

EMPLOYEE CONCERNS SPECIAL PROGRAM

VOLUME 7
MANAGEMENT AND PERSONNEL CATEGORY

SUBCATEGORY REPORT 70300
WORK SCHEDULES

UPDATED

TVA
NUCLEAR POWER

8902210204 890206
PDR ADOCK 05000259
PDC



TVA EMPLOYEE CONCERNS
SPECIAL PROGRAM

REPORT NUMBER: 70300

REPORT TYPE: Management and Personnel Subcategory

REVISION NUMBER: 3

TITLE: Work Schedules

PAGE 1 OF 18

REASON FOR REVISION:

Incorporation of final TAS editorial comments.

PREPARATION

PREPARED BY:

Larry H. May
SIGNATURE

3/5/87
DATE

REVIEWS

PEER:

Frank S. Ensworth
SIGNATURE

5-11-87
DATE

TAS: *6/11/87*

R.R. Gibbs
SIGNATURE

5/11/87
DATE

CONCURRENCES

CEG-H: *W. B. White* *7 May 87*
SIGNATURE DATE

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

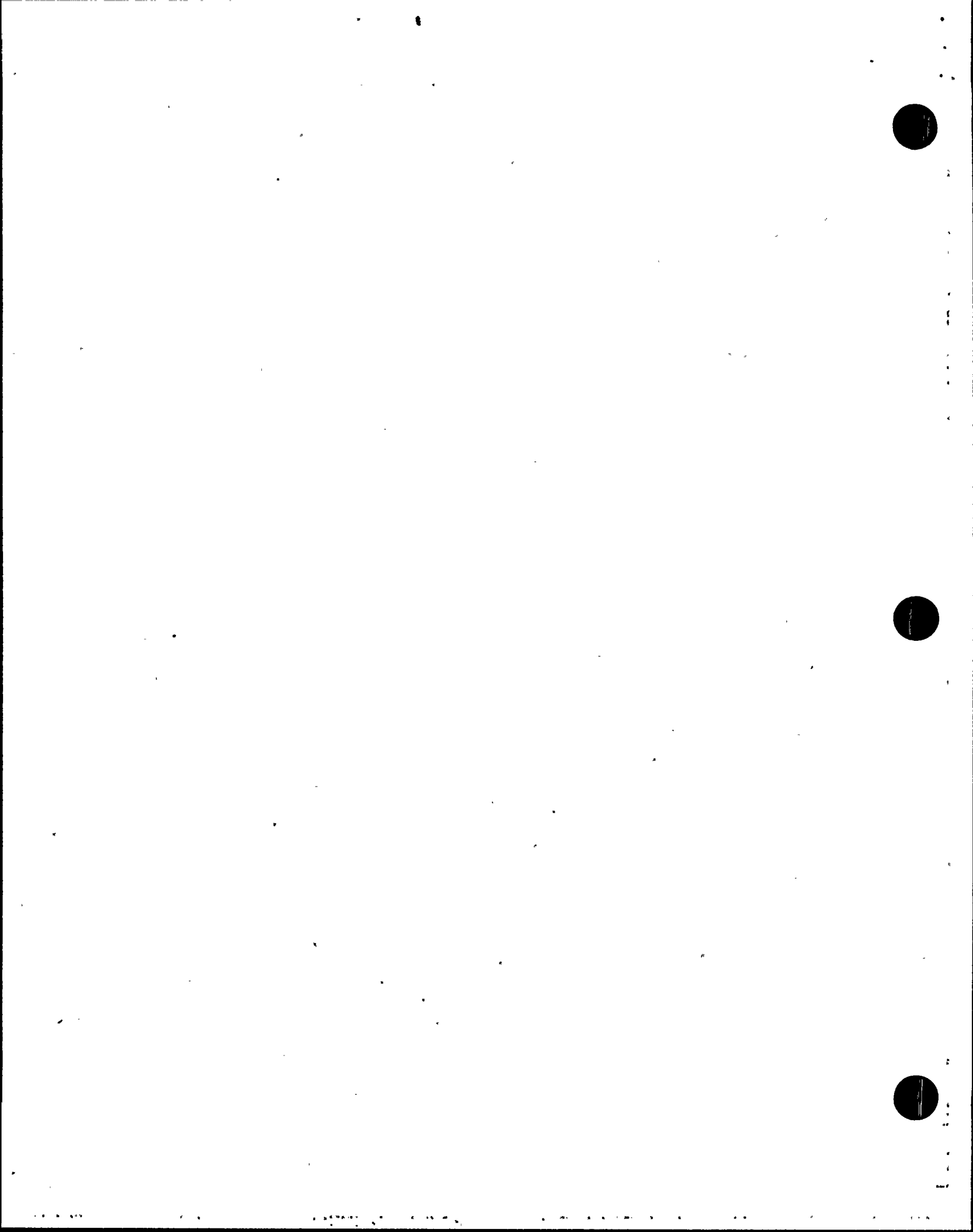
APPROVED BY:

M. S. Martin *5/13/87*
SECSP MANAGER DATE

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

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

1533T



Preface

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

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

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

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

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

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

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

TVA EMPLOYEE CONCERNS
SPECIAL PROGRAM

REPORT NUMBER: 70300

FRONT MATTER REV: 2

PAGE ii OF viii

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

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

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

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

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

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

ECSP GLOSSARY OF REPORT TERMS*

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

Class A: Issue cannot be verified as factual

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

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

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

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

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

concern (see "employee concern")

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

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

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

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

TVA EMPLOYEE CONCERNS
SPECIAL PROGRAM

REPORT NUMBER: 70300

FRONT MATTER REV: 2

PAGE iv OF viii

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

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

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

K-form (see "employee concern")

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

root cause the underlying reason for a problem.

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

Acronyms

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

TVA EMPLOYEE CONCERNS
SPECIAL PROGRAM

REPORT NUMBER: 70300

FRONT MATTER REV: 2

PAGE vi OF viii

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

TVA EMPLOYEE CONCERNS
SPECIAL PROGRAM

REPORT NUMBER: 70300

FRONT MATTER REV: 2

PAGE vii OF viii

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

TVA EMPLOYEE CONCERNS
SPECIAL PROGRAM

REPORT NUMBER: 70300

FRONT MATTER REV: 2

PAGE viii OF viii

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

WORK SCHEDULES

Subcategory Report 70300

Executive Summary

This subcategory includes 19 employee concerns which raised 8 issues. The general points of contention were shift change policy, hours of work, and the assignment of work to shifts.

The evaluation found that management did not change employees' scheduled shifts without consultation or consideration of employee desires. Employee preferences were also considered when determining shift times and length of shifts and when assigning long hours without days off. No indications were found that transfers to third shift were made as punitive action, nor was the distribution of work assignments among shifts found to be unfair. However, management did violate a commitment to end a temporary assignment to third shift within the promised 4 to 6 weeks and extended the period to 10 months.

Although no major problems were revealed in this subcategory, there was a clear indication from interviews that management did not do an effective job of communicating with employees. Understandably, management has an obligation to meet schedules and, at times, must require around-the-clock coverage or significant overtime, but employees should be told the reasons for the changes.

Communication lines between employees and management are being improved. Especially useful for this purpose are the weekly Employee Involvement Program meetings that began in January 1986. No additional corrective action has been recommended as a result of this evaluation.



1.0 CHARACTERIZATION OF ISSUES

1.1 Introduction

This subcategory report on work schedules addresses 8 issues that were raised by 19 individual concerns. These issues were grouped into three elements: Shift Changes, Hours of Work, and Fairness of Work Assignments.

To identify the issue to which a particular concern applies, consult the following attachments:

Attachment A, Subcategory Summary Table

Attachment B, List of Concerns by Issue

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

1.2 Description of Issues

1.2.1 Shift Changes

1.2.1.1 Issue 70301 - Lack of Shift Change Notice or Consultation

This issue alleges that management changes employees' shifts at the last minute, usually without consulting employees and, if they do consult, they do not adequately consider the employees' desires or hardships.

1.2.1.2 Issue 70302 - Promised Length of Third Shift Duty

This issue contends that management assigned employees to third shift, supposedly for a period of only 4-6 weeks, but did not keep the commitment, as two employees were forced to remain on third shift for over 10 months.

1.2.1.3 Issue 70303 - Punitive Transfer to Third Shift

This issue contends that the concerned individual (CI) was transferred to third shift as punishment for a faulty bellows installation.

1.3.1 Hours of Work

1.3.1.1 Issue 70304 - Length of Shifts

This issue contends that management does not consider desires of employees as to length of shifts, with one plant worker specifically stating a preference for 12-hour shifts.

1.3.1.2 Issue 70305 - Long Hours of Work Without Days Off

This issue contends that management was forcing employees to work long hours (12 and 16) for extended periods of time without a day off.

1.3.1.3 Issue 70306 - Changes in Work Times

This issue contends that changes in work times (e.g., 0700-1530 to 0730-1600) disrupt carpools, damage morale and result in incorrect traffic control signs on the access road.

1.3.1.4 Issue 70307 - Request for Third Shift

This issue alleges that management for Division of Nuclear Construction (DNC), unit 2 had been petitioned (twice) to start third shift Sunday night instead of Monday night, and that the CI had never received a response.

1.4.1 Fairness of Work Assignments

Issue 70308 - Unfair Work Assignments

This issue contends that management pushed production schedules that were impossible for third shift to meet because of unfair assignments of work.

NOTES: The subcategory report on Overtime, 70400, also touches on issues raised about hours of work, specifically, employees being forced to work long hours without days off.

The subcategory report on Morale, 70800, addresses the issues of morale and employee desires raised by some concerns within this subcategory.

2.0 SUMMARY

2.1 Summary of Issues

This report addresses issues raised by management decisions that affect employees' normal work schedules. The evaluation includes an examination of the shift change policy, hours of work, and the assignment of work to shifts.

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 a review of each individual concern (K-form) and a review of reference documents establishing baseline criteria necessary to group the concerns into issues. The issues were evaluated against the baseline data. Then, judgments were made on whether the issues posed problems requiring corrective action. Forty-four interviews were conducted to verify baseline data and to provide support data.

2.3 Summary of Findings

Management did not change employees' scheduled shifts at the last minute without consulting them for their desires or needs. Management was responsive to the request to start DNC's third shift on Sunday night instead of Monday night; however, it was determined that no immediate action could be taken because it involved contract language changes. Employees' personal desires and needs were taken into consideration in determining length of shifts and when assigning long hours without days off.

Management made temporary assignments of employees to third shift for a 4 to 6 week period that extended to 10 months. Thus, management did not keep its commitment.

No indications were found that transfers to third shift occurred as punitive action.

Management changed the shift time from 0700-1530 to 0730-1600, which interfered with carpools.

Management was not wrong in setting production goals (unit rates). However, the consistent distribution of workplans was not clearly evident, leading to morale problems on third shift.

2.4 Summary of Collective Significance

There is a clear indication from the interviews that management did not always communicate effectively with employees. Understandably, management has an obligation to meet schedules and, at times, must require around-the-clock coverage or long hours of work. Nevertheless, management should acknowledge that, when making adjustments to the work schedules that directly affect employees' established daily routines, it must try to communicate effectively the reasons for unavoidable changes.

2.5 Summary of Causes

The issues concerning work schedules resulted from ineffective communication and inaccurate scheduling. Employees felt they were given no voice and no consideration when work schedules were changed. Inaccurate scheduling sometimes led to long workhours to meet unrealistic deadlines.

2.6 Summary of Corrective Action

Communication lines between employees and management are being improved. Weekly employee involvement meetings began in January 1986. The Nuclear Dispatch and the Watts Bar Dispatch are being used more effectively to communicate changes that affect employees. A greater effort is being made to consider employee preferences and include employees in schedule planning.

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." Case files were reviewed and source documents were researched to determine the applicable requirements or criteria. The issues were judged against the applicable requirements or criteria. The resulting findings were analyzed for their collective significance. The causes for negative findings were identified, as were the responsible organizations. Corrective actions were initiated or determined to have been previously initiated for negative findings of this evaluation..

3.2 Specific Methodology

The evaluation process began by thoroughly analyzing individual concerns and identifying the issues raised. Negotiated agreements and TVA policies governing these issues were thoroughly reviewed and are listed in 3.3 of this report.

Four previous line management responses to individual concerns were reviewed. Comments from these responses were incorporated into the findings section (4.0).

Interviews were conducted with six corporate managers to determine the bases for certain aspects of agreements and negotiations. Eight Office of Nuclear Power (ONP) supervisors were interviewed to discover how and why their sections or organizations functioned. Three Modifications supervisors were interviewed for the same purposes. Ten ONP line personnel and one Modifications electrician were interviewed to determine the effects of the agreements on the work schedule. Two Public Safety Services (PSS) supervisors and one officer were interviewed to determine their operations procedures. Seven Nuclear Construction supervisors or ex-supervisors were interviewed to determine how policy and agreements were to be handled. Six craft journeymen, including three union representatives, were interviewed to determine the bases for concerns.

These interviews were conducted to determine if management was acting in accordance with established procedures and guidelines, to determine how line personnel perceived management's behavior, and to identify the underlying issues.

3.3 Documents Reviewed

1. General Agreements between TVA and the Tennessee Valley Trades and Labor Council covering the following:
 - A. Annual Operating & Maintenance Employees (page 32)
 - B. Construction Employees (page 25)
 - C. Temporary Hourly Operating, Maintenance and Modification Employees (page 23)
2. Articles of Agreement between TVA & the Salary Policy Employee Panel (page 22-5.3;A).

3. Memorandum from Ricky Miles to E. R. Ennis dated November 14, 1985 (T14 851114 802)
4. Memorandum from E. R. Ennis, "Starting Time for Second (Day) Shift," dated December 6, 1985
5. Memorandum from Guenter Wadewitz, dated January 28, 1986 (C24 860128 001)
6. TVA Request No. A-3 from 49*th Annual Trades and Labor Wage Conference held in 1983, pages 23 and 24.
7. Technical Specifications Section 6.2.2f., "Administrative Controls, WBN unit 1," page 6-2

4.0 FINDINGS

Work schedules are governed either by negotiated agreements or established policy guidelines. Some flexibility is given to management in the implementation of work schedules, but this leeway has caused some concern among employees about management's consideration of employees' desires and well-being.

All issues are generically applicable with the exception of one site-specific issue.

Along with the Employee Concerns Task Group (ECTG) evaluator's efforts, this report includes a review of the results of line management investigation and responses to four of the 19 concerns coordinated by Quality Technology Company (QTC).

4.1 Shift Changes

4.1.1 Issue 70301 - Lack of Shift Change Notice or Consultation

Discussion

This issue contends that employees' shifts were changed without notice or consultation and that management commitments as to duration of assignments were not kept.

Historically, it has been accepted practice that, to meet program schedules in performing required work, employees work the shift on which they are most needed. However, the General Agreement covering construction employees requires a 48-hour minimum notice before a shift change. The General Agreements covering Annual Operating and Maintenance Employees and Temporary Hourly Operating, Maintenance, and Modification Employees states that a 24-hour minimum notice be given before a shift change. The required minimum notice of either 24 or 48 hours is the only restriction placed by the union contract agreements on shift changes.

Interviews indicated that volunteers were requested before assigning employees to other shifts, and that if reasons were legitimate and pressing for not working a particular shift, management attempted to accommodate employees. No incident was found of employees being given shift preference for personal reasons.

Interviews with management indicated that all employees are contacted before shift changes, as stipulated in governing policies. If an emergency forces a shift change within less than the 24- or 48-hour notice period, the employees are paid at the applicable premium rate for time worked during the required notice period or are permitted to sign a waiver of the notice period. This waiver has to be a mutual agreement between management, employees, and the union. This waiver method has been effectively utilized to accommodate the employees, as well as TVA. Interviews with employees and union representatives indicated that volunteers were normally requested when possible.

The employees on rotations shifts have a posted work schedule (posted by Wednesday of each week) which notifies them of their work schedule for the following week.

Conclusion

The issue stating that management changed employees' shifts at the last minute without consulting them was not factually accurate.

4.1.2 Issue 70302 - Promised Length of Third Shift Duty

Discussion

This issue is that management (DNC) had assigned employees to third shift for what was promised as only a temporary time (4-6 weeks) but did not return the employees to their original shift for over 10 months.

Interviews showed that employees were moved to third shift under the assumption that the shift was temporary and were not returned to their normal shift as promised. However, interviews also revealed that volunteers qualified for the job are solicited as much as possible. If volunteers do not fill the requirements, management assigns employees or entire crews to change shifts to meet job needs. This is management's responsibility and violates no procedure or contractual arrangement.

Management interviews also revealed that commitments for return to original shift occasionally were not kept. It was apparent that during part of 1984 and 1985, hanger installation work packages were lacking because of hanger reassessment. Congestion and workloads were heavy in other areas and required multi-shift operations. Some employees were loaned to other sections of the craft and were changed to other shifts. These employees were not immediately returned to their prior shift when transferred back to their original section. Also, craft buildup occurred during 1985, leaving some employees on third shift feeling that because of their longer service they should have been returned to first shift and replaced on third shift by new employees being hired.

Conclusion

This issue is factually accurate. Interviews with employees in the steamfitter craft supported the claim and indicated that communication by managers needs to improve and that managerial commitments need to be explained and kept.

4.1.3 Issue 70303 - Punitive Transfer to Third Shift

Discussion

The one concern in this issue alleged that CI was transferred to third shift as punishment for a faulty bellows installation. This specific allegation could not be investigated because the details provided by CI were not clear. Interviews with appropriate management indicated that shift transfers were not being made for disciplinary purposes.

Conclusion

This issue can not be *verified as factual. .

4.2 Hours of Work

4.2.1 Issue 70304 - Length of Shifts

Discussion

This issue argues that TVA should consider the requests of employees about shift length. One employee had specifically requested 12-hour shifts.

The General Agreement and Articles of Agreement governing ONP personnel state that "The regular hours of employment shall not exceed eight consecutive hours, exclusive of scheduled nonpaid meal periods, in any 24-hour period or 40 in any calendar week, Monday through Sunday." The General Agreement covering DNC employees calls for five consecutive eight-hour days, Monday through Friday.

TVA took the lead and attempted to negotiate for language which would permit the working of four 10-hour days a week as a work schedule at the 49th Annual Wage Conference in 1983. Corporate interviews revealed that this proposal was submitted again at the 51st Annual Wage Conference. It was dropped because previous negotiations indicated opposition from the Trades and Labor Council, especially the International Brotherhood of Electrical Workers Union (IBEW) representative.

Interviews with ONP management in the Operations Section revealed that 12-hour shifts had been planned and work schedules had been prepared. However, the request was refused by the IBEW.

SQN is now working 12-hour shifts with Health Physics (HP) personnel, who come under the Articles of Agreement for salary policy workers. The longer shifts alternate 3 and 4 workdays per week.

TVA has found that other utilities are using a 12-hour shift arrangement and has stated that it will continue to explore possibilities.

Conclusion

This issue, which was investigated and responded to by line management, is not factually accurate. Changes in shift length require negotiated agreement changes and therefore cannot be unilaterally granted by ONP management.

4.2.2 Issue 70305 - Long Hours of Work Without Days Off

Discussion

This issue contends that workers were being forced to work long hours (12 and 16) for extended periods without days off.

During the last half of 1984 and thru 1985, WBN unit 1 changed the scheduled fuel load dates 5 times. These milestone dates, established by management, were not met because of pipe support assessment and reanalysis, Appendix R fire protection work, technical review of surveillance instructions by the NRC Office of Industrial Engineering, and pending implementation of the Employee Concerns Program.

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

The last minute details and remaining work required to meet the milestone dates demanded work outside the 40-hour scheduled week. These periods of work are normally handled by borrowing personnel from other sites to increase manpower for short periods of time and reduce need for long hours with no days off. For example, SQN borrowed some WBN HP employees to work with them in the fall of 1985 to reduce workload. Meeting milestone dates does not normally last long enough to increase manpower permanently, but is handled by overtime and borrowing available personnel from other sites.

In April 1985, WBN unit 1 went under full security. Failures of automated security equipment forced the PSS staff to work long hours to fill in. Also, new security posts were created by NRC and TVA higher-level negotiations, which required additional manpower. These situations existed for approximately 3-4 months until steps could be implemented to alleviate the overtime problem.

Officers were transferred from Construction PSS, new personnel were in training, and clerk monitors were promoted to officers and given special training on the WBN site in an attempt to increase manpower and reduce overtime requirements. PSS management was not aware of any employee being forced to work double shifts for over two days in succession.

All PSS officers, before employment and during training, are informed that overtime will be filled by volunteers if possible, even if double time pay must be offered; however, they are told that posts must be filled by assignment if there are not enough volunteers.

WBN unit 1 is required to function under the requirements of the Technical Specifications and WBN 2.2.5, "Overtime Procedures for Nuclear Power - Administration Controls PM-0903.04 at Fuel Load." These requirements state that employees in sensitive safety-related positions are not to work more than 16 hours in a 24-hour period or more than 24 hours in a 48-hour period. The positions affected are listed, as well as the approval procedure to deviate from these overtime restrictions.

This evaluation found that during the early months of 1985, employees in sensitive positions did work long hours to meet schedules and workload required by the implementation of the Security Plan for unit 1, the preparation for fuel load of unit 1, and the hot functional testing of unit 2. However, the requirements spelled out in the last paragraph do not take effect until fuel load begins. Fuel load was never started for unit 1. Therefore, the requirements did not apply.

Interviews reflected that a great deal of overtime had been worked but most was voluntary. Most employees, although tired of working, realized that the work had to be done and were, if not eager, at least willing to cover needed duties.

Conclusion

Although the overtime situation has created difficulties, the issue as a whole is not one that requires corrective action.

Management recognizes that working overtime without days off for extended periods of time is detrimental to employees as well as ONP. Most managers stated that they traditionally attempted to avoid asking employees to work seven straight days.

Although short-term overtime to meet emergency workloads did occur, efforts have been made to staff in order to eliminate, as much as possible, the need for long hours without days off.

Management has reevaluated remaining work at WBN. It has also let employees have input in estimating duration, and from this joint effort, has established a schedule which should be achievable without requiring or forcing employees to work long hours without days off.

Administrative Controls and Technical Specifications are in place to prevent employees with safety-related duties from working long hours on consecutive days without special justification once fuel load has started. Fuel load was never started at WBN.

4.2.3 Issue 70306 - Changes in Work Times

Discussion

This issue contends that changes in work times (e.g., 0700-1530 to 0730-1600) disrupt carpools, damage morale, and result in incorrect traffic control signs on the access road.

Investigation determined that a shift change was implemented before road signs were changed to reflect the new schedule. That oversight was corrected.

The daily work schedule for ONP operations personnel is 0700-1530 hours Valley-wide. On the other hand, all ONP maintenance and support personnel are scheduled 0730-1600 hours to allow for a smooth, efficient shift change by operations. A study conducted by the Industrial Engineering Section indicated that it requires a minimum of 30 minutes without interruptions for an efficient shift changeover.

With the understanding that the half-hour overlap was necessary, ONP management requested that operations employees be polled for their preferences of a starting time of 0800 or 0730. The results were 69.78 percent for 0730 and 30.22 percent for 0800. Based on this information, the Site Director's Office issued a memorandum stating that ONP operations personnel would begin work on January 5, 1986, at 0730.

Unfortunately, this work schedule change created a traffic problem since DNC work forces were also beginning work at 0730.

Therefore, construction management requested a survey of employee preferences on moving the shift start time to 0700. The survey indicated that approximately 85 percent preferred the 0700-1530 work schedule. WBN construction project management issued a memorandum stating that effective February 3, 1986, work would begin at 0700.

Conclusion

This issue is not factually accurate.

Management did, in fact, actively solicit employee involvement in establishing the new work schedule, and within bounds of good management, did adhere to employee preference.

Although traffic control signs were indeed incorrect for a short time, they were quickly corrected to conform to work schedules.

4.2.4 Issue 70307 - Request for Third Shift

Discussion

The issue here was a request that the third shift start the week on Sunday (to avoid having to work Friday evenings). The concerned individual felt that management had neither acknowledged the request nor explained why the proposal had not been accepted.

Management did provide an oral response to the request by informing the job steward that the requested changes would require contract language modification. Furthermore, the request was submitted for review by the negotiating committee.

The following is quoted from the line management report on this concern:

Construction management had already submitted your proposal to the TVA Labor Relations staff and the Tennessee Valley Trades and Labor Council. The dilemma encountered, however, is the wording of Supplementary Schedule H-VI Section A, paragraph 2 of the negotiated

General Agreement. This states, in part, that where two or three shifts are established, the second shift begins immediately at the end of the first (day) shift, and the third shift begins immediately at the end of the second shift. Since the straight-time workweek for all construction employees is five consecutive eight-hour days, Monday through Friday, as stipulated in paragraph 1 of the same section, the first normal workday for first and second shift must be Monday. Since third shift must immediately follow second shift, this leaves us with third shift starting on Monday.

Possibly in the next negotiations, some flexibility will be added to the terminology described above. Any rewording must be approved jointly by TVA and the Tennessee Valley Trades and Labor Council, which consists of the international representatives of the respective union organizations. In order to assist in this effort, you may contact your international representative so he may be aware of your suggestions in this matter before the next negotiations begin. If you contact your union job steward or upper-construction management, they will be able to apprise you of future results in this matter.

Conclusion

This issue is not factually accurate.

At the time the petitions were received, management was responsive. The union representative apparently did not communicate the response to the union members. As a result, the concern was expressed.

4.3 Fairness of Work Assignments

Issue 70308 - Unfair Work Assignments

Discussion

Third shift steamfitters believed that they were given unfair work assignments that kept them from meeting unit rate goals.

During 1985, a production goal (unit rate) was established at one hanger per week per two employees. The rate applied to all three shifts in the Steamfitter Hanger Department. Interviews for this evaluation revealed that some employees thought that the day shift had an opportunity to "pick-over" workplans. Other interviewees; however, believed that workplans were simply issued to crews as they needed work.

Records show that disciplinary action in the form of oral warnings was taken on four employees for not meeting unit rates. However, none of the four were on third shift; all were on second shift. None of the four claimed unfair assignments as the reason for not meeting the unit rate.

Craft management stated that difficulty of installation was considered when determining whether production goals had been met. No third shift employees were disciplined for not meeting unit rates.

Management has the right to follow established disciplinary procedures in efforts to improve poor performance problems. Construction workers are generally on an hourly pay rate. Therefore, it is a management prerogative to set reasonable goals for measuring their performance.

The work assignment between shifts were not equally distributed. However, this inequality was due, in large part, to the need to assign certain jobs to the second and third shifts because fewer people would be sharing the work area with them, making work on scaffolds, for instance, less of a safety hazard because fewer people would be working or walking below them.

Conclusion

No third shift workers were disciplined for not achieving unit rates. Some inequality in work assignments is an unavoidable part of hanger installation. Therefore, while better communication between steamfitters and supervisors might have answered the question raised in this issue, the issue itself is not factually accurate.

5.0 COLLECTIVE SIGNIFICANCE

The fact that only 19 out of over 5,000 concerns related to work schedules indicates that ONP employees do not find ONP's work schedule policies to be a major source of inefficiency or injustice.

It is likely that most of the issues raised in this subcategory were caused not by critical problems with the work schedule but by ineffective explanations of schedule procedure by managers and supervisors. Therefore, while no critical communications breakdown took place over work schedule issues, better managerial communications skills could have avoided many of the employee misunderstandings that did arise.

6.0 CAUSE

During 1985, the Employee Concern Program was established onsite at WBN. This was the first time any widely publicized program had permitted employees to voice concerns such as those contained in this report relating to established work rules and policies. Earlier attempts to discuss such issues were ignored because the concerns were not grievable.

6.1 Need for Better Management Listening Skills

The one most critical management tool is communications. Thirteen of the concerns contained inferences that (A) "management does not listen" or is not responsive. The other six concerns indicate that (B) management does not explain or offer justification for changes before they occur.

Effective communication is two way. It must include receiving as well as sending. Some employees believe management only transmits its wishes and directives. They felt that their desires were not considered in management decisions. As the findings section demonstrates, most of the issues are not factually accurate, but because management has not communicated effectively, employees continue to voice the concerns.

6.2 Inaccurate Scheduling

The scheduling of completion dates for work activities to meet fuel load requirements was not realistic, as indicated by the rescheduling of fuel load dates five times. This resulted in employees having to work long hours in an attempt to meet an unrealistic schedule.

This scheduling problem impacted the workload, prevented adequate staffing, and ultimately caused overtime work.

These issues of shift changes, hours of work, and unfair work assignments are, for the most part, based on misunderstandings and would not have been voiced as concerns if management had done a better job in communicating the facts in these matters.

7.0 CORRECTIVE ACTION PREVIOUSLY INITIATED

Since these issues were raised, ONP has instituted several changes that will substantially eliminate concerns of this nature and provide a means to adequately address those concerns that may arise.

- A. Most of these issues were raised in 1985. Communication lines between employees and management now seem to be improving. Employees' preferences are being considered when management makes decisions affecting employees. This is evident in changes in hours of work. Some sections have been allowed to help develop work schedules, and the majority of interviews indicate that employee desires were considered in decisions concerning shift changes.
- B. Employee Involvement Meetings began in January 1986 and are being held weekly to open and keep open communication lines. The Nuclear Dispatch and the Watts Bar Dispatch have been used to more effectively communicate changes which affect employees.
- C. DNC is presently completing supervision training, which all personnel in supervisory and substitute supervisory positions are required to attend. This course focuses on employee involvement.
- D. ONP will continue to seek employee involvement in work schedules and to communicate the basis for decisions concerning schedules.
- E. Manpower levels have been adjusted in certain sections to help alleviate overtime situations.
- F. Administrative Controls and Technical Specifications are in place to limit the amount of hours employees in sensitive positions may work after fuel load has started.
- G. Remaining work on WBN has been reevaluated and employees' input considered in new schedules.
- H. Contract employees have been hired and TVA personnel have been borrowed from other plants to help reduce workload.
- I. Arrangements have been made for a periodic Employee Opinion Survey, which will provide an objective measure of how much actual improvement has been achieved in ONP management's ability to communicate.

8.0 ATTACHMENTS

- A. Subcategory Summary Table
- B. List of Concerns by Issues



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

ATTACHMENT A
 TENNESSEE VALLEY AUTHORITY
 OFFICE OF NUCLEAR POWER
 EMPLOYEE CONCERN PROGRAM SYSTEM (ECPS)
 EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY
 SUBCATEGORY: 703 LONG HOURS OF WORK WITHOUT DAYS OFF

PAGE - 1
 RUN TIME - 10:04:39
 RUN DATE - 03/10/87

CATEGORY: MP MGT. & PERS. ISSUES

CONCERN NUMBER	CAT	SUB CAT	S R PLT D LOC	1 REPORT APPL				HISTORICAL REPORT	CONCERN ORIGIN	CONCERN DESCRIPTION
				2 SAF	BF	BL	SQ			
BFN-86-050-00101	MP	70305	N BFN	1 N	N	N	N		NSRS	THE EMPLOYEE INTERVIEW RECORD WAS RETURNED BY CERTIFIED MAIL. THE CI WORKS FOR A CONTRACTOR AT BFN AND IS CONCERNED THAT THE SCHEDULE (12-HOUR/DAY, 7-DAY/WEEK) WORKED BY H.P. IS EXCESSIVE FOR EVERYONES HEALTH.
85-131-BFN 01	MP	70306	N BFN	1 N	N	N	N		NSRS	CI IS CONCERNED THAT T&L SCHEDULE IS BEING CHANGED FROM 0700 - 1530 TO 0730 - 1600. THEY HAVE WORKED 0700 - 1530 FOR YEARS AND THIS WILL DISRUPT VAN AND CAR POOLS. THIS HAS BADLY HURT MORALE.
85-132-BFN 01	MP	70306	N BFN	1 N	N	N	N		NSRS	CI CONCERNED THAT T&L WORK SCHEDULE IS BEING CHANGED FROM 0700 - 1530 TO 0730 - 1600, WHICH WILL DISRUPT VAN AND CAR POOLS. THIS HURT MORALE AT BFN.
85-156-WBN 01	MP	70301	N WBN	1 N	N	N	N		NSRS	CI DOES NOT WANT TO WORK 3RD SHIFT. CI INITIALLY WAS TOLD HIS REASONS WERE GOOD NOT TO WORK 3RD SHIFT BUT HAS PUT ON 3RD SHIFT ANYWAY.
85-432-SQN 01	MP	70305	N SQN	1 N	N	N	N		NSRS	AN UNIDENTIFIED EMPLOYEE FROM SQN CALLED NSRS TO REPORT A CONCERN WHICH HE FEELS REPRESENTS THE FEELING OF THE GENERAL MAJORITY OF PEOPLE AT SQN, PARTICULARLY SHIFT PERSONNEL. MANAGEMENT IS MAKING S SHIFT PERSONNEL WORK PORTIONS OF THEIR LONG WEEKENDS, WHICH EFFECTIVELY CUTS UP THE LONG WEEKENDS SO THAT PLANS CANNOT BE MADE. THIS TURNS INTO CONTINUOUS WORK, CAUSES MORALE PROBLEMS, AND CAUSES PEOPLE NOT TO LIKE THEIR JOBS.

REF. SECTION
 CAT - MP
 SUBCAT - 703

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

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

TENNESSEE VALLEY AUTHORITY
 OFFICE OF NUCLEAR POWER
 EMPLOYEE CONCERN PROGRAM SYSTEM (ECPS)
 EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY
 SUBCATEGORY: 703 LONG HOURS OF WORK WITHOUT DAYS OFF

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

CATEGORY: 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 - 703
N -85-058-00101 T50008	MP	70305	N	WBN	1 N N N N 2 NA NA NA NA	IN-85-058-001	QTC	SEVERAL EMPLOYEES ARE FORCED TO WORK EXTENDED HOURS INCLUDING 16 HOUR SHIFTS AND WEEKS WITHOUT A DAY-OFF. SECTIONS EFFECTED INCLUDE OPERATIONS, INSTRUMENTATION AND TEST SECTIONS	
N -85-258-00301 T50123	MP	70301	N	WBN	1 N N N N 2 NA NA NA NA		QTC	REF IN-85-258 & HI-85-064 CI FEELS HE IS BEING DISCRIMINATED AGAINST BY BEING PLACED ON THIRD SHIFT AFTER STATING HE HAD A PERSONAL HARDSHIP. OTHER EMPLOYEE (NAMES KNOWN) WITH SIMILAR HARDSHIP HAVE BEEN ALLOWED TO REMAIN IN DAY SHIFT. NO ADDITIONAL INFORMATION AVAILABLE.	
N -85-520-00101 T50033	MP	70301	N	WBN	1 N N N N 2 NA NA NA NA		QTC	MANAGEMENT CHANGES A PERSON'S SHIFT OR CREW AT THE LAST MINUTE AND WITHOUT EVER CONSULTING THE INDIVIDUAL AS TO ANY HARDSHIP THIS MAY CREATE. OFTEN PEOPLE ARE HIRED UNDER THE CONDITION THEY WORK A PARTICULAR SHIFT FOR PERSONAL REASONS, BUT MANAGEMENT DOES NOT TAKE THAT INTO CONSIDERATION.	
N -85-549-00301 T50049	MP	70306	N	WBN	1 N N N N 2 NA NA NA NA		QTC	MORALE HIT AN ALL TIME LOW WHEN THE WORK SHIFT CHANGED. SHIFT SHOULD BE CHANGED BACK TO 0700 TO 1530.	
N -85-975-00101 T50100	MP	70306	N	WBN	1 N N N N 2 NA NA NA NA		QTC	TVA HAS CHANGED THE WORK SCHEDULE FOR MANY TO START AT 8:00 A.M. THE ROAD HAS ONE LANE FROM 7:30-8:00 A.M. COMING IN. THIS WAS ADEQUATE WHEN THE SCHEDULE WAS 7:30 A.M. BUT SHOULD BE EXTENDED TO 8:00 A.M. NOW. CI HAS NO MORE INFORMATION. NO FOLLOW-UP REQUIRED.	
N -86-099-00101 T50120	MP	70304	N	WBN	1 N N N N 2 NA NA NA NA	IN-86-099-001	QTC	CI FEELS IT WOULD INCREASE TVA EMPLOYEE MORALE IF WBNP SHIFTED TO 12 HOUR SHIFTS. CI HAS NO ADDITIONAL INFORMATION. NUC PWR CONCERN.	

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

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

TENNESSEE VALLEY AUTHORITY
 OFFICE OF NUCLEAR POWER
 EMPLOYEE CONCERN PROGRAM SYSTEM (ECPS)
 EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY
 SUBCATEGORY: 703 REQUEST FOR THIRD SHIFT

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

CATEGORY: MP MGT. & PERS. ISSUES

CONCERN NUMBER	CAT	SUB CAT	S H R D	PLT LOC	1 REPORT APPL				HISTORICAL REPORT	CONCERN ORIGIN	CONCERN DESCRIPTION	REF. SECTION CAT - MP SUBCAT - 703
					2	SAF	RELATED	BF				
IN -86-123-00301 T50128	MP	70307	N	WBN	1	N	N	N	N	IN-86-123-003	QTC	MANAGEMENT IS UNRESPONSIVE-3RD SHIFT HAVE PETITIONED MANAGEMENT IN-NOV. '84, AND FEB '85 TO START THE 3RD SH IFT WEEK ON SUNDAY. (TO AVOID HAVIN G TO WORK FRIDAY EVENINGS) MANAGEMEN T HAS NOT ACKNOWLEDGED THESE PETITIO NS, OR EXPLAINED WHY THEIR PROPOSAL HAS NOT BEEN ACCEPTED. (CONSTRUCTIO N, UNIT 2, 3RD SHIFT) CI HAS NO ADDI TIONAL INFORMATION.
IN -86-170-00101 T50125	MP	70302	N	WBN	1	N	N	N	N		QTC	CI TEMPORARILY ASSIGNED TO 3RD SHIFT FOR A 4-6 WEEK PERIOD AND MANAGEMEN T REFUSES TO BRING CI BACK TO 1ST SH IFT AFTER 10 MONTHS. CONST. DEPT. C ONCERN. (NAME/DETAILS KNOWN TO QTC AND RELEASE OF THIS INFORMATION COUL D JEOPARDIZE CI'S CONFIDENTIALITY). CI HAS NO MORE INFORMATION NO FOL LOW UP REQUIRED.
IN -86-170-00301 T50125	MP	70308	N	WBN	1	N	N	N	N		QTC	THE SELECTION OF WORK ASSIGNMENTS (M ANAGEMENT KNOWN) IS GROSSLY UNFAIR B ETWEEN 1ST AND 3RD SHIFTS. MANAGEME NT IS PUSHING HIGH PRODUCTION AND 3R D SHIFT CANNOT COMPETE AND ASSIGNMEN TS ARE NOT EQUAL. CONST. DEPT. CONC ERN. CI HAS NO MORE INFORMATION. N O FOLLOW UP REQUIRED.
IN -86-171-00101 T50123	MP	70302	N	WBN	1	N	N	N	N		QTC	CI TEMPORARILY TRANSFERRED TO 3RD SH IFT FOR 4-6 WEEKS AND HAS NOT BEEN T RANSFERRED BACK TO 1ST SHIFT. (NAME S/DETAILS KNOWN TO QTC AND RELEASE O F THIS INFORMATION COULD JEOPARDIZE CI'S CONFIDENTIALITY). CONSTRUCTION DEPT CONCERN. CI HAS NO ADDITIONAL INFORMATION.

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

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

TENNESSEE VALLEY AUTHORITY
 OFFICE OF NUCLEAR POWER
 EMPLOYEE CONCERN PROGRAM SYSTEM (ECPS)
 EMPLOYEE CONCERN INFORMATION BY CATEGORY/SUBCATEGORY
 SUBCATEGORY: 703 LONG HOURS OF WORK WITHOUT DAYS OFF

PAGE - 4
 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 - 703
				2	SAF	BL	SQ				
N -86-291-00501 T50147	MP	70305	N WBN	1	N	N	N	N		QTC	EMPLOYEES IN A SENSITIVE POSITION ARE FREQUENTLY REQUIRED TO WORK LONG HOURS (ON ONE SHIFT) AND CANNOT BE AS ALERT OR EFFICIENT. (DEPT/DETAILS ARE KNOWN TO QTC AND WITHHELD TO MAINTAIN CONFIDENTIALITY). NUCLEAR POWER CONCERN. CI HAS NO FURTHER INFORMATION. NO FOLLOWUP REQUIRED.
N -86-291-00601 T50147	MP	70304	N WBN	1	N	N	N	N	IN-86-291-006	QTC	TVA SHOULD CONSIDER THE REQUESTS OF THE EMPLOYEES ESPECIALLY IN REGARDS TO LENGTH OF SHIFT. (DEPT/DETAILS KNOWN TO QTC AND WITHHELD TO MAINTAIN CONFIDENTIALITY). NUCLEAR POWER CONCERN. CI HAS NO FURTHER INFORMATION. NO FOLLOWUP REQUIRED.
N -86-311-00201 T50255	MP	70303	N WBN	1	N	N	N	N		QTC	CI BELIEVES THAT CI WAS UNJUSTLY TRANSFERRED TO 3RD SHIFT, AS A RESULT OF A BELLOWS INSTALLATION. NAMES AND DETAILS KNOWN TO QTC, BUT WITHHELD TO MAINTAIN CONFIDENTIALITY. NO ADDITIONAL INFORMATION MAY BE RELEASED. CONSTRUCTION DEPARTMENT CONCERN.
N -86-316-00401 T50168	MP	70305	N WBN	1	N	N	N	N		QTC	SOME SECURITY PERSONNEL WORK BACK TO BACK 16 HOUR SHIFTS. THIS BACK TO BACK SHIFT WORK SOMETIMES OCCURS FOR 3 OR 4 DAYS IN A ROW. NAMES TO THIS SPECIFIC CASE ARE KNOWN TO QTC AND WITHHELD TO MAINTAIN CONFIDENTIALITY. NUCLEAR POWER CONCERN. CI HAS NO FURTHER INFORMATION. FOLLOWUP NOT REQUIRED.

19 CONCERN FOR CATEGORY MP SUBCATEGORY 703

CONCERNS ARE GROUPED BY FIRST 3 DIGITS OF SUBCATEGORY NUMBER.

ATTACHMENT B

WORK SCHEDULES

List of Concerns by Element/Issue

The Work Schedules Subcategory (70300) is comprised of 19 concerns broken into three elements which address eight issues.

Shift Changes

70301 - Lack of shift change notice or consultation

I-85-156-WBN IN-85-520-001
IN-85-258-003

70302 - Promised length of third shift duty

IN-86-170-001
IN-86-171-001

70303 - Punitive transfer to third shift

IN-86-311-002

Hours of Work

70304 - Length of shifts

IN-86-099-001
IN-86-291-006

70305 - Long hours of work without days off

BFN-86-050-001 IN-86-291-005
I-85-432-SQN IN-86-316-004
IN-85-058-001

70306 - Changes in work times

I-85-131-BFN IN-85-549-003
I-85-132-BFN IN-85-975-001

70307 - Request for third shift

IN-86-123-003

Fairness of Work Assignments

70308 - Unfair work assignments

IN-86-170-003

