TVA EMPLOYEE CONCERNS
SPECIAL PROGRAM

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TITLE: Morale

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PREPARATION

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CONCURRENCES

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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.

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

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

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

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

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

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

ECSP GLOSSARY OF REPORT TERMS*

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

Class A: Issue cannot be verified as factual

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

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

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

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

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

concern (see "employee concern")

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

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

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

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

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

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

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

K-form (see "employee concern")

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

root cause the underlying reason for a problem.

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

Acronyms

AI	Administrative Instruction
AISC	American Institute of Steel Construction
ALARA	As Low As Reasonably Achievable
ANS	American Nuclear Society
ANSI	American National Standards Institute
ASME	American Society of Mechanical Engineers
ASTM	American Society for Testing and Materials
AWS	American Welding Society
BFN	Browns Ferry Nuclear Plant
BLN	Bellefonte Nuclear Plant
CAQ	Condition Adverse to Quality
CAR	Corrective Action Report
CATD	Corrective Action Tracking Document
CCTS	Corporate Commitment Tracking System
CEG-H	Category Evaluation Group Head
CFR	Code of Federal Regulations
CI	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)

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

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

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

1.0 CHARACTERIZATION OF ISSUES

There are 68 concerns about poor morale and its causes. The majority of these concerns point to management as the cause of the problem. Basically, these concerns constitute two major issues described below.

1.1 Issue 70801 - Dissatisfaction with Some Part of the Work Environment (Thirteen Concerns)

There were 13 concerns addressing problems in the work environment. Each of these concerns was a request for a service to be added or a change to be made in work surroundings. Examples are requests for a shuttle bus for field employees and a request that vending prices be the same at all plant vending areas.

1.2 Issue 70802 - General Expressions of Concern about Low Morale (Fifty-Five Concerns)

The remaining 55 concerns were in the form of general opinions. The individuals would make flat statements regarding morale, such as "There is a morale problem at Watts Bar" or "Morale has declined." Some offered opinions on the cause of poor morale.

Because the concerns in issue two are so general, the evaluation of them also must be general. It will be an attempt to trace the background of the problem of low morale and to establish criteria by which the problem can be put into perspective. Only then can the collective significance and possible causes be discussed or corrective action be taken.

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.

2.0 SUMMARY

The issue in section 1.1 addresses the work environment. The issue regarding morale in section 1.2 is a very general concern about low morale or poor attitudes. Concerns mentioning specific causes for morale problems were included in other subcategory reports such as Management Techniques, Work Rules, or Overtime.

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.

Examining the concerns revealed that a variety of factors affect an individual's morale on the job. To find the factors identified previously, past surveys and reports were reviewed. The findings of earlier examinations on morale were compared with the findings revealed in the surveys and interviews conducted during the investigation.

A comparison of the findings shows that factors affecting morale do not change much over a period of time. Employees are concerned with petty harassment, work rules, and the work environment. The findings also reveal that employees feel morale is improving at Watts Bar Nuclear Plant (WBN) and for the Office of Nuclear Power (ONP) as a whole because positive changes are being made.

There is no clear standard or dividing line between poor morale and good morale. It is an impossible task to please all employees.

There are also many causes for morale problems. As the MacDonald Report (described in section 3.0) pointed out, employees at different grade levels have different concerns about their jobs. The one common problem brought out in the employee interviews was poor management/employee communications. However, it was also found that improvements in employee morale have taken place within the past year.

During the past year steps taken to improve morale are showing positive results, as noted by managers and employees. However, employees remain skeptical that the improvements may be merely quick fixes and that underlying problems will remain unresolved. Management, both line managers and top management, must demonstrate that the improvements are permanent by taking visible, direct action on employee concerns. Only then will employees regain, lasting trust and confidence in the Office of Nuclear Power. Until confidence is fully restored, there is a need for a regular survey to measure attitude changes and thereby help managers identify the effects of specific programs on employee attitudes.

3.0 EVALUATION PROCESS

3.1 Background

An examination of the problem of poor morale must establish why so many employees became disillusioned with working conditions and the environment at WBN. Some more specific issues will be mentioned or briefly discussed; however, these specific issues will be examined closely in other Management and Personnel subcategory reports. Low morale can be caused by several factors, so it is necessary to determine which factors played key roles in creating the problems at WBN.

Nevertheless, morale is also a matter of perceptions. It is crucial that ONP employees have reason to perceive that ONP managers, starting with the Manager of Nuclear Power, care about the well-being of their employees. This perception can be fostered by deeds (direct action on employee concerns), but it can also be fostered by management style. Those managers who seldom have morale problems publicly acknowledge what their employees do well and provide consistent, regular feedback on how their employees can do better.

Upper management realized several years ago that there was an attitude problem and wanted to determine the cause. In 1981, Dr. Patricia C. Smith and Dr. Robert E. Dunbar from the MacDonald Motivational Research Center were commissioned to determine the cause of this problem and to offer suggestions which might improve the situation. The MacDonald Report, interviews, and other surveys done by TVA are being used as the basis for information in this report. Recent interviews with 33 employees and managers and 13 survey responses are used to gauge changes in attitudes since the timeframe of the concerns. Other information has been obtained from management surveys and from employee programs onsite.

3.2 Source Documents

The following were documents reviewed and interviews conducted in order to determine the causes of poor morale.

1. Diagnostic Evaluation of Morale and Productivity at Watts Bar, by MacDonald Motivation, 1981.

2. "Attitude Surveys for M-1/M-5 grade employees for 1983, 1984, and 1985."

3. Data from Employee Involvement Program on quality of the work environment, June 1986.

4. Interview with Project Manager, Guenter Wadewitz, on positive changes and future goals, May 1986.

5. Interviews with a range of general employees regarding the work environment and the recent changes in ONP. There were 46 interviews, conducted both individually and in group sessions. Of this total, 13 were individual, formal interviews done for the Employee Concerns Program in May/June 1986.

6. Data obtained from minutes of the Communications Committee Meeting, January - June 1986.

7. "Standard Operating Procedure 46," Employee Involvement Program, February 1986.

8. "Watts Bar Nuclear Plant - Current Status, Future Directions," memorandum from Project Manager, Guenter Wadewitz, September 23, 1985.

9. Previous responses to individual Quality Technology Company (QTC) concerns, Fall, 1985.

10. "Nuclear Dispatch," November 8, 1985; Volume 1, Number 103, June 25, 1986.

11. "Watts Bar Nuclear Plant - Unit 2 and Balance of Plant," memorandum from Willie Brown, November 6, 1985.

12. ONP's Nuclear Performance Plan, Volume 1. Revised July 31, 1986.

3.3 Methodology

To determine the extent to which the issues identified problems in need of corrective action, several sources were used as primary information. These primary sources were:

1. Employee surveys and interviews. Thirteen of the interviews were formal and standardized. The remaining employees met with the evaluator in groups of 12-15. The meetings became discussions of morale and how it affected work. The findings from each group were compared with statements made in the concerns.

2. Statements made by the Manager of Nuclear Power, Steven White, in the ONP Nuclear Performance Plan. His objectives for restoring the Nuclear Program included: (a) Effective Management, (b) Restructuring of Nuclear Program, (c) Restoring Employee Trust, and (d) Improving Control of Nuclear Activities.

3. Statements made by the WBN Project Manager regarding employee morale.

4. Along with the ECTG evaluator's efforts, this subcategory investigation included the review of 13 line management investigative reports on individual concerns. Information from those reports were used in preparation of this report.

   This information was used to determine why morale had deteriorated during the timeframe of these concerns (January 1985 - February 1986) and what steps were being taken to improve it.

4.0 FINDINGS

Any number of factors may cause an employee to become disillusioned with his workplace. The issues mentioned most frequently in the discussions with employees conducted for this evaluation were problems with the working environment and problems or dissatisfaction with management. Often the employee offered just an overall assessment of the state of WBN morale.

Specific concerns about morale have been assigned to other subcategories when the concern contained enough detail to allow it to be associated with a particular organization or activity at WBN.

4.1 Issue 70801 - Dissatisfaction with Some Part of the Work Environment

An evaluation of the work environment issue showed that these concerns have been addressed since their submittal to QTC.

The concerns mentioned inadequate office space, inadequate food facilities, excessive vehicles onsite, a request for a third-shift shuttle bus, parking areas, and travel allowances. The concerns were submitted to other employee programs and resolved. Work environment changes were initiated because of the QTC reports and similar concerns voiced directly to plant management.

Employee concerns dealing with the work environment can be answered by supervisors at the Employee Involvement Program's weekly meetings, the Communications Committee monthly meeting, or during craft committee meetings. These groups were designed to address these areas of concern. Seventy-one percent of those questioned during the employee interviews have recognized improvement in supervisors' responses during the past year.

4.2 Issue 70802 - General Expressions of Concern About Low Morale

The McDonald Report--the Early Stages of a Morale Problem

While morale problems at WBN reached a crisis point in early 1985, the existence of a problem had been recognized years before that period. In 1981, the McDonald Motivation Research Center was contracted to do a "Diagnostic Evaluation of Morale and Productivity at Watts Bar."

A major finding of that study was that management at WBN was not trusted by the employees. The distrust was evident from the clerical schedules up through mid-level managers themselves. The study also indicated that employees were dissatisfied with their jobs, with the opportunities for advancement, and with methods of

job evaluation. The report found that job dissatisfaction was even prevalent among engineering groups. This last finding should have set off warning buzzers since, like pilots in the Air Force, engineers form an elite group within TVA from which most of its upper level management is drawn.

Engineers were relatively satisfied with pay and promotional opportunities, but they were displeased with their work assignments. On the other hand, clerical workers were neutral about their work assignments, but were unhappy about pay and promotion. Thus, although an across-the-board morale problem was building, it was being caused not by just one problem, but by lack of management attention to a number of employee relations issues.

The McDonald Report made suggestions on how to address the problems its study had revealed. It recommended that WBN develop a Behavior Observation Note Entry (BONE) system for job-related communications between supervisors and employees and Behaviorally Anchored Rating Scales (BARS) for evaluation of those observations.

The program combining these two approaches was initiated in early 1982. It was intended to provide immediate and accurate feedback to employees and supervisors about all levels of job behavior. However, when follow-up surveys showed no improvement in communications or in employee satisfaction, the BONE/BARS program was discontinued in 1983.

The problem the BONE/BARS program was intended to solve continued to escalate despite TVA efforts to provide channels for the investigation of employee concerns about nuclear safety. The Nuclear Safety Review Staff (NSRS) was the first such channel. Later it was superceded by the Nuclear Manager's Review Group. Both were established to ensure objective investigation of nuclear safety-related concerns.

Low Morale Reaches the Crisis Stage

In early 1985 the Nuclear Regulatory Commission (NRC) informed TVA that employees were contacting it directly with concerns about WBN's nuclear safety. The NRC said these concerns would have to be resolved. TVA responded by hiring the Quality Technology Company (QTC) to interview employees at WBN in order to determine the number and nature of employee concerns.

The media attention given those concerns taken to the NRC and the emergence of the large number of additional concerns collected by QTC galvanized an already growing awareness inside TVA that a major effort was needed to put not just WBN, but the whole of its nuclear program in order. Consequently, on the program-wide level a reorganization was begun that lead to the placing of all nuclear functions and support groups under a single Manager of Nuclear Power.

On the WBN level, it became apparent to TVA that the QTC interview teams were finding such a large number and variety of employee concerns that a programmatic response would be necessary. Therefore, in February 1986, an Employee Concerns Program (ECP) was established for the whole of the Office of Nuclear Power and an Employee Concerns Special Program (ECSP) was established to take care of those concerns (generated mostly at WBN) which were filed before February 1, 1986.

Responses to the Crisis in Morale

The ONP-wide Employee Concerns Program has a director with access to the Manager of Nuclear Power and representatives at each major ONP facility. Posters, handouts, and training sessions keep employees informed on how concerns are handled and on improvements resulting from concerns. Each ECP concern is investigated, evaluated, and responded to. Timely, complete replies are a priority of the program. The ECSP has the responsibility for investigating, evaluating, and responding to over 5,800 concerns generated before February 1986. It is headquartered at WBN, but its investigations have taken it to all the major ONP facilities.

At WBN as a result of concerns expressed to QTC, the Division of Nuclear Construction (DNC) initiated Standard Operating Procedure 46, the Employee Involvement Program. The procedure mandates a weekly, 30-minute session to be attended by all supervisors and their employees. Any topics regarding the unit, crew, or workplace may be discussed at the meetings. All issues are logged and responded to. If additional information is required, it is obtained through the Employee Involvement Unit. This program was initiated to facilitate supervisor/employee relations and resolve concerns quickly.

The interviews conducted for this evaluation provided feedback on the effectiveness of ONP's efforts, since the early 1985 low point, to improve the morale of its employees. Ninety-one percent of the 46 persons interviewed for this evaluation stated that they had noticed positive changes. "Managers are communicating more frequently and openly," "questions are being answered," and "suggestions are being sought" are remarks by employees about the noticeable improvements. Changes in the work environment were also noted by those interviewed. Items mentioned were the building of the craft lunchroom, adding vending areas and new machines, allowing microwaves and small appliances in office areas, and modifying rules to accommodate employees. Two of the interviewees had received letters of commendation for the first time. Twenty people said that they still knew of instances of favoritism or unfair actions, but 13 of that 20 admitted that they did not know all the facts of the situations.

One change which was often mentioned favorably was the Management Training Program. This 40-hour training session requires that all WBN supervisory employees attend courses that include training on communications, motivation, human relations, problem solving, leadership, coordinating and directing, and foremanship. The final session is a two-day affair on Supervisory Skills and Empowerment Training and is held off site. During the past, it was recognized by top management that undesirable methods were used by some supervisors. Managers and supervisors have been made aware by new plant managers that these tactics will no longer be accepted. The new management training is based on the new philosophy and offers the skills for implementing it. Those who have attended the training have been enthusiastic in their support of the program and its goals. "Information from the training program has been used to find the causes of morale problems," said then WBN Project Manager Guenter Wadewitz.

On the subject of the hiring of a Manager of Nuclear Power, eight of those interviewed questioned the use of "outsiders" to direct the nuclear program, but all agreed that strong leadership was necessary for improvement. Everyone of those interviewed also agreed that while old work practices will not change instantly, improvements must continue.

Communication also seems to be improving, according to those questioned. The DNC employees at WBN said that the weekly sessions (Employee Involvement Meetings) have helped in opening communications lines. Nevertheless, four people noted that managers sometimes became defensive or belligerent when questioned closely about specific issues. Other comments were that managers and employees should be held accountable for their actions, their assignments, and their deadlines.

Another positive aspect mentioned was the "Nuclear Dispatch" sent to all employees by the Nuclear Information Staff. The "Dispatch" is sent when newsworthy events concerning TVA take place. Employees appreciated being told of the events before reading of them in the news media. The group was concerned about the time it takes to deliver these updates to all employees. Each dispatch is dated with the time of release. They are usually dispatched one day before being aired by the news media. Often construction employees do not receive the dispatch until a day after the issue date or later if it is released on a Friday.

When asked what could be done to improve employee morale, 23 of the interviewees said that improvements to the work environment are appreciated, but they are not the main issue. These employees agreed that they wanted to be treated with respect. When concerns or suggestions are presented, the employees asked that they be taken seriously. If a request is denied, they would like reasonable explanations and not the "we-don't-want-to" replies sometimes offered by supervisors.

"Too often," one person claimed, "we are told of changes or new policies out-of-the-blue with no explanation of the cause. All we ask are reasons for the proposals and some input when the changes concern us." All agreed that they wanted to be treated fairly and in the same manner a supervisor or manager would want to be treated.

Seven of those questioned brought up the perception of favoritism in job selections as a concern. Each pointed to selections in which they were familiar with the person chosen and for which they believed other applicants were more qualified. These people said that it was very demoralizing to have the strong suspicion that friends and relatives of managers were promoted while other more qualified employees were not promoted.

During interviews, many employees indicated a need for a measurement to be established to determine changes of attitudes. They saw management needing help in identifying the effects of specific programs on employee attitudes. They believed regular surveys would provide some of this help. Such surveys could also identify positive or negative attitudes in specific areas.

Thus, while morale is on the rise, ONP management still has much to do to ensure a long-lasting return of employee confidence. Employees see that a serious effort is being made to improve management's ability to communicate with them. However, if the recent improvements in morale are to continue, employees must see that the efforts at improved communication are made by managers committed not just to the success of TVA's nuclear program, but also committed to treating their employees as valuable members of an ONP team.

5.0 COLLECTIVE SIGNIFICANCE

Almost half, or 25, of the concerns in Issue 2 specifically mention management as the cause of poor morale. (Almost all of the Management and Personnel subcategory reports also evaluate some issue or issues raised about specific management inadequacies.) This evaluation determined that a perceived lack of management support and inadequate management communications were the major reasons for employee discontent. The comment heard most often in the interviews conducted for this evaluation was that employees felt more confidence that they could state concerns and would receive responses. In the past, personnel felt their needs and opinions were not taken seriously. Now, 60 percent of those questioned felt that someone would listen to them.

The changes described in the Findings section (4.0) have had positive effects on the employee's work environment or (and more importantly) on how managers treat employees. These accomplishments, if effectively administered, should continue the restoration of employee confidence. However, they are just a start. As employees have pointed out, employee attitudes will not change until the attitude of most managers is perceived to have changed. Good morale is based on a sense of accomplishment. However, little can be accomplished by individual employees if their managers do not provide clearly established, attainable objectives together with feedback to the employee on his/her performance. The employees interviewed asked for such goals and such feedback.

Many explanations can be given for poor morale--the woes of nuclear industry as a whole, TVA mismanagement, or a changing society. The fact remains that ONP must recapture the trust and confidence of its employees before lasting progress can be made in achieving its nuclear mission. Eliminating the morale problem appears to be not only possible but a work in progress.

6.0 CAUSES

In pinpointing a cause for morale problems, poor communications was the factor mentioned most often during the interviews. Personnel claimed to know little about company policies because information had not been clearly communicated. An example of this lack of communications was employees' lack of understanding of the concern programs. Half those questioned did not know the location or the procedures to follow if they wanted to present a concern to the Employee Concerns Program.

It is important to note that of the 68 concerns in the subcategory, 75 percent were submitted by construction. Trades and Labor personnel were especially vocal about their morale problems: authoritarian management, nit-picking supervision, favoritism in job selections, and retaliatory actions by supervisors. These topics are being addressed specifically in other reports. Because they are the issues mentioned most often as the cause of morale problems, however, how well they are handled will affect morale. These causes were mentioned not only to QTC, but also in interviews with various crafts. One electrician foreman noted that, "There have been positive things happening which have helped, but there are still managers who rely on old, ineffective habits to get the job done."

This evaluation of poor ONP morale points to the perception that TVA management did not care about its employees. Individuals specifically mentioned programs such as BONES which they believed never received the attention necessary for success. Too often, managers were seen as not following through on BONES suggestions which would benefit employees. Many interviewees believed that BONES died of management neglect. Generally, employees did not see most of their managers taking the direct actions which showed that employees were considered an essential part of an ONP team.

7.0 CORRECTIVE ACTION

7.1 Corrective Action Previously Initiated

Because morale is a matter of perception, direct corrective action cannot be taken to improve morale. However, ONP management has taken many actions in the last year to correct problems which led to negative employee perceptions. The master blueprint for such corrective action is the ONP Nuclear Performance Plan, Volume I. Corrective actions reported in the other twenty Management and Personnel subcategory reports should be seen as partial implementation of the Nuclear Performance Plan's blueprint. The Management and Personnel Category Report sums up those corrective actions taken in the Management and Personnel subcategory reports to alter the management practices which created negative employee perceptions.

An Employee Concern Program survey was conducted for ECP by the Employee Relations and Development Branch. In September 1986, 1,212 ONP employees were surveyed to evaluate the ECP and to monitor progress in employee-management relations.

7.2 Corrective Action as a Result of this Evaluation

A procedure for performing a trend analysis of progress in employee management relations will be developed by the Nuclear Personnel Staff and the results of these analyses will be forwarded to the Manager of ONP for review and assessment. (CATD 708-NPS-01)

Surveys are not a cure for low morale. They do, however, offer crucial measures of what happens to morale over time. Because morale is perception, lasting corrective action that will, as a by-product, raise morale is beyond the scope of this subcategory. The root causes of the problems that resulted in low morale among ONP employees will be dealt with first in the Management and Personnel Category Report and comprehensively in the ECSP Final Report.

8.0 ATTACHMENTS

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

AT MENT A
TENNESSEE LEY AUTHORITY
OFFICE OF NUCLEAR POWER
EMPLOYEE CONCERN PROGRAM SYSTEM (ECPS)
EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY

EGORY: MP MGT. & PERS. ISSUES SUBCATEGORY: 708 GENERAL EXPRESSIONS OF CONCERNS ABOUT LOW MORALE

REF. SECTION :
CAT - MP
SUBCAT - 708

CONCERN NUMBER	CAT	SUB CAT	SHRD	PLT LOC	1 REPORT 2 SAF RELATED BF	BL	SQ	WB	HISTORICAL REPORT	CONCERN ORIGIN	CONCERN DESCRIPTION
NONPEC006 01	MP	70802	N	BLN	1 N 2 NA	N NA	N NA	N NA		OECP	TVA RIGIDLY APPLIES FEDERAL TRAVEL REGULATIONS WITH UNNECESSARILY RESTRICTIVE INTERPRETATIONS.
-85-007-00101 T50042	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA	EX-85-007-001	QTC	TVA IS UNCONCERNED ABOUT THE WELFARE OF CONSTRUCTION EMPLOYEES. NO FURTHER DETAILS AVAILABLE.
-85-143-X0101 T50204	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA		QTC	BLAME FOR WBNP PROBLEMS ARE BEING PLACED ON THE CRAFT UNFAIRLY. QC ACCEPTED ALL OF THE WORK, SO HOW CAN THE PROBLEMS BE PLACED ON THE CRAFT? CONSTRUCTION DEPT. CONCERN. CI DECLINED TO PROVIDE FURTHER INFORMATION.
1-85-001 01	MP	70801	N	SQN	1 N 2 NA	N NA	N NA	N NA		OECP	EMPLOYEE EXPRESSED A CONCERN THAT SEQUOYAH'S PRACTICE OF PROVIDING ASSIGNED PARKING SPACES TO INDIVIDUAL EMPLOYEES WAS DISCRIMINATION.
36-234-SQN 01	MP	70801	N	SQN	1 N 2 NA	N NA	N NA	N NA		NSRS	AN ANONYMOUS INDIVIDUAL MAILED IN A EMPLOYEE CONCERN DETAILING THE EFFORTS OF THE COOP COMMITTEE MEMBERS TO CLEAN UP AND PLANT GRASS ON THE GRAVEYARD SITE NEAR THE COOLING TOWERS. SUBSEQUENTLY, IN THE PROCESS OF DIGGING UP THE PARKING LOT OUTSIDE THE MAIN ENTRANCE, TVA EMPLOYEES PILED DEBRI AND TRASH IN FRONT OF AND ON THE SIDE OF THE GRAVE SITE. THE CI IS QUESTIONING TVA AND THE WORKERS RESPECT FOR THE DEAD AND FOR THE TIME AND EFFORTS OF THE PEOPLE WHO CLEANED UP THE GRAVE SITE.
-85-018-00201 T50050	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA		QTC	LOW EMPLOYEE (ELECTRICAL CRAFT) MORALE AND DISCONTENTMENT CAUSED BY CONSTANT PRESSURE TO PRODUCE BEING APPLIED TO THE ELECTRICAL CRAFT SUPERVISION (NAMES GIVEN). CI COULD NOT PROVIDE ANY FURTHER INFORMATION.

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

:GORY: MP MGT. & PERS. ISSUES
SUBCATEGORY: 708 DISSATISFACTION WITH WORK ENVIRONMENT

REF. SECTION
CAT - MP
SUBCAT - 708

ICERN NUMBER	CAT	SUB CAT	SHRD	PLT LOC	1 REPORT APPL 2 SAF RELATED BF BL SQ WB	HISTORICAL REPORT	CONCERN ORIGIN	CONCERN DESCRIPTION
-85-065-00101 T50114	MP	70801	N	WBN	1 N N N N 2 NA NA NA NA	IN-85-065-001	QTC	POOR WORKING CONDITIONS, UNSANITARY AND OVER-CROWDED OFFICES AND LACK OF STORAGE SPACE FOR PAYROLL RECORDS I N THE TVA PAYROLL OFFICE. CI HAS NO FURTHER INFORMATION.
-85-097-00501 T50226	MP	70802	N	WBN	1 N N N N 2 NA NA NA NA		QTC	TVA MANAGEMENT HAS CREATED AN ATMOSP HERE OF BAD MORALE: CRAFT WORK IS RE PEATEDLY TURNED DOWN AND SYSTEMS ARE INSTALLED, THEN TORN BACK OUT DUE T O NO FAULT OF THE CRAFTS (E.G., FIRE PROTECTION); EMPLOYEES HARDLY CARE ABOUT DOING THE WORK. THIS IS COMPO UNDED BY THE ANIMOSITY CREATED BY ON E MANAGER (KNOWN) WHO ENCOURAGES CER TAIN EMPLOYEES TO FORM CLIQUES, AND TO GO OUTSIDE OF NORMAL CHANNELS TO "INFORM" ON OTHER EMPLOYEES. CI HAS NO MORE INFORMATION. CONSTRUCTION DEPARTMENT CONCERN.
-85-131-00101 T50113	MP	70801	N	WBN	1 N N N N 2 NA NA NA NA	IN-85-131-001	QTC	OVERCROWDING OF WORKERS IN OFFICE SP ACES, DUE TO INSUFFICIENT AMOUNT OF OFFICE SPACE AVAILABLE TO NONMANUAL WORKERS AT WBNP. CI FEELS THE SITE NEEDS A CAFETERIA OR SOMEPLACE WHERE HOT FOOD AND A BALANCED MEAL CAN BE SERVED TO ALL EMPLOYEES. CI FEELS THESE ITEMS ADVERSELY AFFECT HEALTH AND WELL BEING OF INDIVIDUALS WORKIN G ON SITE. CI COULD NOT PROVIDE ANY ADDITIONAL INFORMATION. NO FOLLOW UP REQUIRED.

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

TENNESSEE VALLEY AUTHORITY
OFFICE OF NUCLEAR POWER
EMPLOYEE CONCERN PROGRAM SYSTEM (ECPS)
EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY

EGORY: MP MGT. & PERS. ISSUES
SUBCATEGORY: 708 DISSATISFACTION WITH WORK ENVIRONMENT

REF. SECTION
CAT - MP
SUBCAT - 708

ONCERN NUMBER	CAT	SUB CAT	SHRD	PLT LOC	1 REPORT APPL 2 SAF RELATED BF	BL	SQ	WB	HISTORICAL REPORT	CONCERN ORIGIN	CONCERN DESCRIPTION
-85-132-00101 T50116	MP	70801	N	WBN	1 N 2 NA	N NA	N NA	N NA	IN-85-132-001	QTC	OFFICE SPACE AND FOOD/EATING FACILITIES ARE NOT ADEQUATE. EXAMPLE: INTERIM OFFICE BUILDING, UNIT 1, DOES NOT ADEQUATELY PROVIDE AMPLE WORKING SPACE TO WORKERS ASSIGNED TO JOB. WORKING SPACE IS TOO CRAMPED. ALSO, NO CAFETERIA EXIST ON-SITE TO PROVIDE NUTRITIONAL FOOD OR LUNCH ROOM FACILITIES. THIS WORKING ENVIRONMENT DOES NOT CONTRIBUTE TO GOOD DECISION MAKING PROCESSES AND GENERAL MOTIVATION. CI HAS NO ADDITIONAL INFORMATION.
-85-203-00201 T50156	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA	IN-85-203-002	QTC	ENGINEERS ON-SITE DO NOT ALWAYS KNOW ANSWERS TO QUESTIONS ASKED NOR WILL THEY GET BACK TO AN INDIVIDUAL CRAFTSMAN WHO ASKED THE QUESTION. CI WOULD NOT PROVIDE ANY ADDITIONAL DETAILS/SPECFICS. CONSTRUCTION DEPT. CONCERN. NO FOLLOW UP REQUIRED.
-85-209-00101 T50017	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA	IN-85-209-001	QTC	SUGGEST GENERAL EMPLOYEE ORIENTATION OF HOW PLANT OPERATES.
-85-320-00101 T50224	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA	IN-85-320-001	QTC	MORALE IS BAD PROJECT-WIDE. SUPERINTENDENTS AND GENERAL FOREMEN VIOLATE THE CHAIN OF COMMAND BY NOT INFORMING THE FOREMAN PRIOR TO DISCIPLINING THE WORKERS. (NO SPECIFIC NAMES PROVIDED.) CI HAS NO ADDITIONAL INFORMATION. CONSTRUCTION CONCERN. UNIT 2. NO FOLLOW UP REQUIRED.

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

:EGORY: MP MGT. & PERS. ISSUES
SUBCATEGORY: 708 GENERAL EXPRESSIONS OF CONCERNS ABOUT LOW MORALE

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CONCERN NUMBER	CAT	SUB CAT	SHRD	PLT LOC	1 REPORT APPL 2 SAF RELATED BF	BL	SQ	WB	HISTORICAL REPORT	CONCERN ORIGIN	CONCERN DESCRIPTION
I -85-327-00101 T50030	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA		QTC	MANAGEMENT TECHNIQUE AND POLICY AT W BNP IS RESULTING IN EMPLOYEE MORALE "AS LOW AS IT HAS EVER BEEN", AND A JOB ATMOSPHERE IN WHICH QUALITY WORK IS NOT ENCOURAGED. IT WAS STATED T HAT THIS TREND BEGAN WHEN PERSONNEL FROM SEQUOYAH ARRIVED ON SITE, AND B EGAN "NIT PICKING" ENFORCEMENT OF JO B RULES WITHOUT REGARD TO ANY EXTENU ATING CIRCUMSTANCES
N -85-376-00201 T50019	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA		QTC	TVA HAS GOOD POLICIES BUT NEVER FULL Y COMPLIES WITH ANY OF THEM.
N -85-380-00201 T50014	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA		QTC	QUALITY OF WORK AND MORALE DECLINED WHEN SUPERVISORS WERE TRANSFERRED TO WATTS BAR FROM SEQUOYAH.
N -85-453-00301 T50033	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA		QTC	EMPLOYEES OFTEN TURN DOWN A FOREMEN' S POSITION BECAUSE OF NOT GETTING UP PER MANAGEMENT'S SUPPORT.
N -85-491-00201 T50029	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA		QTC	LOW MORALE DUE TO PEOPLE WANTING ADV ANCEMENT AND POINTING FINGERS AT OTH ERS
N -85-533-00701 T50170	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA		QTC	CRAFT PERSONNEL ARE MOVED ARBITRARIL Y AND FREQUENTLY (EXAMPLE: ONE EMPLO YEE HAS BEEN MOVED ABOUT ONCE EVERY TWO MONTHS FOR OVER TWO YEARS) SOME FOREMEN (KNOWN) HAVE MORE THAN A 400 % TURNOVER. THIS IS NEEDLESS AND DI SRUPTIVE, AND HURTS MORALE OF BOTH F OREMEN AND CRAFTSMEN. CONSTRUCTION DEPARTMENT CONCERN. CI HAS NO FURTH ER INFORMATION.
N -85-539-00401 T50042	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA	IN-85-539-004	QTC	WBNP IS COSTING TOO MUCH. CONSTRUCT ION IS TAKING TOO LONG & SO COSTS AR E ESCALATING.

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CONCERN NUMBER	CAT	SUB CAT	SHRD	PLT LOC	1 REPORT APPL 2 SAF RELATED BF BL SQ WB	HISTORICAL REPORT	CONCERN ORIGIN	CONCERN DESCRIPTION
N -85-542-00301 T50045	MP	70801	N	WBN	1 N N N N 2 NA NA NA NA	IN-85-542-003	QTC	THE CANTEEN USED BY THE CRAFT OFFERS SOME ITEMS AT A HIGHER PRICETHAN THE OTHER CANTEENS.
N -85-544-00401 T50045	MP	70802	N	WBN	1 N N N N 2 NA NA NA NA		QTC	THE LOW MORALE ON SITE IS DUE TO MISMANAGEMENT.
N -85-547-00101 T50049	MP	70802	S	WBN	1 N N N N 2 NA NA NA NA		QTC	THE UPPER LEVEL CONST. MANAGEMENT WAS CHANGED 3-4 YEARS AGO (1981) CAUSING A MORALE PROBLEM W/EMPLOYEES AND AN NEGATIVE EFFECT IN THE QCI PROGRAM. THE MANAGEMENT WANTED WORK DONE "YESTERDAY". MANAGERS PUSHED THE FOREMEN. FOREMEN PUSHED THE EMPLOYEES AND WERE TOLD TO FORGET CERTAIN QA PROCEDURES. THIS OCCURRED PRIMARILY IN THE REACTOR BUILDING, UNIT 1.
02	QA	80113	S	WBN	1 N N N Y 2 NA NA NA SR			
IN -85-549-00601 T50049	MP	70802	N	WBN	1 N N N N 2 NA NA NA NA		QTC	MANAGEMENT IS SPENDING THOUSANDS OF DOLLARS TO TRAIN NEW EMPLOYEES. IF THEY WOULD IMPROVE THE WORKING CONDITIONS & KEEP GOOD EMPLOYEES IT WOULD SAVE TVA A CONSIDERABLE AMOUNT OF MONEY.
IN -85-581-00301 T50055	MP	70802	N	WBN	1 N N N N 2 NA NA NA NA	IN-85-581-003	QTC	THE MORALE IN GENERAL AT TVA IS LOW. THE CONSISTENT NEGATIVE ATTITUDE BY MANAGEMENT TOWARD THE EMPLOYEES IS THE BASIC REASON THIS PLANT HAS TAKEN SO LONG TO BUILD.
IN -85-595-00401 T50056	MP	70802	N	WBN	1 N N N N 2 NA NA NA NA	IN-85-595-004	QTC	IF ANY COMPANY OUTSIDE THE TVA JURISDICTION DID 1/10TH THE MISMANAGEMENT AND DISCRIMINATION THAT TVA DOES THE U.S GOVERNMENT WOULD HAVE THEM CLOSED DOWN. IN EXAMPLE, DOES NOT TREAT ALL EMPLOYEES EQUALLY, PURCHASES MOST MATERIALS/EQUIPMENT FROM FOREIGN COUNTRIES, CREATES ENORMOUS WASTE DUE TO INADEQUATE ORDERING, RECIEVING, AND STORAGE.

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

ATEGORY: MP MGT. & PERS. ISSUES

EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY
SUBCATEGORY: 708 GENERAL EXPRESSIONS OF CONCERNS ABOUT LOW MORALE

REF. SECTION
CAT - MP
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CONCERN NUMBER	CAT	SUB CAT	SHRD	PLT LOC	1 REPORT APPL 2 SAF RELATED BF	BL	SQ	WB	HISTORICAL REPORT	CONCERN ORIGIN	CONCERN DESCRIPTION
IN -85-596-00101 T50058	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA	IN-85-596-001	QTC	MANAGEMENT PLACED AN UNNECESSARY HARDSHIP ON EMPLOYEES THAT MADE AN EFFORT TO GET TO WORK DURING A WINTER STORM WHEN THEIR VAN POOLS DID NOT RUN AND THEIR HARD HATS AND SAFETY GLASSES WERE IN THE VANS. MANAGEMENT MADE THEM WALK A LONG DISTANCE AND STAND IN LINE DURING BAD WEATHER TO OBTAIN HARD HATS OF THE RIGHT COLORS AND WITH THEIR NUMBERS ON THEM. A MORE TEMPORARY AND LESS INCONVENIENT WAY WAS POSSIBLE. (NAMES/DETAILS KNOWN TO QTC)
IN -85-609-00101 T50058	MP	70801	N	WBN	1 N 2 NA	N NA	N NA	N NA	IN-85-609-001	QTC	TOO MANY SUPERVISORY VEHICLES ON SITE, YET TVA OFTEN CLAIMS THAT THEY DO NOT HAVE MONEY TO BUY PROPER TOOLS OR MATERIAL TO SUPPORT CONSTRUCTION. NO SPECIFIC OR OTHER DETAILS PROVIDED.
IN -85-644-00101 T50063	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA		QTC	TVA EMPLOYEES HAVE LOW MORALE AND NO INCENTIVE TO PERFORM QUALITY WORK. THIS IS DUE TO TVA PERSONNEL POLICIES WHICH ALLOW RETENTION AND PROMOTION OF "DEAD WOOD" EMPLOYEES; LACK OF ADEQUATE FUNDING FOR MERIT RAISE PROGRAM, SUCH THAT SOME EMPLOYEES WHO DESERVE A MERIT RAISE DON'T GET ONE; AND MANAGEMENT TOLERANCE OF SUBSTANDARD PERFORMANCE BY MINORITY EMPLOYEES, DUE TO FEAR OF INVOLVEMENT IN AN EEO PROCESS IF DISCIPLINARY ACTION IS IMPOSED. NO FURTHER DETAILS AVAILABLE.

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ATEGORY: MP MGT. & PERS. ISSUES
SUBCATEGORY: 708 DISSATISFACTION WITH WORK ENVIRONMENT

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CONCERN NUMBER	CAT	SUB CAT	SHRD	PLT LOC	1 REPORT APPL 2 SAF RELATED BF BL SQ WB	HISTORICAL REPORT	CONCERN ORIGIN	CONCERN DESCRIPTION
IN -85-663-01301 T50239	MP	70801	N	WBN	1 N N N N 2 NA NA NA NA		QTC	TVA IS OFTEN INSENSITIVE TO EMPLOYEE NEEDS. EXAMPLE: TVA AUTOMOBILES ARE OFTEN USED FOR LONG TRIPS AND IN INCLEMENT WEATHER, INCLUDING SLICK ROADS FROM SLEET AND TORNADOES, BUT THE TVA CARS DO NOT EVEN HAVE AM RADIOS TO HELP THE DRIVER REMAIN ALERT ON LONG TRIPS, OR BE PREPARED FOR HAZARDOUS TRAVEL CONDITIONS. CI HAS NO FURTHER INFORMATION. CONSTRUCTION DEPARTMENT CONCERN. NO FOLLOW UP REQUIRED.
IN -85-699-00101 T50077	MP	70802	N	WBN	1 N N N N 2 NA NA NA NA		QTC	MANAGEMENT SHOULD TAKE POSITIVE STEPS TO IMPROVE EMPLOYEE MORALE. NO FURTHER DETAILS AVAILABLE.
IN -85-718-00101 T50079	MP	70802	N	WBN	1 N N N N 2 NA NA NA NA	IN-85-718-001	QTC	CI STRESSES A COMPLETE LACK OF TRUST/CONFIDENCE IN THE ABILITY OF UPPER-LEVEL CONSTRUCTION MANAGEMENT. THIS POOR MANAGEMENT CAUSES A LACK OF INTEREST IN THE CRAFT TO DO A GOOD JOB. COMMUNICATION/ COOPERATION BETWEEN CRAFTS AND NSB IS NON-EXISTENT. THE 'LITTLE NAPOLEAN' CONCEPT IS PREVALENT. (NO ADDITIONAL INFORMATION AVAILABLE/NAMES ARE KNOWN)
IN -85-740-00701 T50199	MP	70802	N	WBN	1 N N N N 2 NA NA NA NA	IN-85-740-007	QTC	MANAGEMENT TRIES TO FORCE WORKERS TO PERFORM, RATHER THAN TRYING TO MAKE THE WORK ATMOSPHERE ENJOYABLE ENOUGH SO THAT PEOPLE WANT TO DO A GOOD JOB. IF CRAFT WANTED TO SABOTAGE THE PLANT BECAUSE OF BAD MORALE, NO ONE COULD STOP THEM, SO WHY DOES TVA MANAGEMENT KEEP TRYING TO IRRITATE THEM AND LOWER MORALE? CONSTRUCTION DEPT. CONCERN. CI DECLINED TO PROVIDE FURTHER INFORMATION.

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

ATEGORY: MP MGT. & PERS. ISSUES
SUBCATEGORY: 708 GENERAL EXPRESSIONS OF CONCERNS ABOUT LOW MORALE

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CONCERN NUMBER	CAT	SUB CAT	SHRD	PLT LOC	1 REPORT APPL 2 SAF RELATED BF BL SQ WB	HISTORICAL REPORT	CONCERN ORIGIN	CONCERN DESCRIPTION
IN -85-768-00101 T50116	MP	70802	N	WBN	1 N N N N 2 NA NA NA NA	IN-85-768-001	QTC	THIS PROJECT'S RED TAPE IS SO OVER-BURDENING THAT EVERYONE'S HANDS ARE TIED, ATTITUDES ARE HURT BECAUSE NO ONE CAN GET ANYTHING DONE AND QUALITY OF WORK SUFFERS. THIS IS A GENERIC CONCERN. CI HAS NO FURTHER INFORMATION. CONSTRUCTION DEPT. CONCERN
IN -85-780-00101 T50081	MP	70801	N	WBN	1 N N N N 2 NA NA NA NA		QTC	POOR WORKING CONDITIONS IN THE MOTOR TRANSPORT GARAGE AREA - TWO ATTENDANTS PRESENTLY DOING THE JOB THAT ORIGINALLY REQUIRED SIX ATTENDANTS. NO ADDITIONAL INFORMATION AVAILABLE.
IN -85-835-X0401 T50095	MP	70802	N	WBN	1 N N N N 2 NA NA NA NA		QTC	DURING THE INTERVIEW THE CI MENTIONED THAT THE POTENTIAL EXISTS IN THE FIELD (PLANT) FOR A DISGRUNTLED EMPLOYEE TO DAMAGE A QC ACCEPTED ITEM. THIS IS DUE TO LOW MORALE AMONG CRAFT.
IN -85-895-00101 T50091	MP	70802	N	WBN	1 N N N N 2 NA NA NA NA		QTC	MANAGEMENT (CRAFT KNOWN) IS POOR. FAVORITISM IS OBVIOUS, AND PERSONNEL SAFETY RULES ARE ROUTINELY COMPROMISED TO ACHIEVE PRODUCTION. MORALE IS LOW DUE TO MANAGEMENT.
IN -85-896-00101 T50091	MP	70802	N	WBN	1 N N N N 2 NA NA NA NA		QTC	MANAGEMENT SEEM TO BE LOST IN TRYING TO BUILD THIS PLANT. ORGANIZATION IS WORSE THAN THE ARMY. NO ADDITIONAL INFORMATION AVAILABLE.

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TENNESSEE VALLEY AUTHORITY
OFFICE OF NUCLEAR POWER
EMPLOYEE CONCERN PROGRAM SYSTEM (ECPS)
EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY

ATEGORY: MP MGT. & PERS. ISSUES
SUBCATEGORY: 708 GENERAL EXPRESSIONS OF CONCERNS ABOUT LOW MORALE

REF. SECTIO
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CONCERN NUMBER	CAT	SUB CAT	SHRD	PLT LOC	1 REPORT APPL 2 SAF RELATED BF	BL	SQ	WB	HISTORICAL REPORT	CONCERN ORIGIN	CONCERN DESCRIPTION
IN -85-899-00101 T50090	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA		QTC	MANAGER (KNOWN) EMPHASIZES SCHEDULE OVER QUALITY. SCHEDULES ABOUT TWICE AS MUCH WORK (TYPE KNOWN) AS GROUP (KNOWN) CAN DO. EMPHASIZES BEAN COUNT TO THE POINT THAT ENGINEERING AND CRAFT SPEND THEIR TIME ACCUSING EACH OTHER OF HOLDING UP WORK. MOST OVERT PRESSURE AND FRICTION COMES FROM BETWEEN GROUPS RATHER THAN FROM UPPER LEVEL. MANAGEMENT DOESN'T UNDERSTAND THAT SO FEW UNITS OR WORK (KNOWN) ARE ACTUALLY AVAILABLE TO BE DONE DUE TO FACTORS BEYOND LOWER LEVEL PERSONNEL'S CONTROL. BAD MORALE
IN -85-914-00101 T50094	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA	IN-85-914-001	QTC	WORKING CONDITIONS AT WBNP WERE GOOD IN THE PAST (1979) SUBSEQUENT MANAGEMENT CHANGES (NAMES KNOWN) HAVE BROUGHT CONDITIONS "DOWNHILL". UNLESS AN EMPLOYEE IS IN THE "CLIQUE", TREATMENT OF EMPLOYEES IS TERRIBLE. C/I HAS NO FURTHER INFORMATION. NO FOLLOW UP REQUIRED.
IN -85-917-00201 T50094	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA	IN-85-917-002	QTC	CONTRACT EMPLOYEES ARE HIGHLY PAID ($25-30+ PER HOUR) AND DO NOT PRODUCE AS MUCH WORK AS DO TVA EMPLOYEES. C/I FEELS THAT TVA IS NOT GETTING THEIR MONEY'S WORTH. DEPARTMENT KNOWN . WITHELD DUE TO CONFIDENTIALITY. NO FURTHER DETAILS AVAILABLE. NO FOLLOW UP REQUIRED.
IN -85-938-00601 T50103	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA		QTC	INDIVIDUAL SUBJECTED TO UNDUE HARDSHIP BY TVA. DETAILS KNOWN TO QTC, WITHELD DUE TO CONFIDENTIALITY. CI HAS NO FURTHER INFORMATION. NO FOLLOW UP REQUIRED.

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

EGORY: MP MGT. & PERS. ISSUES
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CONCERN NUMBER	CAT	SUB CAT	SHRD	PLT LOC	1 REPORT APPL 2 SAF RELATED BF	BL	SQ	WB	HISTORICAL REPORT	CONCERN ORIGIN	CONCERN DESCRIPTION
-86-145-00101 T50128	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA		QTC	TVA MANAGERS (KNOWN) GO OUT OF THEIR WAY TO CAUSE BAD MORALE. EG: INDIVIDUAL WAS NOT ALLOWED TO CHANGE FROM THIRD TO DAY SHIFT EVEN THOUGH THERE WAS A VALID REASON. CI HAD NO MORE SPECIFIC INFORMATION. CONSTRUCTION DEPT CONCERN.
-86-147-00201 T50129	MP	70801	N	WBN	1 N 2 NA	N NA	N NA	N NA		QTC	THE 2ND SHIFT HAS A SHUTTLE BUS WHICH TRANSFERS EMPLOYEES FROM THE PARKING LOT TO THE BRASS ALLEY WHEN IT RAINS, THE 3RD SHIFT ALSO NEEDS THIS SERVICE. CI HAS NO ADDITIONAL INFORMATION. CONST DEPT CONCERN.
-86-177-00201 T50124	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA		QTC	LOW MORALE ON THE JOB WHIC COULD LEAD TO POOR WORKMANSHIP. CI HAS NO FURTHER INFORMATION. CONST. DEPT. CONCERN. NO SPECIFIC HARDWARE EXAMPLES WERE PROVIDED. FOLLOW UP REQUIRED.
-86-190-00601 T50188	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA		QTC	TVA DOES NOT HAVE AN INCENTIVE PROGRAM FOR PERSONNEL TO TURN IN COST SAVING IDEAS. CI HAS NO ADDITIONAL INFORMATION. NUC POWER CONCERN. UNIT 1 & 2.
-86-204-00301 T50130	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA		QTC	MORALE IS LOW WHICH MAY LEAD TO UNACCEPTABLE WORK. MORALE PROBLEM IS A DIRECT PRODUCT OF UPPER MANAGEMENT. CONST. DEPT. CONCERN. CI HAS NO ADDITIONAL INFORMATION. NO FOLLOW UP REQUIRED.
-86-267-00301 T50150	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA		QTC.	TVA, AS A WHOLE, DOES NOT REALLY CARE ABOUT THEIR EMPLOYEES. GOOD EMPLOYEES WHO DO THEIR ASSIGNED WORK, ARE ASSIGNED MORE WORK TO MAKE UP FOR THE EMPLOYEES WHO ARE LAZY. THIS RESULTS IN THE FEW GOOD EMPLOYEES LOOKING FOR BETTER JOBS ELSEWHERE. NUCLEAR POWER DEPT. CONCERN. CI HAS NO FURTHER INFORMATION. NO FOLLOW-UP REQUIRED.

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

EGORY: MP MGT. & PERS. ISSUES

EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY
SUBCATEGORY: 708 GENERAL EXPRESSIONS OF CONCERNS ABOUT LOW MORALE

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CONCERN NUMBER	CAT	SUB CAT	SHRD	PLT LOC	1 REPORT 2 SAF BF	RELATED BL	SQ	WB	APPL	HISTORICAL REPORT	CONCERN ORIGIN	CONCERN DESCRIPTION
-86-282-00301 T50241	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA			QTC	CRAFT MANAGEMENT RUNS THE CONSTRUCTI ON OF THIS PROJECT. QC AND ENGINEER ING FOLLOW THEIR LEAD. CI WAS REFER RING TO OVERALL MANAGEMENT AS BEING REACTIONARY NOT MANAGING UNTIL SOMET HING HAPPENS. CI HAS NO SPECIFIC DE TAILS, AND NO ADDITIONAL INFORMATION . CONSTRUCTION DEPARTMENT CONCERN.
-86-297-00301 T50152	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA		IN-86-297-003	QTC	MORALE IS VERY BAD AND NOBODY CARES ABOUT THE JOB. CONSTR. DEPT. CONCER N. CI HAS NO ADDITIONAL INFORMATION . NO FOLLOWUP REQUIRED.
-86-316-00801 T50168	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA			QTC	TVA MANAGEMENT DOESN'T GIVE A DAMN A BOUT THE PEOPLE. NUCLEAR POWER CONC ERN. CI HAS NO ADDITIONAL INFORMATI ON.
V-86-001 01	MP	70801	N	SQN	1 N 2 NA	N NA	N NA	N NA			OECP	VELLUM PRINTS ARE TOO HEAVY FOR THE WOMEN TO LIFT. THE FILES ARE TOO CR OWDED, MAKING IT EVEN HARDER TO HAND LE THE PRINTS.
-85-048-00501 T50244	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA			QTC	TVA'S GENERIC MANAGEMENT POLICY IS T O HURRY UP AND GET THE JOB DONE, WIT H A COMPLETE DISREGARD TO THE HUMAN ASPECTS AND NEEDS OF THE EMPLOYEES. FOR EXAMPLE, MANY EMPLOYEES ARE TRA NSFERRED MULTIPLE TIMES, AND OFTEN A ND UP WORKING BACK AT THE SAME LOCAT ION THEY WERE ORIGINALLY TRANSFERRED FROM. EMPLOYEES OFTEN WORK CONSIDE RABLE OVERTIME (60-70 HOURS A WEEK) FOR EXTENDED PERIODS, WHICH REDUCES EMPLOYEE EFFECTIVENESS AND MORALE. NUC. POWER DEPARTMENT CONCERN. CI H AS NO FURTHER INFORMATION. GENE
K-86-002 01	MP	70801	N	SQN	1 N 2 NA	N NA	N NA	N NA			OECP	EMPLOYEE CALLED AND LATER PRESENTED A PETITION THAT STATED THE SYSTEM SQ N IS PLANNING FOR ASSIGNED PARKING I S NOT FAIR AND IS COUNTER PRODUCTIVE .

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

EGORY: MP MGT. & PERS. ISSUES

EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY
SUBCATEGORY: 708 GENERAL EXPRESSIONS OF CONCERNS ABOUT LOW MORALE

REF. SECTION I
CAT - MP
SUBCAT - 708

CONCERN NUMBER	CAT	SUB CAT	SHRD	PLT LOC	1 REPORT APPL. 2 SAF RELATED BF	BL	SQ	WB	HISTORICAL REPORT	CONCERN ORIGIN	CONCERN DESCRIPTION
N-0197 01	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA		OECP	CI IS CONCERNED HOW THE SUPERVISOR I S GOING TO BRING MORAL UP WHEN THER E ARE JANITORS WITH THE SAME CLASSIF ICATION SF-1 DOING THE SAME WORK AS THE ONES THAT MAKE $1,485 MORE A YEA R.
N-0393 01	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA		OECP	POSSIBLE IMPROVEMENT OF EMPLOYEE ATT ENDANCE AND GENERAL CONCERN FOR IMPR OVED PRODUCTIVITY AND EMPLOYEE'S HEA LTH.
N-700PI 01	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA		OECP	TRAVEL - MORALE: TRAVEL ARRANGEMENT PRACTICED AT WBNP ARE A DRAG ON TVA CORPORATE GOALS. WHEN EMPLOYEES CH OOSE TO DRIVE THEY ARE REIMBURSED ON LY 1/2 OF THE CHEAPEST CALCULATED AM OUNT DETERMINED BY TRAVEL.
P-86-008-00601 T50243	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA	WBP-6-008-006	QTC	CI FEELS THE "NEW" TVA MANAGEMENT (K NOWN) IS NOT AND CANNOT BE EFFECTIVE UNTIL TVA GIVES THEM THE AUTHORITY TO "SHAKE TVA DOWN TO ITS ROOTS". C ONSTRUCTION DEPT. CONCERN. CI HAS N O FURTHER INFORMATION. NO FOLLOW UP REQUIRED.
-85-004-00301 T50060	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA		QTC	"PEOPLE/EMPLOYEES WILL DO ANYTHING T O KEEP THEIR JOBS" EXAMPLES: 1)REWRI TING OF NCRS TO SUIT SUPERVISORS LIK ING (NO SPECIFICS) 2)PAPERWORK TWIST : REWORDING THE DOCUMENTATION WORK TO TAKE IT LOOK LIKE EVERYTHING IS O K (NO SPECIFICS) 3) JOBS IN 1-TENNES SEE AREA ARE SCARCE (NOT THAT MANY) TVA IS A BIG EMPLOYER WITH A GOOD BE NEFIT PACKAGE. IF THEY LOSE THEIR J OB THEY CAN NOT GET EQUIVALENT JOBS (NO SPECIFICS)
-85-008-00101 T50045	MP	70802	N	WBN	1 N 2 NA	N NA	N NA	N NA		QTC	LOW MORALE DUE TO JOB BURNOUT AND MI SMANAGEMENT.

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

EGORY: MP MGT. & PERS. ISSUES

EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY
SUBCATEGORY: 708 GENERAL EXPRESSIONS OF CONCERNS ABOUT LOW MORALE

REF. SECTION :
CAT - MP
SUBCAT - 708

ONCERN NUMBER	CAT	SUB CAT	SHRD	PLT LOC	1 REPORT APPL 2 SAF RELATED BF BL SQ WB	HISTORICAL REPORT	CONCERN ORIGIN	CONCERN DESCRIPTION
-85-054-00601 T50239	MP	70802	N	WBN	1 N N N N 2 NA NA NA NA		QTC	CI FEELS THAT CREATION OF THE "HEAD CHECKER" JOB IS THE WORST THING THAT TVA EVER HAS COME UP WITH AT WATTS BAR SITE. ACCORDING TO CI THE HEAD CHECKER GOES AROUND AND CHECKS AS TO WHO IS WORKING AND WHO IS NOT AND I SSUES LETTERS. CI HAS ADDITIONAL IN FORMATION. NUCLEAR POWER DEPARTMENT CONCERN. NO FOLLOW UP REQUIRED.
-85-100-05101 T50213	MP	70802	N	WBN	1 N N N N 2 NA NA NA NA	WI-85-100-051	QTC	COMMITMENT (ACTION) SYSTEM IN TVA IS NON-EXISTENT. THERE IS NO ACTION P ARTY AND SCHEDULE. CI HAS NO FURTHE R INFORMATION. ANONYMOUS CONCERN VI A LETTER.
-85-053-X0301 T50164	MP	70802	N	SQN	1 N N N N 2 NA NA NA NA		QTC	SEQUOYAH- EMPLOYEES DO NOT TRUST MAN AGEMENT, BECAUSE MANGERS ARE INEXPER IENCED, THEY ARE NOT PROMOTEDD BECAU SE OF ABILITY, THEY WILL DO ANYTHING THEY RE TOLD WITHOUT QUESTIONING WH ETHER IT IS RIGHT OR WRONG, AND THEY DO NOT WORK IN THEIR SUBORDINATES' BEST INTERESTS. THIS LACK OF TRUST WENT SO FAR AS TO AFFECT QUALITY AT SEQUOYAH. CI HAS NO MORE INFORMATIO N. (ENGINEERING- CONSTRUCTION DEPT CONCERN) NO FOLLOW REQUIRED.
-85-103-00301 T50176	MP	70802	N	BLN	1 N N N N 2 NA NA NA NA		QTC	BELLEFONTE. CI WOULD NOT ACCEPT REA SSIGNMENT TO BELLEFONTE DUE TO UNFAI R TREATMENT BY TVA. DETAILS KNOWN T O QTC, WITHHELD DUE TO CONFIDENTIALI TY. NUCLEAR POWER DEPT. CONCERN. C I HAS NO ADDITIONAL INFORMATION. NO FOLLOW UP REQUIRED.

68 CONCERNS FOR CATEGORY MP SUBCATEGORY 708

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

ATTACHMENT B

MORALE

List of Concerns by Element/Issue

The Morale Subcategory (70800) is comprised of 68 concerns and are addressed in two major issues.

70801 - Dissatisfaction with some part of the work environment

GEA-85-001
I-86-234-SQN
IN-85-065-001
IN-85-131-001
IN-85-132-001
IN-85-542-003
IN-85-609-001
IN-85-663-013
IN-85-780-001
IN-85-938-007
IN-86-147-002
JPV-86-001
TDK-86-002

70802 - General expressions of concerns about low morale

BLN-ONP-EC-006
EX-85-007-001
EX-85-143-X01
IN-85-018-002
IN-85-097-005
IN-85-203-002
IN-85-209-001
IN-85-320-001
IN-85-327-001
IN-85-376-002
IN-85-380-002
IN-85-453-003
IN-85-491-002
IN-85-533-007
IN-85-539-004
IN-85-544-004
IN-85-547-001
IN-85-549-006
IN-85-581-003
IN-85-595-004
IN-85-596-001
IN-85-644-001
IN-85-699-001
IN-85-718-001
IN-85-740-007
IN-85-768-001
IN-85-835-X04
IN-85-895-001
IN-85-896-001
IN-85-899-001
IN-85-914-001
IN-85-917-002
IN-85-938-006
IN-86-021-001
IN-86-116-003
IN-86-123-001
IN-86-145-001
IN-86-177-002
IN-86-190-006
IN-86-204-003
IN-86-267-003
IN-86-282-003
IN-86-297-003
IN-86-316-008
PH-85-048-005
WBN-0197
WBN-0393
WBN-700-PI
WBP-86-008-006
WI-85-004-003
WI-85-008-001
WI-85-054-006
WI-85-100-051
XX-85-053-X03
XX-85-103-003