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December 28, 1983

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822-1084

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Gary J. Edles, Chairman
John H. Buck
Christine N. Kohl
Atomic Safety & Licensing
Appeal Board
U.S. Nuclear Regulatory
Commission
Washington, D.C. 20555

In the Matter of
Metropolitan Edison Company
(Three Mile Island Nuclear Station, Unit No. 1)
Docket No. 50-289 SP (Restart)

Dear Chairman Edles and Judges Buck and Kohl:

On May 16, 1983, Licensee provided to the Appeal Board and interested parties a copy of the report prepared for Licensee by Rohrer, Hibler & Replogle, Inc. (RHR) on licensed operator concerns. Enclosed is a December 16, 1983 status report of Licensee's response to the RHR Report.

Sincerely,

8401030087 831228
PDR ADDOCK 05000289
G PDR

Ernest L. Blake, Jr.
Ernest L. Blake, Jr.
Counsel for Licensee

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Enclosure
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UNITED STATES OF AMERICA
NUCLEAR REGULATORY COMMISSION

Before the Atomic Safety and Licensing Appeal Board

In the Matter of)	
)	
METROPOLITAN EDISON COMPANY)	Docket No. 50-289 SP
)	
(Three Mile Island Nuclear)	(Restart-Management
Station, Unit No. 1))	Phase)

SERVICE LIST

Administrative Judge
Gary J. Edles, Chairman
Atomic Safety & Licensing
Appeal Board
U.S. Nuclear Regulatory
Commission
Washington, D.C. 20555

Administrative Judge
John H. Buck
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RHR TABLE

GPUNC RESPONSE TO RHR ACTION STEPS

RHR TABLE	(A)		(B)		(C)		(D)		(E)		TOTAL
	Agree - Complete*		Agree - Underway or '83 Goal		Agree - Action to be Scheduled		Under Evaluation		Disagree		
	STATUS DATE	5/83	12/83	5/83	12/83	5/83	12/83	5/83	12/83	5/83	
#1 Safety Action Steps	0	6	10	4	1	1			1	1	12
#4 Training Action Steps	1	4	11	10			3	0		1	15
#5 Career Action Steps	0	1	3	3			1				4
#6 Cooperation Between Departments Action Steps	1	8	7	1	1	0					9
#7 Pay Action Steps	1	1	1	2			1				3
#8 Rotating Shift Action Steps			1	2			1				2
#9 Quality of Management Action Steps	0	2	2	0			1	1			3
#10 Implementation Phase Action Steps	1	2			1	0					2
TOTAL	4	24	35	22	3	1	7	1	1	2	50

* Includes items where initial response is complete and continuing activity will be required.

GPU NUCLEAR

Status of the Rohrer, Hibler & Replogle (RHR) Report
on "Primary Concerns of Licensed Nuclear Operators"

R. L. LONG
VP, Nuclear Assurance Division

12/16/83

RHR REPORT

Response Summary

<u>NO.</u>	<u>RESPONSIBILITY LEAD/SUPPORT</u>	<u>RHR REPORT TABLE</u>	<u>TIME</u>	<u>RESPONSE</u>	<u>ACTION STEP</u>
1	TMI-1 / NA TF & O.C.	#1: Safety	1983	Agree - Action Underway	<p><u>Procedures</u> - Simplification of emergency operating procedures.</p> <p><u>STATUS:</u> At TMI guidance for use of 25 degree F subcooling margin simplifies some emergency procedures. ATOG will facilitate process of identifying correct procedure for handling a plant transient. ATOG scheduled for implementation early 1984.</p> <p>At OC Licensed Operators have been provided training on the new symptom oriented Emergency Operating Procedures (EOP). These procedures simplify the existing Emergency Procedures and should alleviate the operator's concerns with the existing cumbersome nature of the current 500 Series Emergency procedures.</p>
2	TMI-1 OC	#1: Safety	1983	Agree - Complete	<p><u>Dialogue</u> on and analysis of procedural compliance issues in special cases.</p> <p><u>STATUS:</u> At TMI procedural compliance requirements and problems are now regularly discussed with licensed operators; procedure owner concept, with plant operating procedures usually assigned to an SRO, gives operators direct input and identifies specific contact person for any problems with a particular procedure. Revisions to 10CFR50 which become effective 6/01/83 allow an SRO to depart from license conditions or technical specifications in an emergency; plant procedures will reflect this change and training on implications and implementations will be provided.</p> <p>At OC Operations Management continues to stress rigorous compliance with procedures. In line with this concept, a continuing dialogue with shift supervision is maintained to identify and correct those areas where this philosophy causes problems due to unique plant conditions. Operations utilizes the 107 Procedure (Procedure Control) to make changes to procedures at the time of implementation if conditions warrant (on a one-time basis) to support our compliance requirements. Our efforts in this area have received positive feedback from the NRC in the recent SALP report on Plant Operations.</p>

RHR REPORT
Response Summary
(con't)

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3	TMI-I OC	#1: Safety	1983	Agree - Complete	<p>Improve speed of feedback on procedural change recommendations made by operators. Establish policy on this.</p> <p><u>STATUS:</u> At TMI the procedure owner concept is resulting in significant improvement; further effort is underway to streamline the required administrative and review processes.</p> <p>At OC an Operations staff Goal for 1983 is to "Improve Procedures and Enhance Procedure Review Compliance Through a Complete Evaluation/Review of all Operations Department Procedures". As of 10/28/83 approximately 120 of the 180 procedures have been reviewed and 32 requests submitted for revision.</p>
4	TMI-I OC	#1: Safety	1983	Agree - Complete	<p>Improve mechanism of consultations with operations on development of procedures.</p> <p><u>STATUS:</u> At TMI procedure owner concept improving consultation process; plant staff is working with Tech Functions to achieve timely responses to plant requests for procedural guidance, e.g., on OTSG tube ruptures.</p> <p>At OC a program for licensed shift personnel to review and revise the 200 and 300 Series Procedures has been developed and implemented. The Operations Staff has independently reviewed and revised specific administrative procedures (100 Series) and refueling procedures (205 Series). Additionally, several draft procedures for System Diagnostic and Restoration (SDRP) and Abnormal Operating Event (AOEP) have been reviewed by licensed operators and Operations Staff.</p>
5	TMI-I OC	#1: Safety	1983	Agree - Complete	<p>Improve process of review of procedures by operations prior to implementation.</p> <p><u>STATUS:</u> At TMI major procedure changes, especially emergency procedures, are checked out at the simulator before implementation. Once approved, all shifts are trained on the procedure at the simulator.</p> <p>OC comments are included in response to No. 4.</p>

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6	TMI-1 OC / M&C	#1: Safety	1983	Agree - Complete	<p><u>Cooperation Between Departments</u> - Especially speed of repair of backup equipment.</p> <p><u>STATUS:</u> At TMI Corporate Goal 9 - discussions with exempt employees on GPUN organizations and TMI-1 Goal #2 - individual discussions by VP - TMI-1 with plant employees, are directed at improved interdivisional cooperation. Other Divisions have taken similar action.</p> <p>At OC Operations Management converses daily with M&C and Plant Material on the identified needs to repair plant equipment. Joint plant tours are conducted on a weekly basis with a major emphasis on improved housekeeping and mutual identification of plant concerns. Furthermore, a concerted effort to improve the cooperation between departments is being practiced at the Manager level and strongly encouraged at the Supervisor level. Included in this effort is the identification by the Plant Division of the Reduction of Backlog Maintenance Job Orders as the No. 1 priority in our Urgent Needs list. At present, the M&C effort to support this project has resulted in a dedicated work force to address this backlog.</p>
7	HR	#1: Safety	1983	Agree - Action Scheduled	<p><u>Union and Management</u> - At Oyster Creek.</p> <p><u>STATUS:</u> Contact will be made and meeting scheduled with RHR representatives, O.C. Labor Relations and Nuclear Human Resources after the completion of JCP&L negotiations. Expiration date of present contract is 10/31/83. Tentative meeting date is 11/83 timeframe.</p>

RHR REPORT
Response Summary
(con't)

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8	NA / TMI-I OC	#1: Safety	1983	Agree - Action Underway	<p>Operator Experience - Increase "hands-on" experience; more time of trainees in plant and with equipment; more coaching from shift supervisors; refine efforts for keeping instructors of trainees and licensed operators current on plant equipment, instrumentation and procedural changes.</p> <p><u>STATUS:</u> The availability of OC BPT plus TMI BPT and Replica simulators will greatly expand "hands-on" experience (The O.C. replica is still in our future plans).</p> <p>The Operator Training Review Committees at TMI and O.C. have developed recommendations for increased rate of "hands-on" training in both replacement and requalification programs for operators.</p> <p>TMI-I has committed to issue improved and revised guidelines for licensed operator OJT checkout by January 1, 1984.</p> <p>O.C. has committed to establish a formal OJT Program. They sent operations people to San Jose for refueling training prior to the 1983 outage.</p> <p>At TMI a portion of the Licensed Requalification program requires the instructors to spend at least 2 shifts per month in the plant serving in their licensed capacity or under the direct supervision of that licensed capacity.</p> <p>T&E at O.C. has established plans for instructor participation in Licensed Requalification Training in 1984.</p>
9	HR	#1: Safety	1983	Agree - Complete	<p><u>Personnel and Family Problems</u> - Determine utilization rates by licensed operations of Stress Control Services.</p> <p><u>STATUS:</u> StressControl has determined that ten (10) Control Room Operators have utilized the EAP at both O.C. and TMI in the past 18 months. This represents approximately 20% utilization. In addition, none of the operators have expressed concern about confidentiality. Nationally, the average group utilization of an EAP is in the 4% - 6% population range. As these facts conflict with the RHR findings, it appears that survey responses may not reflect behavioral reactions to actual events.</p>

RHR REPORT
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(con't)

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10	HR / TMI-1 OC	#1: Safety	1983	Agree - Action Underway	Disseminate information on confidentiality and on availability of services through Stress Control and alternate sources. <u>STATUS:</u> This matter regarding Stress Control is awaiting final recommendation to and final decision by O/P regarding procedures for and the manner in which the Employee Assistance Program will be handled in 1984. Each site has completed a listing of local agencies providing employee assistance. The listing will be disseminated through the use of Bulletin Boards, News Updates and similar media, in late 1983, pending management direction.
11	NA	#1: Safety	1983	Disagree	Consensus on Components of Safety - Develop consensus between top management and operators on those factors contributing to safety on which there is divergence. <u>STATUS:</u> Table 11 was reviewed in an O/P-VP Staff Meeting on April 12, 1983. Differences between operation and top management felt to be consistent with their respective positions.
12	NA	#1: Safety	1984	Agree - Action Underway	Develop consensus within top management on those factors contributing to safety on which there is divergence. <u>STATUS:</u> Dr. D'Arcy has provided the distribution of responses by management respondents. A discussion of those items which appear to have wide divergences from "mean weights" will be held at a December VP Staff Meeting.
13	NA / TF	#4: Training	1983	Disagree	<u>Requalification</u> - Eliminate "comprehensive test" portion of requalification test. <u>STATUS:</u> At TMI and O.C., the decision has been made to retain the annual comprehensive test for licensed operators. Director, T&E recommended to President retention of annual comprehensive test for licensed operators. President accepted recommendation and communicated such to Corporation. Operators at both plants were advised of decision and this will remain an ongoing practice.

RHR REPORT
Response Summary
(con't)

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14	NA / TMI-1 OC	#4: Training	1983/1984	Agree - Action Underway	<p>Make repetitive parts of requalification training more attractive.</p> <p><u>STATUS:</u> BPT and Replica Simulator will enhance training in this regard.</p> <p>The Operator Training Review Committee for TMI-1 has reviewed this item and made recommendations which are currently being considered by Operators and T&E.</p> <p>O.C. is presently using instructors as discussion facilitators in GET requalification training. Consideration is being given to using this technique in Licensed Operator Training and eventually incorporating into Instructor Development Program.</p>
15	NA	#4: Training	1983	Agree - Action Underway	<p>Post-schedule for coming year of requalification training including outline of content on operator Bulletin Board at each facility.</p> <p><u>STATUS:</u> AT O.C. each trainee gets a training schedule for the next 6 months. This schedule will also be posted in the control room. During the first cycle of training, time was spent discussing the plans for the year.</p> <p>TMI will implement the same as O.C.</p>
16	NA/TMI-1 OC	#4: Training	1983	Complete	<p><u>Content and Methods</u> - Include industry and community issues as well as GPU Nuclear approach to these issues in the training of operators.</p> <p><u>STATUS:</u> Senior operations managers now integrated into each six-week training cycle to provide comments and respond to questions from operator trainees.</p>

RHR REPORT
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(con't)

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17	NA	#4: Training	1984	Complete	<p>Reintroduction of "systems approach" for Navy trainees to understand role of equipment in plant.</p> <p><u>STATUS:</u> Current CRO programs on-shift time have been expanded. Also, the ex-Navy trainees are being put through the systems portion of non-licensed operator training. TMI has established separate system training module for ex-Navy trainees. OC schedule and systems instruction tailored to Navy Nukes. O.C. has doubled on-shift time.</p>
18	NA	#4: Training	1983/1984	Agree - Action Underway	<p>Develop diversified approach for mastery of theory for ex-Navy Nukes and trainees coming up from plant.</p> <p><u>STATUS:</u> The BPT simulators will aid in this area. The theory instruction to non-licensed operators has been increased. TMI is now permitting ex-Navy trainees for RO Licenses to take validation exams ("test out") in theory area. EO program upgraded at O.C. Increased emphasis on theory now reflected in program.</p>
19	TF / NA	#4: Training	1982-1985	Agree - Action Underway	<p>Simulator specific to TMI.</p> <p><u>STATUS:</u> The order for the TMI-1 specific simulator has been placed and delivery is scheduled for the end of 1985.</p>
20	NA	#4: Training	1983/1984	Agree - Action Underway	<p>Develop method for trainee to gauge his growth in competency to operate during training period.</p> <p><u>STATUS:</u> The BPT simulators will aid in this area. Doing more plant walkarounds at O.C. to obtain trainee feedback. At O.C. new CRO class on-shift time has been increased from 13 to 20 weeks.</p> <p>The training programs require qualification check-offs from which the trainee should be able to judge his own growth and accomplishment.</p> <p>Per recent INPO evaluation, revised guidelines for OJT check-offs are scheduled for issue by the end of 1983 at TMI.</p>

RHR REPORT
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<u>NO.</u>	<u>RESPONSIBILITY LEAD/SUPPORT</u>	<u>RHR REPORT TABLE</u>	<u>TIME</u>	<u>RESPONSE</u>	<u>ACTION STEP</u>
21	NA / TMI-I OC	#4: Training	Early 1984	Agree - Action Underway	<p>Tighten standards and evaluation of trainees.</p> <p><u>STATUS:</u> The qualification check-offs will be used to establish performance standards for trainees. Revised OJT guidelines to be issued at TMI by January 1, 1984.</p> <p>The Licensed Operator Certification procedure at each plant plus the Control of Exam procedure also addresses this area.</p>
22	NA	#4: Training	Mid 1983	Complete	<p>Evaluate instructors on pedagogic skills with view to coaching and improving.</p> <p><u>STATUS:</u> This is being done through the instructor evaluation program and the Instructor Training Program. It is a continuing activity at all sites.</p>
23	NA	#4: Training	1983-on	Agree - Action Underway	<p>Develop method for monitoring and improving consistency between <u>training</u> for licensing and requalification and <u>testing</u> for the same.</p> <p><u>STATUS:</u> The Operator Training Review Committees are addressing this issue.</p> <p>T&E has contributed to improvements in the NRC test by providing them questions for their test bank. Letters on requal exam sent to operators outlining broad training and requal examination topics & objectives.</p>
24	NA / TMI-I OC	#4: Training	1983-on	Agree - Complete	<p>Develop methods for monitoring and improving consistency between training and ability to operate.</p> <p><u>STATUS:</u> T&E regularly seeks feedback from operations (and other user groups) on their training needs.</p> <p>T&E has reviewed all theory courses to ensure theory ties back to plant examples.</p>

RHR REPORT
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NO.	RESPONSIBILITY LEAD/SUPPORT	RHR REPORT TABLE	TIME	RESPONSE	ACTION STEP
25	NA / TMI-I OC	#4: Training	1983/1984	Agree - Action Underway	<p>Task analyses of what operators actually do as basis for training relevance.</p> <p><u>STATUS:</u> T&E subscribes to the task analysis approach. This issue is under study to determine what procedure is most meaningful for our situation.</p> <p>Current plans at TMI are to continue efforts at validating INPO's Task Analysis for B&W PWR plants. GPUN Training Systems Development (TSD) Model has been developed and approved. It is anticipated that this will result in further upgrading of OJT programs.</p>
26	NA / TMI-I OC	#4: Training	1983	Agree - Action Underway	<p><u>Administration</u> - Promote improved relationships between operations and training personnel.</p> <p><u>STATUS:</u> Each site has an Operator Training Review Committee to look at program issues. The T&E Department is establishing a Training Advisory Council which will address this area.</p>
27	NA	#4: Training	Early 1984	Agree - Action Underway	<p>Targeted interviews in Training Department to explore issues, and other departments.</p> <p><u>STATUS:</u> T&E has conducted an initial follow-up with RHR and Training management. O.C. Training provided to RHR a description of actions planned as a result of discussions with RHR. Future meetings with RHR planned.</p>
28	HR	#5: Career	1983-on	Agree - Action Underway	<p><u>Entry</u> - Improve pay differential between licensed operators and other departments.</p> <p><u>STATUS:</u> During the Met-Ed negotiations concluded 4/29/83, the CRO's base rate was increased 5.07% from \$14.04 to \$14.75/hr. Bonus increased from \$1.20 to \$1.45/hr. Total compensation is now \$16.20 which ranks the TMI rate 10th out of 11 utilities surveyed, i.e., TMI total rate of \$16.20/hr as opposed to an industry median of \$17.25/hr and industry average of \$17.31/hr. As the RO's are members of the I.B.E.W., all compensation matters must be negotiated through the bargaining agreement. The JCP&L total compensation for CRO's is \$17.90, i.e., \$16.45/hr & \$1.45/hr bonus. As JCP&L ranks 3rd in the survey, no action need be taken; however, the company will do a final survey 1/84 and annually thereafter to include all key nuclear technical positions. Final recommendations will be made by the end of January 1984.</p>

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(con't)

NO.	RESPONSIBILITY LEAD/SUPPORT	RHR REPORT TABLE	TIME	RESPONSE	ACTION STEP												
29	NA	#5: Career	1983	Agree - Complete	<p>Provide some training in theory to AO's with potential for RO.</p> <p><u>STATUS:</u> T&E has increased the theory training to non-licensed operators.</p> <p>AO initial training program provides extensive theory training with a view towards (a) providing the AO's with a better appreciation of the RO's job and knowledge requirements both to make them more responsive on the job and to build confidence that they might one day be able to handle the job of an RO, and (b) provide the AO's with a better understanding of the system they work with in order to provide greater appreciation of the consequences of their actions while operating these systems.</p>												
30	NA / HR	#5: Career	1983/1984	Agree - Action Underway	<p><u>College Credentials</u> - Facilitate getting of degrees; credits for in-house courses, programs in area colleges, Career Counsel.</p> <p><u>STATUS:</u> T&E & Human Resources have jointly developed educational career counseling programs (HR Goal 6.A). Efforts continue to bring degree programs from local colleges/universities to GPUN sites. At O.C., MBA and BSME programs have started on-site.</p> <p>Appropriate site training programs will be evaluated for granting of college credit. Effort deferred to 6/84 due to heavy emphasis on INPO Accreditation of GPUN programs.</p>												
31	HR / NA	#5: Career	1983/1984	Agree - Action Underway	<p><u>Career Paths</u> - Develop and publish possible career paths and qualifications for them.</p> <p><u>STATUS:</u> Additional career path opportunities can be made available to employees provided sufficient flexibility can be worked into shift schedules. Draft progressions are being reviewed at the VP level.</p> <p>Nuclear Corporation committee established with representatives from TMI-1, TMI-2, and O.C. to review and develop recommendations to applicable management. Committee members are:</p> <table><tr><td>T. L. Myers - Chairman</td><td></td></tr><tr><td>N. Boulware - CSS., O.C.</td><td>- Appointed by P. B. Fiedler</td></tr><tr><td>J. Reopell - Ops Shift Asst., OC</td><td>- Appointed by P. B. Fiedler</td></tr><tr><td>R. R. Harper - Correc. Maint. Mgr, TMI-1</td><td>- Appointed by H. D. Hukill</td></tr><tr><td>M. J. Ross - Mgr., Plant Operations, TMI-1</td><td>- Appointed by H. D. Hukill</td></tr><tr><td>H. A. McGovern - Shift Supervisor</td><td>- Appointed by J. J. Barton</td></tr></table>	T. L. Myers - Chairman		N. Boulware - CSS., O.C.	- Appointed by P. B. Fiedler	J. Reopell - Ops Shift Asst., OC	- Appointed by P. B. Fiedler	R. R. Harper - Correc. Maint. Mgr, TMI-1	- Appointed by H. D. Hukill	M. J. Ross - Mgr., Plant Operations, TMI-1	- Appointed by H. D. Hukill	H. A. McGovern - Shift Supervisor	- Appointed by J. J. Barton
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NO.	RESPONSIBILITY LEAD/SUPPORT	RHR REPORT TABLE	TIME	RESPONSE	ACTION STEP
32	NA	#6: Cooperation	Early 1983	Agree - Complete	<p><u>Emphasis on Cooperation</u> - Discussion of issues with department heads.</p> <p><u>STATUS:</u> Entire RHR Report reviewed with O/P and Division VPs in meetings on March 22 and April 12 and 14, 1983.</p> <p>Most divisions have discussed the need for cooperation between divisions with all employees. Follow-up sessions are being held by department heads. This is a continuing activity.</p>
33	NA / OP	#6: Cooperation	1983	Agree - Complete	<p>Reinforce concept of organizational structure that operations is a key function and other departments have support function.</p> <p><u>STATUS:</u> This is a continuing portion of efforts to improve organizational understanding and cooperation.</p>
34	NA / OP	#6: Cooperation	1983	Agree - Complete	<p>Make cooperation between departments a GPU Nuclear Corporation Objective.</p> <p><u>STATUS:</u> Corporate Objective No. 5 is to "... Improve GPU Nuclear's functional capabilities." All Divisions are emphasizing "concept" through staff and employee meetings, interdivisional meetings, and when needed, development of interface agreements and procedures. This is a continuing activity.</p>
35	HR	#6: Cooperation	1983	Agree - Complete	<p>Develop system for evaluating managers on cooperation.</p> <p><u>STATUS:</u> This is included in the Performance Appraisal form implemented in 1983. Section 3 under Performance Factors is as follows:</p> <p>"3. Working Relationships"</p> <p>F. Communication G. Leadership H. Teamwork I. Employee Development"</p>

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<u>NO.</u>	<u>RESPONSIBILITY LEAD/SUPPORT</u>	<u>RHR REPORT TABLE</u>	<u>TIME</u>	<u>RESPONSE</u>	<u>ACTION STEP</u>
35 (con't)					<p><u>STATUS</u> (con't)</p> <p>Further, the Performance Factors - Rating Definitions defines TEAMWORK as "contributing to and cooperation with others in a common effort." In each evaluation, this factor is to be reviewed by immediate supervision and those sections of departments with which supervisors interface.</p> <p>Emphasis is included in both the Supervisory Development Program and the Performance Appraisal Program. No other formal action is planned at this time. However, it will be incumbent upon each division and the Human Resources Department to assure that the issue is properly addressed during the 1983-1984 Performance Appraisal process.</p>
36	NA / ALL	#6: Cooperation	1983	Agree - Complete	<p><u>Facilitating Cooperation</u> - Identification of problems at interfaces between pairs of departments. Intergroup problem solving meetings.</p> <p><u>STATUS:</u> Included in effort described under No. 34, and is a continuing activity.</p>
37	NA / ALL	#6: Cooperation	1983	Agree - Complete	<p>Educate departments on each other's roles.</p> <p><u>STATUS:</u> The following steps are being taken to promote greater cooperation:</p> <ul style="list-style-type: none"> (a) Develop synopsis of Organization Plan for distribution to all on site. (The Organization Plan is on file in the Control Room.) (b) Discuss organization and divisional functions in all training programs including CRO training. Training Department to schedule designated representatives from each Division to discuss divisional roles. (c) Reinforce through "Nuclear Today" publication - "Did You Know". (d) AT O.C. an organizational guide has been published which lists among other things reporting relationship and responsibilities for all management personnel at OC/FR site.

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38	NA / ALL	#6: Cooperation	1983	Agree - Complete	<p>Training: Supervisors for cooperation, operators in persuasion vs. authoritarian approach, support department members fresh from school in importance of cooperation.</p> <p>STATUS: New Supervisor Training Program is addressing this topic.</p>
39	NA HR / ALL	#6: Cooperation	Early 1983	Agree - Complete	<p>Get people acquainted across departments. Post photographs of both licensed operators and support department foremen and supervisors at each facility with name and function, circulate current rosters of department foremen with areas of responsibility location and phone.</p> <p>STATUS: Oyster Creek and TMI have circulated current rosters of department foremen with areas of responsibility, location and phone. Photographs will not be posted.</p>
40	TMI-I OC/HR NA	#6: Cooperation	1983	Agree - Action Underway	<p>Work toward sufficient flow of trainees so that those with operational experience can join support departments.</p> <p>STATUS: At O.C. it is a continuing objective of Operations to provide a career path and options for operators to pursue with areas where their experience and knowledge can benefit the Corporation. With achievement of the six (6) shift goal, we can focus on moving operators into other areas of the Corporation. In the interim, Operations continues to recruit and provide yearly classes of trainees consistent with budget constraints.</p> <p>Upon filling vacancies, O.C. can go to a 6-shift operation and provide promotional opportunities for licensed operators to GOS, GSS and Operating Shift Assistance positions.</p> <p>At TMI this is underway and is included in the planning for critical skills section of the five year plan. A licensed RO was transferred mid-year to QA/QC as a beginning of the program to provide operators the opportunity to move into the support divisions.</p>

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41	HR	#7: Pay	1983	Agree - Action Underway	<p>Pay Differentials - Develop data on pay differentials between licensed operators and other disciplines at GPU Nuclear.</p> <p><u>STATUS:</u> A comparison is underway of license rates to GSS and GOS pay.</p>
42	HR	#7: Pay	1983	Agree - Complete	<p>Develop data on pay differentials in Nuclear Plants run by other utilities.</p> <p><u>STATUS:</u> Surveys are conducted continually during the year. Most recent survey is as of 10/01/83. Attachments on CRO hourly rates compared to other utilities was distributed to VP TMI-1 on 10/11/83 for comment. To be distributed to O/P.</p>
43	HR	#7: Pay	1983/1984	Agree - Action Underway	<p>Use data to reassess policies and plan appropriate action steps.</p> <p><u>STATUS:</u> Inasmuch as GPUNC wage and license bonus amounts are subject to the local bargaining agreements, differentials can only be adjusted through negotiations.</p> <p>Met-Ed negotiations resulted in the CRO hourly rate, including bonus increasing to \$16.20/hr. In a 10/83 survey of nine (9) other utilities, the present rate is below both the average of \$17.31/hr and the median of \$17.25/hr. The JCP&L total compensation for CRO's is \$17.90 i.e., \$16.45/hr and \$1.45/hr bonus. As JCP&L ranks 3rd in the survey, no action need be taken; however, the Company will do a final survey in January 1984 and annually thereafter to include all key nuclear technical positions. Final recommendations will be made by the end of January 1984.</p>
44	HR / OC	#8: Rotating Shift	1983/1984	Agree - Action Underway	<p>Work to initiate 6 shifts at Oyster Creek as soon as possible.</p> <p><u>STATUS:</u> At the time of the study, O.C. was on a 4 shift rotating schedule; it has since been increased to 5 shifts (February 1983).</p> <p>Operations is developing a Shift Plan for 1984 which will achieve a six-shift operation by year-end.</p>

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45	HR / OC	#8: Rotating Shift	1983	Agree - Action Underway	<p>Shift Scheduling - Study feasibility of each rotation being consistently eight hours later than previous at O.C. Study feasibility of twelve-hour shifts.</p> <p><u>STATUS:</u> This matter needs extensive review and study between Nuclear Assurance and Human Resources, applicable divisional management and operating company labor relations representation. While other options may be available, we reject the concept of 12-hour shifts, i.e., difficult to schedule, fatigue factor, reducing alertness and productivity and necessity of I.B.E.W. negotiations. Present focus is on establishing a six (6) shift rotation at O.C. and after implementation, the rotating shift concept will be re-evaluated.</p>
46	TMI-1 OC	#9: Quality of Management	1983-on	Agree - Complete	<p>Provide advance warning of changes in shift scheduling.</p> <p><u>STATUS:</u> Advance warning of changes in shift scheduling are being provided whenever possible.</p> <p>Additionally, both Article 3.1 and #25 Memorandum of Understanding in the contractual agreement between Met-Ed and the I.B.E.W., changes in shift scheduling require the Company to notify the Union at least 48 hours prior to the shift change. While this is a negotiable item, it provides the Company the opportunity to notify the Union well in advance of the 48 hour contractual requirement.</p> <p>OC Operations Management commits to providing as much advance warning of shift scheduling changes as is possible. Additionally, Operations has submitted a proposed schedule change (operators input) to Human Resources for Union concurrence. This proposed shift schedule is one preferred by the operators and implementation will be indicative of Management's desire to respond to their concerns.</p>
47	NA	#9: Quality of Management	1984	Under Evaluation	<p>Interviews with cross-section of management on issues, concerns and quality of management.</p> <p><u>STATUS:</u> Director, Training & Education and VP, Nuclear Assurance have reviewed the programs available to evaluate and assess individual management styles and practices. A senior level program has been identified. T&E currently reviewing follow-up alternatives to Manager Development Program. Recommendations for action should be implemented in early 1984.</p>

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48	NA	#9: Quality of Management	1983-on	Agree - Complete	Assessment of managers; developmental coaching with individual managers; Management training. <u>STATUS:</u> Management Development Program has been revised to target behavioral objectives to managerial skill development. Human Resources and Training & Education are working together to guide effective assessment of manager performance. This is a continuing activity.
49	NA / ALL	#10: Implementation Phase	Early 1983	Agree - Complete	Presentation of findings to Departments (so that Departments understand background of Action Steps). <u>STATUS:</u> RHR Report has been distributed to appropriate management personnel in each Division. (Also see response to No. 32.)
50	NA / ALL	#10: Implementation Phase	1984	Agree - Complete	Review of suggested Action Steps to determine feasibility, timing, and participants. <u>STATUS:</u> Action Step Status will be reviewed with RHR on a continuing basis.