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September 7, 1988

Director, Office of Enforcement
U.S. Nuclear Regulatory Commission
Attention: Document Control Desk
Washington, D.C. 20555

Re: James W. Ballantyne
Docket No. 55-8682
License No. OP-6049-2
EA 88-05

Dear Sir:

SUBJECT: REPLY TO NOTICE OF VIOLATION

As a result of the enforcement conference conducted with me on February 16, 1988, I received notice that I would be subject to a Severity Level III Violation and a proposed civil penalty of \$500.00. The Notice of Violation served upon me stated that for an extended and indeterminate period of time prior to March 24, 1987, particularly during the 11:00 p.m. to 7:00 a.m. shift, I was inattentive and I allowed myself to be distracted by activities that were in violation of Peach Bottom Atomic Power Station's Administrative Procedure A-7 entitled "Shift Operations". I was told that my violation of Administrative Procedure A-7 prevented me from adequately performing the duties with which I was charged.

Please accept this reply as my full acknowledgment of the charges against me. As I admitted at my enforcement conference, I put my feet up and closed my eyes while I was on duty. I read material that was prohibited by Administrative Procedure A-7 and I played a golf game during the midnight shift as well as the afternoon shift. By failing to observe Administrative Procedure A-7, I violated the terms of my license.

From the time I joined Philadelphia Electric Company and was assigned to the Control Room, I engaged in unacceptable behavior on shift. No one stopped me and I continued my bad practices to break the monotony of shift work and to keep my mind active. I worked too much overtime and I tried to alleviate my problems with adjusting to the long hours by engaging in conduct banned by the Procedure. I never gained the proper respect for the importance of A-7. I thought it was enough to read it, from time to time, to pass my licensing examination. Unfortunately, I never gave it the priority that I gave to compliance with other procedures, such as those that directly affected the operation of

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equipment in the Control Room. I never realized how crucial my behavior was to the safe operation of a nuclear power plant.

After the Shutdown Order, as I am sure you are aware, we came into compliance with the Station Procedures. What took me longer was the process of realizing how significantly I had fallen below the Nuclear Regulatory Commission's expectations of appropriate behavior for a licensed operator. I did not fulfill the trust which you put in me and I did not fulfill my pledge to guard the public. I am thoroughly ashamed of myself for this. I have too much pride in myself to ever allow this situation to develop again.

The first significant corrective action I took was to make a change in my day to day habits. I asked my family to help me in getting more rest. I adjusted my eating habits so that my body could better cope with the changes of shift work. I cut back my overtime schedule significantly, so that I do not work too many hours without a break.

I next worked on changing my temper. I heard a lot of negative comments about the fact that I lost my temper in the Control Room, and that I evicted personnel. Through the PFE program other operators were decent enough to tell me that I let the pressure of the job bother me to the point where I seemed unprofessional. I realized that I had to learn to respect other people's jobs because they considered their duties as important as I considered mine, and they had the right, just as I had the right, to complete their assigned work for a shift. I make sure to schedule in their work now, rather than refusing them access to the Control Room.

I also integrated changes into my practices while on shift to make sure that I keep my mind occupied, constructively. I found that physical exertion helps me from getting lazy or unfocused. I watch instruments, gauges and talk to supervisors and reactor operators about Operations' issues. Because we have all been thoroughly humiliated by the shutdown we are now far more interested in each other's welfare. A supportive camaraderie is developing on shift.

Because my job entails the assigning of tasks to others I have tried to design projects that promote a healthier attitude. For example, all work on blocking permits used to be done during the day. Now, blocking is split up among other shifts, to keep reactor operators and floor operators busy. As far as auxiliary operators are concerned, I give them projects such as cleaning the remote panels to avoid electrical shorts and inspecting rooms to make sure that equipment is functioning. I give directions specifying the importance of this work to keep the people I am responsible for motivated. To keep others from developing the

Director, Office of Enforcement
September 7, 1988
Page 3

temperament problems that I developed, I take pains to split assignments fairly and to make sure that breaks are frequently and fairly given to all the operators. I really want to re-gain the respect I lost.

I am convinced that I will avoid future problems because I now understand how the licensing of individuals works. Before shutdown, I thought Philadelphia Electric Company was responsible to the NRC and I was responsible only to Philadelphia Electric Company. Now I know that if I am given the right to hold a license, it is mine alone. It is separate from Philadelphia Electric Company. This means that if I see a safety problem I must address it. If nothing is done, I must take full responsibility. I can no longer blame management or bad morale or poor training or any of the other excuses that I used to come up with, to explain my failure to do my job properly.

Because you have permitted me to keep my license I promise that I will not fail again in performing the obligation I owe to you and to the public. I will impart the knowledge that I have gained to the younger individuals who are coming up now and explain to them how to properly operate a nuclear reactor so that they can learn from my mistakes. For as long as the Nuclear Regulatory Commission continues to let me operate the controls at Peach Bottom, I will be the individual who is responsible for what goes on in that Control Room.

Respectfully submitted,


James W. Ballantyne


cc: Regional Administrator
U.S. Nuclear Regulatory Commission
Region I
475 Allendale Road
King of Prussia, Pennsylvania 19406

AFFIDAVIT

COMMONWEALTH OF PENNSYLVANIA :
 : SS:
COUNTY OF *York* :

Before me, a Notary Public, personally appeared James W. Ballantyne, who being duly sworn according to law deposes and says that the statements made in his Reply to Notice of Violation are true and correct to the best of his information, knowledge and belief.

Sworn to and subscribed to before me this *7* day of *Sept*, 1988.


Notary Public

(SEAL)

My commission expires , 19__.

J REED ANDERSON NOTARY PUBLIC
LOWRIE CHANCEFORD TOWNSHIP YORK COUNTY
MY COMMISSION EXPIRES APRIL 26, 1991
Member Pennsylvania Association of Notaries