

800

TRIAL LAWYERS FOR PUBLIC JUSTICE, P.C.

COUNSELLORS AT LAW

SUITE 611

2000 P STREET, NORTHWEST

WASHINGTON, D.C. 20036

(202) 463-8600

September 10, 1984

'84 SEP 12 11:01

Honorable Peter Bloch
Administrative Judge
U.S. Nuclear Regulatory Commission
4350 East-West Highway, 4th Floor
Bethesda, Maryland 20814

Dr. Walter H. Jordan
881 W. Outer Drive
Oak Ridge, Tennessee 37830

Herbert Grossman
Alternate Chairman, ASLB Panel
U.S. Nuclear Regulatory Commission
4350 East-West Highway, 4th Floor
Bethesda, Maryland 20814

50-445-06-2
57 06-2

Re: Texas Utilities Electric Company, et al.
(Comanche Peak Electric Steam Station, Units
1 and 2); Docket Nos. 50-445-2 and 50-446-2

Gentlemen:

On September 7th counsel for CASE discovered that CHI Exhibit 21 had been inadvertently omitted from the Appendix to CASE's Preliminary Proposed Findings of Fact on the Issue of Harassment and Intimidation. Enclosed please find a copy of CHI Exhibit 21.

We apologize for any inconvenience caused by this omission.

Sincerely,

Billie P. Garde

Enclosure

cc: *Dr. Kenneth McCollom
Ms. Ellen Ginsberg
Nicholas Reynolds, Esquire
Geary Mizuno, Esquire
Renea Hicks, Esquire
Mrs. Juanita Ellis
*Docketing and Service Section

Service by hand-delivery except 1st class mail where noted by *.

8409130121 840910
PDR ADOCK 05000445
6 PDR

DS03

WHITE PAPER REPORT

This is not an examination nor a method of identifying individuals with specific attitudes. This report is your opportunity to communicate with Site Quality Assurance Management your view of the job you are required to do at CPSES. It is an attempt to examine areas that make all our jobs at CPSES difficult.

Candid answers are encouraged. Do not write your name or group on this report. Circle the letter of the answer which is most appropriate. A comment section is provided for each question; if it is not large enough continue on the reverse side of the sheet. The last question is of particular interest to management. Please make your best effort at communicating your concerns.

cc: Quality Control Personnel

J.B. Lewtyeller
45 people interviewed

4. Do you feel that upper management (QA) has a hostile or uncomplimentary attitude toward inspection personnel?

- A. Mostly yes = 14
- B. Mostly no = 31

14. Have you ever been told by your current supervisor to accept something you felt was rejectable or questionable?

- A. Mostly yes = 9
- B. Mostly no = 35

JBL.1

20. What aspect of your job would you like to see changed the most and how?

+ Q.C. should not be rushed or be made to "show" production. There needs to be a better file system of information so that information is easier to retrieve such as DCA's. If they (DCA's) were filed as to what they pertain to such as terminations, conduit, equipment, storage, ect This would help O.C. do there job "right." If a person is not cognizant of each DCA he or she might make a wrong decision. We do not have enough time to read 18,000+ DCA's. Our's are only listed by numbers. Other info, are more on all subjects would help. This Statement does pertain to "all" information needed to make the correct decision.

There are to many "deal's" made that are not put on paper. We are told how to do something but it is not documented. This is not the way O.C. is supposed to be.

JBL.2

4. Do you feel that upper management (QA) has a hostile or uncomplimentary attitude toward inspection personnel?

- Ⓐ. Mostly yes
- Ⓑ. Mostly no

X [Comments: They really don't give a damn as long as you make them look good. Never have anything good to say about you only if you screw up.

20. What aspect of your job would you like to see changed the most and how?

X Get QA-QC management to quit worrying about turn overs and time.

Quit letting the craft run the show.

Would like a little more respect from certain upper management

I would really like to see a qualified head Q.E.

More back bone.

4. Do you feel that upper management (QA) has a hostile or uncomplimentary attitude toward inspection personnel?

- A. Mostly yes
- B. Mostly no

X
Comments: they tend to sway toward electrical engineering rather than back up the inspector which has usually at least viewed the item being inspected

20. What aspect of your job would you like to see changed the most and how?

X
to actually do the job of quality control with use of the procedures, and specifications, at hand and have a quality engineering staff that will back up these items, ~~rate~~ rather than sway with the way ~~they~~ the most pressure is applied, the problem also is from electrical engineering giving desk top resolutions to problems in the field without actually going out to give a worthy judgement which would elieviate much paper work and time saved by not having to go back and fourth to get the paper work changed ~~because~~ because it does not apply to the actual situation in which tells me that, that engineer never looked at the actual situation

10. Do you feel that supervision denies you discretion, sound judgement, or common sense decisions in your inspections?

- A. Mostly yes
 B. Mostly no

X Comments: Though at times it seems that we are expected to do so at our own risks

11. Do you feel Craft constantly conceals defects from QC?

- A. Mostly yes
 B. Mostly no

J Comments: Most Craftsmen seem willing to discuss problems & defects. It is Craft supervision that is most likely to conceal defects or order it done

14. Have you ever been told by your current supervisor to accept something you felt was rejectable or questionable?

- A. Mostly yes
 B. Mostly no

J Comments: But in many of the "Gray Areas" not specifically covered by our procedures my supervisor is too accomodating to Craft

18. Do you feel that administrative policies create a restrictive attitude?

- A. Mostly yes
 B. Mostly no

J Comments: In order to perform our jobs we cannot work in an atmosphere of fear or pressure to produce. We should not be subjected to the type of "Milk & Honey" games used to harass Craft

14. Have you ever been told by your current supervisor to accept something you felt was rejectable or questionable?

- A. ~~Mostly~~ yes
- B. Mostly no

X
Comments: Do it or we'll hire someone that will!
(SOUND FAMILIAR?)

20. What aspect of your job would you like to see changed the most and how?

QC should NOT be influenced by CRAFT (EVER!)



Supervision (NOT INSPECTORS)

X There should be NO QC attending TURN-OVER meetings

X How can there be any Quality Control when there is pressure from management to get turn-overs completed.

Would the NEC Approve?!?

FOOTE.1

20. What aspect of your job would you like to see changed the most and how?

X

although my leads are good people
i do a good job. They are sometimes
not given time to set up a particular
program prior to initiation of the
inspection activities because management
wants to hurry i get the work
done, which often results in an
incomplete inspection IE. Inspectors are sent
to the field without being aware of
all the criteria needed to do a complete
job

FOOTE.2

20. What aspect of your job would you like to see changed the most and how?

X

THERE HAS BEEN A DRAMATIC INCREASE IN "HURRY UP"
INSPECTION. MOST INSPECTORS FEEL THEY HAVE TO
RUSH THROUGH AN INSPECTION IN ORDER TO SATISFY
SOMEBODY OF COMMITTEE FOR SCHEDULE REASONS. THE
END RESULT IS MISTAKES AND OVERSIGHTS. I THINK
THIS IS A VERY SERIOUS PROBLEM

FOOTE.3

20. What aspect of your job would you like to see changed the most and how?

X

I would like to see QC quit bowing to CRAFT AND START
sticking to PROCEDURES, NO REWRITING PROCEDURES TO
MAKE CRAFT HAPPY.

C.C. Randall
22 people interviewed

4. Do you feel that upper management (QA) has a hostile or uncomplimentary attitude toward inspection personnel?

- A. Mostly yes = 7
- B. Mostly no = 15

14. Have you ever been told by your current supervisor to accept something you felt was rejectable or questionable?

- A. Mostly yes = 6
- B. Mostly no = 16

CC.1

20. What aspect of your job would you like to see changed the most and how?

X There are several things I'd like to see changed. There is not enough space on these sheet to write'em all therefore I have no comment. This job never changes anyway!

4. Do you feel that upper management (QA) has a hostile or uncomplimentary attitude toward inspection personnel?

A. Mostly yes
 B. Mostly no

X
 Comments: QA has told this group "you will not write any more NCR's for whatever reasons"

9. Do you feel that supervision denies you discretion, sound judgment, or common sense decisions in your inspections?

A. Mostly yes
 B. Mostly no

X
 Comments: We are quite restricted due to production pressure's put on QC supervisors

18. Do you feel that administrative policies create a restrictive attitude?

A. Mostly yes
 B. Mostly no

X
 Comments: The supervisors agree with the no NCR policy and break down and ignore any quality problems brought to them.

20. What aspect of your job would you like to see changed the most and how?

X
This plant is definately production run. Without the quality aspect this place won't get an operators license. The QC's need to do their jobs and to do this they need the supervisor capable of letting them do this job right.

CC.4

20. What aspect of your job would you like to see changed the most and how?

X
A CHANGE IN THE RELATIONSHIP, ON THE SUPERVISORY
LEVEL, THAT WOULD REFLECT IN THE ATTITUDES OF
THE CRAFTSMAN TOWARD THE QA/QC FUNCTION. QUITE
OFTEN (MOSTLY) IN THE COURSE OF HIS/HER TASK A
CRAFTSMAN WILL MAKE A LEGITIMATE MISTAKE AND,
RATHER THAN CORRECT IT, HIS FOREMAN OR GENERAL
FOREMAN WILL DIRECT HIM TO ATTEMPT TO SELL
IT TO THAT "DUMB Q.C. HAND". THEN, WHEN HE GETS
CAUGHT, THERE ARE ILL FEELINGS. PERHAPS
SOME OF OUR PEOPLE COULD STAND FURTHER
EDUCATION IN THE PERFORMANCE OF OUR DUTIES.
RESPECT-ONE FOR ANOTHER- IS A MUTUAL RELATION-
SHIP THAT STARTS UP-TOP & FILTERS DOWN. WE
NEVER WILL BE PERFECT, BUT WE CAN WORK TOWARDS
THAT END. A GOOD, SAFE, SOUND PROJECT THAT WE
CAN ALL BE PROUD OF TAKES ALL OF US. IF PRACTICED,
MUTUAL RESPECT ALTERS ATTITUDES.

10. Do you feel that by procedure you are denied discretion, sound judgement, or common sense decisions in your inspections?

- A. Mostly yes
- B. Mostly no

X
Comments: Some of the ^{field} changes signed by engineers
or not for a quality concern - but to expedite production -
... why even have QC

20. What aspect of your job would you like to see changed the most and how?

X
I would like to see more of a quality concern
with brown root rather than "build it as fast
as possible"

20. What aspect of your job would you like to see changed the most and how?

X
HOW ABOUT ADMINISTERING
THIS TEST IN AN ENVIR-
ONMENT (I.E. AUDITORIUM)
THAT IS CONDUCSIVE TO
CONFIDENTIALITY.

THIS DOES NOT ENCOURAGE
LENGTHY ANSWERS THAT
ARE CANDID... AND
VALID.

H. Williams
12 people interviewed

4. Do you feel that upper management (QA) has a hostile or uncomplimentary attitude toward inspection personnel?
- A. Mostly yes = 6
 - B. Mostly no = 5
14. Have you ever been told by your current supervisor to accept something you felt was rejectable or questionable?
- A. Mostly yes = 0
 - B. Mostly no = 6

HW.1

20. What aspect of your job would you like to see changed the most and how?

X OC Supervisors should change their
attitude and support the cause of
"Quality" and forget production, cost,
and scheduling. (see 10CFR 50)

What I would like to see changed
in my job would be new supervision,
a chance for advancement, a new
learning skills, and supervisor ^(support) back-up.

20. What aspect of your job would you like to see changed the most and how?

X I WOULD LIKE TO SEE A SITE WIDE CHANGE IN POLICY, TO "QUALITY IS FIRST."
PRESENTLY, IN ALL DISAGREEMENTS WITH CRAFT, THE CRAFT ALWAYS GETS THEIR WAY.

X Q.C. SUPERVISORS NEED TO BE CONCERNED WITH "QUALITY", NOT
PRODUCTION, SCHEDULE, OR COST AS PER 10 CFR 50 APPENDIX B.

X MANY OF US HAVE WORKED AT SEVERAL ADDITIONAL NUCLEAR PLANTS,
AND WE ARE APPALLED WITH THE SHODDY PROGRAM HERE
WHICH LARGELY CONSISTS OF COVER UPS, SMOKE SCREENS, INTIMIDATION,
AND HARRASSMENT.

HW.3

2. Do you feel reluctant to approach your immediate supervisor with technical problems?

- A. Mostly yes
 B. Mostly no

X Comments: MY SUPERVISOR TENDS TO SIDE WITH PRODUCTION
WHETHER RIGHT OR WRONG

4. Do you feel that upper management (QA) has a hostile or uncomplimentary attitude toward inspection personnel?

- A. Mostly yes
 B. Mostly no

X Comments: WE SEEM TO BE STIFLED WHEN ATTEMPTING
TO PURSUE A NONCONFORMING CONDITION

10. Do you feel that by procedure you are denied sound judgement, discretion, or common sense decisions in your inspections?

- A. Mostly yes
 B. Mostly no

X Comments: OUR PROCEDURES CHANGE TO AIDE PRODUCTION-
IGNORING WHETHER CORRECT OR NOT AS PER SPECS

11. Do you feel Craft constantly conceals defects from QC?

- A. Mostly yes
 B. Mostly no

X Comments: CRAFT TRIES TO CONCEAL DEFESTS,
BUT WHEN CAUGHT IN THE ACT, ARE PROTECTED
BY UPPER SUPERVISION

Cappy Lawrence
29 people interviewed

4. Do you feel that upper management (QA) has a hostile or uncomplimentary attitude toward inspection personnel?
- A. Mostly yes = 3
 - B. Mostly no = 25
14. Have you ever been told by your current supervisor to accept something you felt was rejectable or questionable?
- A. Mostly yes = 0
 - B. Mostly no = 29