

Action Plan 4.4.3

Employee Concerns Program

Action Plan Series:	4.0.0	FUNCTIONAL PROGRAMS
Functional Area:	4.4.0	Corporate
Specific Issue:	4.4.3	Employee Concerns Program

Action Plan Completion Date: August 1992

Responsible Individual: D. G. Diedrick

Action Plan Scope and Objectives:

Scope:

This action plan consolidates the recommendations developed from the findings of the Allegations & Root Cause Task Group (ARCTG) to ensure a coordinated, proactive, integrated approach to monitoring the effectiveness of the committed actions. The management initiatives (COC recommendations) associated with the employee concerns issues identified in the ARCTG are not part of this action plan (See Action Series 1.0).

Objectives:

Address each of the following recommendations of the ARCTG.

1. Increase the resource level available to the NSCP to support a greater field visibility and easier access. Locate personnel at Millstone, Connecticut Yankee and Berlin.
(ref. Recommendation 8.3)
2. Effectively communicate the program to assure employee awareness and demonstrate support from all levels of management.
(ref. Recommendation 8.4)
3. Staff the program with volunteers throughout NE&O who can relate to employees in their assigned locations and who will be accepted as employee peers. (ref. Recommendation 8.3 and 8.5)

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Objectives: (Cont.)

4. Use the following characteristics for personnel selection and orientation.
(ref. Recommendations 8.5 & 8.7):
 - Be strong employee representatives
 - Have strong interpersonal skills
 - Be capable of being frank with management
 - Be known and accepted by employees at all levels.
5. Evaluate eliminating the NRT from their role in the Nuclear concerns process once the recommendations concerning the NSCP have been successfully implemented.
(ref. Recommendation 8.10)

Background:

The need for this action plan was identified by the Allegations & Root Cause Task Group (ARCTG). The action plan consolidates recommendations related to the NSCP made by the ARCTG. The actions outlined herein were initiated prior to the beginning of the PEP project and are incorporated into PEP for tracking.

The following recommendations of the ARCTG have been closed out through actions completed to date.

1. The program should be structured to be an employee concerns program and not limited to nuclear safety concerns. (ref. Recommendation 8.1)
2. The program should be employee advocate (peer) based, by design. This recommendation of the ARCTG has been interpreted to mean the program should focus on the resolution of the issues rather than supporting the positions of either management or the employee.
(ref. Recommendation 8.2)
3. The NSCP should report to the Chairman of the Board of Trustees, providing periodic updates on overall status and unresolved issues to the entire Board.
(ref. Recommendation 8.6)

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Background: (Cont.)

4. Consider expanding the role of the HPES coordinator to be a field resource and advocate for the NSCP.
(ref. Recommendation 8.8)
5. Effectively communicate the role of NRT to improve the level of employee awareness of the NRT.
(ref. Recommendation 8.9 - this has been superseded by Recommendations 8.4 and 8.10)

Deliverables:

1. Complete Nuclear Safety Concerns Program (NSCP) Enhancements which involve the following:
 - a. Establishment of an Enhanced Program with representation at all NE&O locations by NSCP personnel (volunteers) and a Director reporting directly to the Chairman of the NU Board. The program should focus on reducing the concerns going to the NRC by handling each concern received in a timely and professional manner, thereby helping to promote safe nuclear operations at NU. (Objective 1)
 - b. An organization staffed with representatives (volunteers) with characteristics as outlined in Objective 4 above. (Objectives 3 & 4).
 - c. Perform orientation training.
 - d. Communication of the enhanced program to all NE&O employees with a letter from W. B. Ellis and distribution and posting of a revised NSCP poster. (Objective 2)
 - e. An evaluation and recommendation regarding continued use of NRT. (Objective 5 above)

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Utility Lessons Learned:

Utilities that have experienced a relatively high number of concerns being expressed by employees, either directly to NRC or to a safety group, have found that the establishment of an Employee Concerns Program through which an employee could both voice and have resolved, concerns about safety or other factors related to his work, was a very effective means to address individual employee concerns. This has proven to be especially true during periods of organizational or programmatic change when employee unrest is high.

Monitor industry information through EEI QA subcommittee activities and The Ombudsman Assoc. for current trends and possible program enhancements.

Interface Matrix:

None

Prerequisites to Initiation:

1. Develop cooperation of the peer supervisors/managers to facilitate functioning of the Peer Program.
2. Develop cooperation of affected Management in addressing and resolving concerns.

Activities, Duration, & Resources

Activity	Duration	Resources
Deliverable 1: Complete NSCP Enhancements		
1a. Establish Enhanced Program	See Attached "Working Schedule"	
1b. Selection of Peer Representatives	See Attached "Working Schedule"	30 Volunteers

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1c. Orientation Training	See Attached "Working Schedule"	
1d. Communication of Program * Revise Posters * WBE Letter to NE&O	See Attached "Working Schedule"	LOE
1e. Evaluate continued use of NRT	See Attached "Working Schedule"	LOE

Verification and Validation:

The decision to verify and validate individual deliverables is shown below.

Upon completion of this Action Plan, the Action Plan will be validated on an overall basis.


<u>Deliverable Description</u>	<u>Verification Yes/No</u>	<u>Validation Yes/No</u>
1a. Establish an Enhanced Employee Concerns Program	Yes	No
1b. Selection of Peer Representatives	Yes	No
1c. Orientation training	Yes	No
1d. Communication of Program - revise posters - WBE letter to NE&O	Yes	No
1e. Evaluate continued use of NRT	Yes	No

Attachments:

Attachment 1: Action Plan 4.4.3, "Working Schedule"

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Authorizations:

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