

TENNESSEE VALLEY AUTHORITY

NUCLEAR SAFETY REVIEW STAFF

NSRS INVESTIGATION REPORT NO. I-85-805-NPS

EMPLOYEE CONCERN: XX-85-113-001  
XX-85-113-002  
XX-85-113-003

SUBJECT: DECENTRALIZING THE QUALITY AUDIT PROGRAM

DATES OF INVESTIGATION: NOVEMBER 18, 1985 - MARCH 4, 1986

INVESTIGATOR: Jahn L. Croes  
J. L. CROES

3/17/86  
DATE

REVIEWED BY: L. E. Brock  
L. E. BROCK

3/17/86  
DATE

APPROVED BY: W. D. Stevens  
W. D. STEVENS

3/17/86  
DATE

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## B. Findings

The quality assurance organization was reorganized in midsummer 1980. A new QA director was brought into TVA in May 1982 and a centralized Office of Quality Assurance was formed which reported to the General Manager. Major reorganizations took place in late 1982. The Division of Quality Assurance was formed in the summer of 1984 which took over the responsibility for the NQAM. The Office of Quality Assurance was dissolved on September 13, 1985. There were planning efforts on a further decentralization as early as April 1985.

The minutes of the September 12, 1985, site directors' meeting (Ref. 3) was held to discuss the decentralization of upper-tier manuals. The decentralization discussions focused on the NQAM. The discussions covering the decentralization plans covered shifting the QA program to the sites.

A transition plan for decentralization of NQAM (Ref. 4) was published on October 10, 1985. The decentralization of the audit function is part of this plan.

The plan was placed on hold in December after questions were raised by NRC.

A Nuclear Dispatch dated February 13, 1986, "Two Experienced QA Managers Selected to Head TVA Program," changed the direction of the QA program. In this dispatch, a very centralized QA program is outlined by the Manager of Nuclear Power.

All quality assurance functions will be consolidated into a single organization reporting directly to the Manager of Nuclear Power as part of his efforts to strengthen the overall TVA quality assurance program.

Individual organizations will continue to have the responsibility for the quality of their work and will be held accountable. Under the restructured Quality Assurance program, all individuals or groups who examine, audit, inspect or otherwise verify the quality of work activity will be independent from the individuals or groups performing the activity.

A more recent Nuclear Dispatch dated March 6, 1986, subject, "Office of Nuclear Power Consolidates and Restructures Quality Assurance," contains a further centralization of the audit function. It states in part,

The audit functions which have previously been separate also are being consolidated. Acting for Mr. Kelly, Robert J. Mullin, who has been advising Mr. Kelly in the quality assurance office, will work with Gerald W. Killian and James A. Crittenden to oversee the complete consolidation of the audit functions.

#### IV. CONCLUSIONS AND RECOMMENDATIONS

##### A. Conclusions

The TVA quality assurance audit program will not be decentralized to the sites according to the latest reorganization called for by the new Manager of Nuclear Power.

The decentralization of the audit program did not appear to be an attempt to intimidate auditor personnel or a plan to reduce the effectiveness of the quality verification program but rather another reorganization of the quality assurance function giving more responsibility to the site directors under the owner-operator concept of nuclear plant management. This would have been the third major reorganization in five years.

The employee concern is substantiated although the reasons given by the CI for the decentralization could not be substantiated. Top management was attempting to implement a plan which they hoped would help get the nuclear program back on track.

##### B. Recommendations

None

DOCUMENTS REVIEWED IN INVESTIGATION I-85-805-NPS  
AND REFERENCES

1. NSRS Review R-85-17-NPS, Phase 1, "QA Program Review Policy and Management"
2. Nuclear Dispatch dated February 13, 1986, "Two Experienced QA Managers Selected to Head TVA Program"
3. Minutes of the September 12, 1985, Site Director's Meeting on Decentralization of Upper-Tier Manuals" (L16 850930 843)
4. Memo from W. T. Cottle and R. J. Mullin to Those listed, "Transition Plan for Decentralization of NQAM," dated October 10, 1985 (L16 851007 857)
5. Memo from F. A. Szczepanski to H. G. Parris, "Meeting No. 77 of the Sequoyah Nuclear Safety Review Board (S-NSRB)," dated November 13, 1985 (L42 851113 801)
6. Memo from R. J. Mullin to Those listed, "TVA Topical Report for Quality Assurance - Submission Date for Revision 9," dated November 18, 1985 (L16 851115 897)
7. Nuclear Dispatch dated March 6, 1986, "Office of Nuclear Power Consolidates and Restructures Quality Assurance"

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UNITED STATES GOVERNMENT

Memorandum

TENNESSEE VALLEY AUTHORITY

TO : H. L. Abercrombie, Site Director, Sequoyah Nuclear Plant

FROM : K. W. Whitt, Director of Nuclear Safety Review Staff, E3A8 C-K

DATE : March 17, 1986

SUBJECT: NUCLEAR SAFETY REVIEW STAFF INVESTIGATION REPORT TRANSMITTAL

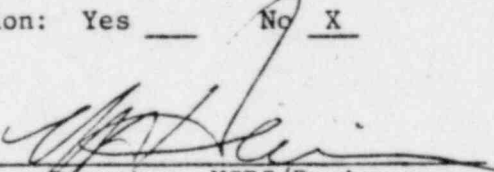
Transmitted herein is NSRS Report No. I-85-137-SQN

Subject: PROCEDURES NOT FOLLOWED; SPILL CAUSED BY UNAUTHORIZED OPERATION OF VALVE BY ELECTRICIAN

Concern No.: SQP-5-003-001 and SQP-5-003-002

No response or corrective action is required for this report. It is being transmitted to you for information purposes only. Should you have any questions, please contact W. D. Stevens at extension 6231-K.

Recommend Reportability Determination: Yes  No

  
 Director, NSRS/Designee

- WDS:BRP  
 Attachment  
 cc (Attachment):
- W. C. Bibb, BFN
  - W. T. Cottle, WBN
  - J. P. Darling, BLN
  - R. P. Denise, LP6N40A-C
  - G. B. Kirk, SQN
  - M. L. Martin, WBN
  - D. R. Nichols, E10A14 C-K
  - QTC/ERT, WBN
  - E. K. Sliger, LP6N48A-C
  - J. H. Sullivan, SQN (2)

WATTS BAR NUCLEAR PLANT SITE DIRECTOR'S OFFICE			
MAR 19 '86			
	Note	Action	Reply
20 Mar			
23 Mar			
28 Mar			
30 Mar			
QA			
Personnel			
Finance			
Compliance			
Int. Off.			

RPD-

