br>T50098 | MP  | 70401   | N                | WBN        | 1 N N N N<br>2 NA NA NA NA                    | IN-85-370-002        | QTC               | OVERTIME PREDOMINANTLY ASSIGNED TO SUPERVISOR'S FRIEND (BOTH NAMES KNOWN TO ERT). QUALIFICATIONS NOT CONSIDERED WHEN APPORTIONING OVERTIME. INDIVIDUAL ASSIGNED MOST OVERTIME WAS ALSO GIVEN EXTRA NOT-TECHNICAL FUNCTIONS BASED ON BUDDY SYSTEM TO ENSURE THAT HE WOULD ALSO GET MOST OF THE OVERTIME, BUT ANY MEMBER OF THIS GROUP IS QUALIFIED TO DO WORK DONE ON OVERTIME. CI HAS NO FURTHER INFORMATION. |  |
| I -85-371-00101<br>T50098 | MP  | 70412   | N                | WBN        | 1 N N N N<br>2 NA NA NA NA                    |                      | QTC               | TVA MANAGEMENT (KNOWN) HAS PREVENTED TEAMSTERS FROM WORKING OVERTIME ON WEEKENDS, AND HAS INSTITUTED PRACTICE OF TEAMSTERS WORKING WITHOUT SUPERVISION. THIS GOES AGAINST PAST TVA PRACTICE. MANAGEMENT DISCRIMINATES AGAINST PAST TVA PRACTICE. MANAGEMENT DISCRIMINATES AGAINST TEAMSTER "WORKING" FOREMAN POLICY. ADDITIONAL DETAILS (NAMES AND PRACTICES) AVAILABLE. CI HAS NO MORE SPECIFICS.            |  |

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

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REFERENCE - ECPS132J-ECPS132C  
 FREQUENCY - REQUEST  
 IP - ISSS - RHM

TENNESSEE VALLEY AUTHORITY  
 OFFICE OF NUCLEAR POWER  
 EMPLOYEE CONCERN PROGRAM SYSTEM (ECPS)  
 EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY  
 SUBCATEGORY: 704 INADEQUATE NOTICE OF OVERTIME

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

CATEGORY: MP MGT. & PERS. ISSUES

| CONCERN NUMBER            | CAT | SUB CAT | S<br>R<br>D | PLT<br>LOC | 1 REPORT APPL |     |    |    | HISTORICAL<br>REPORT | CONCERN<br>ORIGIN | CONCERN DESCRIPTION   | REF. SECTION<br>CAT - MP<br>SUBCAT - 704 |
|---------------------------|-----|---------|-------------|------------|---------------|-----|----|----|----------------------|-------------------|---|--|
|                           |     |         |             |            | 2             | SAF | BL | SQ |                      |                   |   |  |
| I -85-440-00201<br>T50040 | MP  | 70410   | N           | WBN        | 1             | H   | H  | H  | H                    | QTC               | MANAGEMENT SHOULD BE ABLE TO NOTIFY CRAFTMEN ON WEDNESDAY IF OVERTIME WILL BE REQUIRED RATHER THAN ON FRIDAY  |  |
| I -85-480-00201<br>T50038 | MP  | 70402   | N           | WBN        | 1             | H   | H  | H  | H                    | QTC               | MANAGEMENT DISCRIMINATES AMONG CREWS . SOME CREWS GET ALL THE OVERTIME AND NEVER HAVE TO WORK 2ND/3RD SHIFTS . THIS CREATES LOW MORALE.   |  |
| I -85-490-00301<br>T50029 | MP  | 70401   | N           | WBN        | 1             | H   | H  | H  | H                    | IN-85-490-003 QTC | OVERTIME IS DISTRIBUTED AMONG CREWS UNFAIRLY  |  |
| I -85-492-00201<br>T50036 | IH  | 60400   | S           | WBN        | 1             |     |    |    |                      | QTC               | MANAGEMENT THREATENED TO FIRE CRAFT FOR NOT WORKING ON A WEEKEND WHEN THEY HAD ONLY BEEN ASKED IF THEY WANTED TO WORK. ALL HAD SAID NO. (NAMES /DETAILS KNOWN TO QTC)   |  |
|                           | 02  | MP      | 70408       | S          | WBN           | 1   | H  | H  | H                    |                   |   |  |
| I -85-492-00701<br>T50029 | MP  | 70407   | N           | WBN        | 1             | H   | H  | H  | H                    | QTC               | SOME GROUPS HAVE EXPERIENCED LARGE LAY OFFS WHICH CAUSED MANAGEMENT TO PUT REMAINING PERSONNEL ON MANDATORY SEVEN DAY WEEKS, 8-10 HRS PER DAY. (NAMES/DETAILS KNOWN TO QTC)   |  |
| I -85-540-00301<br>T50045 | MP  | 70413   | N           | WBN        | 1             | H   | H  | H  | H                    | QTC               | THE GENERAL AGREEMENT WAS VIOLATED WHEN MANAGEMENT ALLOWED AN EMPLOYEE WORK OVERTIME ON A PROJECT WHEN HE WAS NOT THE ONE WHO HAD BEEN WORKING ON IT ALL WEEK. A GRIEVANCE FILED ON THIS SUBJECT WAS DENIED. (NAMES/DETAILS KNOWN TO QTC)   |  |
| I -85-540-00401<br>T50045 | MP  | 70413   | N           | WBN        | 1             | H   | H  | H  | H                    | QTC               | MANAGEMENT INFORMED CRAFTS THAT NO ONE WOULD BE LOANED TO ANOTHER CREW FOR OVERTIME, YET TWO WEEKS LATER DID JUST THAT. EMPLOYEE HAD REQUESTED OVERTIME AND WHEN HIS SKILL WAS NEEDED ANOTHER PERSON WAS LOANED. A GRIEVANCE WAS FILED AND DENIED ON SITE. (NAMES/DETAILS KNOWN TO QTC) |  |

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

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REFERENCE - ECPS132J-ECPS132C  
 FREQUENCY - REQUEST  
 IP - ISSS - RHM

TENNESSEE VALLEY AUTHORITY  
 OFFICE OF NUCLEAR POWER  
 EMPLOYEE CONCERN PROGRAM SYSTEM (ECPS)  
 EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY  
 SUBCATEGORY: 704 OVERTIME NOT GIVEN OUT ON AN EQUAL BASIS

PAGE - 7  
 RUN TIME - 10:04:39  
 RUN DATE - 03/10/87

CATEGORY: MP MGT. & PERS. ISSUES

| CONCERN NUMBER            | CAT | SUB CAT | S<br>H<br>R<br>D | PLT<br>LOC | 1 REPORT<br>2 SAF RELATED<br>BF BL SQ WB | HISTORICAL<br>REPORT       | CONCERN<br>ORIGIN | CONCERN DESCRIPTION   | REF. SECTION<br>CAT - MP<br>SUBCAT - 704  |  |
|---------------------------|-----|---------|------------------|------------|--|----------------------------|-------------------|---|---|--|
| I -85-612-00101<br>T50058 | MP  | 70401   | H                | WBN        | 1 H H H H<br>2 NA NA NA NA               | IN-85-612-001              | QTC               | OVERTIME NOT EVENLY DISTRIBUTED AMONG CREWS. MANAGEMENT CHOOSES FAVORITE PEOPLE TO WORK OVERTIME.   |   |  |
| I -85-773-00101<br>T50081 | MP  | 70408   | N                | WBN        | 1 N H H H<br>2 NA NA NA NA               |                            | QTC               | C/I WAS TOLD THAT IF HE DID NOT WORK OVERTIME ON SATURDAYS, HE WOULD BE TRANSFERRED TO ANOTHER CREW, HOWEVER, MANAGEMENT DID NOT ENFORCE THIS STATEMENT. (NAMES KNOWN TO QTC AND RELEASE OF INFORMATION WOULD JEOPARDIZE C/I'S CONFIDENTIALITY.) NO MORE INFORMATION AVAILABLE.   |   |  |
| I -85-909-00101<br>T50092 | MP  | 70408   | S                | WBN        | 1 H H H H<br>2 NA NA NA NA               |                            | QTC               | LACK OF PERSONNEL TO ADEQUATELY COVER 3, 8 HR. SHIFTS WITHOUT HAVING A HIGH RATE OF O/T SHIFTS. INDIVIDUALS ARE FORCED TO WORK AN ADDITIONAL SHIFT WITHOUT REGARD FOR INDIVIDUAL PHYSICAL OR MENTAL WELL BEING. THIS IS FORCED O/T BECAUSE OF THE IMPLIED THREAT OF A WARNING LETTER IN THE EMPLOYEES PHR OR FIELD FILE. TIME OFF WITHOUT PAY OR TERMINATION IF REPEATED. NO FOLLOW UP REQUIRED. NO ADDITIONAL INFORMATION AVAILABLE.                                 |   |  |
|                           | 02  | MP      | 70409            | S          | WBN                                      | 1 H H H H<br>2 NA NA NA NA |                   | QTC   | ANNUAL EMPLOYEES ARE "FORCED" TO WORK OVERTIME (SOMETIMES 3 MONTHS OF 7 DAYS, 12 HOURS). MUCH OF THIS OVERTIME IS NOT NECESSARY, AND DOES NOT APPRECIABLY INCREASE PRODUCTION DUE TO DECREASED EMPLOYEE EFFECTIVENESS. THIS ALSO CREATES A PERSONNEL SAFETY PROBLEM, AS EMPLOYEES ARE MORE ACCIDENT PRONE WHEN EXHAUSTED FROM OVERTIME. TVA DOES NOT GET THEIR MONEY'S WORTH OUT OF EMPLOYEES IN THIS SITUATION. NO FURTHER DETAILS AVAILABLE. NO FOLLOW UP REQUIRED. |  |
| I -85-917-00301<br>T50094 | MP  | 70409   | N                | WBN        | 1 H H H H<br>2 NA NA NA NA               |                            | QTC               | ANNUAL EMPLOYEES ARE "FORCED" TO WORK OVERTIME (SOMETIMES 3 MONTHS OF 7 DAYS, 12 HOURS). MUCH OF THIS OVERTIME IS NOT NECESSARY, AND DOES NOT APPRECIABLY INCREASE PRODUCTION DUE TO DECREASED EMPLOYEE EFFECTIVENESS. THIS ALSO CREATES A PERSONNEL SAFETY PROBLEM, AS EMPLOYEES ARE MORE ACCIDENT PRONE WHEN EXHAUSTED FROM OVERTIME. TVA DOES NOT GET THEIR MONEY'S WORTH OUT OF EMPLOYEES IN THIS SITUATION. NO FURTHER DETAILS AVAILABLE. NO FOLLOW UP REQUIRED. |   |  |

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

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REFERENCE - ECPS132J-ECPS132C  
 FREQUENCY - REQUEST  
 IP - ISSS - RHM

TENNESSEE VALLEY AUTHORITY  
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 EMPLOYEE CONCERN PROGRAM SYSTEM (EPCS)  
 EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY  
 SUBCATEGORY: 704 EMPLOYEES REQUIRED TO WORK EXCESSIVE OVERTIME

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

CATEGORY: MP MGT. & PERS. ISSUES

| CONCERN NUMBER            | CAT | SUB CAT | S<br>H<br>R<br>D | PLT<br>LOC | 1 REPORT APPL |     |    |    | HISTORICAL<br>REPORT | CONCERN<br>ORIGIN | CONCERN DESCRIPTION | REF. SECTION<br>CAT - MP<br>SUBCAT - 704  |
|---------------------------|-----|---------|------------------|------------|---------------|-----|----|----|----------------------|-------------------|---------------------|---|
|                           |     |         |                  |            | 2             | SAF | BL | SQ |                      |                   |                     |   |
| I -85-938-00801<br>T50251 | MP  | 70407   | N                | WBN        | 1             | N   | N  | N  | N                    |                   | QTC                 | TVA OVERTIME POLICY (DEPARTMENT KNOWN) IS "A MESS" AND, DESPITE REGULATORY RESTRICTIONS, REQUIRES EMPLOYEES TO WORK EXTENSIVE OVERTIME. NO FURTHER INFORMATION IN FILE. NUCLEAR POWER DEPARTMENT CONCERN.   |
| I -85-949-00101<br>T50103 | MP  | 70404   | N                | WBN        | 1             | N   | N  | N  | N                    | IN-85-949-001     | QTC                 | CI'S SECURITY CLEARANCE WAS PULLED WHEN CI WAS TRANSFERRED. SUBSEQUENTLY, CI HAS LOST THE OPPORTUNITY TO WORK OVERTIME. DETAILS KNOWN TO QTC, WITHHELD DUE TO CONFIDENTIALITY. CI HAS NO FURTHER INFORMATION. NO FOLLOW UP REQUIRED.  |
| I -85-949-00201<br>T50103 | MP  | 70401   | N                | WBN        | 1             | N   | N  | N  | N                    | IN-85-949-002     | QTC                 | OVERTIME IS NOT BEING DISTRIBUTED EQUALLY. SAME EMPLOYEES IN THE SAME CREW HAVE CONSIDERABLY MORE OVERTIME THAN OTHERS. CI HAS NO ADDITIONAL INFORMATION. NO FOLLOW UP REQUIRED.  |
| I -85-959-00101<br>T50104 | MP  | 70406   | N                | WBN        | 1             | N   | N  | N  | N                    | IN-85-959-001     | QTC                 | OVERTIME FOR TRUCKDRIVERS IS NOT DIVIDED EQUALLY. A SMALL NUMBER OF DRIVERS ARE CLEARED FOR THE PROTECTED AREA AND RECEIVE ALL THE WEEKEND OVERTIME THAT REQUIRES ACCESS. CI FEELS ALL DRIVERS SHOULD BE CLEARED AND THE AVAILABLE OVERTIME DIVIDED EQUALLY. CI HAS NO ADDITIONAL INFORMATION. NO FOLLOW UP REQUIRED. |
| I -85-970-00201<br>T50112 | MP  | 70407   | N                | WBN        | 1             | N   | N  | N  | N                    |                   | QTC                 | DEPARTMENT (KNOWN) FORCES CERTAIN PERSONNEL TO WORK OVERTIME, WHEN OTHER PERSONNEL IN THE DEPARTMENT WOULD LIKE TO WORK OVERTIME BUT ARE NOT ALLOWED TO. CI HAS NO FURTHER INFORMATION. NO FOLLOW UP REQUIRED.  |
| I -85-989-00401<br>T50104 | MP  | 70401   | N                | WBN        | 1             | N   | N  | N  | N                    |                   | QTC                 | OVERTIME SITUATION IN DEPARTMENT (KNOWN) IS HURTING MORALE. CI HAS NO FURTHER INFORMATION. NO FOLLOW UP REQUIRED.   |

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

11-11-11

11-11-11

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REFERENCE - ECPS132J-ECPS132C  
 FREQUENCY - REQUEST  
 IP - ISSS - RHM

TENNESSEE VALLEY AUTHORITY  
 OFFICE OF NUCLEAR POWER  
 EMPLOYEE CONCERN PROGRAM SYSTEM (ECPS)  
 EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY  
 SUBCATEGORY: 704 OVERTIME NOT DIVIDED EQUALLY AMONG ALL SHIFTS

PAGE - 9  
 RUN TIME - 10:04:39  
 RUN DATE - 03/10/87

CATEGORY: MP MGT. & PERS. ISSUES

| CONCERN NUMBER            | CAT | SUB CAT | S<br>H<br>R<br>D | PLT<br>LOC | 1 REPORT<br>2 SAF<br>BF BL SQ HB | HISTORICAL<br>REPORT | CONCERN<br>ORIGIN | CONCERN DESCRIPTION   | REF. SECTION<br>CAT - MP<br>SUBCAT - 704 |
|---------------------------|-----|---------|------------------|------------|----------------------------------|----------------------|-------------------|---|--|
| I -86-130-00101<br>T50122 | MP  | 70402   | N                | WBN        | 1 N H H H H<br>2 NA NA NA NA     |                      | QTC               | EMPLOYEES ARE NOT TREATED EQUAL IN REGARD TO THE DISTRIBUTION OF OVERTIME. UPPER LEVEL CONST. MANAGEMENT SHOWS FAVORITISM TO THE 1ST SHIFT. EMPLOYEES THREATENED WITH A QUOTA OF WORK TO BE DONE EACH WEEK. NO FURTHER INFORMATION AVAILABLE. CONSTRUCTION CONCERN.   |  |
| I -86-132-00201<br>T50122 | MP  | 70401   | N                | WBN        | 1 H H H H<br>2 NA NA NA NA       | IN-86-132-002        | QTC               | TVA TAKES CREWS OFF OF ASSIGNED WORK TO GIVE "BUDDIES" OVERTIME. CONSTRUCTION CONCERN. CI HAS NO ADDITIONAL INFORMATION.  |  |
| I -86-146-00301<br>T50235 | MP  | 70401   | N                | WBN        | 1 H H H H<br>2 NA NA NA NA       | IN-86-146-003        | QTC               | OVERTIME IS NOT DISTRIBUTED FAIRLY AMONG THE CRAFT. CONSTRUCTION DEPARTMENT CONCERN. CI HAS NO FURTHER INFORMATION. NO FOLLOW UP REQUIRED.  |  |
| I -86-156-00301<br>T50129 | MP  | 70402   | N                | WBN        | 1 N H H H<br>2 NA NA NA NA       |                      | QTC               | DISCRIMINATION: OVERTIME IS NOT GIVEN TO 3RD SHIFT AS FREQUENTLY AS IT IS FOR 1ST SHIFT. FIRST SHIFT HAS ABOUT 100 PEOPLE ON OVERTIME. THIRD SHIFT HAS ABOUT 40 PEOPLE WORKING OVERTIME. 3RD SHIFT "OVERTIME" HANGERS WERE TRANSFERRED TO 1ST SHIFT. CONSTRUCTION DEPT CONCERN. CI HAS NO ADDITIONAL INFORMATION. |  |
| I -86-159-00201<br>T50249 | MP  | 70401   | N                | WBN        | 1 H H H H<br>2 NA NA NA NA       | IN-86-159-002        | QTC               | OVERTIME IS NOT DISTRIBUTED EVENLY. THE FRIENDS OF A SUPERVISOR (NAME KNOWN) ALWAYS SEEM TO GET A DISPROPORTIONATE AMOUNT. CONSTRUCTION DEPARTMENT CONCERN. NO ADDITIONAL INFORMATION AVAILABLE IN FILE. NO FOLLOW UP REQUIRED.   |  |
| I -86-163-00101<br>T50129 | MP  | 70402   | N                | WBN        | 1 H H H H<br>2 NA NA NA NA       | IN-86-163-001        | QTC               | "PRIORITY" WORK HAS BEEN TAKEN FROM THE 3RD SHIFT OVERTIME. CI DOES NOT FEEL THAT THIS IS PROPER. CONSTRUCTION DEPT CONCERN. CI HAS NO ADDITIONAL INFORMATION.  |  |

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

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REFERENCE - ECPS132J-ECPS132C  
 FREQUENCY - REQUEST  
 IP - ISSS - RHM

TENNESSEE VALLEY AUTHORITY  
 OFFICE OF NUCLEAR POWER  
 EMPLOYEE CONCERN PROGRAM SYSTEM (ECP)  
 EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY  
 SUBCATEGORY: 704 OVERTIME NOT DIVIDED EQUALLY AMONG ALL SHIFTS

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

CATEGORY: MP MGT. & PERS. ISSUES

| CONCERN NUMBER            | CAT | SUB CAT | S<br>H<br>R<br>D | PLT<br>LOC | 1 REPORT APPL<br>2 SAF RELATED<br>BF BL SQ HB | HISTORICAL<br>REPORT | CONCERN<br>ORIGIN | CONCERN DESCRIPTION   | REF. SECTION<br>CAT - MP<br>SUBCAT - 704 |
|---------------------------|-----|---------|------------------|------------|---|----------------------|-------------------|---|--|
| I -86-170-00401<br>T50245 | MP  | 70402   | N                | WBN        | 1 N N N N<br>2 NA NA NA NA                    |                      | QTC               | OVERTIME IS NOT EQUALLY DIVIDED AMONG ALL SHIFTS. OVERTIME IS BEING SCHEDULED (MANAGEMENT KNOWN) FOR HOT SYSTEM HANGERS THAT HAVE HAD NO HOURS LOGGED AGAINST THEM FOR THE PREVIOUS DAY WHICH IS AGAINST POLICY. CONSTRUCTION CONCERN. NO ADDITIONAL INFORMATION AVAILABLE.   |  |
| I -86-209-00801<br>T50218 | MP  | 70407   | N                | WBN        | 1 N N N N<br>2 NA NA NA NA                    |                      | QTC               | TVA LACKS CONCERN FOR EMPLOYEE'S MORALE IN THAT THEY ARE FORCED TO WORK OVERTIME FOR MONTHS ON 12 HR. SHIFT, 7 DAYS A WEEK, AND SHOULD AN EMPLOYEE NEED SOME TIME OFF FOR PERSONAL REASONS, MANAGEMENT COULD CARE LESS. THE EMPLOYEE DOES NOT HAVE A CHOICE. IN ADDITION, TVA'S TRAVEL POLICY FOR REIMBURSEMENT IS NOT FAIRLY APPLIED. IT IS OPEN FOR INTERPRETATION BY EACH TRAVEL MANAGER AT EACH FACILITY, AND EACH ORGANIZATION. THE TVA TRAVEL POLICY IS NOT EXPLAINED TO THE EMPLOYEE PRIOR TO TRAVELING. |  |
| I -86-302-00401<br>T50161 | MP  | 70401   | N                | WBN        | 1 N N N N<br>2 NA NA NA NA                    |                      | QTC               | OVERTIME IS NOT DIVIDED UP EQUALLY AMONG CREWS. NO SPECIFICS KNOWN. CONSTRUCTION CONCERN. CI HAS NO ADDITIONAL INFORMATION. NO FOLLOWUP REQUIRED.   |  |
| I -85-002-00101<br>T50084 | MP  | 70407   | N                | WBN        | 1 N N N N<br>2 NA NA NA NA                    |                      | QTC               | KINGSTON STEAM PLANT - AS PLANT OPERATOR, CI (NAME KNOWN) HAD TO WORK EXCESSIVE OVERTIME. IN SOME CASES THIS WAS MORE THAN 16 HOURS STRAIGHT. NO RELIEF PERSONNEL AVAILABLE TO RELIEVE OPERATOR WHO BECAME ILL, BEGAN TO EXPERIENCE JOB STRESS, OR WHO NEEDED TO LEAVE JOB FOR URGENT PERSONAL REASONS.   |  |

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

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REFERENCE - ECPS132J-ECPS132C  
 FREQUENCY - REQUEST  
 IP - ISSS - RHM

TENNESSEE VALLEY AUTHORITY  
 OFFICE OF NUCLEAR POWER  
 EMPLOYEE CONCERN PROGRAM SYSTEM (ECPS)  
 EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY  
 SUBCATEGORY: 704 EXCESSIVE OT AFFECTS WORK QUALITY & EMPL. HEALTH

PAGE - 11  
 RUN TIME - 10:04:39  
 RUN DATE - 03/10/87

CATEGORY: MP MGT. & PERS. ISSUES

| CONCERN NUMBER            | CAT | SUB CAT | S<br>H<br>R<br>D | PLT<br>LOC | 1 REPORT APPL |     |    |    | HISTORICAL<br>REPORT | CONCERN<br>ORIGIN | CONCERN DESCRIPTION   | REF. SECTION<br>CAT - MP<br>SUBCAT - 704 |
|---------------------------|-----|---------|------------------|------------|---------------|-----|----|----|----------------------|-------------------|---|--|
|                           |     |         |                  |            | 2             | SAF | BL | SQ |                      |                   |   |  |
| 1 -85-003-00101<br>T50256 | MP  | 70409   | N                | WBN        | 1             | H   | H  | H  | H                    | QTC               | CI IS CONCERNED OVER THE EFFICIENCY LEVEL OF WORKERS AT VARIOUS TVA NUCL EAR PLANTS AFTER WORKING EXCESSIVE OVERTIME WITHOUT A BREAK. NO FURTHER INFORMATION IN THE FILE. NO FOLLOW-UP REQUIRED.  |  |
| 1 -85-003-00401<br>T50172 | MP  | 70401   | N                | WBN        | 1             | H   | N  | H  | H                    | QTC               | TVA DID NOT DIVIDE CRAFT OVERTIME EQUALLY. THE PERSONNEL WHO HAD BEEN AT T WBNP THE LONGEST AND HAD DONE THE MOST WORK RECEIVED THE LEAST AMOUNT OF OVERTIME. CI HAS NO FURTHER INFORMATION. NO FOLLOW UP REQUIRED.   |  |
| 1P-86-013-00201<br>T50277 | MP  | 70401   | N                | SQH        | 1             | H   | H  | H  | H                    | QTC               | OVERTIME AMONG CRAFT IS NOT DISTRIBUTED FAIRLY. NUCLEAR POWER CONCERN. CI HAS NO FURTHER INFORMATION. NO FOLLOWUP INFORMATION.  |  |
| 1M-85-002-00101<br>T50242 | MP  | 70401   | N                | WBN        | 1             | H   | H  | H  | H                    | QTC               | OVERTIME IS NOT DIVIDED EQUALLY AMONG CRAFT. CI HAS NO FURTHER INFORMATION.   |  |
| 1M-85-002-00201<br>T50242 | MP  | 70408   | N                | WBN        | 1             | H   | H  | H  | H                    | QTC               | AN EMPLOYEE WAS "BADGERED" AFTER QUESTIONING HOW OVERTIME WAS DIVIDED IN THE CREW. NAME KNOWN TO QTC. WITH HELD DUE TO CONFIDENTIALITY. CI HAS NO FURTHER INFORMATION.  |  |
| 1M-0247                   | 01  | MP      | 70410            | N          | WBN           | 1   | H  | N  | N                    | OECF              | CI IS BEING CHARGED WITH OVERTIME (UNEXPECTED) WHEN CI ACCEPTED TO WORK BUT HAD NO TRANSPORTATION HOME. PLEASE EXPLAIN HOW A-VIE2 AND A-VIN PERTAINS TO CI.   |  |
| 1P-85-001-00201<br>T50221 | MP  | 70401   | N                | WBN        | 1             | H   | H  | H  | H                    | QTC               | IT IS COMMON KNOWLEDGE THAT A CERTAIN CLIQUE OF PEOPLE GET THE MAJORITY AND CHOICE OF OVERTIME. THE CI HAD BEEN TURNED DOWN ON OVERTIME FOR ONE YEAR. (NAME AND DETAILS OF THIS CASE ARE KNOWN TO QTC AND ARE WITHHELD TO MAINTAIN CONFIDENTIALITY.) CONSTRUCTION DEPT. CONCERN. CI HAS NO FURTHER INFORMATION. |  |

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

CONFIDENTIAL



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REFERENCE - ECPS132J-ECPS132C  
 FREQUENCY - REQUEST  
 MP - ISSS - RWM

TENNESSEE VALLEY AUTHORITY  
 OFFICE OF NUCLEAR POWER  
 EMPLOYEE CONCERN PROGRAM SYSTEM (ECPS)  
 EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY  
 SUBCATEGORY: 704 OVERTIME NOT GIVEN OUT ON AN EQUAL BASIS

PAGE - 12  
 RUN TIME - 10:04:39  
 RUN DATE - 03/10/87

CATEGORY: MP MGT. & PERS. ISSUES

| CONCERN NUMBER            | CAT | SUB CAT | S<br>H<br>R<br>D | PLT<br>LOC | 1 REPORT APPL<br>2 SAF RELATED<br>BF BL SQ WB | HISTORICAL<br>REPORT | CONCERN<br>ORIGIN | CONCERN DESCRIPTION  | REF. SECTION<br>CAT - MP<br>SUBCAT - 704 |
|---------------------------|-----|---------|------------------|------------|---|----------------------|-------------------|--|--|
| BP-85-021-00101<br>T50233 | MP  | 70401   | N                | WBN        | 1 N N N N<br>2 NA NA NA NA                    |                      | QTC               | CI IS CONCERNED THAT TVA EMPLOYEES, WHO HAVE TRANSFERRED FROM CONSTRUCTION TO THE NUCLEAR POWER, ARE ALLOWED TO RETURN TO THE CONSTRUCTION GROUP TO WORK OVERTIME. DETAILS KNOWN TO QTC, WITHHELD DUE TO CONFIDENTIALITY. NO FURTHER INFORMATION MAY BE RELEASED. CONSTRUCTION DEPARTMENT CONCERN. CI HAS NO FURTHER INFORMATION. NO FOLLOW UP REQUIRED. |  |
| [ -85-019-00201<br>T50050 | MP  | 70401   | N                | WBN        | 1 N N N N<br>2 NA NA NA NA                    |                      | QTC               | SUPERVISOR (NAME KNOWN) "SWAPPING" INDIVIDUALS FROM ONE CREW TO ANOTHER TO KEEP "BUDDIES" IN PREFERRED POSITIONS AND ON JOBS WITH OVERTIME JUST TO SHOW "WHO'S BOSS".  |  |

61 CONCERNS FOR CATEGORY MP SUBCATEGORY 704

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

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ATTACHMENT B

OVERTIME

List of Concerns by Element/Issue

The Overtime Subcategory (70400) is comprised of 61 concerns broken into three major elements and 13 issues.

Scheduling and Distributing Overtime

70401 - Overtime not given out on an equal basis

|               |                |
|---------------|----------------|
| EX-85-105-005 | IN-86-146-003  |
| EX-85-108-006 | IN-86-159-002  |
| EX-85-129-003 | IN-86-302-004  |
| EX-85-154-004 | OW-85-003-004  |
| IN-85-172-002 | SQP-86-013-002 |
| IN-85-331-001 | WBN-85-002-001 |
| IN-85-370-002 | WBP-85-001-002 |
| IN-85-490-003 | WBP-85-021-001 |
| IN-85-612-001 | WI-85-019-002  |
| IN-85-949-002 |                |
| IN-85-989-004 |                |
| IN-86-132-002 |                |

70402 - Overtime not divided equally among all shifts

IN-85-480-002  
IN-86-130-001  
IN-86-156-003  
IN-86-163-001  
IN-86-170-004

70403 - Insufficient support crafts scheduled for overtime

IN-85-292-002  
IN-85-316-009

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ATTACHMENT B (continued)

70404 - Overtime lost to workers without security clearances

IN-85-949-001

70405 - NSB works all the overtime

IN-85-316-004

70406 - Overtime not divided equally among truck drivers

IN-85-959-001

Mandatory Use of Overtime

70407 - Employees required to work excessive overtime

IN-85-147-002

IN-85-492-007

IN-85-938-008

IN-85-970-002

IN-86-209-008

00-85-002-001

70408 - Employees threatened with termination for refusing overtime

IN-85-061-001

IN-85-492-002

IN-85-116-001

IN-85-773-001

IN-85-139-001

IN-85-909-001\*

IN-85-157-001

WBN-5-002-002

IN-85-180-003

IN-85-181-007

IN-85-182-001

IN-85-186-007\*

IN-85-256-001

70409 - Excessive overtime affecting quality of work, and health of employees

IN-85-034-001

IN-85-184-001

IN-85-186-007\*

IN-85-909-001\*

IN-85-917-003

00-85-003-001

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ATTACHMENT B (continued)

70410 - Inadequate notice of overtime

IN-85-159-003

IN-85-440-002

WBN-0247

Miscellaneous

70411 - Define emergency overtime

I-86-237-SQN

70412 - Teamsters working overtime without supervision

IN-85-371-001

70413 - Concerns with insufficient information to evaluate

The following two concerns were reviewed but, because of a lack of clarity in expression, could not be investigated further.

IN-85-540-003

IN-85-540-004

\*Concern addresses more than one issue

