

DCS

September 7, 1988

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

Re: Norman D. Yost
Docket No. 55-7560
License No. SOP-10609
EA 88-31

Dear Sir:

SUBJECT: REPLY TO NOTICE OF VIOLATION

I have thoroughly reviewed the Notice of Violation dated August 9, 1988, which was issued to me by James M. Taylor, Deputy Executive Director for Regional Operations. I understand that the Notice was directed to me pursuant to my failure to properly discharge the duties of my position as a Senior Reactor Operator at the Peach Bottom Atomic Power Station.

As stated during my enforcement conference on February 17, 1988, I recognize and admit that I violated Administrative Procedure A-7 at various times during my working career at Peach Bottom. I did not discharge my duties thoroughly. Specifically, on occasion, I read non-technical reading material while on duty and was inattentive to the instrumentation and controls. I have never slept nor observed others sleeping in the Control Room. Likewise, I have never participated in or played video games, nor have I ever observed others doing so.

At the time that the plant was closed on March 31, 1987, I did not thoroughly understand what had occurred. Now, looking at the situation in retrospect, I realize how badly my actions on the job deteriorated over the years and how inappropriate and unprofessional my behavior was on several occasions during my working career. Not only was I inattentive at the controls, but I contributed to an overall environment at the plant which led to its eventual shutdown.

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I am not certain what events led to the eventual breakdown in procedures at the plant. One cause might be that procedures were viewed by many as mere guidelines. Also, as time went by, breakdowns occurred in the enforcement chain of command. I believe this was a direct result of the deterioration of the "team concept." Individuals, including myself, felt that you, alone, were responsible for your work. Instead of monitoring each other, operators became complacent in their own duties and responsibilities. No one was pushing me to improve and maintain my quality standards, nor was I pushing other members of the unit in the same way. As a result, less and less attention was paid to specific details of operation. As a person with an introverted personality, I failed to question fellow operators as to their standards of behavior. I kept my views to myself for fear that my thoughts would be rejected. I now realize that this was irresponsible behavior. If one person fails to do his job, he must have the support of others working with him to catch his mistakes and correct them before they escalate. This was my failure; this is what I am determined to change.

I view my responsibilities and duties as an operator at Peach Bottom in a different light now. The largest contributing factor has been my participation in the six-week PFE course. This course taught me the importance of the team concept and how that theory affects the complete operation of the Peach Bottom plant. Operations are strengthened by the philosophy of a team approach. Now, I feel that all operators, including myself, are very dedicated to achieving the highest standard of operation. Everyone is determined to be a contributing member of the team in order to maintain excellence in plant performance. As a team member, everyone is responsible for his own performance as well as encouraging and monitoring the performance of others. Many times, that might require persistence and insistence; however, I, and members of my team, have resolved that we will not accept anything less than the highest standards of safety and quality in our work environment.

The conduct of shift operations has changed with regard to the job since the shutdown. The three most important concerns on my shift are: (1) safety; (2) quality; and (3) scheduling, when the other two conditions are met. My shift has also vowed to follow operating procedures to the letter.

I now realize the safety significance in following all operating procedures correctly. If attention to detail is not maintained, and procedures are not followed, then steps

may be omitted that might result in a chain reaction of events, which eventually could lead to more serious problems. This again, goes back to the breakdown of the team concept. I recognize that if I do not report everything required of me, the next operator may not have enough information to forestall the consequences resulting from the details which I left out. Recognizing how deficiencies may escalate, I am committed to correcting such problems before they begin.

I take the matter of my reprimand and this Notice of Violation very seriously. I am embarrassed that my lack of professionalism has caused such a blemish on my performance record. I also recognize that any other infraction of a similar nature will cost me my license, and thus, my job. My honor and reputation have been seriously damaged by these circumstances. In order to re-establish these virtues, I realize that I have to work twice as hard to do the best job that I can do and to conduct myself in a manner which is both professional and in conformity with high safety and quality standards.

As a license holder, I recognize that I have a responsibility to make sure that workers under me are following the procedures, that they are trained to do their jobs, that they understand what has happened at other places and times, and that they are fit for duty, ready to respond to any situation that comes up in the Control Room. I am a role model for those operators. I accept this responsibility, as well as the individual responsibility to perform my duties in a manner worthy of the license that I bear.

Changes have occurred at Peach Bottom as a result of the shutdown. Changes have occurred for the better. I, the management, and the other operators at the plant, have committed ourselves to a higher standard of professionalism. I feel confident that I have the support of the management and others around me to improve my abilities in controlling the safety and quality of work at the plant and to further

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reach my goals as a worthy licensee of the Nuclear
Regulatory Commission.

Respectfully submitted,

Norman D. Yost Jr.

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Enclosure: \$500.00 Penalty

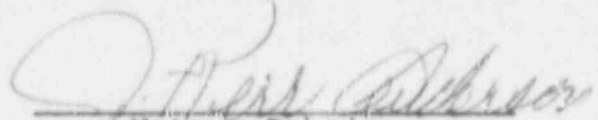
cc: Regional Administrator
U.S. Nuclear Regulatory Commission
Region I
475 Allendale Road
King of Prussia, PA 19406

AFFIDAVIT

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

Before me, a Notary Public, personally appeared NORMAN D. YOST, 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:

J. KERR ANDERSON, NOTARY PUBLIC
LOWER CH. LOXFORD TOWNSHIP, YORK COUNTY
MY COMMISSION EXPIRES APRIL 26, 1991
Member, Pennsylvania Association of Notaries