



UNITED STATES
NUCLEAR REGULATORY COMMISSION
REGION II
101 MARIETTA STREET, N.W.
ATLANTA, GEORGIA 30303

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SEP 04 1984

MEMORANDUM FOR: File

FROM: B. Uryc, Investigative Coordinator
J. Blake, Chief, Materials and Process Section, Engineering Branch

SUBJECT: TRIP REPORT - CATAWBA NUCLEAR PLANT
REVIEW OF DPC INVESTIGATION

CASE NO.: RII-84-A-0012

On July 23 and 24, 1984, the undersigned returned to the Catawba Nuclear Plant to review the status of the Duke Power Company (DPC) investigation into the allegation of the overheating of socket welds and other associated concerns. This was a planned visit to follow up on the initial visit which was conducted during the period May 1-3, 1984, at the site. Subsequent visits were also conducted on May 24, 1984 and June 11-13, 1984, for which trip reports were filed.

During this visit, the primary emphasis was to determine the status of the DPC investigative effort to date and review the technical issues and proposed resolutions. A considerable amount of time was spent with the DPC Investigative Team Leader, Mr. R. Hollins, who discussed the proposed actions that were being submitted to corporate management officials by the investigative team.

Administration Review of Investigative Process

Mr. Hollins provided a briefing as to the methodology being employed to followup on the issues and concerns raised by employees who were interviewed during the course of the investigation. As previously reported, the employees selected for interview were interviewed by skilled interviewers who are employed with the DPC Employee Relations Department. Affidavits were taken from those individuals interviewed and those employees who expressed concerns about anything were interviewed in detail about their concerns. This information was then turned over to a technical team who followed up on the concern and conducted an investigation into the concern based on the assumption that the concern was valid. Often times, the technical team would reinterview the concerned employee to ensure that they understood the concern as stated by the employee. The technical team then investigated the concern and reported their findings on the matter. These findings were subsequently discussed with the concerned employees for informational and feedback purposes. This discussion of the findings of the investigation with the concerned employee, was intended to provide information to the employee and determine if he was satisfied with the outcome of the investigation and if he felt the concerns were properly addressed. At the time of this particular visit, all of the concerned employees had not been contacted and this was scheduled to be completed within a few days. Mr. Hollins advised that those concerned individual employees who had been contacted indicated that they were satisfied with the results of the DPC investigation. Mr. Hollins also advised that affidavits were being taken from those concerned employees which would reflect that they had been briefed on the results and that they were satisfied that their concerns were thoroughly investigated. The intent of this particular

activity was twofold, (1) to ensure that the concerned employee's concerns were fully understood, and (2) to ensure that the concerned employee was informed of the results of the investigation regarding his concerns. It is evident from the information provided by Mr. Hollins that this is the case. We feel that this particular approach was the best way to deal with the concerns and ensure that the concerned employees were informed of the DPC action relative to their concerns.

Proposed Recommendations to be Made Regarding the Employee Relations Concerns

Mr. Hollins briefed us on the "Preliminary Action Plan" that will be recommended to DPC corporate officials relative to the employee relations concerns. He advised that these recommendations have been accepted and will be implemented.

- (1) Concerns relative to the General Foreman: The General Foreman will be removed from his position as General Foreman. Every effort will be made to find a position for the individual wherein he will be able to use his technical skills. This will not be a supervisory position. The rationale for this action is that the General Foreman has shown an inability to provide positive leadership and foster an open, honest atmosphere among craft personnel. Due to the General Foreman's leadership style, the employees under his supervision were fearful of expressing concerns, the morale was low and there was a general fear of the General Foreman. The investigation concluded that the General Foreman's effectiveness as a supervisor was impaired beyond recovery. He will also be referred to the Employee Guidance Program.
- (2) Concerns relative to the Foreman: This individual will be removed from a supervisory position and assigned to other duties not involving the supervision of employees.
- (3) Concerns relative to the Welding Superintendent: This individual will be counselled regarding his role in allowing an atmosphere of fear to exist among the employees. It was found by DPC that rather than maximizing the intended use of the Employee Guidance Program, the superintendent may have caused a hesitancy among workers to utilize the program. In addition, there was a perception among the employees that his relationship with the General Foreman had extended beyond the bounds of supervisor and subordinate which may have led to the perception of a collusion between the superintendent and General Foreman.
- (4) Concerns relative to the three other foremen: These individuals will be counselled and reprimanded as they permitted conditions to develop which called their integrity into question. They also displayed a lack of respect for the impact of their supervisory judgement in that they were insensitive to employee concerns.
- (5) Concerns relative to eight other foremen: These individuals will be verbally counselled regarding their attitude and commitment to quality and adherence to procedures.

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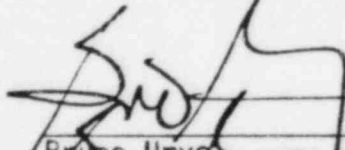
Corporate management will conduct a general meeting with all craft supervisors to reinforce the following DPC policy: DPC management will not tolerate production pressure at the expense of quality; the posting of employees as lookouts for quality control inspectors will not be tolerated; the general hesitancy to use the Employee Guidance Program as a result of the fear that was fostered for the program will be dealt with on a positive note; supervisors will be expected to welcome quality concerns; and the Welding Superintendent will make a general statement to reconfirm his commitment to correct the above mentioned problems.


Corporate management will communicate to all employees through supervision, the DPC position on quality concerns. Employees will be encouraged to express quality concerns. Every attempt will be made to reduce the perception of reprisals against employees to express quality concerns. Articles will be published in appropriate DPC publications reconfirming the DPC position on quality. A Quality Concern Program will be implemented to effectively deal with quality concerns. The site Employee Relations Group will closely monitor the welding craft for concerns and the status of concerns expressed to management.

A discussion with Mr. Hollins concerning the final document which will be published to detail the results of the investigation included possible formats for the document. Mr. Hollins advised that the documentation of the investigation will be voluminous and fill several large binders. He stated that he intends to publish a short report which will deal with the investigation in a synopsis style and that this report will be provided to the interested parties. A complete report will be on file for review as required.

The undersigned are satisfied that investigative methodology and administrative control during this investigation was correct. The documentation of the investigation is detailed and clear. Findings are fully explained and concise.

The followup to this DPC investigation by the Region II staff will include contact with those concerned employees to determine if they are satisfied that their concerns were adequately addressed and if they concur with the findings. This followup will be documented in separate correspondence.


Bruno Uryc


Jerry Blake