

THE BABCOCK & WILCOX COMPANY
POWER GENERATION GROUP

To | G. M. Olds - Manager, Field Engineering & Services

CONFIDENTIAL
COUNSEL ONLY

From | R. E. Kosiba - Manager, Customer Service Department, NPGD (x3469)

805 443.5

Cust. | File No. or Ref.

Subj. | Planning to Enhance Resident Engineer Role
Date
January 26, 1980

This letter is cover one customer and one subject only.

PRIVATE AND CONFIDENTIAL

Starting with our discussions of the role of Lee Rogers and the TMI-2 incident, we have had several discussions in the area of planning for increased support, training and better definition of the role of the Resident Engineer in our organization. In reviewing in my mind remarks that I might make to the Resident Engineers next week, it occurs to me that those discussions have proceeded without closure.

Therefore, I request that you talk with me early next week and review where we stand. The objective would be for you to prepare an outline as a course of action which would bring this subject to a closure. I believe the various points that should be covered in such an approach, in which we have discussed at various times, include the following:

- o What training is needed to upgrade the Resident Engineer's capability in his various functions as a support for operation, contact for maintenance work, as well as a representative for business?
- o What steps should be taken against what schedule to put selected people into a pipeline such that at an appropriate time the present Resident Engineers can be relieved with a better prepared and stronger representative which I believe will be necessary in the environment in which we work, i.e., with the higher salaries, the greater number of college graduates that the utilities will be putting into the operating function, including the improved quality of management representation at the site we will need to upgrade the resources that we delegate to this function or provide otherwise. Something like an identified number of promising people who are spotted throughout our organization at the present time with an understanding that they are candidates and when it is appropriate would be selected to move out to the field and take over the Resident Engineer position. I believe we have talked on a time scale of having such replacements take place starting in 1981.

Ex. GPU 229 For ID
Def's 5-18-81
J.R. Danyo

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- o Do we need to change the organizational location of Resident Engineer in order to provide the type of person that will be needed in the environment of 1980-81?
- o What steps need we take with the management of the utility in order to enable our Resident Engineer to be a most effective representative on our behalf?
- o What steps should we take within the Division to provide information, guidance, and instruction to the Division so as to enhance the role of the Resident Engineer?

Would appreciate talking with you about this subject on Tuesday. Looking forward to being able to talk a piece of working paper for the approach sometime in the two weeks that follow.

RE Kosiba

REK:db

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