



UNITED STATES
NUCLEAR REGULATORY COMMISSION
WASHINGTON, D. C. 20555

5/27/80

MEMORANDUM FOR: John Suerman, OCA

FROM: Elliott Greher, Coordinator
Resident Inspector Program

SUBJECT: UPDATE ON IMPLEMENTATION OF THE RESIDENT INSPECTOR
PROGRAM

In January IE submitted a paper to the Commission in response to a memorandum from the Secretariat. This paper, "Implementation of the Expanded Resident Program" discussed 7 issues: (1) assignment priorities, (2) resident inspector roles, (3) supervisory relationships at the site, (4) supervision from the Regional Offices, (5) increased training load, (6) recruiting problems including moving hardships, and (7) career incentives and morale.

You have asked for an update on these items. What follows is my update on these issues. If you have any questions please contact me.

- (1) Assignment Priorities - IE's current goal is fourfold: (1) To place a senior resident inspector or "equivalent" at every site with an OL by June 7, 1980; (2) to achieve Commission-approved coverage at every site with an OL or with a preop reactor by September 30, 1980; (3) to achieve Commission-approved coverage at 20 reactor construction sites; and (4) to achieve Commission-approved coverage at 3 fuel facility sites. Commission-approved coverage means, for #2 above, a minimum of two resident inspectors at every site with an OL or preop reactor, with three residents at sites with three units. For #3 it means 1 senior inspector at each site. For #4 it means 2 resident inspectors. These goals require 151 residents on 83 sites (including 8 residents at TMI).

As of April 30, 1980 there were 86 senior resident and resident inspectors onsite at 57 sites. Another 57 individuals had been selected for senior resident and resident assignments but had either not yet been moved to the site or had not yet completed the hiring process. There were still 10 positions unfilled.

It appears that as many as 25 sites with OL reactors may require "equivalent" senior resident coverage as of June 30. IE is currently making plans to provide such coverage. Similar plans could be implemented to provide "equivalent" coverage for 3 sites with preop reactors and another 3 sites with reactors in construction that will not have an onsite senior resident. Both fuel facility residents are onsite.

- (2) Resident Inspector Roles - A revised set of procedures for inspecting operating sites was issued in February 1980. This revision - see enclosure #1 - shifts the resident inspection focus to independent verification. Another revised set of procedures is being prepared for reactor construction site inspection. It should be completed in August 1980.

The resident inspector's role in an incident situation was issued in February 1980. Enclosure #2 is a copy of that statement.

- (3) Supervisory Relationships at the Site - There has been little change in site supervision responsibilities as expressed in the January 1980 paper:

Senior Resident Inspectors are involved in a broad range of activities at the site. They are the NRC presence at the site and the point of contact for local officials, the press and the public. They are responsible for assuring proper NRC communications about licensee incidents; follow-up on licensee incident reporting and noncompliance alleviation; follow-up on IE Bulletins, Circulars, Orders etc.; and follow-up on NRR and SD License Amendments, Orders, etc.

At construction and fuel facility sites there are no other resident inspectors, so the senior resident's time is devoted to performing routine and scheduled inspection procedures. At sites with operating and preoperational reactors there will be one or more other residents. These other residents will bear the major burden of performing the routine and scheduled inspection procedures, particularly those that must be done frequently (perhaps even daily). The Senior Resident will share this burden based on his available time, the technical competence of the other resident(s) to perform more specialized inspection procedures, and the availability of Regional inspectors. It is this complex of scheduling and assigning that the Senior Resident will assume in managing resident inspector activities.

The senior resident also supervises the site office operation including the activities of the clerical position assigned to the office.

- (4) Supervision from the Regional Offices - As I understand it, a proposed IE reorganization plan has been prepared which includes changes that will improve regional supervision of resident site offices. Some restructuring is required in the three larger regions--Regions I, II, and III--since each will have over 20 resident offices by fiscal yearend. The other two Regions will have only eight or nine resident offices.

On a daily basis, senior residents will report to their Section Chief. The Section will coordinate regional and technical support inspection visits to the site, monitor completion of the many routine inspection procedures, ensure inspections are properly documented and oversee licensee enforcement. The regions will continue to have specialist inspectors organized into their own branches and sections.

I cannot predict when this reorganization plan will be approved and what form it will take.

- (5) Increased Training Load - The IE training staff has been expanded to accommodate, in part, the increased training load arising from the expanded resident program. Moreover, most of the staff is attempting to relocate to Training's new permanent home in Chattanooga. Problems with real estate markets have made relocation difficult and frustrating.

Training activities are proceeding on schedule for all resident inspectors. Some of those individuals already in the training program will complete their training this summer. Most of them will not complete their training until FY 1981. Those new hires who have not yet reported on board may not complete their training until early in FY 1982.

- (6) Recruiting Problems Including Moving Hardships - The Agency-wide hiring "freeze" has affected resident recruiting. A number of excellent candidates are available from outside the Agency, particularly for the resident inspector position. Offers cannot be made to these candidates. Nevertheless, the recruiting process continues and ads are being placed in major nuclear industry media. A more concerted effort to find candidates within the NRC is also being pursued, particularly for the few remaining senior resident positions.

Relocations have become a more severe hardship with the nationwide tightening of credit: increased interest rates and limited availability of mortgage funds. That does not mean the problems evidenced prior to this recent period--as described in the January 1980 memorandum to the Commission--have been solved. A paper suggesting solutions to some of these problems will soon be transmitted to the Commission. This paper was prepared by an EDO-Task Force including ELD, ADM, CON, and IE. The paper incorporates analyses of data from a survey of relocating IE employees. On 5/20/80 the Chairman was briefed on the status of this paper and other efforts to alleviate the relocating problem.


- (7) Career Incentives and Morale - I have devoted considerable time during the last 4 months to discussions with resident inspectors. I try to attend every Regional meeting of residents. I periodically visit individual sites for more in-depth discussions. Morale is a critical issue in these discussions. Other than the problems associated with relocating, which are very serious, morale is high and a positive attitude continues. The reasons for this were clearly stated in the January 1980 paper. So where the career opportunities:

"Many of these resident inspectors have expressed enthusiasm about their continual presence on site. It allows them to understand a particular plant and style of operation in greater depth than can a regional inspector. In general, they feel that this knowledge will make them better and more knowledgeable inspectors in future assignments. Some feel that it provides a unique opportunity for a positive contribution to the public health and safety and to strengthening public confidence in nuclear energy. They understand that assignment as a resident inspector provides an opportunity for self-development and a chance to demonstrate quality performance.

"Reduced travel is a major plus for most resident inspectors. While work days are certainly no shorter and increased requirements for backshift inspections may make hours less regular, the resident inspector spends considerably less overnight time away from home than does the typical regional inspector. The Resident Inspector Program is no longer an experiment. Rather, it is the front line of NRC's role in protecting the public health and safety. ... Career opportunities for senior residents are less defined but no different than for other supervisory staff, that is those who find themselves just below the Branch Chief level. Career opportunities for other residents are primarily to advance to a senior resident position."

On the other hand, other morale-destroying issues could arise. An overwhelming workload is one. More frequent demands on the resident via our more sensitized threshold for incident reporting. An increased feeling of isolation from the NRC, both in general and even in terms of NRC's specific actions with respect to the site and its licensee. A sense that the rest of the NRC does not appreciate the demands made on residents for service and performance nor does it utilize the unique expertise, competence and judgment of the resident.

IE is already proceeding to assure this does not occur. Contact between residents and their Regional counterparts and supervisors is a fundamental, usually daily, activity. Periodic (i.e., bimonthly and quarterly) meetings of residents have been initiated in every Region. The IE Director and others from Headquarters are beginning to attend these meetings to speak to and with the residents. A resident program newsletter project has been initiated to communicate with resident inspectors and their families. Frequent contact with NRR counterparts is being encouraged by both IE and NRR. Resident input is one of the key elements of a periodic licensee performance appraisal program that was initiated in April 1980. Even the existence of a Headquarters contact--in this case, myself--appears to have a positive effect in directing questions, concerns and ideas.



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Enclosures:
As stated

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