

TVA EMPLOYEE CONCERNS  
SPECIAL PROGRAM

REPORT NUMBER: 71900

REPORT TYPE: Management and Personnel Subcategory

REVISION NUMBER: 5

TITLE: Pay

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REASON FOR REVISION:

Incorporation of final TAS review comments.

PREPARATION

PREPARED BY:

John E. Long, Jr.  
SIGNATURE

5-7-87  
DATE

REVIEWS

PEER:

Frank Emsworth  
SIGNATURE

5-7-87  
DATE

TAS:

Randal R. Gibbs  
SIGNATURE

5/11/87  
DATE

CONCURRENCES

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

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

SRP: James W. ... 5-17-87  
SIGNATURE                      DATE

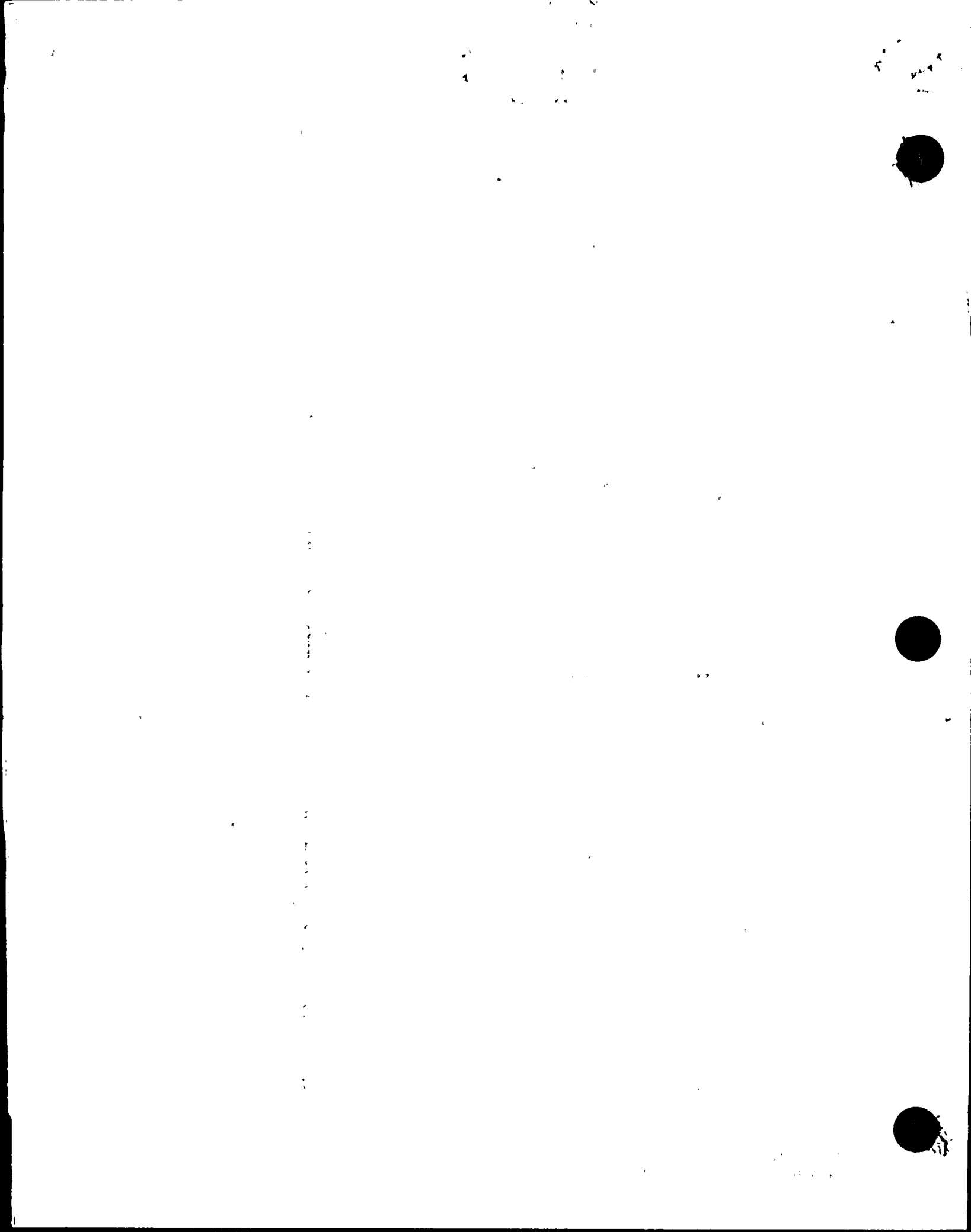
APPROVED BY:

W. B. ... 5/15/87  
ECSP MANAGER                      DATE

NA  
MANAGER OF NUCLEAR POWER                      DATE  
CONCURRENCE (FINAL REPORT ONLY)

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).

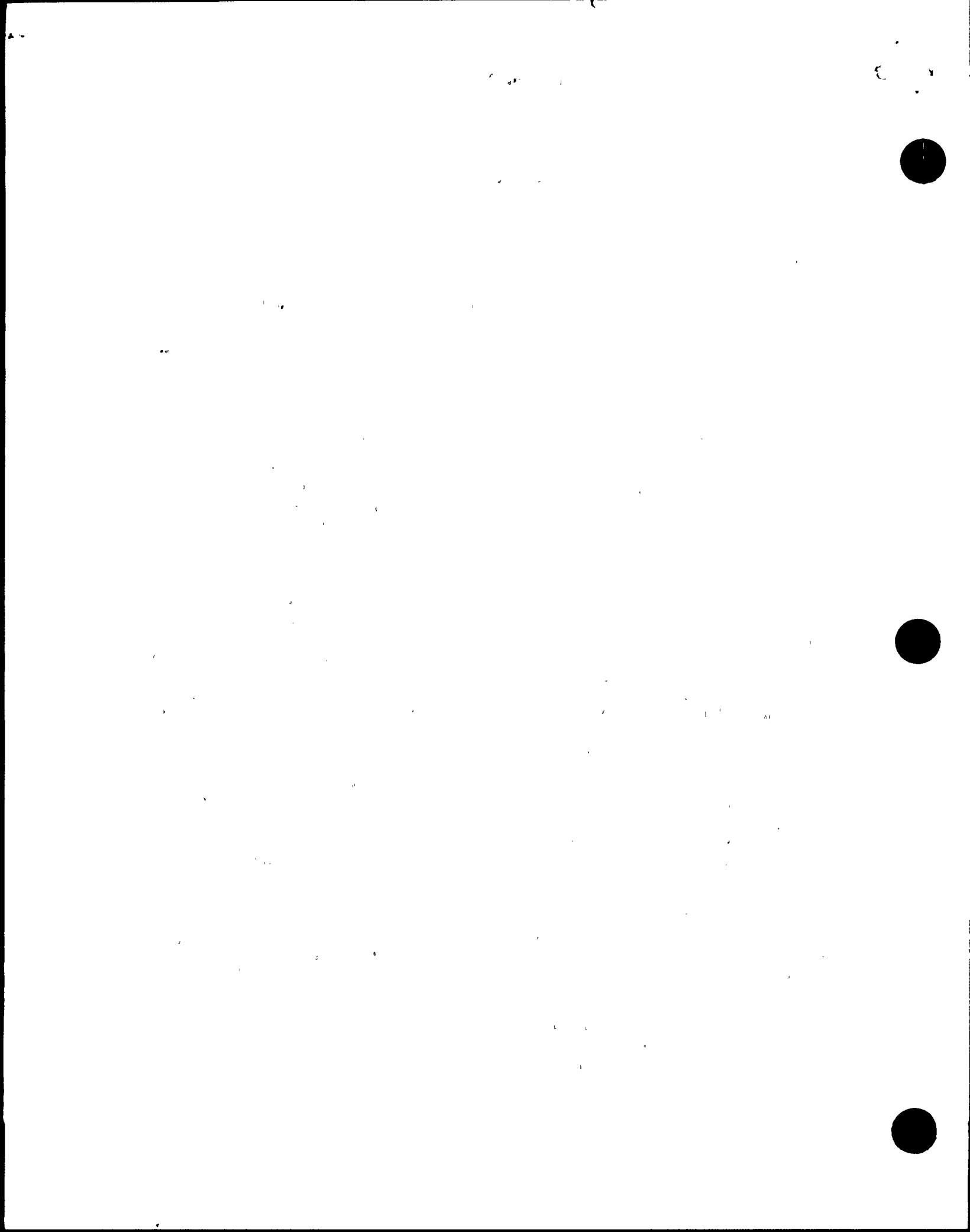
The ECSP addressed over 5800 employee concerns. Each of the concerns was a formal, written description of a circumstance or circumstances that an employee thought was unsafe, unjust, inefficient, or inappropriate. The mission of the Employee Concerns Special Program was to thoroughly investigate all 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:

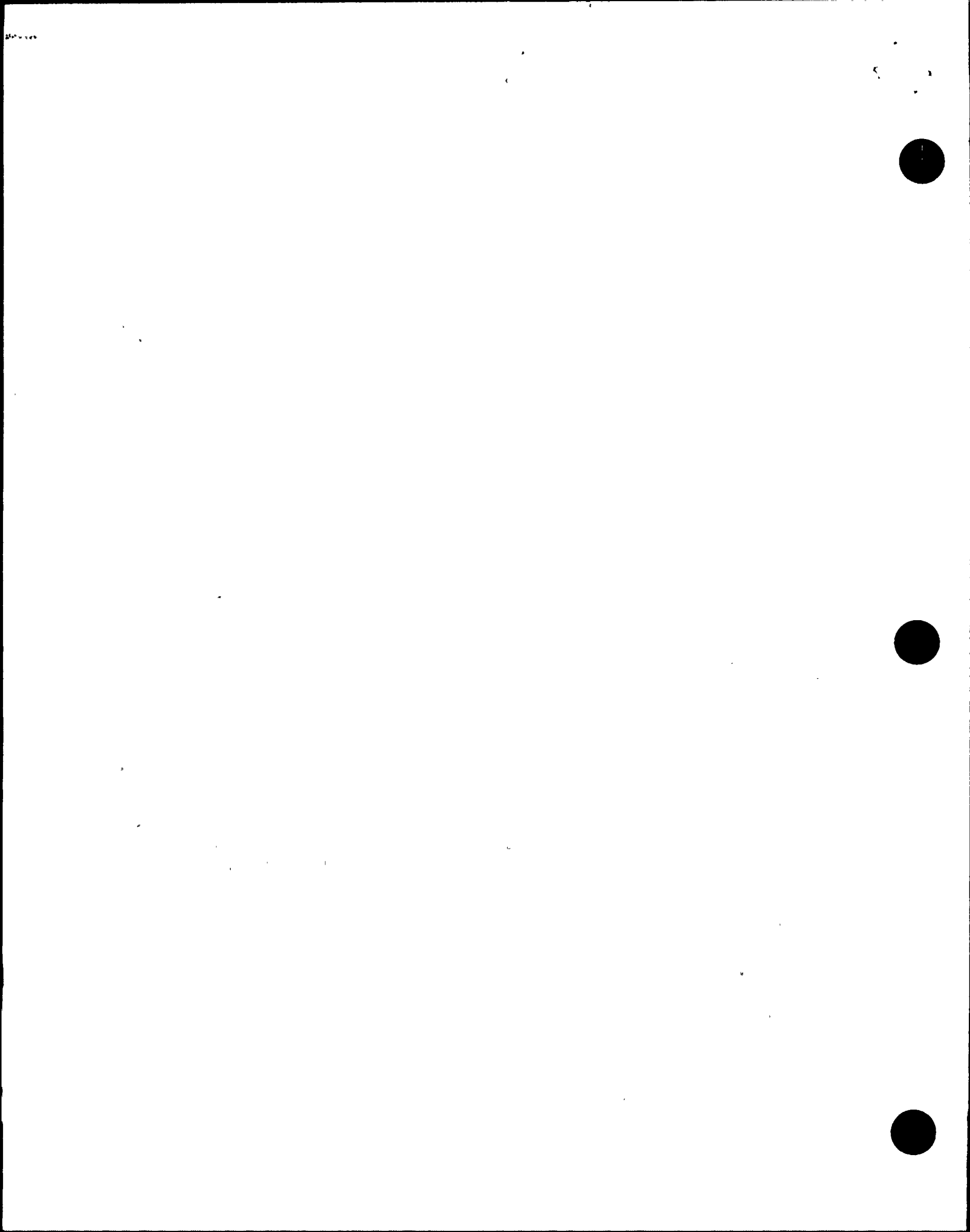
- ° management and personnel relations
- ° industrial safety
- ° construction
- ° material control
- ° operations
- ° quality assurance/quality control
- ° welding
- ° engineering

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.



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.

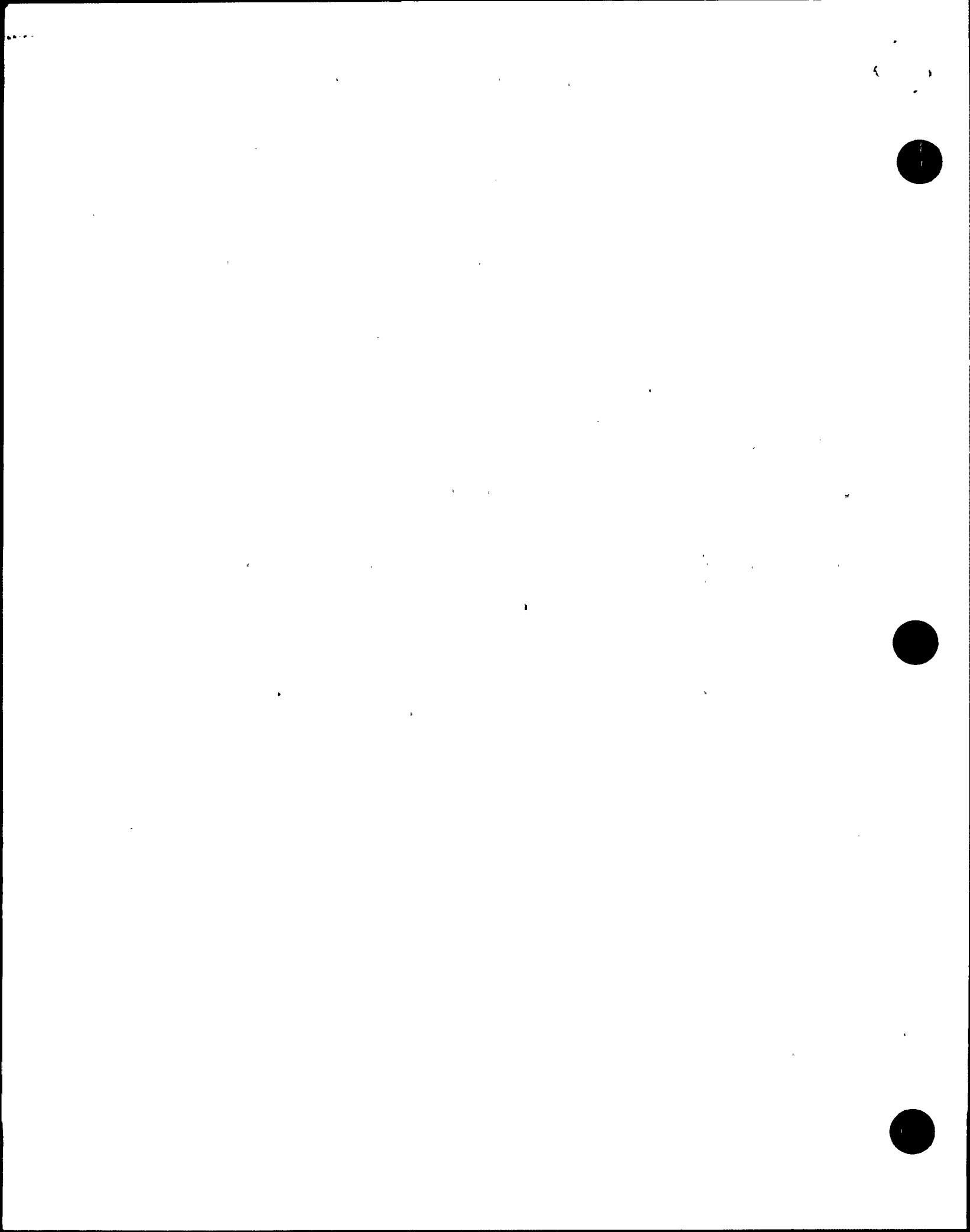
K-form (see "employee concern")

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.

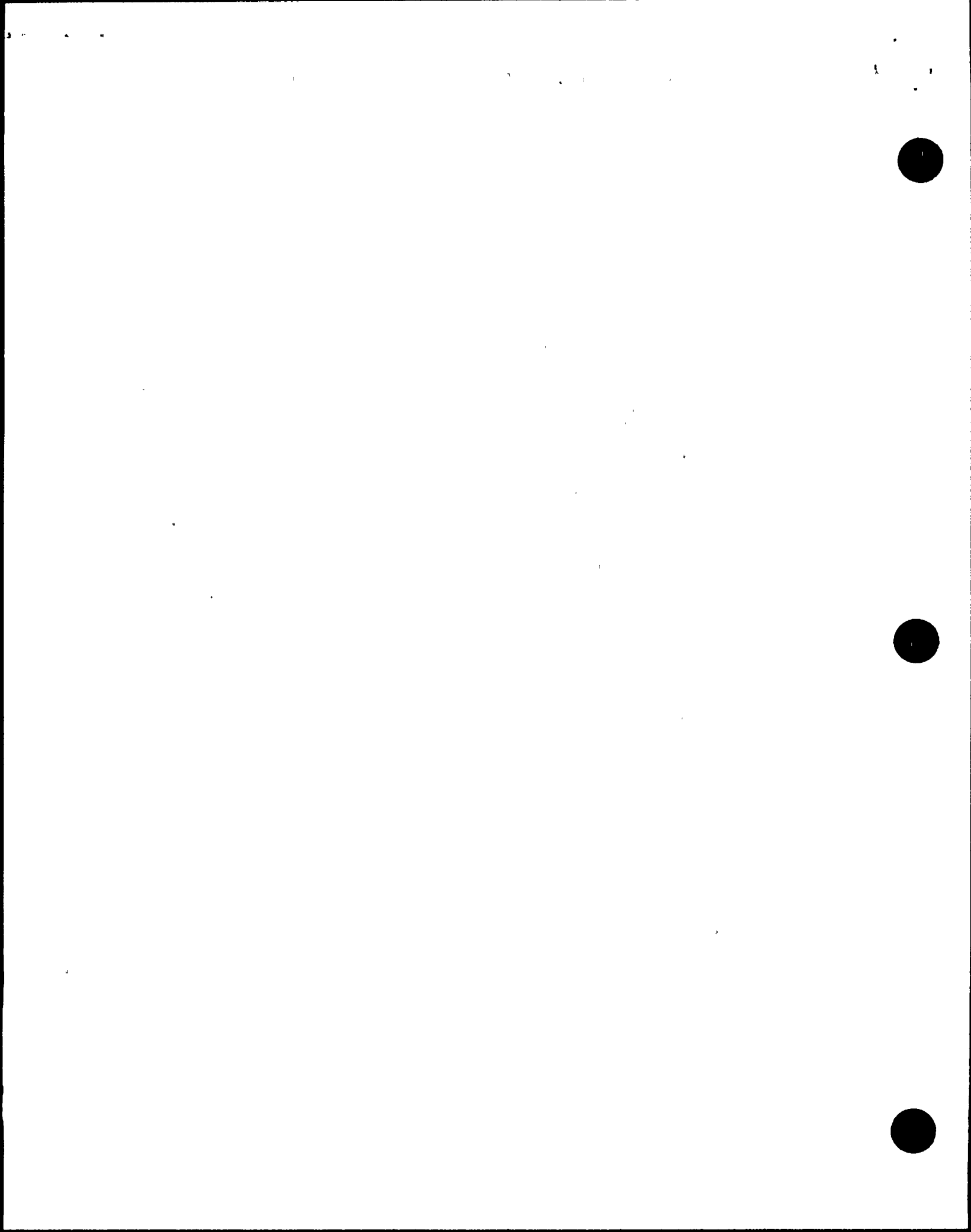
\*Terms essential to the program but which require detailed definition have been defined in the ECTG Procedure Manual (e.g., generic, specific, nuclear safety-related, unreviewed safety-significant question).





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
HI	Maintenance Instruction
HSPB	Merit Systems Protection Board
HT	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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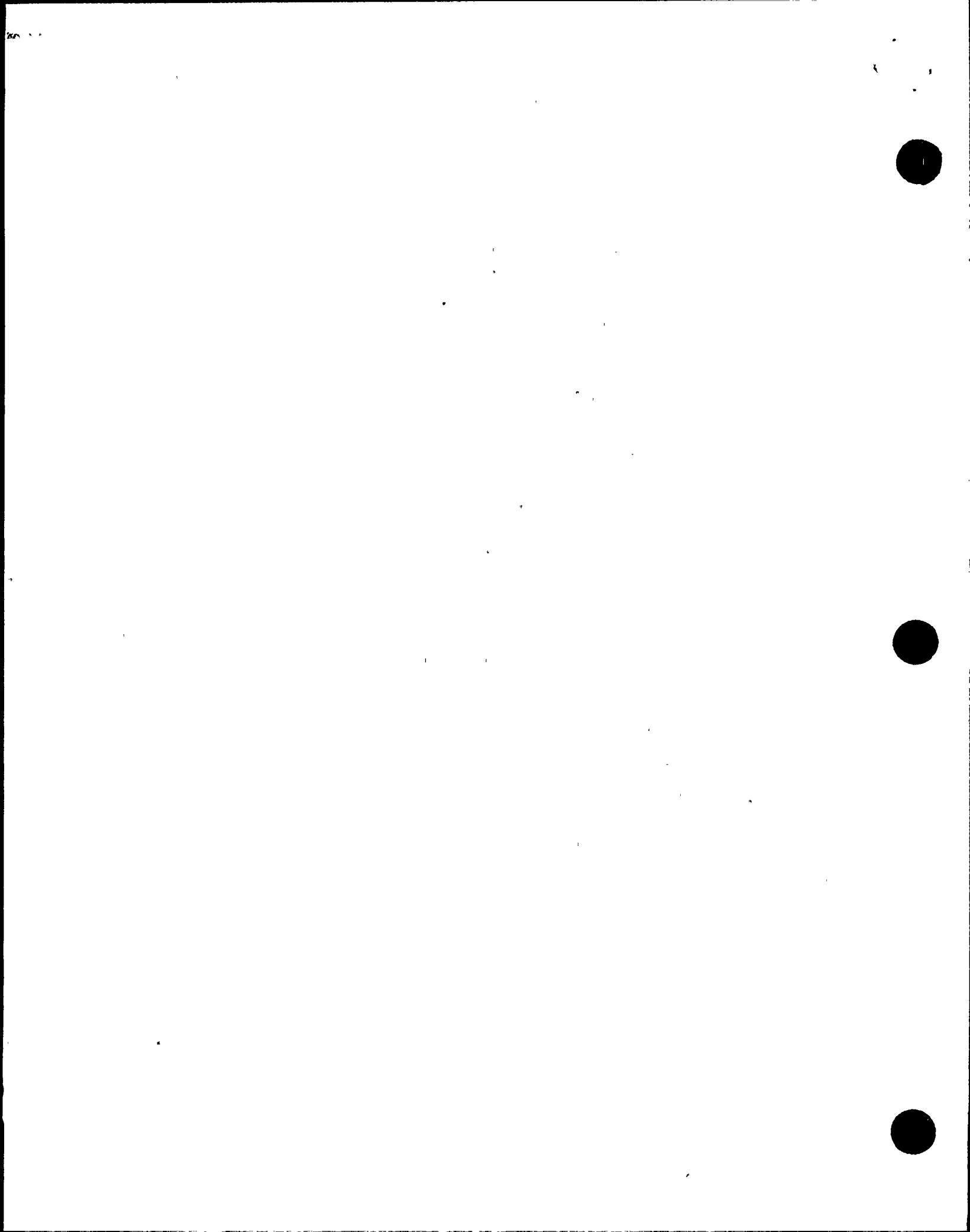
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QCP	Quality Control Procedure
QTC	Quality Technology Company
RIF	Reduction in Force
RT	Radiographic Testing
SQN	Sequoyah Nuclear Plant
SI	Surveillance Instruction
SOP	Standard Operating Procedure
SRP	Senior Review Panel
SWEC	Stone and Webster Engineering 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





## 1.0 CHARACTERIZATION OF ISSUES

### 1.1 Introduction

This subcategory report addresses ten issues raised by 66 employee concerns about pay. Most of the concerns were generated at Watts Bar Nuclear Plant (WBN) but the issues raised have generic applicability.

### 1.2 Description of Issues

The issues have been grouped into four elements:

- Salary Policy Merit Pay Plan
- TVA Salary Comparability
- Management Pay Plan
- Pay and Distribution Policies

#### 1.2.1 Salary Policy Merit Plan

##### Issue 71901 - Favoritism in Merit Pay Awards

This issue is based on the arguments that the same employees receive the merit awards each year, and the awards are not going to the most deserving.

##### Issue 71902 - Merit Plan Funding

The issue is whether a fixed budget can allow an effective merit pay plan and whether the plan is adequately funded.

##### Issue 71903 - Merit Award Criteria Are Unclear

The concerned individual (CI) claimed that inadequate, unjust, and inconsistent criteria are utilized in the merit pay program and there are no written guidelines available to employees.

##### Issue 71904 - Merit Awards Are Not Grievable

The CI expressed disagreement with the policy that management decisions on meritorious performance are not subject to challenge through the grievance adjustment procedure.

1.2.2 TVA Salary Comparability

Issue 71905 - TVA Salaries Are Not Comparable To Outside Salaries

The CIs contend that TVA employees' salaries are not comparable to salaries paid employees with similar responsibilities outside of TVA.

1.2.3 Management Pay Plan

Issue 71906 - Management Salaries and Bonuses Unjustified

The CIs contend that managers receive undeserved bonuses or raises for either completing tasks on time or reducing corrective action documents and question whether TVA managers deserve any pay increases at all.

1.2.4 Pay and Distribution Policies

Issue 71907 - Difficulty Getting Check Early

The CIs contend they should be allowed to get their checks early for such reasons as taking vacations on Friday, family emergencies, or illness.

Issue 71908 - Payroll Information is Improperly Released

The CI contends that unauthorized personnel can call the payroll department and get information regarding payroll amounts.

Issue 71909 - Final Compensation Should Be Paid On Last Workday

The CIs contend that TVA should have checks, with all due amounts included, ready for laid off employees on their last day of work.

1.2.5 Miscellaneous Concerns

Issue 71910 - Concerns With Insufficient Information to Evaluate

The concerns listed below contained insufficient information to permit investigation or evaluation:

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4  
4  
4



EX-85-017-001	IN-86-267-005
EX-85-079-001	SQM-86-004-015
EX-85-080-002	SQM-86-007-001
EX-85-193-002	WBP-85-005-005
IN-85-531-001	WBP-86-013-001
IN-85-785-007	WBP-86-013-006
IN-85-972-001	XX-85-076-001
IN-86-051-001	XX-85-076-002

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 Element/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

### 2.1 Summary of Issues

The issues in this subcategory relate to fairness of the Salary Policy Merit Pay Plan, comparability of TVA employees' salaries with those of other employees outside of TVA with similar responsibilities, fairness of pay procedures and pay check distribution, and fairness of management bonuses or raises for top managers.

## 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.

A systematic evaluation process was followed beginning with the review of each individual concern (K-form) and of reference documents to identify the requirements and criteria that govern the issues. Interviews were conducted, files reviewed, and a survey of merit awards was reviewed. The issues were evaluated against the identified requirements and criteria. A collective significance analysis was done on the findings. Causes were arrived at for negative findings. Corrective actions for negative findings were initiated or determined to have been previously initiated.

## 2.3 Summary of Findings

TVA's Salary Policy Merit Pay Plan has an established budget, a standard practice for the industrial community to which TVA belongs.

The administration of the merit pay plan needs to be improved. Merit Awards are not being properly documented and service reviews lacked performance ratings and comments clearly supporting meritorious performance pay awards.

Watts Bar Nuclear Site (Operations) and Browns Ferry Nuclear Plant (Operations) do not have an informal complaint process for their Salary Policy Merit Pay Plan, as required by the TVA Instruction on Pay - Salary Policy Represented Employees.

Methods used in TVA's salary survey process are consistent with industry practices: the amount of data gathered by TVA is much more extensive than that gathered in similar surveys examined for comparison as a part of this evaluation.

TVA's salary survey process does adequately measure the market for the jobs it surveys.

TVA's pay rates for most occupations are in line with those of employers in the industrial community. Pay scales for Health Physics Technician and Radiological Chemists Laboratory Analyst were below industry average in the recent past, but are now comparable (when fringe benefits are considered) to the industry average.

#### 2.4 Summary of Collective Significance

Few people ever feel they are paid enough, but low pay is not a burning issue among ONP employees. However, the issues raised in this subcategory, and the subcategory evaluation, indicate that employees as a whole do not understand TVA's pay policy.

#### 2.5 Summary of Causes

The apparent cause of the finding on the informal complaint process for the Salary Policy Merit Pay Plan was that Personnel Officers were not aware of the requirements governing that process, even though those requirements are outlined in TVA Instruction: Pay - Salary Policy Represented Employees.

The cause of the Health Physics Technicians and Radiological Chemical Laboratory Analysts being paid below industry average is that one job does not dictate the entire schedule rate.

#### 2.6 Summary of Corrective Action

Watts Bar (Operations) and Browns Ferry (Operations) are going to issue an instruction implementing an informal complaint process for their Salary Policy Merit Pay Plan.

An annual survey will be conducted by Nuclear Personnel of the supporting documentation for merit award recipients in each division and site. The results of the survey will be forwarded to the Manager of Nuclear Power who will assess the results and require corrective action where necessary to ensure adequate merit award documentation.

### 3.0 EVALUATION PROCESS

#### 3.1 General Methodology

The evaluation of this subcategory 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 raised by the concerns. The issues were evaluated against the identified requirements and criteria to determine findings. A collective significance analysis was conducted; 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

The following documents were reviewed to identify the requirements and criteria by which to evaluate the issues in this subcategory:

Articles of Agreement, General Agreement (Construction Employment), General Agreement (Annual Operating and Maintenance Employees), TVA Code III PAY (Salary Policy), TVA Code III PAY (Trades and Labor), Red Circled Employee's Transition Plan, Personnel Manual Instruction-Pay (Salary Policy Represented Employees), Division of Nuclear Construction-Revised Merit Pay Plan for Represented Salary Policy Employees, TVA Management Pay Plan, TVA Instruction III SERVICE REPORT (TVA Form 3031), and American Society for Personnel Administrator's Handbook of Personnel and Industrial Relations and Compensation Administration.

Four QTC individual response reports and their field files were consulted. The four reports contained only the K-form. The comments in the field files are consistent with the findings in section 4.0 of this report.

Thirteen interviews were conducted in the evaluation of this subcategory. Eight of the thirteen interviews were on the subject of merit pay. These interviews were conducted with the Chief, Research and Analysis Branch, Division of Personnel; the Division Personnel Officer for the Division of Nuclear Construction; a Personnel Officer for the Watts Bar Nuclear Site (WBN); a Personnel Officer for the Sequoyah Nuclear Plant Site (SQN); a Personnel Staff Officer in the Research and Analysis Branch; and a line manager for Nuclear Operations at WBN.

One interview was conducted on the salary survey process with the Supervisor, Negotiations Support Staff of the Labor Relations Staff. One interview was conducted on management pay with a Personnel Staff Officer in the Classification and Compensation Branch in the Division of Personnel. Three interviews were conducted for the pay procedures, for check distribution, and for one of the miscellaneous items. These were with a Labor Relations Officer on the Labor Relations Staff, a WBN Construction Management Assistant, and a Personnel Staff Officer for the Division of Nuclear Construction at the Watts Bar site.

## 4.0 FINDINGS

### 4.1 Salary Policy Merit Pay Plan

#### Background

Salary policy employees are those non-management personnel who are paid a salary rather than an hourly wage. TVA has had a merit pay plan for its salary policy employees since 1981. The intent of this plan is to reward employees for meritorious performance.



Prior to that time, salary increases were based entirely on length of satisfactory service. The seven TVA pay schedules for salary policy employees are divided into eight rates within each pay grade.

Advancement through the first four rates depends strictly upon length of creditable (i.e., satisfactory) service. Advancement above rate 4 is based on merit. Each rate above rate 4 is subdivided into eight increments for merit pay awards.

The amount of a merit award may be 1, 2, 3, or 4 increments, the equivalent in lump sum payment, or a combination of these. Lump sum payments are made when an employee is already at the top of Step 8, or when the number of increments recommended would place him over Step 8, or the employee is on a retained (frozen) rate. The exact number of increments awarded to the meritorious performer is left to the judgment of the nominating and approving managers. These judgments are based on how well employees do their jobs. The farther above the satisfactory level the employee's performance is, the greater should be the increments awarded.

Employees become eligible for a merit award after required periods of creditable service (26 pay periods for schedules SA, SB, SC, SD, and SE) as outlined in S-4:L-1 of the Articles of Agreement. Once employees become eligible for a merit award, they remain eligible until they receive a merit award or receive a promotion or other status change that requires a new accumulation of creditable service.

The TVA merit budget is established by the General Manager who then allocates it to Offices and Office-level organizations (e.g., Office of Nuclear Power). The Office Managers then allocate the budget for their divisions and sites. Division and Site Directors in turn allocate the budget for branches and project staffs. All managers allocated a budget have the responsibility to see that their merit award totals do not exceed the dollar amount of their budgets. Offices and divisions are expected to monitor and review merit budgets on a regular basis and make necessary adjustments.

The TVA Merit Plan calls for semiannual managerial planning reviews. Semiannually, managers are to review the performance of the eligible employees under their supervision and determine nominees for merit awards. If the employee is immediately eligible, the employee is then nominated for the merit award. If the selected employee is not immediately eligible, then the employee is nominated when he/she becomes eligible. (An employee becomes eligible after serving 26 pay periods of creditable service at one rate.)



Every merit award has to be thoroughly justified by documentation that clearly shows the employee's performance is above the standards expected at the current in-grade rate. This documentation also justifies the number of increments that are awarded. The minimum acceptable documentation is the most recently completed Employee Service Report, TVA Form 3031. A "recent" service report is one that has been issued within the interval required by the employee's organization subject to the 12 month maximum interval specified at S-12 of the Articles of Agreement. Organizations may require additional justification.

Nominations for merit awards are to be reviewed and approved by the Manager who has approval authority for the budget in each organization (e.g., Branch Chief, Staff Chief).

#### 4.1.1 Issue 71901 - Favoritism in Merit Pay Awards

##### Discussion

This issue is based on the arguments that the same employees receive the merit awards each year, and that the awards are not going to the most deserving.

Theoretically, there would not be anything wrong with the same employee receiving a merit award each year if he/she is continuously performing meritoriously. A sample of 113 merit awards at WBN for 1983-84 were reviewed and compared to the 1984-85 Merit Award list, and 37 of the 113 were given merit awards both years. This did not appear to be a result beyond normal expectation.

This evaluator could not find a way to determine whether merit awards go to the most deserving employees. What was examined was whether the awards are being properly documented. The Research and Analysis Branch of the Division of Personnel reviewed a sample of merit awards at WBN. As a whole, TVA managers do a poor job of documenting merit awards, but WBN (Operations) merit awards are even less well documented. However, the Division of Nuclear Construction (DNC) awards at WBN are better documented than the TVA average.

In the last TVA-wide merit award review, 53 percent lacked adequate documentation. Of a sample of 18 WBN permanent plant merit awards, 83 percent (15) lacked adequate documentation. Of the 15, 4 of the employees' files lacked a recent Form 3031 while the other 11 employees' service reviews lacked ratings and comments clearly documenting meritorious performance.



Out of the sample 20 merit awards from DNC at Watts Bar, nine (45 percent) lacked adequate documentation. This is better than the TVA-wide figure of 53 percent but needs improvement. Of those nine, one employee did not have a recent 3031 on file and the other eight employees lacked ratings or comments on their 3031s that would clearly prove meritorious performance.

#### Conclusion

The issue of favoritism in merit awards can not be verified as factual. A comparison of lists of employees granted awards for two recent years did not support the contention that the same employees receive the merit awards each year.

However, 53 percent of all TVA Merit Awards lack adequate documentation. By itself this statistic does not prove that the most deserving do not receive merit awards, but it does reveal a problem--TVA is not following its guidelines for administering its Merit Plan. Merit awards will always depend to some extent on judgment. Nevertheless, the lack of documentation puts management in a difficult position. Charges of "office politics" in the distribution of merit awards are hard to judge without objective evidence by which to justify award decisions.

#### 4.1.2 Issue 71902 - Merit Plan Funding

##### Discussion

The second issue in this element addresses the funding of the Merit Pay Plan from two angles: can a merit pay plan with a fixed budget be an effective merit plan, and is TVA's Merit Pay Plan adequately funded. TVA's merit pay plan with a fixed budget is consistent with standard industry practice. Employee costs must be planned and managed just as other costs.

Whether TVA adequately funds its Merit Plan is very difficult to determine. Since the Merit Plan was started in 1981, TVA has had a merit budget that was equal to 26-30 percent of the amount of dollars that it would take to give all eligible employees a full increase (that is, the maximum number of increments allowed). This means that 3 out of 10 eligible employees could receive a full increase or a higher number of the 10 employees could be awarded a merit with a smaller increase.



How much merit pay is enough? If one were to judge solely by merit budget expenditures, one might conclude that the budget is not a problem since TVA managers have expended only about 95 percent of the allotted budget in the years since the Merit Plan was started in 1981. In addition, if a salary policy employee's only possible annual increase was a merit award as is prevalent in some "pay for performance" plans in industry, then the current level of funding would be questionable. However, this merit plan only covers steps 4 through 8 on each grade. Advances on steps 1 through 4 are based on time and satisfactory service. Also, each year TVA and the Salary Policy Employee Panel negotiate a general salary increase for each schedule and grade based on survey data.

However, TVA Salary Policy employees, through their bargaining representatives on the Salary Policy Employee Panel, have expressed the belief that TVA is definitely not allocating enough money to the merit fund.

#### Conclusion

This issue could not be verified as factually accurate. While it is true that the merit plan has a fixed budget, neither the fixed budget nor the level of funding constitutes a problem requiring corrective action.

#### 4.1.3 Issue 71903 - Merit Award Criteria Are Unclear

##### Discussion

The CIs contend that the criteria by which recipients of merit awards are determined are not clearly defined.

The evaluation revealed that, other than defining meritorious performance as performance by an employee that clearly exceeds job expectations, there are no criteria or requirements stated in TVA's Salary Policy Merit Pay Plan. For most jobs in TVA, concrete, inflexible requirements would be difficult to establish.

The qualities of an effective merit pay plan are spelled out in the American Society for Personnel Administrator's Handbook of Personnel and Industrial Relations as outlined below:

A true pay for performance plan requires that the following conditions exist: (1) employees must believe that good performance will lead to higher pay, (2) employees must want higher pay, (3) employees must believe that efforts on their part will lead to good performance ratings, (4) employees must not feel that good performance will hurt them, and (5) employees must see that other rewards beside money result from good performance. The first condition is the most basic and the most difficult to obtain. Obviously, it requires that pay be actually tied to performance and that the better performers actually get higher pay. The first and the third conditions also require that employees (1) know what good performance consists of (2) be able to influence performance by what they do, and (3) accept the performance measures as valid.

Exit interview information obtained from all levels of employees leaving TVA indicates that employees do not know what performance on the job is expected of them. The information further indicates that supervisors are not providing periodic feedback to their employees on how they are performing. These results imply that employees are unaware of the supervisors' standards of acceptable performance or meritorious performance.

There is supposed to be a very close tie between the Service Review System and the merit pay awards. As outlined in the merit pay plan, the Service Review, TVA form 3031 is the primary indicator/justification of meritorious performance. The TVA Instruction on Service Reports states that "The day-to-day supervision of an employee requires that the supervisor keep the employee informed of expected performance and the extent to which he/she is performing as expected." Exit interview data suggests that supervisors need to be more diligent in carrying out this responsibility.

#### Conclusion

The issue is factually accurate and identifies a problem for which corrective action was initiated prior to this evaluation.

#### 4.1.4 Issue 71904 - Merit Awards Are Not Grievable

#### Discussion

The fourth issue in this element involves disagreement with the policy that management decisions on meritorious performance are not subject to challenge through the grievance adjustment procedure.





This policy was negotiated by TVA and the Salary Policy Employee's Panel and is outlined in S-4:L of the Articles of Agreement. However, the TVA Instruction on Pay-Salary Policy Represented Employees, states that "each operating organization (office, divisions) shall establish and maintain an informal complaint procedure for handling employee dissatisfaction about not being nominated for a merit award or about his/her nomination being rejected."

As outlined in the Division of Nuclear Construction's (DNC) Merit Pay Plan, DNC has an informal complaint procedure in place for their employees at all sites. The personnel officers for the Sequoyah Nuclear Plant (Operations) and Nuclear Engineering indicated that they also have an informal complaint procedure for their employees. However, the personnel officers for WBN (Operations) and BFN (Operations) each indicated that they did not have an informal complaint procedure in place for their employees.

#### Conclusion

This issue is factual and identifies a problem requiring corrective action.

TVA and the Salary Policy Employee Panel agreed through negotiations that merit awards not be subject to challenge through the grievance adjustment procedure. However, TVA did recognize the importance of the employee having an avenue to question management as to why they did not receive a merit award. This is why TVA established the informal complaint procedure and this procedure needs to be implemented in all organizations.

#### 4.2 TVA Salary Comparability

Issue 71905 - TVA Salaries Are Not Comparable To Outside Salaries

##### Background

Since the concerns raising this issue were from salary policy employees, only the salary policy survey was reviewed. TVA approaches the task of paying for work by conducting the Salary Policy Salary Survey of key classes of work found in industry throughout the Tennessee Valley region. Key classes are those titles and grades covering a preponderance of TVA employees, are representative of the functional categories/schedules of work within the agency, and are jobs commonly found in the Tennessee Valley region. A survey of all jobs is impractical because of the high cost associated with this approach. For example, on the SC schedule, only chemical, electrical, civil, mechanical, and instrument engineers, and programmer analysts are surveyed.



The Negotiations Support Staff of the Labor Relations Staff conducts the survey for salary levels effective on July 1 to determine the minimum, maximum, and average rates for each grade within each schedule. The staff collects the data, analyzes it, and makes recommendations on salaries to the Labor Relations Advisory Committee, which includes office managers appointed by the General Manager. This committee determines the position TVA will take on pay rates.

Both TVA and the Salary Policy Employee Panel use the survey data as the base for their negotiations. TVA administers pay through one of seven salary schedules (SA, SB, SC, SD, SE, SF, and SG) that collectively include all of the non-management salary policy work in the agency. Unsurveyed work, therefore, receives the same pay distribution as the surveyed work within the same functional category.

In interpreting the survey data, TVA compares the combination of salaries and benefits for TVA to the surveyed companies. It is the TVA policy, as stated in the Articles of Agreement (the labor agreement between TVA and the Salary Policy Employee Panel), to fix pay rates "on the basis of prevailing rates including evaluations of total fringe benefit levels." Based on this policy, TVA's total compensation should be near the middle of the data. Therefore, because TVA leave and pension program benefits are superior to those in most organizations, salary rates are generally held lower than the middle range.

This middle ground in total compensation is in essence a compromise position that assures that TVA does not intend to pay rates that are too low and assures the rate payers, taxpayers, and Congress that TVA does not intend to pay rates that are too high. The prevailing criteria were mandated by Congress in Section 3 of the TVA Act for Laborers and Mechanics. TVA Board policy has extended it to Salary Policy employees.

TVA has been utilizing the present survey process since 1981. The survey process was revised as a result of questions and criticisms by outside parties including Senate committees and other employers in the area. After 1981 the survey was designed to more accurately reflect the salaries paid to people doing work similar to that of TVA employees. There are some jobs in TVA that are found almost exclusively at nuclear plants; however, most jobs in TVA are also found in other industries. Some jobs, such as clerical and accounting, are found in almost all industries. The revised survey was designed to collect salary information from the industries and geographic areas where similar work is performed.

For example, in the 1986 survey, four utilities and five architectural/engineering firms were surveyed to gather salary data for similar work being performed at TVA. Although the survey methods are consistent with industry practices, the amount of data gathered by TVA is much more extensive than the amount gathered in most other surveys.

Attachment C, which is a survey extract, indicates that TVA's salary survey process is meeting its objective of keeping TVA's salaries competitive.

Discussion

For jobs that are strongly affected by supply and demand pressures, the survey has difficulty in keeping up with industry trends because one job cannot dictate the salary setting process for the entire schedule. Two past examples of this dilemma are Health Physics Technicians and Radiological Chemist Laboratory Analyst positions. For the last few years, these jobs were commanding higher rates of pay in the private sector than TVA was paying for them in the past. Turnover figures in these classifications for 1983 and 1984 were high, but the turnover rate declined in 1985.

Health Physics Technician

	<u>Total Employees</u>	<u>Employees Who Resigned</u>
1983	142	30
1984	197	42
1985	133	14

Radiological Chemist Laboratory Analyst

1983	115	14
1984	114	24
1985	75	4

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The decline in turnover can be attributed to a decrease in the demand for Health Physics Technicians coupled with TVA salaries catching up with private industry. The 1986 salary survey indicates that TVA's rate for Health Physics Technicians is now competitive with the rate paid by other utilities (see Attachment D). Although there are no specific data on Radiological Chemist Laboratory Analysts in this survey, traditionally, the survey data has been very similar for the two jobs.

In 1986, TVA also changed the starting rate for both of these jobs to step 6 in an effort to assist in recruiting efforts. The salaries of current employees in these jobs were then adjusted to reflect the increased starting rate.

Close attention needs to be paid to situations like this so TVA will remain competitive, especially in the nuclear industry. One way to ensure this would be to increase the number of utilities/power companies that are currently being surveyed.

On the other hand, as a result of the 1981 survey, some salary policy pay grades were found to be out of line with TVA's policy of paying prevailing wage rates. On pay grades where a new lower rate range was implemented in 1981, incumbent employee's salaries were frozen. These employees did receive a token three percent raise in 1981-82 and 1982-83. In 1983, a transition plan was implemented which provided employees whose rates were frozen with an increase in their base rate each time their pay grade/salaries were increased. Of those initially on a retained rate, 427 employees are still on a retained rate and no employees, as some of the concerns indicated, had their salaries frozen for three years due to the revised salary survey.

It is possible, as some of the concerns indicated, that some TVA employees on retained rates have received less than a 3 percent increase over the last two years. These should, however, be very few due to the increases granted through within-grade advancement, either by satisfactory service or merit, and due to the negotiated increase. Employees who were not on a frozen rate received no less than 3.77 percent in 1985, which was more than the inflation rate as measured by the Consumer Price Index.

#### Conclusion

Although, TVA's pay rates for Health Physics Technicians and Radiological Chemist Laboratory Analysts were below industry average in the past, they are more comparable now. The survey process is designed to measure the market from which TVA recruits its employees. This survey process is consistent with industry practice.



The change in the survey process after 1981 ensures that TVA's pay rates are in line with the other employers in the vicinity. Therefore, this issue points to a specific and not overall problem that existed in the past but was corrected by the time of this evaluation.

#### 4.3 Management Pay Plan

Issue 71906 - Management Salaries and Bonuses Unjustified

##### Discussion

This issue has three aspects. The first is the contention that management receives a bonus if work is done on time. There were at the time when these concerns were expressed no provisions in TVA's Management Pay Plan for the awarding of bonuses for completion of specific tasks or any other reason. Under the Management Appraisal System (MAS), each manager's performance was reviewed once a year against objectives which were set at the beginning of the review cycle. This annual performance evaluation was used to determine the amount of pay for performance increase for the entire year. This was the only time during the year their salary was adjusted because of performance.

Note: Effective September 29, 1986, TVA established the Pay for Performance Plan for managers. The plan still calls for manager performance to be evaluated once a year followed by a salary adjustment based on performance. However, there is a provision for the allocation of a performance award/lump sum payment. Only those that were approved as superior or exceptional performers by their Division Director will be eligible for the award. There are limitations on the amount of the award as outlined in the Pay for Performance Plan. However, the pay for performance increases and awards are based on the entire year's performance and not on the completion of a specific task.

The second aspect is the contention that managers have, in their Management Appraisal System, goals statements concerning the reduction of corrective action documents (e.g., audit findings, nonconformance reports,.) as a measure of performance. Interviews with the Personnel Officers for DNC and Watts Bar Site (Operations) indicate that these types of statements are not part of their Manager Management Appraisal System objectives. Review of managers' previous years appraisal forms in both organizations indicate the same.

The third aspect of this issue is a desire to know why TVA top managers are being considered for pay raises. The employee felt that since TVA managers have already proven themselves incompetent, they would not become better managers just because they are paid more.



Interviews with representatives of the Classification and Compensation Branch in the Division of Personnel indicated that compensation for executive positions in TVA is not comparable with compensation for most similar positions in private industry. The problem of low executive salaries mandated by the Federal pay cap has hampered and still hampers TVA's efforts to attract and retain upper management talent, especially in the nuclear program. TVA recognizes this as a problem and is addressing it with such ideas as the Nuclear Senior Management Service Plan, which is an attempt to compensate key senior managers with salary ranges at levels comparable to other utilities.

There is no plan to raise all managers' salaries. Establishing compensation packages that are comparable to similar positions in private industry will assist TVA in attracting highly qualified managers. Greater ONP efforts to hold managers accountable for performance of their responsibilities is coupled with the higher compensation packages.

#### Conclusion

This issue is not factually accurate. TVA managers did not receive bonuses and do not have goals to reduce corrective action documents. Not all TVA top managers are being considered for a pay raise, although key executive positions are underpaid and TVA is considering ways to correct that problem.

#### 4.4 Pay and Distribution Policies

##### 4.4.1 Issue 71907 - Difficult to Get Checks Early

Several concerned individuals contend that employees should be allowed to receive their checks early. The reasons they cited included taking Friday as an approved vacation day, family emergencies, and illnesses.

Most of the concerns expressed a desire by employees to receive their checks prior to the normal Friday payday; others were in reference to the policy of releasing checks only during the designated 15-minute period at the end of the shift.

#### Discussion

The TVA General Agreement provides that employees are paid on each Friday. TVA's pay policies dictate that employees cannot receive checks before the date that is shown on the check simply because the pay check is not valid and cannot be cashed before that issue date.

TVA policy does permit employees to get their checks early on payday. During the time of these concerns, WBN DNC had a policy that made it rather difficult to receive pay checks early on payday. However, effective February 26, 1986, Watts Bar Construction established a new policy that makes the process much easier for employees to obtain their checks early if the need arises by removing the supervisory approval and other conditions previously necessary. This process appears to be helping and has reduced the number of complaints in this area. Getting early checks has not been a problem area for other WBN personnel.

Conclusion

This issue was factually accurate but corrective action was initiated prior to this evaluation.

4.4.2 Issue 71908 - Payroll Information is Improperly Released

This issue is based on the concern that personnel in DNC can call the payroll department and request information regarding payroll amounts.

Discussion

The interview with the WBN payroll supervisor-DNC clearly indicated that this was not the case. Payroll personnel are very careful as to what information they release and to whom they provide the information. In addition, effective June 1986 the payroll ledger sheets are no longer being sent to the sites or other offices/divisions.

Conclusion

This issue was not verified as factually accurate.

4.4.3 Issue 71909 - Final Compensation Should Be Paid On Last Workday

The CIs contend that TVA should have checks ready for laid off employees on the last day of their work for all the money owed to them.

### Discussion

After employees leave TVA, regardless of the reason (e.g., resignation, lay off, etc.), it takes three to four weeks for employees to get all the money (annual leave, severance pay, etc.) owed to them. The comptroller's office is making every effort to stay within this three-to four-week timeframe, and it appears they are doing so.

If there is a delay, however, in the comptroller's office receiving the appropriate paperwork from the site or division personnel office, it could then possibly take longer than the three to four weeks.

### Conclusion

The issue can not be verified as factual. It is correct that total final compensation is not available on the last workday, but no promise of immediate payment was ever made and no simple corrective action can be identified.

#### 4.5 Miscellaneous Pay Concerns

Sixteen concerns in this subcategory contained insufficient information to allow further investigation. Therefore, the accuracy of these concerns could not be verified.

For example, one concern indicated that the employee's last pay check was shorted three hours because of an error in attendance records. Without the specifics of this case there is no way to determine the validity of this concern.

There were two concerns from Construction employees on checkout time. The General Agreement H-XVIII, "Daily Work Schedule, on Construction Projects" dictates when employees are to check out for lunch, end of work, etc. It states, "employees are to remain at work until the whistle blows at the start of the lunch period or end of the shift." For an employee to violate this would be considered an unauthorized absence from his work area and his time could be docked accordingly. One concern indicated the employee was only 30 seconds early for checkout time but was docked 1/2 hour's pay. An employee's time can only be adjusted in half-hour increments. There was no way to determine how early the employee reported for checkout, but the employee did acknowledge on the K-form reporting for checkout early; therefore, it would have been according to the procedure to dock the person's pay 1/2 hour.



## 5.0 COLLECTIVE SIGNIFICANCE

Pay issues account for less than one percent of the total number of concerns being dealt with by the Employee Concerns Special Program. Of the 66 concerns, only 18 came close to saying that TVA employees were not paid enough. And even here the worries were about how TVA pay compared with pay for similar jobs at other utilities and about whether TVA pay raises were keeping up with inflation. Few people ever feel they are paid enough, but low pay is not a burning issue among most ONP Salary Policy employees.

However, management's handling of merit pay does constitute a problem: employees do not perceive management as applying consistent, objective standards in awarding merit pay. The dismal state of merit award documentation in the ONP (and the whole of TVA, for that matter) suggests, at the least, a loss of management control, and at the worst, makes charges of blatant favoritism in merit pay distribution hard to refute.

## 6.0 CAUSE

### 6.1 Lack of Informal Complaint Process at WBN and BFN

Personnel officers at both sites were unaware that establishment of an informal complaint process for the Salary Policy Merit Plan was a requirement as outlined in TVA Instruction: Pay-Salary Policy Represented Employees.

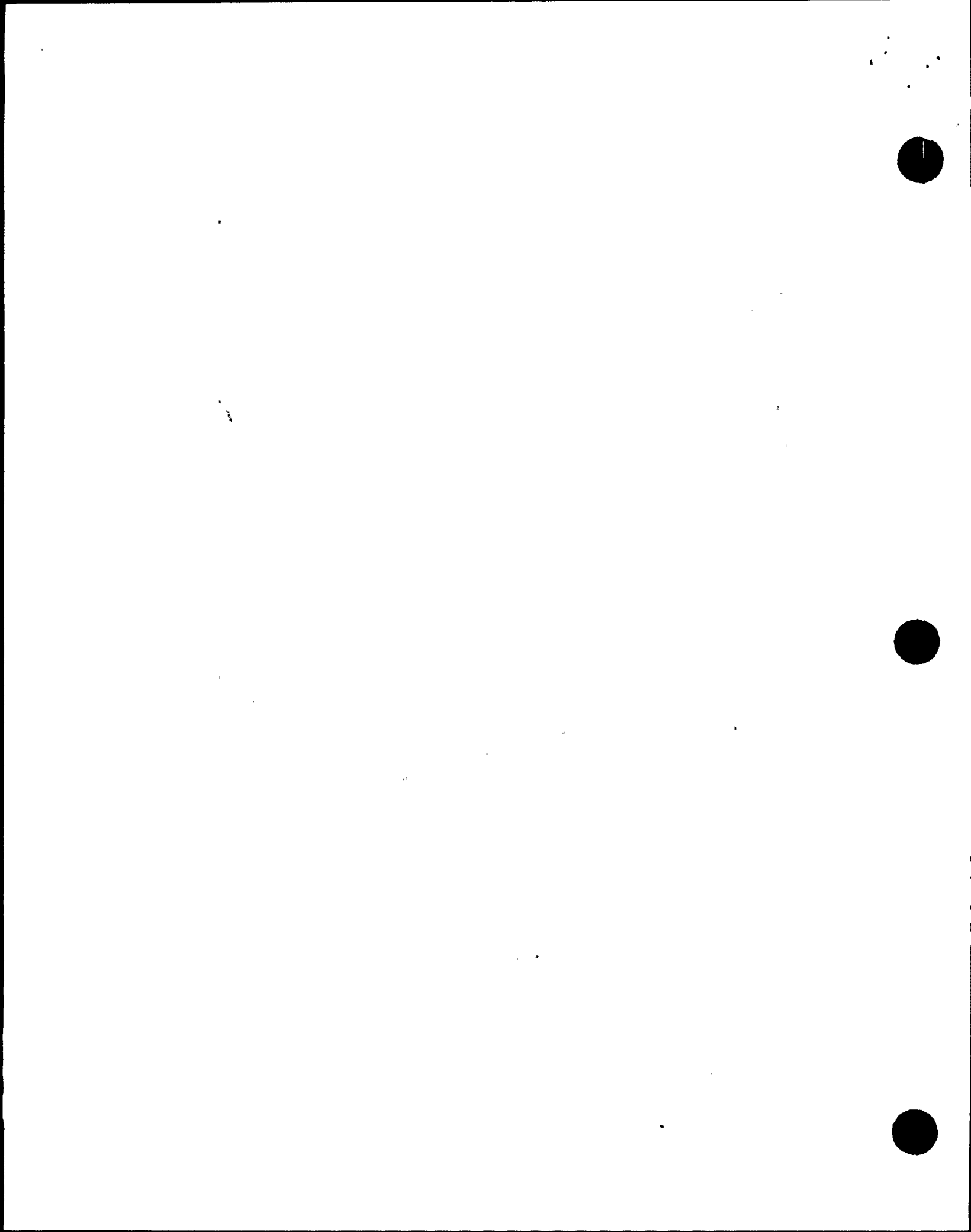
### 6.2 Faulty Documentation and Vague Criteria for Merit Plan

The failure to adequately document why someone is awarded merit pay, like the failure to clearly explain how merit will be determined, can be traced to inadequate (or nonexistent) managerial training on these management tasks and insufficient higher level review.

## 7.0 CORRECTIVE ACTION

### 7.1 Previously Initiated Corrective Action

All ONP managers and supervisors are now required to complete a 40-hour managerial skills course called General Supervisory Training on Policies, Procedures, and Practices. One segment of this course, and of the Supervisor's Handbook that goes with the course, is Managing Individual Performance.



This segment trains managers on the six responsibilities in managing performance: (1) assign work and communicate performance expectation, (2) continually and informally appraise performance, (3) informally feed back the performance appraisal, (4) use progressive procedures for correcting performance problems; (5) formally appraise performance, (6) award meritorious performance. In the award meritorious performance portion of the training, it informs them of the philosophy and proper administration of the Salary Policy Merit Pay Plan.

Watts Bar Construction established a new policy that makes it much easier for employees to obtain their checks early if need arises by removing the supervisory approval and other conditions previously necessary.

#### 7.2 Corrective Action as a Result of This Evaluation

Nuclear Personnel will issue to WBN and BFN an interim instruction requiring those sites to establish an informal complaint procedure. The instruction will be incorporated into a Nuclear Personnel Standard. (CATD 719-NPS-01)

An annual survey will be conducted by Nuclear Personnel Staff of supporting documentation for merit award recipients in each division and staff. The results of the survey will be forwarded to the Manager of Nuclear Power, who will assess those results and require corrective action from division directors/staff managers where necessary to ensure adequate merit award documentation. The transmittal memorandum to the division director/staff manager of the survey results will stress the importance of and correlation between adequate merit award documentation and an objectively and fairly administered merit pay plan. (CATD 719-NPS-02)

#### 8.0 ATTACHMENTS

Attachment A, Subcategory Summary Table

Attachment B, List of Concerns by Element

Attachment C, Salary Data

Attachment D, Salary Data





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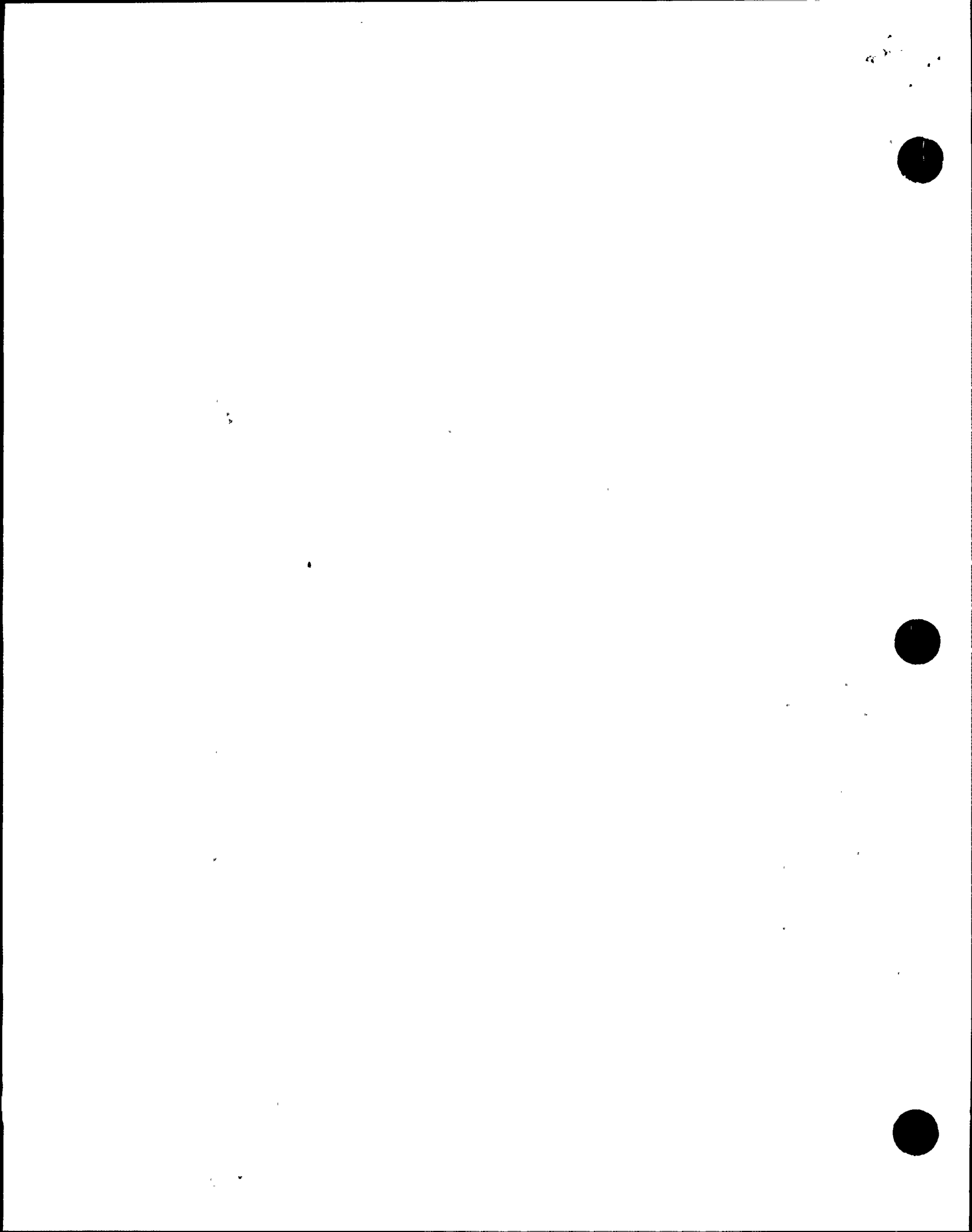
ATTACHMENT A  
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 OFFICE OF NUCLEAR POWER  
 EMPLOYEE CONCERN PROGRAM SYSTEM (ECPS)  
 EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY  
 SUBCATEGORY: 719 TVA SALARIES NOT COMPARABLE TO OUTSIDE TVA

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M-86-005-00101 T50263	MP	71905	N	BFN	1 N N N N 2 NA NA NA NA		QTC	PERSONNEL (DEPARTMENT KNOWN) ARE NOT PAID AS WELL AS OTHER PERSONNEL (DEPARTMENT KNOWN). ALTHOUGH BOTH DEPARTMENTS PERFORM SERVICES ESSENTIAL TO PLANT OPERATIONS AND SAFETY. NO FURTHER INFORMATION IN FILE. NUCLEAR POWER DEPARTMENT CONCERN.		
M-86-006-00101 T50263	MP	71905	N	BFN	1 N N N N 2 NA NA NA NA		QTC	PERSONNEL (DEPARTMENT KNOWN) ARE PAID LESS MONEY, BUT ARE REQUIRED TO HAVE MORE ACADEMIC TRAINING, THAN OTHER PERSONNEL (KNOWN) WHO PERFORM JOBS EQUALLY IMPORTANT TO PROPER PLANT OPERATION. NUCLEAR POWER DEPARTMENT CONCERN. CI HAS NO FURTHER INFORMATION.		
M-86-008-00101 T50263	MP	71905	N	BFN	1 N N N N 2 NA NA NA NA		QTC	WAGES FOR TVA NUCLEAR EMPLOYEES ARE GENERICALLY LOWER THAN THOSE PAID AT OTHER UTILITY NUCLEAR PLANTS. THIS CREATES A BAD ATTITUDE AMONG TVA NUCLEAR EMPLOYEES. NUCLEAR POWER DEPARTMENT CONCERN. CI HAS NO FURTHER INFORMATION.		
NONPEC003	01	MP	71906	N	BLN	1 N N N N 2 NA NA NA NA		OECP	FAILURE TO ASSIGN AND KEEP GOOD MANAGERS (THIS REFERRED TO THE MANY PUBLISHED REPORTS OF TVA TO KEEP AND PROPERLY COMPENSATE TOP LEVEL MANAGERS)	
NONPEC005	01	MP	71902	N	BLN	1 N N N N 2 NA NA NA NA		OECP	NOT ENOUGH MONEY IS ALLOCATED FOR THE MERIT PAY PLAN.	
M-85-017-00101 T50060	MP	71910	N	WBN	1 N N N N 2 NA NA NA NA		QTC	MORALE- WORKERS ARE NOT TREATED WITH ANY DEGREE OF PROFESSIONALISM BY TVA; INDIVIDUAL WILL NOT BE PAID FOR CHECK OUT TIME FOR DEPARTURE FROM SITE EVEN THOUGH TVA WAS RESPONSIBLE FOR DELAY.		

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.



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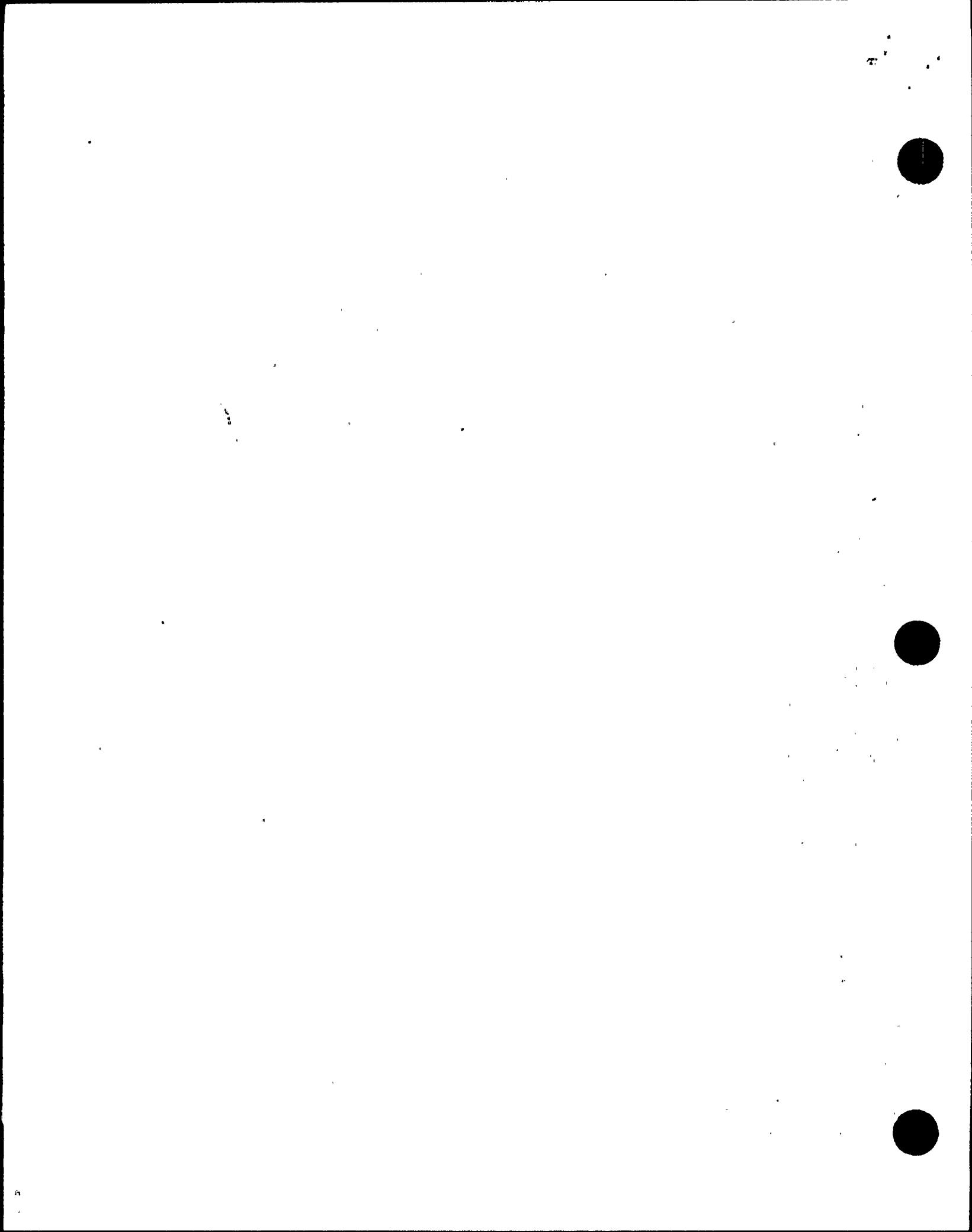
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					2	SAF	RELATED	BF				
-85-024-00101 T50080	MP	71905	N	WBN	1	N	N	N	N	QTC	QC INSPECTORS ARE NOT PAID ENOUGH FO R WHAT THEY MUST KNOW TO DO THE JOB. NO FURTHER DETAILS AVAILABLE.	
-85-065-00101 T50175	MP	71909	N	WBN	1	N	N	N	N	QTC	TVA SHOULD HAVE A PAYCHECK READY FOR ALL EMPLOYEES BEING LAID OFF WHICH INCLUDES ALL MONIES OWED THE EMPLOYE E RATHER THAN SENDING THEM A CHECK P ER WEEK FOR TWO WEEKS. SOME EMPLOYE ES DO NOT HAVE A PERMANENT ADDRESS. CONSTRUCTION DEPT. CONCERN. C/I HA S NO FURTHER INFORMATION.	
-85-079-00101 T50184	MP	71910	N	WBN	1	N	N	N	N	QTC	CI WAS VERBALLY ADVISED HE COULD EXP ECT A SALARY INCREASE WITHIN 6-8 MON THS AFTER INITIAL EMPLOYMENT DATE WI TH TVA; HOWEVER HE WAS LATER TOLD T HIS INFORMATION WAS INCORRECT AND HE WAS NOT ELLIGIBLE FOR A SALARY INCR EASE UNTIL HE HAD BEEN WITH TVA FOR ONE YEAR. (NAMES/DETAILS TO THE SPE CIFIC CASE ARE KNOWN TO QTC AND WITH HELD TO MAINTAIN CONFIDENTIALITY.) NUCLEAR POWER CONCERN. CI HAS NO FU RTHER INFORMATION.	
-85-080-00201 T50193	MP	71910	N	WBN	1	N	N	N	N	QTC	CI REPORTED THAT HIS LAST PAYCHECK, AFTER LAY OFF WAS SHORTED THREE HOUR S AND THAT TVA ATTENDANCE RECORDS WE RE IN ERROR. (NAMES/DETAILS KNOWN T O QTC BUT WITHHELD TO MAINTAIN CONF IDENTIALITY). CONSTRUCTION DEPT. CON CERN. CI HAS NO FURTHER INFORMATION	

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.



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TENNESSEE VALLEY AUTHORITY  
 OFFICE OF NUCLEAR POWER  
 EMPLOYEE CONCERN PROGRAM SYSTEM (ECPS)  
 EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY  
 SUBCATEGORY: 719 CONCERNS WITH INSUFFICIENT INFORMATION TO EVALUATE

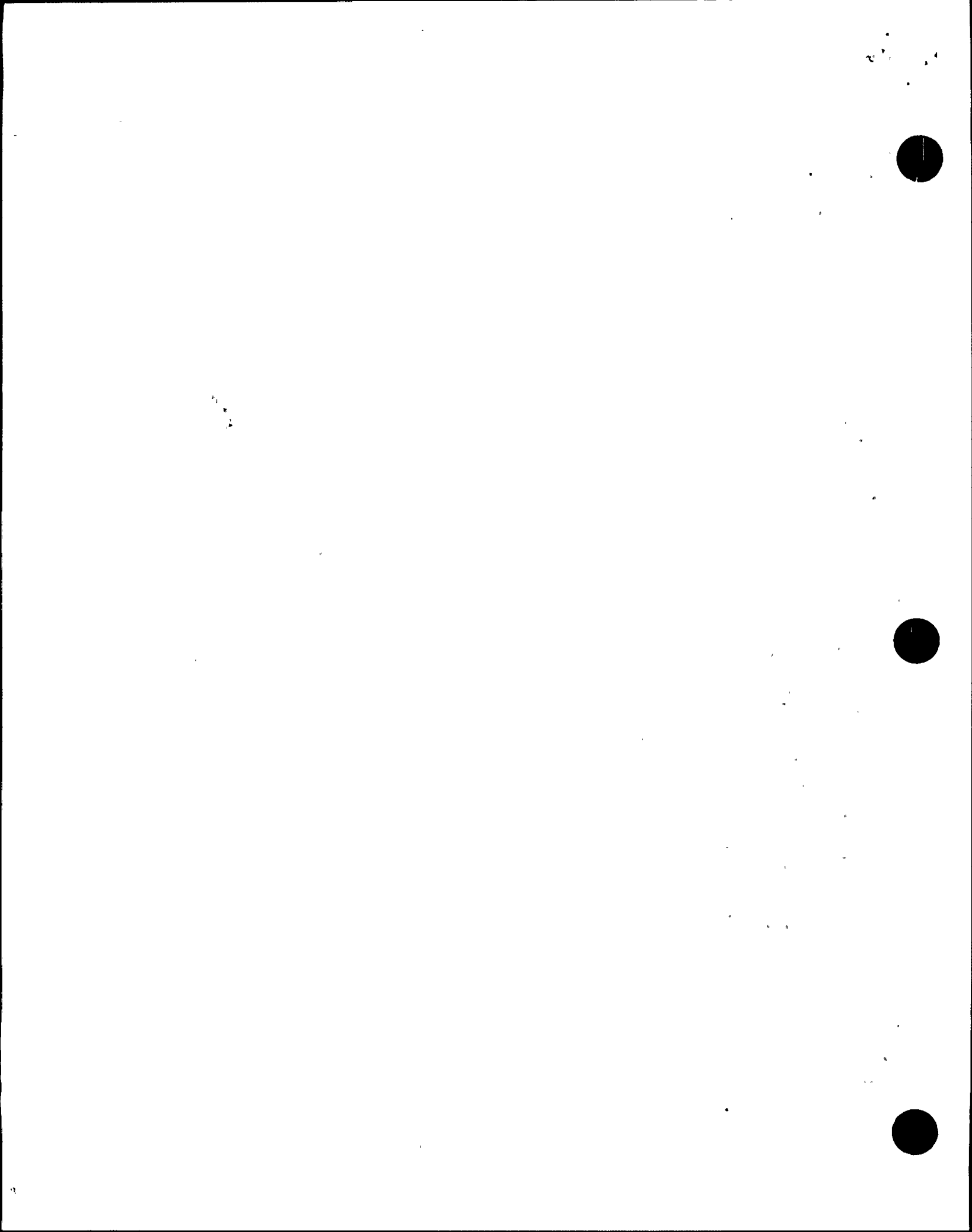
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					BF	BL	SQ	WB				
-85-193-00201 T50246	MP	71910	N	WBN	1	N	N	N	N	QTC	CI EXPRESSED THAT TVA PERSONNEL IN K NOXVILLE CONVENIENTLY "LOSES" PAPER WORK WHEN AN EMPLOYEE IS DUE COMPENSATION, IF TVA MANAGEMENT DOES NOT AGREE WITH THE ACTION WHICH AWARDED THE COMPENSATION. DETAILS KNOWN TO QTC, WITHHELD DUE TO CONFIDENTIALITY. NO FURTHER INFORMATION MAY BE RELEASED. CONSTRUCTION DEPARTMENT CONCERN. CI HAS NO FURTHER INFORMATION.	
-85-047-00101 T50012	MP	71901	N	WBN	1	N	N	N	N	QTC	PROJECT COST & SCHEDULING DEPARTMENT DUE TO PAST SERVICE REVIEW, INDIVIDUAL (NAME KNOWN) HAS RECEIVED NO MERIT INCREASES IN THE PAST 3 1/2 YEARS. THE INDIVIDUAL FEELS IT IS UNFAIR. (SQN ISSUES ADDRESSED IN RPT WP-14 -SQN R1)	
-85-113-00201 T50071	MP	71905	N	WBN	1	N	N	N	N	QTC	LIMITATION ON SUPERVISION'S SALARIES CAUSE THE BEST PEOPLE TO SEEK WORK ELSEWHERE. EXAMPLE: MANY PLANT OPERATORS TRAINED BY TVA, QUIT TO GO ELSEWHERE FOR HIGHER SALARIES. C/I COULD NOT PROVIDE ANY ADDITIONAL INFORMATION.	
-85-333-00201 T50023	MP	71905	N	WBN	1	N	N	N	N	QTC	PAY RATES FOR SKILLED TECHNICIANS ARE NOT COMMENSURATE WITH THE INVESTMENT REQUIRED BY TVA FOR TRAINING. AN EXAMPLE WAS GIVEN THAT IT COSTS \$100,000.00 TO TRAIN A HEALTH PHYSICS TECHNICIAN, YET THE HP TECHS ARE PAID \$5,000.00 PER YEAR BELOW INDUSTRY AVERAGE. THIS INEQUITY CAUSES A HIGH PERSONNEL TURNOVER RATE, AND NEEDLES COST TO TAXPAYERS	
-85-344-00101 T50040	MP	71905	N	WBN	1	N	N	N	N	QTC	RAD CHEM PERSONNEL PAID MUCH LESS THAN AN INDUSTRY AVERAGE AND LESS THAN TV HEALTH PHYSICS TECHNICIANS. EVEN NO DEGREEED PEOPLE GET PAID MORE.	

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.





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-85-386-00101 T50096	MP	71901	N	WBN	1 N N N N 2 NA NA NA NA		QTC	CI FEELS THAT MERIT RAISE WAS UNJUSTLY DENIED. CI HAS SPECIFIC DETAILS, RELEASE OF WHICH WOULD COMPROMISE CONFIDENTIALITY. NO FOLLOW UP REQUIRED.	
-85-419-00101 T50019	MP	71901	N	WBN	1 N N N N 2 NA NA NA NA		QTC	SOME WBHP EMPLOYEES DO NOT RECEIVE SALARY RAISES BECAUSE THEY ARE NOT FAVORED BY MANAGEMENT. WORK AREA IS KNOWN.	
-85-431-00101 T50041	MP	71901	N	WBN	1 N N N N 2 NA NA NA NA		QTC	EMPLOYEE HAS BEEN AT ONE GRADE LEVEL SINCE 1979 OR '80 WITHOUT A STEP RAISE OR EVEN A PARTIAL STEP RAISE WHILE OTHERS IN GROUP GET RAISES. EMPLOYEE FEELS DISCRIMINATION AS ALL EVALUATIONS HAVE BEEN GOOD. LAST SERVICE REVIEW STATED MARGINAL DUE TO USING TOO MUCH SICK TIME TO SEE HIS DOCTOR FOR A BACK INJURY. (NAMES & DETAILS KNOWN TO QTC)	
-85-498-00101 T50031	MP	71905	N	WBN	1 N N N N 2 NA NA NA NA		QTC	TVA'S COMPARATIVE SALARY SURVEY WAS PERFORMED TO RELATIVE THE PRIVATE SECTOR RATHER THAN OTHER NUCLEAR POWER PLANTS. SALARIES WERE FROZEN FOR 3 YEARS BEGINNING IN 1980 TO BRING THEM IN LINE WITH THE PRIVATE SECTOR.	
-85-531-00101 T50046	MP	71910	N	WBN	1 N N N N 2 NA NA NA NA		QTC	ON MAY 29TH AT APPROX 1130 CI REPORTED TO THE TIME OFFICE APPROX 30 SECONDS EARLY FOR CHECK OUT. CI WAS DOKED 1/2 HOUR PAY FOR THIS. CI SPOKE WITH HIS FOREMAN & WAS INFORMED 30 SECONDS EARLY CHECKING OUT JUSTIFIED THE FORFEITURE.	
-85-542-00201 T50045	MP	71906	N	WBN	1 N N N N 2 NA NA NA NA	IN-85-542-002	QTC	MANAGEMENT RECEIVES A BONUS IF THE WORK IS DONE ON TIME WITH NO REGARD TO QUALITY. THIS BONUS CLAUSE ACTUALLY CAUSES ALOT OF REWORK.	

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.







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-85-549-00201 T50049	MP	71901	N	WBN	1 H N N N 2 NA NA NA NA		QTC	THE MERIT RAISE PROGRAM IS UNFAIR. RAISES ARE ONLY GIVEN TO FAVORITE EMPLOYEES. MERIT WAS NOTHING TO DO WITH THE AWARDING OF RAISES.	
-85-549-00401 T50049	MP	71905	N	WBN	1 H N N N 2 NA NA NA NA		QTC	UNFAIR PAY SCALE FOR CLERICAL- IT HAS BEEN FROZEN FOR TWO YEARS UNTIL NEW HIRES CAUGHT UP IN PAY WITH THE EMPLOYEES WHO HAD BEEN AT WBNP LONGER.	
-85-596-00201 T50058	MP	71907	N	WBN	1 N H N N 2 NA NA NA NA		QTC	EMPLOYEES TAKING FRIDAY AS AN APPROVED VACATION DAY ARE NOT ALLOWED TO GET THEIR CHECKS ON THURSDAY BECAUSE THE CHECKS ARE DATED FOR FRIDAY. THIS POLICY CREATES A HARDSHIP ON EMPLOYEES. (NAMES/DETAILS KNOWN TO QTC)	
-85-680-00301 T50123	MP	71906	N	WBN	1 N H N N 2 NA NA NA NA		QTC	WHY ARE TVA TOP MANAGERS ARE BEING CONSIDERED FOR SUBSTANTIAL INCREASES IN THEIR SALARIES? THEY WILL NOT BECOME BETTER MANAGERS IF THEY ARE PAID MORE. THEY HAVE ALREADY BEEN PROVEN INCOMPETENT AND HAVE MADE A MESS OF TVA. THEY SHOULD RECEIVE PUNISHMENT NOT A REWARD. CI HAS NOT ADDITIONAL INFORMATION. CONSTRUCTION DEPT CONCERN.	
-85-716-00101 T50075	MP	71907	N	WBN	1 H N N N 2 NA NA NA NA		QTC	CRAFT PERSONNEL ARE NOT ALLOWED TO GET PAYCHECKS EARLY (ON THURSDAY) EVEN IF THEY ARE NOT SCHEDULED TO WORK ON FRIDAY (VACATION), OR IN THE CASE OF AN EMERGENCY (FAMILY DEATH, ETC.). CI DOES NOT FEEL THAT THIS POLICY IS PROPER OR WARRANTED.	
-85-732-00101 T50076	MP	71905	N	WBN	1 N H N N 2 NA NA NA NA		QTC	RAISES FOR CERTAIN TVA EMPLOYEES (DEPARTMENTS KNOWN) HAVE TOTALLED 3% OVER THE PAST TWO YEARS, WHICH IS FAR BELOW THE INFLATION RATE FOR THE SAME PERIOD. THE RESULT IS THAT EMPLOYEES NOW WORK FOR LESS ACTUAL MONEY THAN THEY ORIGINALLY HIRED IN FOR. NO FURTHER DETAILS AVAILABLE.	

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

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REFERENCE - ECPS132J-ECPS132C  
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TENNESSEE RAILWAY AUTHORITY  
 OFFICE OF NUCLEAR POWER  
 EMPLOYEE CONCERN PROGRAM SYSTEM (ECPS)  
 EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY  
 SUBCATEGORY: 719 TVA SALARIES NOT COMPARABLE TO OUTSIDE TVA

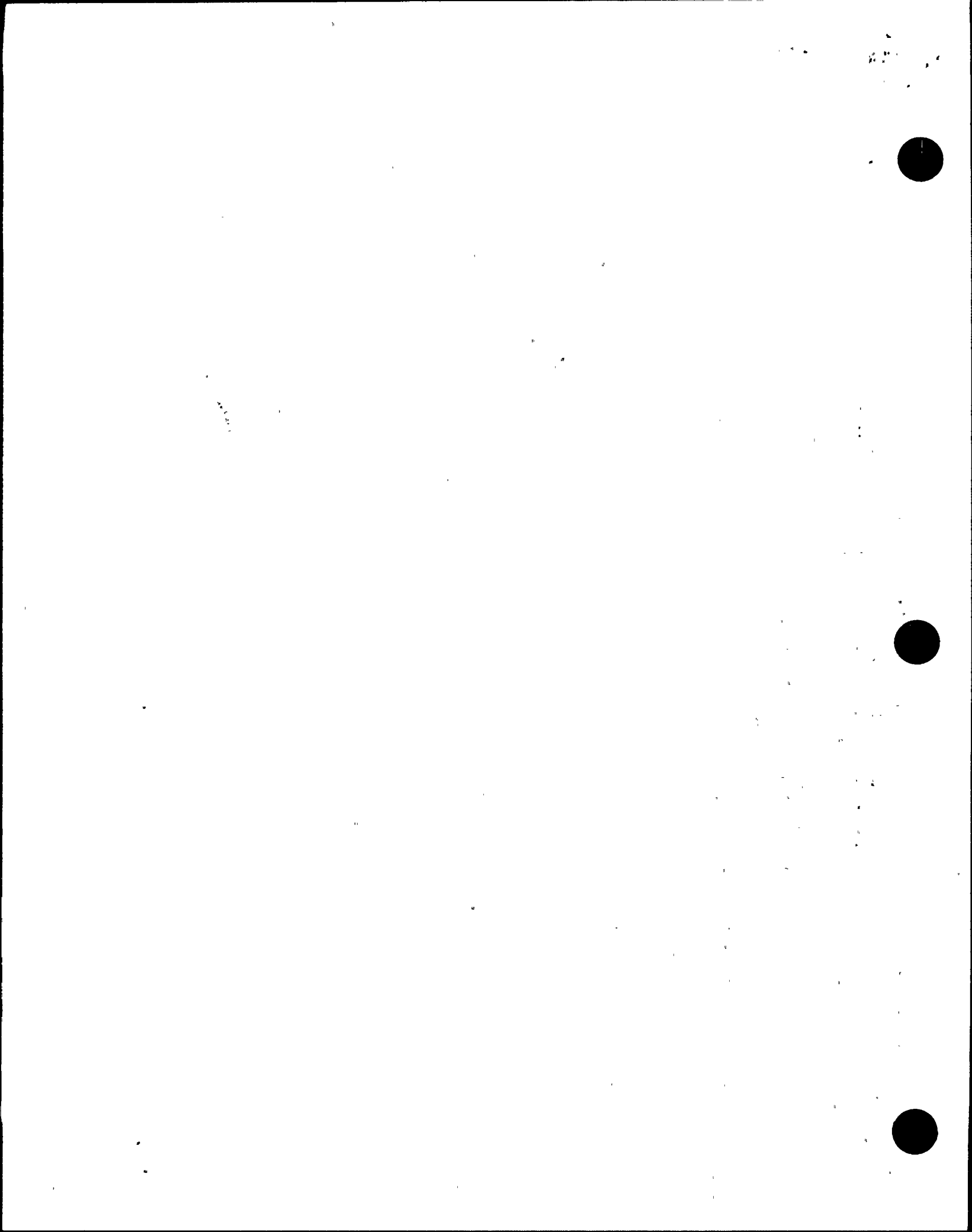
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EGORY: MP MGT. & PERS. ISSUES

CONCERN NUMBER	CAT	SUB CAT	S H R D	PLT LOC	1 REPORT APPL 2 SAF RELATED BF BL SQ WB	HISTORICAL REPORT	CONCERN ORIGIN	CONCERN DESCRIPTION	REF. SECTION CAT - MP SUBCAT - 719
-85-738-00201 T50077	MP	71905	N	WBN	1 N N N N 2 NA NA NA NA		QTC	PEOPLE AT ALL LEVELS (IN VARIOUS AREAS, INCLUDING OPERATIONS) NOT PAID ENOUGH. THEY LEAVE TO GO TO OTHER JOBS (SUCH AS THE BOWATER PAPER MILL) WHERE THEY GET 10K TO 100% PAY RAISES. CI HAD NO FURTHER DETAILS.	
-85-764-00101 T50077	MP	71905	N	WBN	1 N N N N 2 NA NA NA NA		QTC	PUBLIC SAFETY OFFICERS ARE NOT PAID WELL IN COMPARISON TO OUTSIDE COMPANIES.	
-85-775-00101 T50081	MP	71905	N	WBN	1 N N N N 2 NA NA NA NA		QTC	PAY RAISE POLICY NEEDS TO BE RE-EVALUATED AND COMPARED TO COMPARABLE POSITIONS OUTSIDE TVA. THIS WOULD PREVENT THE LOSS TO TVA OF COMPETENT SKILLED EMPLOYEES. NO MORE INFORMATION	
-85-785-00701 T50154	MP	71802	S	WBN	1 N N N N 2 NA NA NA NA		QTC	PAY INCREASES ARE GIVEN TO BUDDIES AND FAVORITES INSTEAD OF QUALIFIED AND PRODUCTIVE PEOPLE. MANAGEMENT FOR CD CRAFT GROUP MANAGERS (ASST. CONST. REDUCTION SUPT. 'S AND G. F.S) TO RETIRE OR LAY OFF TO GET IT'S BUDDIES AND FAVORITES INTO SELECTED POSITIONS. CI SUGGESTED REVIEWING THE ORGANIZATIONAL CHART FOR THE LAST 5-6 YEARS CONSTR. DEPT. CONCERN. NO FOLLOW UP REQUIRED.	
02	MP	71910	S	WBN	1 N N N N 2 NA NA NA NA				
-85-863-00101 T50255	MP	71901	N	WBN	1 N N N N 2 NA NA NA NA		QTC	MORALE WITHIN A SITE GROUP (DEPARTMENT KNOWN) IS NOT GOOD. THERE IS LITTLE INCENTIVE TO DO MORE THAN IT TAKES TO GET BY. RAISES/PROMOTIONS ARE NOT GIVEN FAIRLY. (SPECIFIC NAMES NOT PROVIDED). NUCLEAR POWER DEPARTMENT CONCERN. NO ADDITIONAL INFORMATION AVAILABLE IN FILE.	
-85-906-00301 T50093	MP	71905	N	WBN	1 N N N N 2 NA NA NA NA		QTC	THE PAY SCALE FOR TVA NON-MANAGEMENT PERSONNEL LAGS BEHIND THE PRIVATE SECTOR. CI HAS NO FURTHER INFORMATION. NO FOLLOW UP REQUIRED.	

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.





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 SUBCATEGORY: 719 FAVORITISM IN MERIT PAY AWARDS

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-85-964-00401 T50177	MP	71901	N	WBN	1 N N N N 2 NA NA NA NA		QTC	CI WAS NOT CONSIDERED FOR A REGULAR MERIT RAISE DUE TO PERSONAL CONFLICT WITH SUPERVISORS. (NAMES/DETAILS KNOWN TO QTC AND RELEASE OF ADDITIONAL INFORMATION WOULD JEOPARDIZE CI'S CONFIDENTIALITY) CONST. DEPT. CONCERN . NO FOLLOW UP REQUIRED.	
-85-972-00101 T50111	MP	71910	N	WBN	1 N N N N 2 NA NA NA NA		QTC	SOME OF THE RULES AND REGULATIONS ARE OUTDATED, SUCH AS CHANGING OFF DAYS INSTEAD OF PAYING OVERTIME. PERSONNEL (DEPT. KNOWN) WORKING EXTENDED DAYS ON SHIFT, WILL HAVE THEIR SCHEDULED DAYS OFF CHANGED TO AVOID THIS OVERTIME PERIOD. CI HAS NO ADDITIONAL INFORMATION. NO FOLLOW UP REQUIRED.	
-85-995-00401 T50259	MP	71904	N	WBN	1 N N N N 2 NA NA NA NA		QTC	CI DOES NOT AGREE WITH THE TVA POLICY REGARDING MERIT RAISES. CI STATED THAT PROMOTIONS ARE AUTOMATIC UNTIL THE SE-4, STEP 4 LEVEL IS OBTAINED. THEREAFTER, RAISES ARE AT THE DISCRETION OF THE SUPERVISOR, WHO CAN GIVE RAISES TO WHOMEVER THEY WISH. NO GRIEVANCES CAN BE FILED IN REGARDS TO MERIT RAISES IF AN INDIVIDUAL FEELS HE DESERVED A MERIT RAISE AND DID NOT RECEIVE ONE. CONSTRUCTION DEPARTMENT CONCERN. CI HAS NO FURTHER INFORMATION. NO FOLLOW-UP REQUIRED.	
-86-016-00101 T50108	MP	71901	N	WBN	1 N N N N 2 NA NA NA NA		QTC	CI HAS MORE SERVICE TIME WITH TVA THAN SEVERAL OTHER EMPLOYEES BUT IS PAID LESS. CI HAS NO MORE INFORMATION . (SOME DETAILS KNOWN TO QTC AND RELEASE OF THIS INFORMATION WOULD JEOPARDIZE CI'S CONFIDENTIALITY) NO FOLLOW UP REQUIRED	

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 SUBCATEGORY: 719 DIFFICULTY IN GETTING PAY CHECKS EARLY

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					2	SAF	RELATED	BF				
-86-020-00301 T50109	MP	71907	N	WBN	1	N	N	N	N	QTC	CRAFT PERSONNEL SHOULD BE ALLOWED TO GET THEIR CHECKS EARLY IN THE CASE OF APPROVED TIME-OFF, HOLIDAY, OR FAMILY EMERGENCY. CI HAS NO FURTHER INFORMATION. NO FOLLOW UP REQUIRED.	
-86-035-00201 T50186	MP	71901	N	WBN	1	N	N	N	N	QTC	CI FEELS DISCRIMINATED AGAINST BY TVA REGARDING SALARY CONSIDERING TIME OF SERVICE WITH TVA. DETAILS KNOWN TO QTC, WITHHELD DUE TO CONFIDENTIALITY. CONSTRUCTION DEPT. CONCERN. CI HAS NO FURTHER INFORMATION.	
-86-038-00101 T50110	MP	71906	N	WBN	1	H	H	H	N	QTC	ASSURE THAT MAS GOALS DO NOT INCLUDE THE REDUCTION OF CORRECTIVE ACTION DOCUMENTS (AUDIT FINDINGS, CARS, NCRS, DRS, NRC FINDINGS) AS A MEASURE OF JOB PERFORMANCE. CI HAS NO ADDITIONAL INFORMATION.	
-86-057-00101 T50111	MP	71910	N	WBN	1	N	N	N	N	EX-85-052-005 QTC	TVA DISCRIMINATES AMONG EMPLOYEES REGARDING SALARY, I.E., EMPLOYEE IN SAME CRAFT WITH LESS TVA SERVICE TIME RECEIVES HIGHER SALARY THAN EMPLOYEE WITH MORE TVA SERVICE TIME. CI HAS NO MORE INFORMATION. NUCLEAR POWER CONCERN. NO FOLLOW UP REQUIRED.	
-86-058-00101 T50113	MP	71905	N	WBN	1	H	N	N	N	IN-86-058-001 QTC	CLERICAL PERSONNEL (GENERIC), IN BOTH CONSTRUCTION AND NUCLEAR POWER, NEED TO BE PAID MORE. THERE ARE MANY VERY EXPERIENCED PERSONNEL IN THESE POSITIONS, AND THEY PRODUCE A LARGE AMOUNT OF "IMPORTANT" WORK IN RELATION TO THE AMOUNT OF COMPENSATION RECEIVED. NUCLEAR POWER CONCERN. CI HAS NO FURTHER INFORMATION.	

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 EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY  
 SUBCATEGORY: 719 MERIT PLAN FUNDING

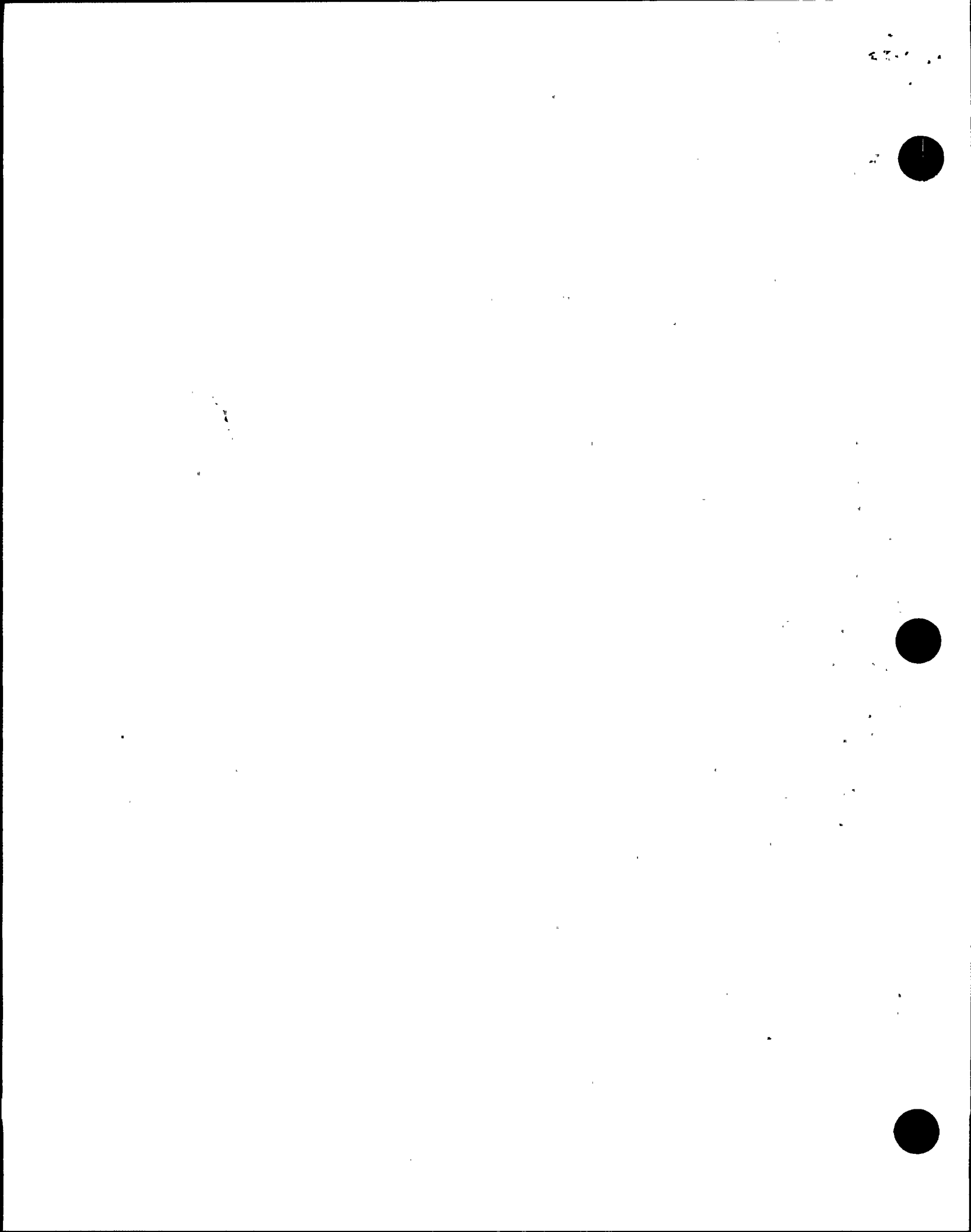
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-86-067-00101 T50119	MP	71902	N	WBN	1 N N N N 2 NA NA NA NA		QTC	TVA'S MERIT RAISE PAY SYSTEM DOES NOT FUNCTION AS A TRUE MERIT SYSTEM SHOULD. TVA ONLY AUTHORIZES A CERTAIN AMOUNT OF MONEY (OR INCREASE "SLOTS"), REGARDLESS OF THE NUMBER OF PERSONS THAT ARE CONSIDERED MERITORIOUS. NUCLEAR POWER CONCERN. CI HAS NO FURTHER INFORMATION.	
-86-209-00701 T50218	MP	71903	N	WBN	1 N N N N 2 NA NA NA NA		QTC	INADEQUATE, UNJUST, AND INCONSISTANT CRITERIA IS UTILIZED IN THE MERIT PAY PROGRAM. THERE ARE NO WRITTEN GUIDELINES AVAILABLE TO EMPLOYEES STATING THE REQUIREMENTS FOR MERIT RAISES, NOR DOES THE SUPERVISOR, DURING THE PERFORMANCE OF EMPLOYEE EVALUATIONS, EXPLAIN TO THE EMPLOYEE THE REQUIREMENTS FOR MERIT RAISES. IT APPEARS THAT FOR THE MOST PART, MERIT RAISES ARE ON THE "BUDDY BUDDY SYSTEM". A LOT OF YOUNGER C3'S ARE BEING PROMOTED TO C4'S, CONSEQUENTLY, GETTING A RAISE. CI HAS NO ADDITIONAL	
-86-234-00401 T50155	MP	71901	N	WBN	1 N N N N 2 NA NA NA NA		QTC	TVA'S MERIT COMPENSATION PROGRAM DOES NOT WORK. THE BOSSES' FAVORITES ALWAYS "MERIT" HIGHER THAN ANYONE ELSE: GOOD WORK DOES NOT SEEM TO COUNT. CI WAS NOT FAVORITE, AND SO A LESS EXPERIENCED CO-WORKER WHO WAS ONE OF THE SUPERVISOR'S FAVORITES WAS ARBITRARILY GIVEN MERIT RAISE WHILE CI'S PERFORMANCE WAS EQUALLY AS GOOD. DETAILS KNOWN TO QTC WITHHELD TO MAINTAIN CONFIDENTIALITY. NO FOLLOW UP REQUIRED.	
-86-235-00101 T50141	MP	71905	N	WBN	1 N N N N 2 NA NA NA NA		QTC	TVA PERSONNEL ON THE "SB" PAY SCALE ARE UNDERPAID BY APPROXIMATELY \$4,000.00 PER YEAR, WHEN COMPARED TO EQUIVALENT WORK OUTSIDE OF TVA. CONSTRUCTION DEPT CONCERN. CI HAS NO FURTHER INFORMATION.	

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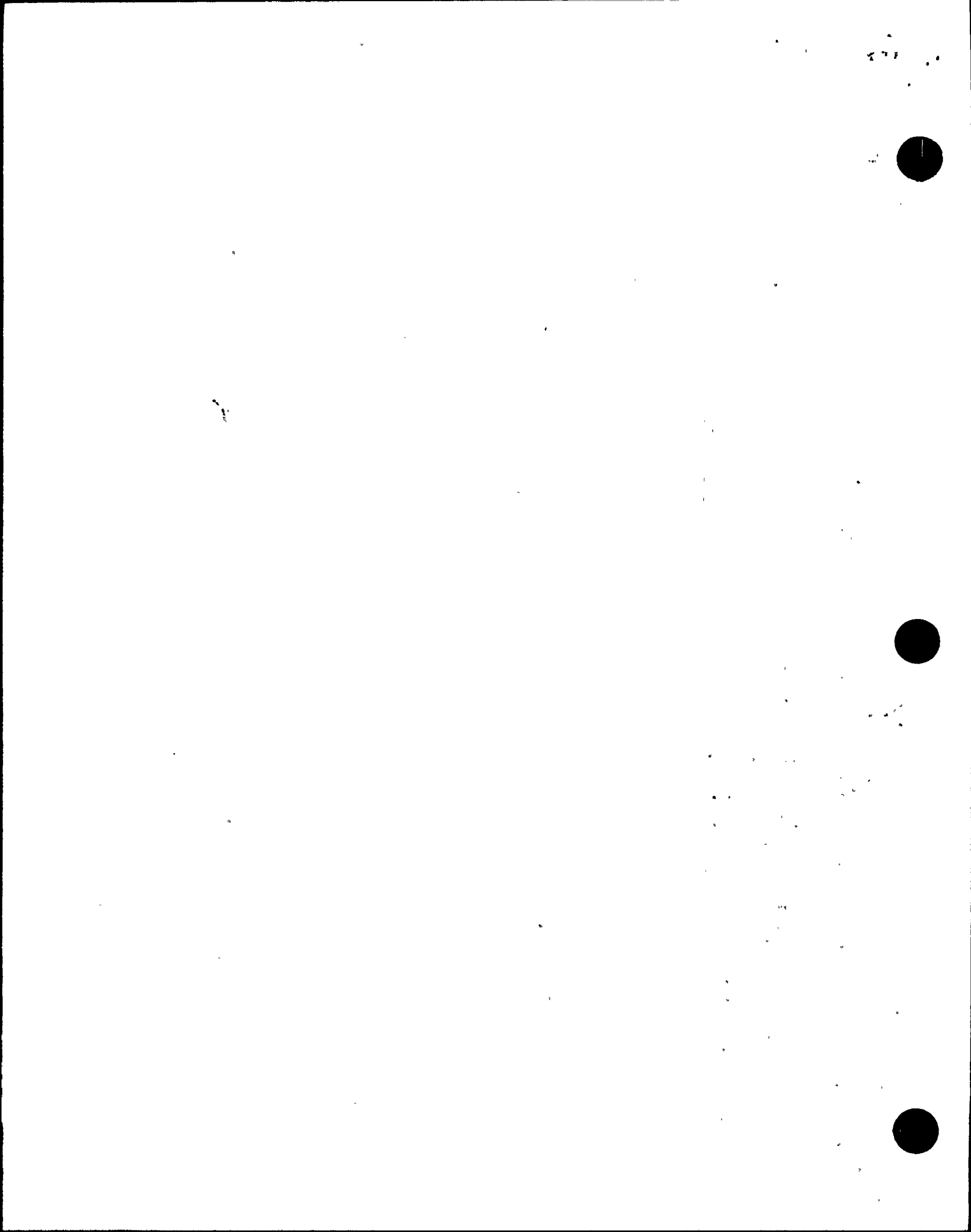
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-86-242-00101 T50141	MP	71905	N	WBN	1 N N N N 2 NA NA NA NA		QTC	THE LOW PAY FOR MANY SKILLED PERSONNEL IS CAUSING TVA TO TRAIN PEOPLE WHO ARE "GREEN" OR INEXPERIENCED AND THEN LOSE THEM TO OUTSIDE COMPANIES. TVA ALSO HAS DIFFICULTY RECRUITING GOOD PEOPLE DUE TO LOW PAY. NUCLEAR POWER DEPT CONCERN. CI HAS NO FURTHER INFORMATION.	
-86-267-00501 T50150	IH	60400	S	WBN	1 2	IN-86-267-005	QTC	CI EXPRESSED A CONCERN RELATIVE TO IMPROPRIETIES IN AN EMPLOYEE COMPENSATION PROGRAM. DETAILS KNOWN TO QTC, WITHHELD DUE TO CONFIDENTIALITY. NUCLEAR POWER DEPT. CONCERN. C/I HAS NO FURTHER INFORMATION. NO FOLLOW UP REQUIRED.	
	02	MP	71910	S	WBN	1 N N N N 2 NA NA NA NA			
-86-278-00301 T50252	MP	71908	N	WBN	1 N N N N 2 NA NA NA NA		QTC	VARIOUS PERSONNEL IN A DEPARTMENT (KNOWN) ARE CALLING THE PAYROLL DEPARTMENT AND REQUESTING INFORMATION REGARDING PAYCHECK AMOUNTS. BOTH AUTHORIZED AND UNAUTHORIZED PERSONNEL ARE DOING THIS. SUPERVISORS (NAMES KNOWN) HAVE NOT BEEN ABLE TO STOP OR PREVENT THIS PRACTICE. NO ADDITIONAL INFORMATION AVAILABLE IN FILE. CONSTRUCTION DEPARTMENT CONCERN.	
-85-003-01501 T50106	MP	71907	N	WBN	1 N N N N 2 NA NA NA NA		QTC	EMPLOYEES NOT ALLOWED TO RECEIVE CHECK EARLY EVEN WHEN LEAVING FOR A FAMILY EMERGENCY. (NAMES/DETAILS KNOWN TO QTC AND RELEASE OF THIS INFORMATION WOULD JEOPARDIZE CI'S CONFIDENTIALITY) NO FOLLOW UP REQUIRED	
-85-024-00301 T50082	MP	71901	N	WBN	1 N N N N 2 NA NA NA NA		QTC	EMPLOYEE REQUEST FOR PAY INCREASE NOT PROPERLY ADDRESSED BY SUPERVISION. (NAMES AND DETAILS ARE KNOWN.) C/I DOES NOT PERMIT DISCLOSURE OF IDENTITY.	

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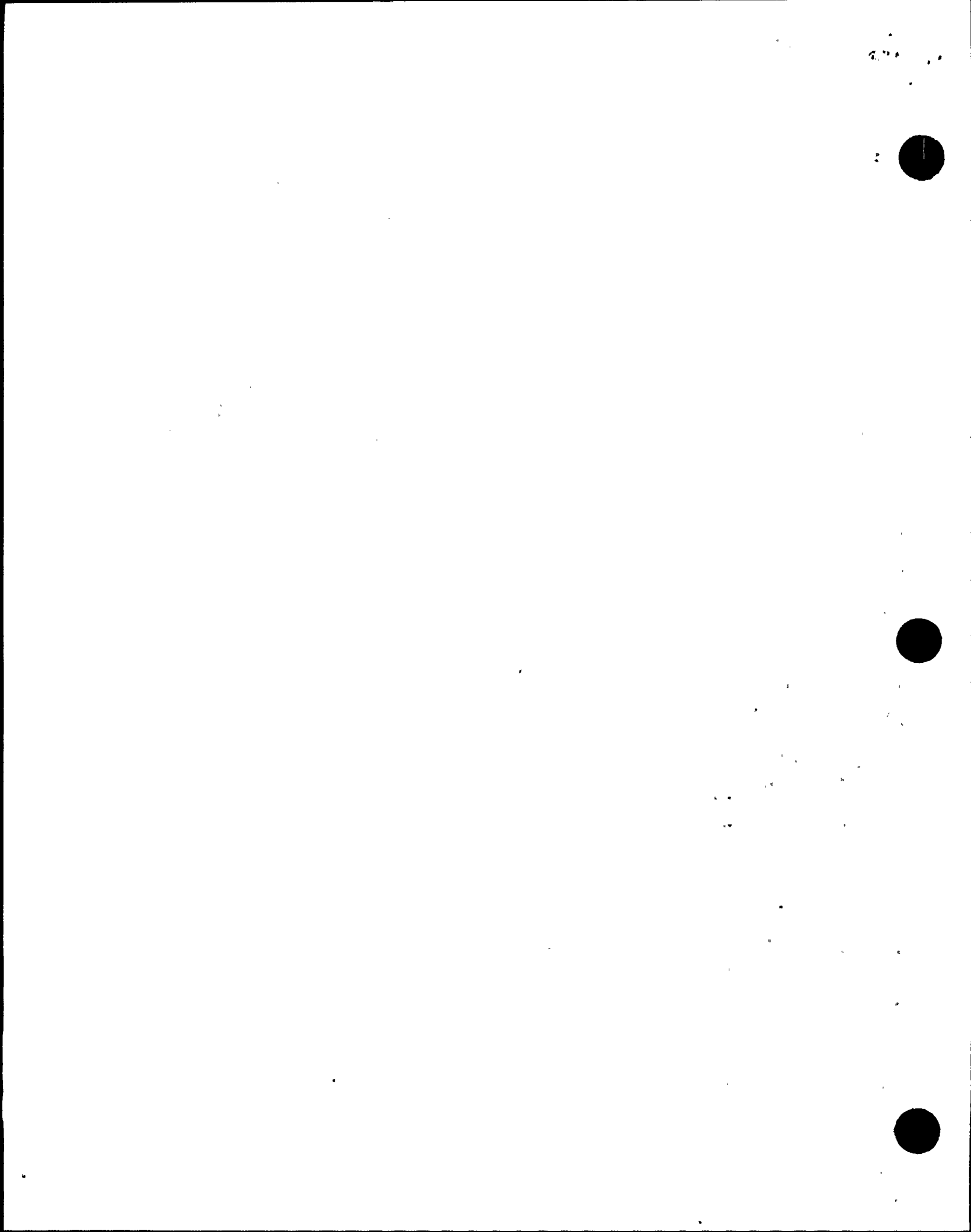
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 EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY  
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				2	SAF	RELATED	BF				
M-86-004-01501 T50264	MP	71910	N SQN	1	H	H	H	N	QTC	SPECIFIC SUPERVISORS (KNOWN) ARE PERMITTED TO HIRE SUBORDINATES AT A HIGHER PAY SCALE THAN THEY ARE AND TVA POLICY STATES THAT SUPERVISORS MUST MAKE A CERTAIN PERCENT MORE THAN THE IR SUBORDINATES; RESULTING IN THE SUPERVISORS CONTROLLING THEIR OWN SALARY INCREASES. (NAMES/DETAILS KNOWN TO QTC, WITHHELD TO MAINTAIN CONFIDENTIALITY). NO FURTHER INFORMATION MAY BE RELEASED. NUCLEAR POWER CONCERN.	
M-86-007-00101 T50263	MP	71910	N SQN	1	H	H	H	N	QTC	EMPLOYEE'S PAY STATUS WAS IMPROPERLY DETERMINED. DETAILS KNOWN TO QTC, WITHHELD DUE TO CONFIDENTIALITY. NO FURTHER INFORMATION MAY BE RELEASED	
P-85-002-00101 T50217	MP	71901	N SQN	1	H	H	H	N	QTC	SEQUOYAH - CI STATED THAT THE CURRENT MERIT PAY RAISE SYSTEM IS NOT FAIR TO THE INDIVIDUAL EMPLOYEE. CI PREFERRED THE OLD SYSTEM, WHEREBY RAISES WERE GIVEN BASED UPON TIME WITH TVA WITHOUT ANY LETTERS OF REPRIMAND. CI SUGGESTED THAT THE NEW MERIT PAY RAISE SYSTEM DISCRIMINATED AGAINST THE "TEAM WORKER" BY ENCOURAGING EACH INDIVIDUAL TO ACT AUTONOMOUSLY IN ORDER TO STAND OUT AND AHEAD OF THE REST. CI SUGGESTED THAT THE SYSTEM RESULTS IN THE INDIVIDUAL WORKER "MAKING GOOD" AT THE EXPENSE OF FELLOW	
N-0250	01 MP	71905	N WBN	1	N	N	H	N	OECP	WAGE DIFFERENCE BETWEEN NUCLEAR POWER HOURLY LABORERS AND NUCLEAR POWER ANNUAL LABORERS.	

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 SUBCATEGORY: 719 FINAL COMPENSATION ON LAST WORKDAY

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					2	SAF	RELATED	BF				BL
P-85-005-00301 T50235	MP	71909	N	WBN	1	N	N	N	N	WBP-5-005-003	QTC	TVA IS WITHHOLDING ANNUAL LEAVE AND SEVERANCE MONIES FOR UP TO SIX WEEKS AFTER LAY OFF. THIS POLICY CREATES A FINANCIAL HARDSHIP ON SOME EMPLOYEES. CONSTRUCTION DEPARTMENT CONCERN. CI HAS NO FURTHER INFORMATION. NO FOLLOW UP REQUIRED.
P-85-005-00501 T50235	MP	71910	N	WBN	1	N	N	N	N		QTC	CI IS BEING DENIED HOLIDAY PAY BECAUSE OF A TVA MISTAKE IN DETERMINING CI'S LAY OFF DATE. (NAMES/DETAILS KNOWN TO QTC AND WITHHELD TO MAINTAIN CONFIDENTIALITY.) NO FURTHER INFORMATION MAY BE RELEASED. CONSTRUCTION DEPARTMENT CONCERN. CI HAS NO FURTHER INFORMATION. NO FOLLOW UP REQUIRED.
P-86-012-00101 T50243	MP	71901	N	WBN	1	N	N	N	N		QTC	CI DOES NOT THINK THE MERIT SYSTEM IS FAIR, AND FEELS THAT SOME INDIVIDUALS RECEIVE MORE MERIT RAISES THAN OTHERS. CERTAIN INDIVIDUALS (KNOWN) ALLEGEDLY RECEIVE MERIT RAISES EACH TIME ONE IS AVAILABLE, DUE TO A PERSONAL RELATIONSHIP BETWEEN THE INDIVIDUAL AND THE INDIVIDUAL'S SUPERVISOR (KNOWN).
P-86-013-00101 T50244	MP	71910	N	WBN	1	N	N	N	N		QTC	CI HAS NOT RECEIVED MONIES NOR SENIORITY STATUS AS AGREED TO BY TVA OVER ONE MONTH AGO. DETAILS KNOWN TO QTC, WITHHELD DUE TO CONFIDENTIALITY. NO FURTHER INFORMATION MAY BE RELEASED. CONSTRUCTION DEPARTMENT CONCERN. CI HAS NO FURTHER INFORMATION.
P-86-013-00601 T50244	MP	71910	N	WBN	1	N	N	N	N		QTC	MANAGEMENT REDIRECTED MONIES DUE TO CI WITHOUT THE CI'S APPROVAL OR KNOWLEDGE. (NAMES/DETAILS KNOWN TO QTC AND WITHHELD TO MAINTAIN CONFIDENTIALITY). NO FURTHER INFORMATION MAY BE RELEASED. CONSTRUCTION DEPARTMENT CONCERN. CI HAS NO FURTHER INFORMATION.

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 SUBCATEGORY: 719 DIFFICULTY IN GETTING PAY CHECKS EARLY

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-85-006-00101 T50032	MP	71907	N	WBN	1 N N N N 2 NA NA NA NA		QTC	PERSONNEL ON 2ND SHIFT CANNOT RECEIVE THEIR PAYCHECKS EARLY EVEN IF SPECIFICALLY REQUESTED.
-85-009-00101 T50031	MP	71907	N	WBN	1 N N N N 2 NA NA NA NA		QTC	C/I FEELS HE SHOULD BE PAID ON THURSDAY INSTEAD OF FRIDAY BECAUSE THURSDAY IS THE LAST DAY OF HIS WORK WEEK.
-85-046-01001 T50141	MP	71901	N	WBN	1 N N N N 2 NA NA NA NA		QTC	C/I FEELS THAT PERSONNEL WITH SENIORITY ARE BEING PUNISHED BY SUPERVISION (NAME AND DEPT KNOWN) IN REGARD TO MERIT INCREASES. NEW HIRE PERSONNEL ARE BEING GIVEN MERIT INCREASES TO BRING THE NEW HIRE'S SALARIES UP TO THE LEVEL OF EXPERIENCED PERSONNEL WITH SENIORITY. CI STATES THAT THIS POLICY PENALIZES/PUNISHES EMPLOYEES WITH YEARS OF SENIORITY. NUCLEAR POWER CONCERN. CI COULD NOT PROVIDE ADDITIONAL INFORMATION.
-85-103-00101 T50217	MP	71909	N	WBN	1 N N N N 2 NA NA NA NA		QTC	CI SUFFERED A FINANCIAL HARDSHIP DUE TO TVA'S INADEQUATE SYSTEM, E.S., RECEIVED PAYROLL CHECKS LATE. (DETAILS KNOWN TO QTC AND WITHHELD TO MAINTAIN CONFIDENTIALITY). CI HAS NO FURTHER INFORMATION.
-85-076-00101 T50145	MP	71910	N	BLN	1 N N N N 2 NA NA NA NA	XX-85-076-001	QTC	BELLEFONTE: CI HAS NOT RECEIVED BACK COMPENSATION PAY WHICH TVA AGREED TO PAY. (NAMES/DETAILS TO THE SPECIFIC CASE ARE KNOWN TO QTC AND WITHHELD TO MAINTAIN CONFIDENTIALITY). CONSTRUCTION DEPT. CONCERN. CI HAS NO FURTHER INFORMATION. NO FOLLOW UP REQUIRED.

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.



REFERENCE - ECPS132J-ECPS132C  
 FREQUENCY - REQUEST  
 - ISSS - RNM

TENNESSEE VALLEY AUTHORITY  
 OFFICE OF NUCLEAR POWER  
 EMPLOYEE CONCERN PROGRAM SYSTEM (ECPS)  
 EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY  
 SUBCATEGORY: 719 CONCERNS WITH INSUFFICIENT INFORMATION TO EVALUATE

PAGE - 16  
 RUN TIME - 10:04:39  
 RUN DATE - 03/10/87

CATEGORY: MP MGT. & PERS. ISSUES

CONCERN NUMBER	CAT	SUB CAT	S H R PLT D LOC	1 REPORT APPL				HISTORICAL REPORT	CONCERN ORIGIN	CONCERN DESCRIPTION	REF. SECTION CAT - MP SUBCAT - 719	
				2	SAF	RELATED	BF					BL
-85-076-00201 T50145	MP	71910	N BLN	1	N	N	N	N	XX-85-076-002	QTC	BELLEFONTE: CI FEELS TVA SHOULD REIM BURSE HIM FOR HIS ATTORNEY FEES INCU RRED WHILE REPRESENTING HIM ON A JOB RELATED INJURY CASE. (NAMES/DETAIL S TO THE SPECIFIC CASE ARE KNOWN TO QTC AND WITHELD TO MAINTAIN CONFIDEN TIAITY). CONSTRUCTION DEPT. CONCERN . CI HAS NO FURTHER INFORMATION. N O FOLLOW UP REQUIRED.	

66 CONCERNS FOR CATEGORY MP SUBCATEGORY 719

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

ATTACHMENT B

PAY

List of Concerns by Element/Issue

This Subcategory Report (71900) addresses ten issues raised by 66 employee concerns about pay.

Salary Policy Merit Pay Plan

71901 Favoritism In Merit Pay Awards

IN-85-047-001	IN-86-016-001
IN-85-386-001	IN-86-035-002
IN-85-419-001	IN-86-234-004
IN-85-431-001	PH-85-024-003
IN-85-549-002	SQP-85-002-001
IN-85-863-001	WBP-86-012-001
IN-85-964-004	WI-85-046-010

71902 - Merit Plan Funding

BLNONPECOS	IN-86-067-001
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71903 - Merit Award Criteria Unclear

IN-86-209-007

71904 - Merit Awards Not Grievable

IN-85-995-004

TVA Salary Comparability

71905 - TVA Salaries Not Comparable to Outside Salaries

BFM-86-005-001	IN-85-732-001
BFM-86-006-001	IN-85-738-002
BFM-86-008-001	IN-85-764-001
EX-85-024-001	IN-85-775-001
IN-85-113-002	IN-85-906-003
IN-85-333-002	IN-86-058-001
IN-85-344-001	IN-86-235-001
IN-85-498-001	IN-86-242-001
IN-85-549-004	WBN-0250

ATTACHMENT B (continued)

Management Pay Plan

71906 - Management Salaries and Bonuses

BLNONPEC003	IN-85-680-003
IN-85-542-002	IN-86-038-001

Pay and Distribution Policies

71907 - Difficulty Getting Check Early

IN-85-596-002	PH-85-003-015
IN-85-716-001	WI-85-006-001
IN-86-020-003	WI-85-009-001

71908 - Payroll Information Improperly Released

IN-86-278-003

71909 - Final Compensation Should Be Paid on Last Workday

EX-85-065-001  
WBP-85-005-003  
WI-85-103-001

Miscellaneous Concerns

71910 - Concerns With Insufficient Information to Evaluate

EX-85-017-001	IN-86-267-005
EX-85-079-001	SQM-86-004-015
EX-85-080-002	SQM-86-007-001
EX-85-193-002	WBP-85-005-005
IN-85-531-001	WBP-86-013-001
IN-85-785-007	WBP-86-013-006
IN-85-972-001	XX-85-076-001
IN-86-057-001	XX-85-076-002

ATTACHMENT C

SURVEY EXTRACT  
ANNUAL RATES

<b>Electrical Engineer</b>	<u>Min</u>	<u>Max</u>
Level 3 - United States	\$29,100	\$43,400
Level 3 - Southeast	28,000	42,100
SC-3 - TVA rate eff. 9/29/86	30,600	43,400
<b>Mechanical Engineer</b>	<u>Min</u>	<u>Max</u>
Level 3 - United States	\$28,800	\$42,800
Level 3 - Southeast	27,800	41,700
SC-3 - TVA rate eff. 9/29/86	30,600	43,400
<b>Budget Analyst (Officer)</b>	<u>Min</u>	<u>Max</u>
Level 3 - United States	\$27,100	\$41,200
Level 3 - Southeast	23,500	37,000
SA-3 - TVA	25,500	37,100
<b>Drafter</b>	<u>Min</u>	<u>Max</u>
United States	\$19,200	\$27,500
Southeast	17,300	24,900
SE-4 TVA	20,100	26,900

Source: Executive Compensation Source  
Professional & Scientific Personnel Report 1986/87 edition.

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ATTACHMENT D

Health Physics Technicians, - Utilities

	<u>Min</u>	<u>Max</u>
Survey Data	\$26,676	\$31,500
TVA SE-5	28,610 <sup>1</sup>	30,400 <sup>2</sup>

Health Physics Technicians - Non Utilities

	<u>Min</u>	<u>Max</u>
Survey Data	\$19,872	\$27,372
TVA	28,610	30,400

Source: Oak Ridge Associate Universities 1986 Salary Survey.

- 1 SE-5, Step 6 rate
- 2 SE-5, Step 8 rate

