

1992 Performance Management Program Work Plan

Name Jim L. Martin ID Number 50647

Position QA Specialist Work Plan Period 1992

1. Performance Expectations Major duties, responsibilities, and projects (include measures and targets Date)	Performance Results
1. Monitor, evaluate, and assist Nuclear Engineering, and Technical Group, acting as a positive catalyst to improved performance (NGBP Mission).	1. Nuclear Engineering and Technical Group performance is positively influenced by QE and QE contribution are recognized.
2. Conduct audits and surveillances as assigned and scheduled. 1A2, 1B3, 2A1, 2B1, 4A1, 4A2, 4A6, 4B9.	2. Audits and surveillances completed accurately and on time, complying with the 1992 QA MP and FIP-AS1-01.
3. Perform timely review and follow-up on committed corrective actions. NGBP 4B2	3. <i>Requirements were met.</i> No late/overdue: a. Observation requiring responses b. DERs <i>none noted</i>
4. Minimize contamination and exposure to radiation. 1B3, NGBP, 1B1 and 2.	4. Minimized contaminations and cumulative individual dose is within established goals.
5. Monitor and promote Industrial Safety in the workplace. 1A1, 1A2, NGBP 1, 2, 3, and 4.	5. <i>No violations occurred</i> a. No safety rules violations b. No lost time accident or recordable incidents. c. No restricted duty work related injuries.
6. Participate in training programs as assigned. 4B7, 4B8, 4C4.	6. <i>none noted</i> All training is completed satisfactorily.
7. Perform any other assignments as directed by the Supervisor - Quality Engineering. 3A8, 4A4, 4A5, 4A7, 4A8, 4B1, 4B2, 4B3, 4B5, 4B10, 4C1, 4C2, 5A2, 5A3.	7. <i>complete.</i> Assignments are satisfactorily completed. <i>all assignments were completed.</i>
8. Perform surveillance to evaluate the MOV G.L. 89-10 Program activities.	8. Provide Quality Assurance overview and positive influence for implementation of the MOV Program.
9. Attend scheduled Tech Staff Training.	9. <i>Currently in progress</i> Satisfactory completion of training. <i>Completed.</i>
10. Maintain QE Status Log.	10. QA documents are tracked, closed and vaulted in a timely manner.

3 - 93 - 013

L Jim has done an excellent job in this
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Final Rating John W. Welch 1/6/92
 Appraising Supervisor Date

- Excellent
- Very good J. J. Martin 2/17/93
 Employee Date
- Satisfactory plus
- Satisfactory
- Marginal J. J. Martin 2/17/93
 Noted by Next Level Management
- Unsatisfactory

2. Update Meeting 1 (2nd Qtr 92)

Meeting Notes Date

Jim is a good performer in Q&E. He has completed and planned assignments given in a timely manner. He is a positive addition to Q&E.

- Completed TSD/M trng.
- JUMA rep. for DFECU
- FP Audit ATL.

J. J. Martin
 9/9/92

3. Update Meeting 2 (3rd Qtr 92)

Meeting Notes Date

1. Jim has continued to demonstrate excellence as an auditor. His audits reflect good performance based audit techniques. He needs to expand his perspective to include other issues such as efficiency. (These go beyond the audit realm but are necessary for plant improv.)
 2. Jim occasionally takes more time to complete an assignment than is expected. This action appears to be a result of lengthy research. (see below)

4. Final Appraisal Meeting (Year End 92)

Meeting Notes Date

This research at times appears to go beyond what is needed for the situation. Jim needs to refine his judgement on when enough research has been done to provide a reasonable conclusion.

10-GLQAS

POSITION SUMMARY

POSITION TITLE: Group Lead - Quality Assurance Specialist

LOCATION: Fermi 2 Power Plant

JOB GRADE: M-4

POSITION: Revised

ORGANIZATIONAL UNIT: Nuclear Generation

REPORTS TO: Supervisor-Inspection and Surveillance

POSITION SUMMARY: Coordinates and conducts surveillance activities to assess and assure that Fermi 2 is operated and maintained in a safe and reliable manner in accordance with regulatory and DECo requirements.

MINIMUM REQUIREMENTS:

Education: Bachelor Degree in Engineering or related Science or an Associate Degree in Engineering or Technology.
-OR-
High school diploma or equivalent plus currently or previously certified to ANSI N45.2.6. - 1978.

Exp./Tech. Knowledge: A Bachelor Degree with a minimum of eight years' nuclear power plant experience in engineering, maintenance, operations, modifications, inspections, examinations, testing, radiation protection, radwaste, or quality assurance.
-OR-
An Associate Degree with a minimum of ten years' nuclear experience.
-OR-
A high school diploma or equivalent with a minimum of 12 years' nuclear experience and currently or previously certified to ANSI N45.2.6 - 1978.

Regulatory: ANSI N45. 2.6 - 1978

MAJOR ACCOUNTABILITIES:

- A. Selects activities to be surveilled and assigns quality assurance specialist to cover.
- B. Coordinates surveillance coverage.
- C. Accurately assesses and communicates through surveillances the performance of Nuclear Generation.
- D. Focuses surveillance in maintenance, modifications, operations, radiation protection, radwaste and technical areas to assure appropriate coverage of the right areas based on significance and performance.
- E. Causes improvements in quality and efficiency and minimizes regulatory concern.

- F. Communicates clearly to Supervisor Inspection and surveillance and plant management on the performance of the organization.
- G. Assists in preparation of reports in the surveilled areas.

CORE COMPETENCIES:

Core Competency	Specific Description	Weight
Safety Consciousness	Maintains knowledge of all safety procedures and regulations. Performs all functions in a safe manner.	3
Teamwork	Identifies with and supports team objectives and goals. Takes a constructive and positive approach to problem solving.	3
Results Oriented	Plans for, communicates, implements and/or recommends and accommodates changes that contribute to the achievement of Nuclear Generations Continuous Improvement process.	3
Flexibility/Adaptability	Effectively responds to change in direction, priorities and personalities. Understands what implications changes in Nuclear Engineering and the nuclear environment may have and adjusts priorities on short notice.	3
Communications	Clearly and concisely expresses ideas, orally and in writing, in individual and group situations. Listens, comprehends, processes information and responds to communication from others. Openly accepts positive suggestions. Effectively utilizes communication skills to keep work group informed when acting in a Leader capacity. Takes constructive and positive approaches to problem solving.	3
Individual Initiative	Identifies and acts to resolve problems without hesitation. Insures appropriate people who are knowledgeable of the problem work proactively to identify solutions. Secures relevant information, relates and compares data from different sources, considers alternative courses of action, and makes sound business decisions. Assumes responsibility for resolution of the problem, if appropriate.	3

JOB SPECIFIC SKILL/ABILITY REQUIREMENTS:

Skill/Ability	Specific Description	Weight
Decision Making/Creativity/Innovation	Willing to make and support decisions, render judgment and take action. Evaluates, selects, applies and adapts technical and management techniques in making decisions. Devises new innovative approaches to problems.	3
Technical/Business Knowledge	Understands the nuclear generation industry developments and trends. Understands nuclear generation in contributing to the safe and reliable operation of the plant.	3
Multi-functions	Able to work across disciplines and functions to achieve the common goals and business of the Company.	2
Interpersonal Skills	Establishes and maintains working relationships within Nuclear Generation and establishes credibility. Relates to others in a positive, credible and mature manner.	2
Trustworthiness	Works effectively and with highest ethical and moral standards that contribute to the safe and reliable operation of the plant.	3
Resource Management	Plans, prioritizes, implements, controls, measures and communicates actions needed to accomplish objectives.	2
Leadership	Effectively selects, develops, coaches and motivates employees. Guides and inspires others to accomplish goals both individually and as a team. Defines and encourages high standards of performance: leads by example. Structures and delegates assignments to achieve maximum results at minimal effort and in minimal time.	2

CANDIDATE IDENTIFICATION FORM

Position Title: Group Leader - Quality Assurance Specialist
 Temporary Grade: M-4

CANDIDATES

	REQUIREMENT: Bachelor of Science Degree in Engineering or related Science or appropriate acquired experience as indicated on Position Summary	REQUIREMENT: ANSI N45.2.6. 1978	REQUIREMENT:	REQUIREMENT:
1. Michael A. Quint	✓	✓		
2. Kurt W. Sessions	✓	✓		
3. John E. Heins	✓	✓		
4. Jimmy L. Martin	✓	✓		
5. Don W. Delk	✓	✓		
6.				
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POSITION TITLE: Group Leader - Quality Assurance Specialist

E F G H

MX10GLDAS

1) Name Organizational Unit Reports to (position)	E		F		G		H	
	3) Wt	4) x rating	4) x rating	5) Wt'd Score	4) x rating	5) Wt'd Score	4) x rating	5) Wt'd Score
SKILLS AND ABILITIES								
Safety Consciousness*	3	4		12				
Teamwork*	3	3		9				
Results Oriented*	3	4		12				
Flexibility/Adaptability*	3	4		12				
Communications*	3	3		9				
Individual Initiative*	3	4		12				
Decision Making/Creativity/Innovation	3	4		12				
Technical/Business Knowledge	3	4		12				
Multi-functions	2	4		8				
Interpersonal Skills	2	2		4				
Trustworthiness	3	5		15				
Resource Management	2	4		8				
Leadership	2	2		4				
				129				

*Core-competency

6) TOTAL SCORE (add columns):
7) Other consideration impacting selection:

8) Candidate Selected: Incumbent: yes no n/a 9) Comparable job: yes no

10) Attach Position Summary and any supporting documentation or written comments.

Evaluator's Signature & Title

Approved Signature

Print Evaluator's Signature & Title

Print Name and Title Above

Extension: _____ Date: _____

Extension: _____ Date: _____

STAFFING TRANSITION PROGRAM
CANDIDATE RATING FORM

NAME	I.D.#	POSITION	INTERVIEW YES/NO
J. Martin.	50647	Group Leader - Quality Assurance Specialist	No
Skills/Abilities	Weight X Rating- W'd Score	Objective Business Explanation for Rating	
Safety Consciousness*	3 X 3 = 9	Jim is a safety conscious individual. For the types of audits that Jim performs, he is aware of the safety procedures and regulations that are to be used and followed. Jim functions in a safe manner.	
Teamwork*	3 X 3 = 9	Jim is what I would call an average team player. He does not exert himself. Jim will do just what he has to do and no more. Jim does support the goals and objectives of the group & plant but only to the point that he has to.	
Results Oriented*	3 X 3 = 9	As mentioned above, Jim will do just what he has to do. He is not a highly motivated individual. He comes up with suggestions & recommendations but not very often.	
Flexibility/ Adaptability*	3 X 3 = 9	Jim is flexible, but he will not volunteer his services as readily as other individuals will. Jim does understand the significance of changes in Nuclear Engineering or the environment, but he does not respond rapidly.	
Communications*	3 X 2 = 6	Jim's writing and verbal skills are below average. Jim is a very quiet & shy person and when giving presentations, Jim does not come across in a very positive manner. Jim does not come across with confidence when making audit presentations, or even in group discussions.	
Individual Initiative*	3 X 2 = 6	Jim is a laid back individual, and is not a highly motivated individual. Jim will solve problems but at times may not dig deep enough to get all the facts. Audit on yellow lining can be used as an example.	
Decision Making/ Creativity/ Innovation	3 X 2 = 6	It is hard for Jim to make a decision. He is somewhat at ease when someone can make the decision for him. Jim does not have confidence in the abilities and strengths that he does have.	
Technical/ Business Knowledge	3 X 3 = 9	Jim does understand the industry developments and trends and what impacts, that are negative, have on EF2 and the Company. Jim is cognizant of what it takes to operate a nuclear plant safely and efficiently.	
Multi-Functions	2 X 3 = 6	Jim can work across various disciplines. but he is not the type of individual who is comfortable doing it. He would just as soon have someone else take the lead and he would just follow.	

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Interpersonal Skills	2 X 2 = 4	Jim does have a good working relationship with whom he works with. Jim does not have confidence in himself and thereby does not come across in a positive manner.
Trustworthiness	3 X 5 = 15	This is one of Jim's strong assets. He is a very trustworthy and honest individual. Jim does perform his audits in a ethical and moral way.
Resource Management	2 X 3 = 6	Jim appears to plan his work well. Jim is the type of individual who is afraid to ask for help. He is a very shy and quiet person and would just as soon be to himself.
Leadership	2 X 2 = 4	Jim is definitely not a leader. Jim does not motiate others to try and get things done. Jim would definitely be a poor example showing what qualities a leader should have.
Core Competency*	TOTAL SCORE	

Evaluator: Robert J. Szkotnicki

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STAFFING TRANSITION PROGRAM
CANDIDATE RATING FORM

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NAME	I.D. Number	Position	Interview Yes/No
D. Deik	50815	Group Leader-Quality Assurance Specialist	NO
Skills/Abilities	Weight X Rating Wt'd Score	Objective Business Explanation for Rating	
Safety Consciousness*	3 X 4 = 12	Don is a very safety conscious person and fully understands the safety procedures and regulations. Don always follows the appropriate safety rules while performing his job activities.	
Teamwork*	3 X 3 = 9	Don is a team player, but at times he may annoy people by the way he comes across and expresses himself. Don does definitely support the goals and objectives of the group and the plant.	
Results Oriented*	3 X 4 = 12	Don is very results oriented. Don does continue to follow up on items that he uncovers during audits. Some of the ways he follows up on an open items, may annoy the people he is trying to get results from.	
Flexibility/Adaptability*	3 X 4 = 12	Don is very flexible and adapts to changes in direction or priorities. Don is a very hard working individual who will change if plant or work group priorities change, even suddenly.	
Communications*	3 X 3 = 9	Don's communication skills are satisfactory. Don's writing and verbal skills are adequate to get the job done. Don's written reports on projects that he has completed are very thorough and to the point.	
Individual Initiative*	3 X 4 = 12	Don does not hesitate to roll up his sleeves and solve a problem. He is a very hard worker and uses all available resources when trying to resolve a problem. Don is very thorough and digs deep when trying to get information to solve a problem.	
Decision Making/Creativity/Innovation	3 X 4 = 12	Don's creative and innovative skills are very good. Don is continually coming up with different suggestions or recommendations on how to make changes that will make EF2 a better and safer place to work at.	
Technical/Business Knowledge	3 X 4 = 12	Don understands the nuclear generation industry developments and trends and knows the consequences to EF2 if they are negative in nature. Don works hard in trying to solve problems to help EF2 become first in class.	
Multi-Functions	2 X 4 = 8	Don is very capable of working across disciplines. This attribute is very evident in the types of audits he performs, and the results he gets when completing his audits. Don does have the work groups and company's goal & objectives as his common objectives.	
Interpersonal Skills	2 X 2 = 4	This may be one of Don's weaknesses. Don is a very intelligent and hard working individual, but he has a knack for upsetting people by the way he tries to convey himself. Don comes on very strong and at times won't back down even if there is not a need to be hard nosed.	

Trustworthiness	3 X 5 = 15	Don is a very trustworthy and conscientious individual. He works with the highest ethical and moral standards. He continuously strives to make EF2 a better and safer place to work. He totally supports every effort to get EF2 to be the best in class.
Resource Management	2 X 4 = 8	Don does plan and prioritize his work responsibilities very well. He plans his assignments so that he can meet the deadlines that have been established.
Leadership	2 X 2 = 4	Don is not a team leader. Rather than motivate a person, Don may turn him off. When Don tries to convey a message or a direction, he may come on too strong and annoy the person, rather than trying to get the person's support.

Evaluator: Robert J. Szkotnicki

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STAFFING TRANSITION PROGRAM
CANDIDATE RATING FORM

NAME	I.D. Number	Position	Interview Yes/No
J. Heins	50463	Group Leader-Quality Assurance Specialist	NO
Skills/Abilities	Weight X Rating Wt'd Score	Objective Business Explanation for Rating	
Safety Consciousness*	3 X 3 = 9	John is knowledgeable of all the safety procedures and regulations. As a radiation assessor, John performs his work duties in a safe and reliable manner.	
Teamwork*	3 X 3 = 9	John could be considered an average team player. As Rad assessor, John will do what he needs to do to get by with. He is not a highly motivated person. He will not look for work. He will do only what he is told to do.	
Results Oriented*	3 X 3 = 9	John is not highly results oriented. John will do what it takes to get the job done, but will not make any extra effort to try and complete an assessment, etc. ahead of schedule.	
Flexibility/ Adaptability*	3 X 3 = 9	John is flexible and will adapt to change in direction or priorities, but may take him a little prodding to do so. John realizes and understands the impacts on EF2 if the plant conditions change and short notice projects arise.	
Communications*	3 X 3 = 9	John presents himself in a clear and concise manner when talking to or with a group. John appears to be a good listener.	
Individual Initiative*	3 X 2 = 6	John is not an individual that will go out and find things to do. John is not a self starter and may take some doing to get him motivated. John just does what he has to to get by.	
Decision Making/Creativity/ Innovation	3 X 3 = 9	John's decision making, creativity and innovation skills are average. John will make suggestions & recommendations but not too often.	
Technical/Business Knowledge	3 X 4 = 12	Being the rad assessor, John understands the nuclear generation industry developments and trends and their impacts on EF2 if they are negative in nature. John's work responsibilities are to ensure that EF2 is operated safely from the ALARA standpoint.	
Multi-Functions	2 X 3 = 6	John can work across various disciplines & functions. John works toward the common goals of the plant and the company.	
Interpersonal Skills	2 X 3 = 6	John maintains a good working relationship with the individual's he works with. John is very knowledgeable in the area of radiation protection. John does present himself in a positive and credible manner.	

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Trustworthiness	3 X 4 = 12	John is trustworthy and honest. If John comes across an item or concern during assessments, he will inform others of his findings. John contributes to the safe and efficient operation of EF2.
Resource Management	2 X 2 = 4	John does not plan or prioritize his work as efficiently as he should. John is laid back and does not pursue trying to get things done ahead of schedule. John is satisfied with just meeting the deadlines he has been given. John is not a self starter.
Leadership	2 X 2 = 4	John doesn't present himself as a good example of being a leader. John is too complacent and has no desire to motivate others.
Core Competency*	TOTAL SCORE:	

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Evaluator: Robert J. Szkotnicki (Spoke with D. DeLong, E. Kokosky & R. Eberhardt before making this evaluation.)

STAFFING TRANSITION PROGRAM
CANDIDATE RATING FORM

NAME	I.D. Number	Position	Interview Yes/No
K. Sessions	51764	Group Leader-Quality Assurance Specialist	NO
Skills/Abilities	Weight X Rating Wt'd Score	Objective Business Explanation for Rating	
Safety Consciousness*	3 X 4 = 12	Kurt is very safety conscious. Is very knowledgeable of all safety procedures and regulations. Kurt performs all of his work duties in a safe and efficient manner. Kurt also looks out for the safety of his co-workers.	
Teamwork*	3 X 5 = 15	Kurt is a team player. Kurt in his present function as an auditor is always willing to help others both within and outside of his group to get the more difficult projects completed on time or ahead of schedule.	
Results Oriented*	3 X 4 = 12	Kurt is very results oriented. As a lead auditor, Kurt has met all of his end dates that have been designated. Kurt through his audits has come up with some very solid suggestions or recommendations to help Fermi 2's overall safety & performance objectives.	
Flexibility/ Adaptability*	3 X 4 = 12	Kurt is very flexible and adapts to changes in priorities or direction very well. Kurt as an auditor, understands what it takes to operate a nuclear facility in a safe & efficient manner. He will adjust his schedule to accommodate the plant's needs.	
Communications*	3 X 4 = 12	Kurt communicates very well both in written & oral communication. Kurt's written audit reports are very well written and his presentations on audit results are well done. His presentations are well accepted by upper management.	
Individual Initiative*	3 X 4 = 12	Kurt is a and a highly motivated individual. Kurt does not hesitate to solve problems. When discrepancies are found during his audits, he take immediate actions to the appropriate people to get them resolved. He will then follow up and make sure they are corrected properly.	
Decision Making/Creativity/ Innovation	3 X 4 = 12	Kurt does not hesitate to make decisions, Kurt will stand behind the decisions that he makes. Kurt is always looking for new and innovative ways to solve problems. Kurt uses good logic & common sense when working to solve a problem..	
Technical/Business Knowledge	3 X 5 = 15	Kurt fully understands what it takes to operate a plant safely & efficiently. Kurt also understands the nuclear generation's development & trend and what impacts they may have if they are negative in nature. Kurt will do what it takes to keep F2 running in a safe efficient manner.	
Multi-Functions	2 X 5 = 10	Kurt is a well liked and well respected individual. He can work across various disciplines and functions without any problems. Kurt, in his auditor functions, does cross disciplines on a day to day basis. Because people respect Kurt, it is very easy for him to get information when he needs it.	

* *Kurt Sessions*

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Interpersonal Skills	2 X 5 = 10	Kurt continues to keep a good working relationship within all levels of Fermi 2 organizations. He presents himself in a very professional manner and has respect from all those people that he works with at all levels of management and craft.
Trustworthiness	3 X 5 = 15	Kurt is very trustworthy, honest and conscientious. Kurt, during his audits and special assignments, always presents himself in a positive manner. Kurt continues to work with the highest ethical and moral standards.
Resource Management	2 X 4 = 8	Kurt plans, prioritizes and controls his work assignments in a very logical way. It is through his good planning that Kurt is able to meet his groups as well as supporting the plants goals & objectives. Kurt is working hard to support EF2 becoming the best in class.
Leadership	2 X 4 = 8	Kurt works well with people and that helps to motivate others when he is working on a project with various people involved. He is able to get people to work at their maximum level of potential. Kurt no doubt leads by example.
Core Competency*	TOTAL SCORE:	

Evaluator: Robert J. Szkotnicki (There were no others present while preparing this evaluation.)

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STAFFING TRANSITION PROGRAM
CANDIDATE RATING FORM

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NAME	I.D. Number	Position	Interview Yes/No
M. Quint	51766	Group Leader-Quality Assurance Specialist	NO
Skills/Abilities	Weight X Rating Wt'd Score	Objective Business Explanation for Rating	
Safety Consciousness*	3 X 4 = 12	Mike maintains a current knowledge of safety procedures and regulations while performing his surveillances and inspection activities in the plant. Mike is very safety conscious and also looks out for the safety of others.	
Teamwork*	3 X 4 = 12	Mike is a team player. He totally supports the plant and work group's goals and objectives. Mike works well with others. His approach to problem solving is good. Mike is a self starter and highly motivated.	
Results Oriented*	3 X 4 = 12	Mike is very results oriented. He plans his work so that he can meet his work deadlines. He is willing to make changes to make EF2 the best in class. He also makes suggestions and recommendations on how we can improve.	
Flexibility/ Adaptability*	3 X 4 = 12	Mike is very flexible and adaptive to changes in work priorities or direction as a result of changes in plant conditions or assignments of higher priorities. Mike will do what it takes to get the job done.	
Communications*	3 X 4 = 12	Mike expresses himself very well in oral and written communications. Mike's writing style has improved over the past few months as has been seen in the last two monthly Maintenance inspection reports.	
Individual Initiative*	3 X 4 = 12	Mike does not hesitate to resolve problems. Mike takes the initiative to resolve small problems or concerns before they become problems. Mike gathers pertinent inform. on pertaining to the problem or projects he is working on and does not jump to conclusions.	
Decision Making/Creativity/ Innovation	3 X 3 = 9	Mike uses good judgement in making decisions. This can be seen in his written inspection reports. He evaluates, selects and uses all the information he has before making a decision. Mike will take full responsibility for the decisions he makes.	
Technical/Business Knowledge	3 X 4 = 12	Mike fully understands the developments and trends within the nuclear industry and their impact on EF2 as well as DECo. Mike continues to make suggestions and recommendations to make EF2 a better and safer place to work. Mike has a good handle on the various maintenance discipline work activities.	
Multi-Functions	2 X 4 = 8	Mike is able to work across multiple disciplines very effectively. He is constantly interfacing with maint., operations, HP, etc. during his surveillances and inspection activities.	
Interpersonal Skills	2 X 4 = 8	Mike is a well liked and respected individual. He presents himself in a professional, credible and mature manner. He is a very positive person. He has a very good rapport with field supervisors, craft personnel and management personnel.	



NOV 30 1993

UNITED STATES
NUCLEAR REGULATORY COMMISSION
REGION III
799 ROOSEVELT ROAD
GLEN ELLYN, ILLINOIS 60137-5927

November 23, 1993

Docket No. 50-341

The Detroit Edison Company
ATTN: D. R. Gipson
Senior Vice President
Nuclear Generation
6400 North Dixie Highway
Newport, MI 48166

Dear Mr. Gipson:

SUBJECT: NOTICE OF VIOLATION (NRC INSPECTION REPORT 50-341/93020(DRS))

This refers to the routine safety inspection conducted by Mr. K. Salehi between September 16 - 24, 1993 at your Fermi 2 Power Plant facility and October 18 through November 4, 1993, at the Region III office. This inspection included a review of activities at your Fermi plant authorized by NRC Operating License No. NPF-43. At the conclusion of the inspection, the findings were discussed with those members of your staff identified in the enclosed report.

Areas examined during the inspection are identified in the report. Within these areas, the inspection consisted of selective examinations of procedures and representative records, interviews with personnel, and observation of activities. The purpose of the inspection was to determine whether activities authorized by the license were conducted safely and in accordance with NRC requirements.

Based on the results of this inspection, certain of your activities appeared to be in violation of NRC requirements, as specified in the enclosed Notice of Violation (Notice). The violations were issued for not complying with procedural requirements and for inadequate corrective actions in response to generated deviation reports (DER). The violations were of concern because they highlighted an inadequate response to conditions adverse to quality and several missed opportunities to take appropriate corrective actions.

Although 10 CFR 2.201 requires you to submit to this office, within 20 days of your receipt of this Notice, a written statement of explanation, we note that this violation had been corrected and those actions were reviewed during this inspection. Therefore, no response with respect to this matter is required.

In accordance with 10 CFR 2.790 of the Commission's regulations, a copy of this letter, and the enclosed inspection report will be placed in the NRC Public Document Room.

3-93-015

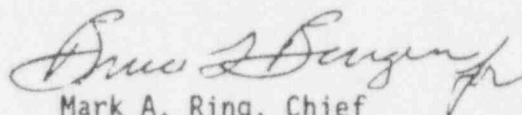
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A/10

We will gladly discuss any questions you have concerning this inspection.

Sincerely,



Mark A. Ring, Chief
Operations Branch

Enclosures:

1. Notice of Violation
2. Inspection Report
No. 50-341/93020(DRS)

cc w/enclosures:

John A. Tibai, Supervisor
of Compliance
P. A. Marquardt, Corporate
Legal Department
OC/LFDCB
Resident Inspector, RIII
James R. Padgett, Michigan Public
Service Commission
Harry H. Voight, Esq.
Michigan Department of
Public Health
Monroe County Office of
Civil Preparedness
T. G. Colburn, LPM, NRR

NOTICE OF VIOLATION

Detroit Edison Company
Fermi 2 Power Plant

Docket No. 50-341
License No. NPF-43

During an NRC inspection conducted between September 16 through 24, and October 18 through November 4, 1993, two violations of NRC requirements were identified. In accordance with the "General Statement of Policy and Procedure for NRC Enforcement Actions," 10 CFR Part 20, Appendix B, the violations are listed below:

- A. 10 CFR Part 50, Appendix B, Criterion XVI, states, in part, "Measures shall be established to assure that conditions adverse to quality, such as failures, malfunctions, deficiencies, deviations, defective material and equipment, and nonconformances are promptly identified and corrected."

Fermi Management Policy, Revision 8, Section 1.1.3 and Appendix B using FMD CA1 and FMD PM1 invokes compliance with 10 CFR 50 Appendix B, Criterion XVI.

Contrary to the above, as of the inspection conducted September 24, 1993, training required by FIP-TQI-16-SQ, Revision 2, to certify lead test personnel to ANSI/ASME N510 requirements for HEPA filter testing had not been provided to three (3) lead test personnel. The failure to provide training constituted a condition adverse to quality identified in 1991 which was not promptly corrected.

This is a Severity Level IV violation.

- B. 10 CFR Part 50, Appendix B, Criterion V, states in part, "Activities affecting quality shall be prescribed by documented instructions, procedures, or drawings, of a type appropriate to circumstances and shall be accomplished in accordance with these instructions, procedures, or drawings."

Contrary to the above, personnel signing off as the lead test person for the tests conducted in 1989 on Division 1 and Division 2 Standby Gas Treatment Filters, and Control Room Emergency Filter were not certified to ANSI N45.2.6 as required by test procedures 43.505.001, 43.404.002, and 43.413.001.

This is a Severity Level IV violation.

The inspection showed that steps had been taken to correct the identified violations and to prevent recurrence. Consequently, no reply to the violations is required and we have no further questions regarding this matter.

Dated at Glen Ellyn, Illinois
this 23 day of November, 1993

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U. S. NUCLEAR REGULATORY COMMISSION

REGION III

Report No. 50-341/93020(DRS)

Docket No. 50-341

License No. NPF-43

Licensee: Detroit Edison Company
6400 North Dixie Highway
Newport, MI 48166

Facility Name: Fermi 2 Power Plant

Inspection At: Fermi 2 Site, Monroe, MI
Region III Office, Glen Ellyn, IL

Inspection Conducted: September 16 through September 24, 1993
October 18 through November 4, 1993

Inspector:

K. Salehi
K. Salehi

11/23/93
Date

Approved By:

B. L. Burgess
B. L. Burgess, Chief
Operational Programs Section

11/23/93
Date

Inspection Summary

Inspection on September 16 - 24, 1993, and October 18 through November 4, 1993
(Report No. 50-341/93020(DRS))

Areas Inspected: Routine, announced, safety inspection by Region III
personnel of the Quality Assurance Program.

Results: Two violations were identified involving the lack of adherence to
procedural requirements and inadequate corrective actions in response to a
Deviation Report (DER).

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DETAILS

1. Exit Meeting Attendees

Detroit Edison Company (DECo)

- D. Gipson, Senior Vice President, Nuclear Generation
- *R. McKeon, Plant Manager
- +D. Bergmooser, Supervisor, NSSS Technical Engineering
- T. Bradish, Audits Supervisor
- J. Bragg, Group Lead, NQA Audits
- *J. Conen, Sr. Engineer, Licensing
- R. Delong, Radiation Protection Manager
- P. Fessler, Technical Manager
- J. Flynn, Senior Attorney, Legal
- L. Goodman, Director, Nuclear Quality Assurance
- +K. Howard, Supervisor, Plant Engineering
- +E. Juarez, Nuclear Training
- +A. Kowalczyk, Director, Plant Support
- +P. Marquardt, Legal
- *W. Miller, Director, Nuclear Licensing
- R. Newkirk, Supervisor, Licensing
- J. Nolloth, Maintenance Superintendent
- *J. Nyquist, Supervisor, Safety Engineering
- J. Plona, Superintendent of Operation
- K. Sessions, Supervisor, Quality Assurance
- G. Smith, Director, Nuclear Fuels
- T. Stack, Supervisor, Nuclear Security
- *R. Szkołnicki, Supervisor, Quality Assurance
- +J. Tibai, Principle Compliance Engineer

U. S. Nuclear Regulatory Commission (NRC)

- *W. Kropp, Senior Resident Inspector, Fermi, DRP
- +K. Riemer, Resident Inspector, Fermi, DRP

Other

J. Crews, Consultant

*Denotes those in attendance at the telephone exit on November 4 and the interim exit on September 24, 1993.

+Denotes those in attendance only during the telephone exit on November 4, 1993.

2. Inspection Overview

The objective of this inspection was to examine portions of the licensee's Quality Assurance (QA) program. The inspector interviewed staff, reviewed documents and made observations to accomplish this objective. This inspection focused on QA activities performed during 1989 through 1991. Two violations of the NRC requirements were identified in this inspection for events that occurred in that period. One violation was for not meeting the procedural requirements and the other was for inadequate corrective actions.

The NRC inspector concluded that:

- The QA inspectors and auditors were independent in their performance of their duties. If safety issues were appropriately identified, the QA staff had documented the findings accordingly.
- No safety-significant issues were identified by the inspector which were missed by the QA staff.
- A communication difficulty between a supervisor and other QA staff contributed to inadequate root cause analysis and determination of corrective actions.
- There existed a need to improve the DER process, the determination of root cause analysis/corrective actions, and the procedures for yellow lining drawings.

3.0 Inspector Evaluation

The inspector inspected the QA organization and evaluated qualification and certification of testing personnel, independence of inspections, DER resolution and corrective action, inspector knowledge concerning selection criteria of snubbers, organization and implementation of the fire protection program, control and retrieval of M&TE Equipment records and the adequacy of yellow line changes to documents. Although the majority of areas examined did not show safety concerns, two violations were identified. Discussions of the inspector identified issues and the violations are addressed in the following subsections:

3.1 Evaluation of ANSI/ASME N510 Qualification and Certification for Testing Personnel

The NRC inspector examined the certification and qualification requirements/records for QA inspectors and auditors. This examination generally covered the overall certification process. Selective examinations of certification records for inspectors and auditors did not identify regulatory deficiencies. In addition, the qualifications and training on ANSI/ASME N510 "Testing of Nuclear Air-Cleaning Systems," for personnel testing HEPA filters were reviewed. Based on

observations of documentation, NRC determined that HEPA filter surveillance tests, conducted in 1989 and 1991, were performed under the supervision of certified inspectors.

Three different test procedures, 43.404.001, "Division 1 Standby Gas Treatment Filter Performance Test", 43.404.002, "Division 2 Standby Gas Treatment Filter Test", and 43.413.001, "Control Room Emergency Filter Test", required ANSI N45.2.6 certification for the lead test persons conducting tests. To verify that each HEPA filter test was performed under the guidance of a lead test person, each test procedure had a signature line for sign off by a certified lead test person.

The signature line for the lead test person certified to ANSI N45.2.6, "Qualification of Inspection, Examination and Testing Personnel for Nuclear Power Plants," during the above three listed tests conducted in 1989 was incorrectly signed by two individuals who were not ANSI N45.2.6 certified. The licensee stated that the tests were performed under the observation of a certified contractor and another certified inspector from the corporate office. However, the signature line for the above three tests was not initialized or signed by either of the certified individuals. Since the above three test procedures specifically required ANSI N45.2.6 certification, and since the lead persons were not certified, the licensee did not meet its own procedural requirement. Failure to comply with HEPA filter testing procedural requirements, for signature of each test by a person certified to ANSI N45.2.6 requirements, is a violation of 10 CFR 50 Appendix B, Criterion V (50-341/93020-01 (DRS)).

The NRC inspector evaluated test documentation and determined that the tests were technically adequate based on the presence of a certified contractor and another corporate office certified inspector. Review of the security log by the licensee confirmed the presence of the certified inspectors in areas where the tests were conducted. Quality Assurance management used the security log as evidence that the certified inspectors were present and monitored the three conducted tests. Subsequent HEPA filter tests in 1991 and 1992 were conducted by the above uncertified individuals and completed satisfactorily. Completion of these tests indicated an adequate knowledge level for the performance of HEPA filter testing. The licensee has implemented training for ANSI/ASME N510 and removed ANSI N45.2.6 as a requirement for HEPA filter testing. This removal of ANSI N45.2.6 was subsequent to a statement from the ASME committee which confirmed the licensee's interpretation that qualification to ANSI N45.2.6 is only one method of many that could be used to meet the certification requirement of N510. Therefore the corrective action to the violation was considered adequate and no response is required.

In addition to ANSI N45.2.6 certification requirements, the above HEPA filter test procedures required ANSI/ASME N510 training for the lead test persons conducting tests. Section 4.3 of the ANSI/ASME N510-1980, Page C-4, required in part, "Tests shall be made only by persons who have demonstrated their competence to satisfactorily make the specific

tests in question, as evidenced by experience and training." The procedures required only the lead test person be trained on ANSI/ASME N510 and certified to ANSI N45.2.6 requirements. In spite of the code and procedural requirements, the two lead test personnel who conducted the tests and signed off as lead test personnel, had not received training on ANSI/ASME N510. An audit of the test documentation by the QA audit organization was completed on June 24, 1991. DER 91-0589 was generated and identified the inconsistency between lack of certification of lead test personnel and the procedural requirement to be certified and trained.

As part of the corrective action in response to DER 91-0589, the licensee deleted the ANSI N45.2.6 certification requirement from the procedure, but retained the ANSI/ASME N510 training requirement for lead test person. Further, the licensee developed a training course for ANSI/ASME N510. However, the licensee exempted the training requirement for three lead test personnel (including the two who had signed off on the test documentation), principally because they participated in HEPA filter testing. Documentation of a waiver request made no reference to training conducted for these individuals. Participation of these individuals in testing was not an adequate replacement for training as specified in the licensee's Management Directive and Fermi Interfacing Procedure FIP-TQI-16-SQ Revision 2. This procedure stated that requests for waivers "shall be supported by certified or authenticated documents such as official transcripts, verifiable certificates of completion, etc." No such documentation was identified or presented to the inspector to justify waiving the training requirement. Therefore, the licensee's previous action to waive the training requirement in response to the DER constituted inadequate corrective action. Inadequate corrective action is a violation of 10 CFR 50 Appendix B, Criterion XVI. (50-341/93020-2(DRS)).

Although the three lead test personnel did not receive formal training on ANSI/ASME N510, plant records indicated that they had conducted the tests under the supervision of certified inspectors with ample familiarity with the ANSI/ASME N510 code. That participation and subsequent on the job training for the three lead test personnel, who independently conducted similar tests appeared to be adequate. All other personnel associated with HEPA filter testing have also received N510 testing. The licensee has also reviewed the procedure addressing waivers and considered it adequate to preclude an inadvertent waiver without sufficient basis. Because the subsequent actions appeared adequate, the violation is considered as no-response violation.

3.2 Independence of Inspections and Audits Performed During 1989 to Present

The NRC inspector interviewed approximately 40% of the total population of onsite QA inspectors and auditors, including those who were no longer in QA positions at this facility. The inspector did not identify issues or receive any statement that implied management was directing inspectors and auditors to suppress safety issues. For each QA inspector interviewed, the clear message communicated was one that

reflected the inspectors' ability to identify any unsafe condition, without reprisal from management. Further, the NRC inspector did not identify any instances of safety significant issues or findings.

3.3 Review of DERs

Although no safety significant issues were identified during this inspection, the results of the interviews and the review of selective documents generated a concern. The concern was that several DERs received less than adequate root cause analysis and determination of corrective actions.

Based on review of the below DERs, the inspector determined that the selection of a DER initiator and a DER reviewer received unnecessary attention, where more emphasis should have been placed on the root cause analysis and corresponding corrective actions.

- a. DER 90-310 was related to missed documentation of inspection on the Weld Process Control sheet. The originator of this form had mistakenly entered "H" for "Hold" on line 2, for Pre-Fitup cleanliness rather than on line 3, Fitup. At the time the work was done, the QA inspector realized the error, and performed the necessary inspection at the Fitup.

However, he failed to document the error and that the inspection was conducted at the intended hold point, the Fitup. Based on interviews and discussions with the auditors and supervisors, the inspector was told that the audit team and the supervisor spent much effort debating if it was a missed inspection or inadequate documentation. In the process, the root cause and corrective action failed to address why the inspector had not documented that he had noted the error and the fact that he had conducted the inspection.

- b. DER 90-324 was related to an RHR LPCI loop line check valve. A QA inspector missed yellow lining a drawing which indicated the removal of the valve counterweight. Since the yellow lining had not taken place, the removal of the valve counterweight could not have been verified. To ascertain the removal of the counterweight, the staff had to halt the operation and visually verify the removal of the counterweight. To address this issue, a DER was generated. However, similar to the above case, there were difficulties concerning who should generate the DER to address this issue. Had sufficient attention been provided to the true root cause of this DER, which was inadequate yellow lining, other later problems which were attributed to inadequate yellow lining could have been prevented.

The NRC inspector evaluated management involvement in the close out of selective DERs generated by the staff. This evaluation did

not identify any major concerns alluding to management suppressing or attempting to suppress generation or processing of DERs. Further, the reviewed DERs were completed and closed within a reasonable time span. Finally, the role of management in the review of findings was evident.

3.4 Adequacy of Inspectors Knowledge Concerning Selection Criteria About Installation of Snubbers

During the inspection and after review of documentation and interviews with plant personnel, the NRC inspector investigated the role of the QA inspectors in the removal of snubbers and installation of struts. The QA inspectors were tasked with verification of which snubbers were removed and which were being replaced with struts. Removal of the snubbers and installation of struts were in accordance with a schedule and guideline established by the design engineers responsible for the snubbers. The NRC inspector determined that the QA inspectors did not need to have detailed knowledge of the selection criteria for removal of the snubbers. This responsibility was within the domain of the design engineering and system engineering staff. The responsible design engineer for this modification stated that the removal and exchange of snubbers was accomplished without any difficulties or error.

3.5 Organization and Implementation of Fire Protection Program

The inspector reviewed various past inspection reports and examined available documents pertaining to the fire protection program. Based on the review and observations made by cognizant Region III inspectors, there were some minor problems associated with the licensee's fire protection program. Both the licensee and the NRC Region III staff were aware of these issues and were following them consistent with their regulatory significance. The fire protection program is subject to routine NRC inspection.

3.6 Control and Retrieval of Material and Test Equipment (M&TE) Records from the Vault.

The NRC inspector evaluated only the retrieval and storage of M&TE records from the vault. This evaluation also included review of selected records and interview with responsible individuals. There appeared to be no significant concerns or findings in this area. The overall control of M&TE records had been previously inspected by the NRC and concerns regarding retrieval and storage of M&TE records had been addressed by the licensee.

3.7 Adequacy of Yellow Line Verification Requirement

The NRC inspector examined the effectiveness of the yellow line procedure. This procedure was an important portion of the validation of quality assurance. Subsequent to a work order on a system the inspectors yellow lined portions of a drawing of the system which were affected by the work order. This implied that the inspections of that

portions of the system were completed. If yellow lining were missed, completion of the work and the corresponding inspection would be in doubt. Inadequate and lack of yellow lining were contributing causes of several different problems in the QA organization. Descriptions of two examples appear in the following subsections.

The NRC inspector evaluated the circumstances surrounding the swapping and installation of chart recorders in the control room and the simulator. The chart recorder in the control room should have been installed in the simulator and the chart recorder installed in the simulator should have been installed in the control room.

This problem was previously addressed by the NRC in inspection report Number 50-341/930012 (DRP). This and other similar issues were combined into a violation of NRC requirements resulting in escalated enforcement. Since this issue was previously addressed by the NRC, the inspector did not pursue this issue. However, since the root cause of this issue pertained to yellow lined procedures, the NRC inspector conducted interviews with the licensee staff regarding yellow line practices in the field. No violations of NRC requirements were identified.

DERs 90-310, 90-324, and 93-363 were related to the adequacy of the yellow lining. This inspection identified that the licensee was aware of this problem. The review of several memoranda related to QSR-92-0149 indicated the licensee needs to improve the yellow lining portion of the QA program. Discussions held between the NRC inspector and the QA management organization concerning the yellow lining procedure clarified that the licensee was fully aware of this issue.

4. Exit Meeting

The inspector met with the licensee representatives (denoted in Paragraph 1) at the conclusion of the inspection on September 24, 1993, to discuss the scope and findings of the inspection. An interim telephone exit was held on October 20, 1993; and a formal exit which provided the results of the inspection was held via telephone on November 4, 1993. The licensee representatives did not identify any document used during the inspection as proprietary.

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CASE No. 3-93-013R



**United States
Nuclear Regulatory Commission**

Report of Investigation

FERMI POWER PLANT:

Alleged Employment Discrimination Against a Quality Assurance Specialist

Office of Investigations

Reported by OI: **RIII**

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