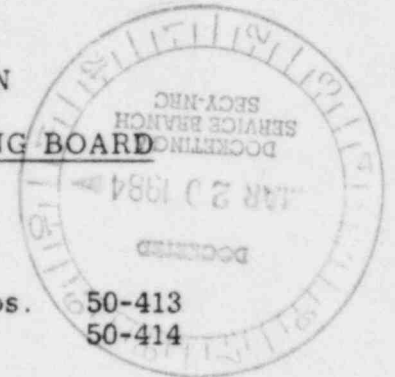


A-8
10/7/83

UNITED STATES OF AMERICA
NUCLEAR REGULATORY COMMISSION

BEFORE THE ATOMIC SAFETY AND LICENSING BOARD



In the Matter of)
DUKE POWER COMPANY, et al.)
(Catawba Nuclear Station,)
Units 1 and 2))

Docket Nos. 50-413
50-414

TESTIMONY OF GAIL ADDIS

- 1 Q. STATE YOUR NAME AND BUSINESS ADDRESS.
- 2 A. Gail Addis, Duke Power Company, Box 33189, Charlotte, NC 28242
- 3 Q. STATE YOUR PRESENT JOB POSITION WITH DUKE POWER
- 4 COMPANY AND DESCRIBE THE NATURE OF YOUR JOB.
- 5 A. I am presently Director of Employee Relations in the Corporate
- 6 Personnel Department. The purpose of our Employee Relations
- 7 function is to develop and maintain positive working relationships
- 8 through procedures, programs, and individual efforts. Various
- 9 human resource management services center in the Employee
- 10 Relations area such as Quality Circles, Stress Management, "team"
- 11 building in some areas, corrective discipline, and the Recourse
- 12 Procedure and process. My role also includes providing, with staff
- 13 support, Employee Relations services directly to approximately 400
- 14 general office employees in several departments.
- 15 Q. DESCRIBE YOUR PROFESSIONAL EXPERIENCE AND
- 16 QUALIFICATIONS, INCLUDING YOUR PRIOR POSITIONS HELD
- 17 WITH DUKE POWER COMPANY.
- 18 A. I received my Master's Degree in 1970 in counseling directed at
- 19 helping individuals achieve personal adjustment in employment. I
- 20 subsequently worked 8 years at a large private rehabilitation center
- 21 and psychiatric hospital in the Midwest, concentrating on

1 management, program direction and consultation to business and
2 government. I accepted my current position at Duke in 1978. My
3 Resume, which is attached to my Testimony as Attachment 1,
4 provides more detailed information on my professional experience
5 and qualifications.

6 Q. DESCRIBE YOUR INVOLVEMENT IN WHAT WE NOW REFER TO AS
7 THE WELDING INSPECTOR CONCERNS AT CATAWBA.

8 A. I was notified by letters from several Catawba QA Welding
9 Inspectors that they, as individuals wanted to pursue concerns
10 over their pay grade change to Step 2 of the Employee Recourse
11 Procedure. My involvement was essentially to direct the review of
12 their concerns. The Recourse procedure involves the employee
13 relations staff gathering all information relevant to the employee's
14 concern, reviewing with the employee the company policies and
15 practices, and working with the employee and department
16 management toward additional efforts to resolve the issue that led to
17 the recourse.

18 Q. DESCRIBE HOW THE EMPLOYEE RECOURSE PROCEDURE
19 FUNCTIONS GENERALLY, INCLUDING A DESCRIPTION OF EACH
20 STEP AND THE ROLE OF MANAGEMENT AND THE EMPLOYEE
21 RELATIONS STAFF AT EACH STEP.

22 A. I have attached to my testimony a copy of the Recourse procedure
23 in effect at the time these recourses were initiated as Attachment 2.
24 Step 1 under the Corporate procedure gives the Department and
25 employee 30 days to resolve the matter which led to initiation of the
26 recourse. Each department handles Step 1 within their line of
27 supervision. Corporate Employee Relations is not involved in the
28 details of this first step.

1 Within the specific time frames in the procedure, the employee
2 may refer the concern to Step 2 where the "second look" by both
3 the Department management and employee is coordinated by our
4 staff.

5 If the issue is not resolved at Step 2, the employee may refer
6 the recourse to Step 3, a review and decision by the President of
7 the Company. The Corporate Employee Relations staff person who
8 coordinated Step 2 assembles all related materials and records and
9 presents the information to the President. At the President's
10 request, there might be meetings or additional research to clarify
11 issues or obtain additional information.

12 Q. SPECIFICALLY DESCRIBE YOUR ROLE AT STEP 2 OF THE
13 RECOURSE PROCEDURE.

14 A. I gather all relevant information, which includes the records from
15 Step 1, then I meet with the employee at least once during our Step
16 2 review to be sure we understand the concern or to convey the
17 department's position and decision at Step 2. Our efforts to
18 resolve the concern or issue between the department management
19 and the employee vary in specific detail. Also, the amount and
20 type of research in this review varies.

21 Q. DESCRIBE HOW EMPLOYEES INITIATE A RECOURSE.

22 A. To use the Recourse Procedure any employee may submit a written
23 statement setting forth the concern or question to his/her
24 supervisor.

25 Q. DESCRIBE THE CIRCUMSTANCES OF YOUR INITIAL INVOLVEMENT
26 WITH THE WELDING INSPECTOR PAY RECOURSE.

27 A. As I remember, my first awareness of the pay grade Recourses at
28 Step 1 came when Bill Bradley called me about a procedural matter

1 and told me that inspectors at the Oconee Station were using the
2 recourse process. At that time, Bill Bradley was responsible for
3 coordinating personnel functions in the Quality Assurance
4 Department.

5 My direct involvement in the Recourses came when I received
6 requests from several inspectors to initiate a Step 2 review of the
7 pay grade decision. The first Catawba QA employee requests for
8 Step 2 review came to my attention on October 29, 1981. Each
9 employee electing to proceed to the second step sent me a letter.

10 Q. WHAT WAS THE NATURE OF THE WELDING INSPECTOR
11 RECOURSE.

12 A. These welding inspectors were concerned over the effect of a wage
13 and salary review which reclassified their job position to a lower
14 pay grade, from grade 11 to grade 10. The necessary adjustment
15 in their pay was implemented by giving the inspectors one half of
16 the general salary increase for 1981, and by a similar adjustment at
17 the time of the 1982 general salary increase that would bring them
18 in line with the pay grade for the position.

19 The reclassified pay grade was approximately the same as that
20 for the top welder. The majority of the welding inspectors I met
21 with were concerned that this was not internally equitable in their
22 judgment, because of what they perceived to be the value of their
23 position vis-a-vis a welder's duties. In other words, the inspectors
24 believed that their job was worth more than craft.

25 Q. WAS THIS PAY RECLASSIFICATION AND PAY RECOURSE LIMITED
26 TO CATAWBA NUCLEAR STATION?

27 A. No. In August, 1981, 13 Oconee QA Inspectors initiated a Step 2
28 review under the Recourse Procedure based on the same pay

1 reclassification. The recourses from Catawba followed
2 chronologically. Also, there was one recourse from Cherokee, and
3 11 from McGuire. The common thread in each of these recourses
4 was the pay grade reclassification.

5 Each inspector presented his individual views about the pay
6 grade adjustment. A general theme at Catawba was the relationship
7 between inspector's and welder's pay.

8 Q. HOW MANY INSPECTORS WERE INVOLVED AT EACH STAGE OF
9 THE RECOURSE PROCEDURE?

10 A. I was advised by Bill Bradley of the QA Department that of the 67
11 inspectors affected by the reclassification, there were 53 who
12 initiated a Step 1 recourse on the pay grade issue. I am not
13 certain of these numbers since I was not involved in the recourses
14 at Step 1.

15 At Step 2, I received 13 recourses from Ocone between
16 August 18 and September 1, 1981, 20 recourses from Catawba
17 between October 29 and November 6, 1981, 1 from Cherokee on
18 September 3, 1981, and 11 recourses from McGuire in December
19 1981, for a total of 45 recourses on this issue. Less than half of
20 the Step 2 recourses were from Catawba.

21 My records show that 29 of these 45 inspectors pursued the
22 matter to Step 3, 12 of these were from Catawba.

23 Q. WHAT DID YOU DO AFTER RECEIVING THE RECOURSES?

24 A. After receiving notification of each employee's recourse, I collected
25 information about what had occurred at Step 1, and I researched
26 the pay grade issue with QA Department management and the
27 Corporate Wage and Salary Staff to learn the basis for the pay
28 reclassification.

1 I went to Oconee in August, with Joe Myers, Director of
2 Compensation, to meet with each employee to explain the pay grade
3 decision. I also participated in the decision to send Corporate
4 Position Analysts to Oconee for several days to do an analysis of
5 the inspector's actual job duties. This was done for review by a
6 committee which was responsible for establishing a numerical
7 evaluation of the total job content for all graded jobs in
8 Construction and QA.

9 At Catawba, Jim Wells, the QA Department Manager, or I met
10 individually with the inspectors to discuss their recourse and
11 further explain the pay grade issue. I met personally with all of
12 the employees whose statements I attempted to represent to
13 management in my report to Mr. Lee.

14 I talked with the inspector at Cherokee by telephone, and I
15 met individually with each of the inspectors at McGuire.

16 Q. DESCRIBE EACH PHASE OF YOUR WORK WITH THE WELDING
17 INSPECTOR PAY RECOURSE.

18 A. The timing and similarity of the pay grade concerns from the
19 Inspectors made it reasonable to me to conduct the Step 2
20 evaluations simultaneously. Each inspector concurred with the
21 extensions of the time frames in the procedure to allow for the
22 re-analysis of the position, and management's review of the
23 decisions.

24 Generally the phases were as follows; first I received the
25 letters which initiated the Step 2 recourse. Next, I reviewed the
26 Step 1 records, and collected background information through these
27 records and discussions with personnel familiar with the position
28 analysis to understand what had occurred. The next phase of my

1 work was with department management toward resolution of the
2 recourses. We conducted the re-analysis of the jobs at Oconee,
3 and reviewed the relevant issues like career choice, pay history,
4 job differences between operating stations and construction sites,
5 the value of job certifications, and working relationships.

6 The next phase was to present my findings to the QA
7 Department management, then present the department management's
8 decision at Step 2 to the inspectors. The next phase was
9 presenting the entire matter to the President, at Step 3.

10 Q. DESCRIBE HOW YOU CONDUCTED THE INTERVIEWS WITH THE
11 WELDING INSPECTORS.

12 A. I conducted each interview with one inspector at a time. At Oconee
13 a member of the wage and salary staff assisted me in explaining the
14 technical aspects of the position analysis process.

15 Most of the employees' letters clearly stated their concern. I
16 took notes during the interview to cover points not raised in the
17 letter in support of the recourse.

18 I explained to the inspectors that my job at Step 2 is to
19 ensure that their concern is given a "second look" by the
20 department management, and to present the entire matter to the
21 President at Step 3 if we do not resolve it at Step 2. I try to
22 present to management whatever the employee presents to me by
23 way of opinion, observation, or concern. An underlying philosophy
24 in employee relations is that each employee deserves to be heard
25 and have his views considered. My purpose in these interviews
26 was to achieve mutual understanding between the employee and the
27 management and ultimately resolution of the recourse.

1 Q. WHAT REPORTS DID YOU MAKE TO MANAGEMENT CONCERNING
2 THE PAY RECOURSE?

3 A. I submitted reports to the President of the Company, Mr. Lee, on
4 behalf of each employee who requested that the recourse proceed to
5 Step 3. I have attached to my testimony as Attachment 3 the Step
6 3 Report submitted on behalf of the employees at Catawba.

7 Q. IS YOUR ROLE IN EMPLOYEE RELATIONS AN ADVOCACY ROLE?
8 DO YOU URGE THE POSITION OF THE EMPLOYEE TO
9 MANAGEMENT?

10 A. No, it is not my role to advocate for the employee's position per se.
11 My role is to be sure the views on both sides of the issue are
12 thoroughly understood by all involved. The employee speaks for
13 himself, or advocates his position on his own behalf, but he does
14 this through the employee relations staff. The impartiality of the
15 "second look" is an advantage in the system. It is a mutual,
16 cooperative effort to resolve concerns, rather than an adversarial
17 "them and us" employee relations system.

18 Q. WHAT WAS THE JUSTIFICATION OFFERED BY THE WELDING
19 INSPECTORS FOR A HIGHER RATE OF PAY THAN THE WELDING
20 CRAFT?

21 A. There were several justifications presented, including:

22 A. Inspector's jobs require more training, judgment, job
23 knowledge, and accountability, and more technical, coping and
24 interpersonal skills than craft jobs in the same pay grade.

25 B. Because inspectors inspect craft work they have to know more
26 and must be able to do the work themselves in order to tell
27 craft why it does or doesn't comply with procedures.

1 C. Inspectors were chosen to be inspectors because they were top
2 craftsmen and that's what it takes.

3 D. Last year inspectors received a big raise as a result of a wage
4 study and this year they got a cut in pay grade. Since the
5 work hasn't changed, the decision is political.

6 E. Inspectors have to go to school to be certified, often in
7 several things. Inspectors don't just do the same thing all
8 day like craft.

9 F. Inspectors know more than craft supervision.

10 G. Inspectors have to put up with being hassled by people whose
11 work they inspect, are under more pressure than craft, and
12 do more paper work. Taken together, this should mean that
13 inspectors are worth more than craft.

14 Q. WHAT OTHER MATTERS WERE RAISED BY THE WELDING
15 INSPECTORS OTHER THAN DISAGREEMENT WITH THE PAY
16 RECLASSIFICATION?

17 A. There were employee relations and communications concerns raised
18 consistently. These dealt with working relationships across
19 department lines, the feeling that department management didn't
20 fight for higher pay for them, a perception that there was little
21 empathy for them, that some had been misled by taking positions in
22 QA for advancement, and some concerns at Catawba that the quality
23 of work was adversely affected by some management practices and
24 working relationships. These concerns at Catawba were referred to
25 as work quality concerns to differentiate them from the pay
26 recourse concerns.

27 Q. WHAT DID YOU DO AFTER THESE WORK QUALITY CONCERNS
28 CAME TO YOUR ATTENTION?

1 A. I discussed what I was hearing at Catawba with the QA Department
2 Manager, Jim Wells, and we presented these concerns to Mr. Owen.
3 Mr. Owen asked me to write out a summary of those concerns. I
4 prepared a summary of these concerns for Mr. Owen and included a
5 copy of the summary in the Step 3 report to Mr. Lee.

6 Q. WHAT HAPPENED WITH THE PENDING RECOURSE?

7 A. The pay recourse was referred to Step 3 by some employees, and
8 accepted as resolved at Step 2 by others. At Step 3, Mr. Lee
9 decided that the reclassified pay grade for inspectors was the
10 proper pay grade for the position, and no action regarding pay was
11 taken. However, Mr. Lee decided that special consideration would
12 be given to requests for transfer back to craft from inspectors most
13 affected by the reclassification.

14 Q. TO THE BEST OF YOUR KNOWLEDGE WHAT HAPPENED WITH THE
15 WORK QUALITY CONCERNS THAT CAME TO YOUR ATTENTION AT
16 THIS TIME?

17 A. These concerns were dealt with separately from the pay recourses.
18 To the best of my knowledge, a special task force was appointed to
19 more clearly identify these concerns. My report of comments made
20 to me during the pay grade recourse did not adequately cover the
21 details of these concerns. I was advised by Mr. Owen that any
22 matter associated with work quality would be thoroughly reviewed
23 by technically competent people.

24 Q. THE CONCERNS EXPRESSED BY THE WELDING INSPECTORS WERE
25 INITIALLY CHARACTERIZED AS CONCERNS AFFECTING THE
26 QUALITY OF WORK OR THE SAFETY OF THE CATAWBA PLANT.
27 IN YOUR VIEW, DID THE CONCERNS EXPRESSED TO YOU BY THE

1 WELDING INSPECTORS AFFECT THE QUALITY OR THE SAFETY OF
2 THE CATAWBA PLANT?

3 A. The initial concerns presented to me in the letters from Catawba
4 requesting a Step 2 review were concerns over the pay grade
5 change, the same as they had raised at Step 1. In the individual
6 meetings held to discuss the pay grade concern several employees
7 brought up concerns about work quality and relationships. These
8 references were made in the context of stating why the employees
9 believed their pay grade should not have been lowered. In my
10 discussions with management, I was asked to outline the work
11 quality and relationship concerns presented to me. I reported the
12 inspectors' concerns as accurately as I could, in a representative
13 way, to be sure that management understood the concerns, and the
14 rationale the inspectors believed supported their concerns, both
15 with respect to the pay recourse and the quality concerns. It was
16 apparent to me that there were employee relations and
17 communications problems, which is in my professional area of
18 competence. I did not conclude, nor do I know how to conclude,
19 that there were or were not quality-of-work problems at Catawba.

20 Q. IN YOUR VIEW, DID THE CONCERNS EXPRESSED BY THE WELDING
21 INSPECTORS TO YOU INDICATE THAT THERE WAS BREAKDOWN
22 IN THE QA PROGRAM AT CATAWBA OR THAT THE QA PROGRAM
23 WAS NO LONGER WORKING AT CATAWBA?

24 A. No, the inspectors spoke very highly of the Quality Control
25 program and their own qualifications and knowledge. The move into
26 the QA department and pay grade reduction seemed to have
27 precipitated the remarks about support and the relative worth of

1 jobs. The inspectors presented themselves as extremely dedicated
2 and quality conscious. Based on what was related to me, I do not
3 think there was a programmatic breakdown, but I think that the
4 communications channels and QA work relationships were not
5 sufficient as they related to the work process decisions that were
6 raised as examples of quality issues.

7 Q. HAVE YOU HAD ANY OTHER INVOLVEMENT WITH THE WELDING
8 INSPECTOR CONCERNS, THE TASK FORCE INVESTIGATIONS, OR
9 IMPLEMENTATION OF RECOMMENDATIONS FROM THE VARIOUS
10 TASK FORCES?

11 A. No, I haven't.

12

13

14

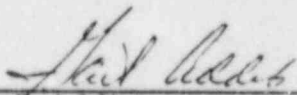
15 I hereby certify that I have read and understand this document, and
16 believe it to be my true, accurate and complete testimony.

17

18

19

20


Gail Addis

21

22


23 Sworn to and subscribed before me
24 this 16th day of September, 1983.

25

26

27

28


Notary Public

29

30 Commission Expires 3/5/85

RESUME

B. GAIL ADDIS

Education: Highest completed degree - Master of Education in Counseling, June, 1970, University of South Carolina
Post-graduate work completed at Western Michigan University and University of Michigan in Administration and interpretation of Intelligence scales and in advanced management courses.

Employment History:

Current: Duke Power Company

Since September, 1978, I have been the Director, Employee Relations in the Corporate Personnel Department. The broad scope of the job is to provide a leadership role in developing and maintaining positive and effective human resource management practices. Specific duties include serving as Step 2 in the Company's three-step Employee Recourse Procedure, coordinating Quality Circle programs, selecting and coordinating stress management services, providing employee feedback surveys, monitoring corrective discipline systems, conducting personnel research, and serving as a consultant on employee relations matters.

In 1980 the scope of the job increased to include direct employee relations services to departments in the General Office with approximately 400 employees. These services include organizational development, individual employee consultations, policy and procedure development and interpretation, EEO/AAP Services, employee transfer coordination, and training coordination.

1970-78: Pine Rest Christian Hospital and Rehabilitation Services

Positions included the following:

Project Director for a four-county cooperative program linking community, state, and federal agencies in the provision of comprehensive vocational services to physical and mentally handicapped, economically disadvantaged people.

Director of Vocational Services supervising the counseling staff and managing all program services provided to physically and mentally handicapped people in a vocational rehabilitation setting.

Residential Director for 20 residential units including services with twenty-four hour supervision, half-way housing, and semi-independent living situations. This included supervised recreation services and adult education programs specially designed for individual rehabilitation plans.

Vocational Counselor in the psychology department of a psychiatric hospital, providing individual and group therapy to patients focusing on readiness and adjustment in employment.

DUKE POWER COMPANY

MANAGEMENT PROCEDURE NUMBER 8901-0012SUBJECT: EMPLOYEE RECOURSE PROCEDURE

PAGE 1 of 2 DATE REVISED 1-1-81 DATE EFFECTIVE 5-1-79

STATEMENT:

It is the policy of Duke Power Company to ensure fair and equitable treatment for all employees. Employees are entitled to a prompt review and decision concerning any problem arising during the course of employment. Employees should always be encouraged to discuss any concern with their immediate supervisor. Normally such a discussion will quickly answer or resolve any question or problem. The Company assures all employees access to additional management personnel. Every effort should be made, however, to deal with employee concerns at the closest working level.

Each department of the Company has specific procedures for resolution of an employee's concern.

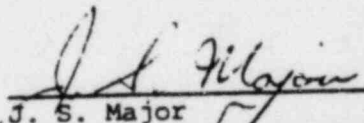
IMPLEMENTATION:I. INTRODUCTION

- A. Under the Employee Recourse Procedure, each department in the Company will provide access to successive levels of management to discuss an employee's concern.
- B. If after meeting with his/her supervisor, an employee strongly disagrees or questions a decision or practice regarding his/her employment, the employee may use the Employee Recourse Procedure as outlined.
 - 1. For employees not suspended or discharged, there will be no loss of pay for attendance at meetings held to discuss an employee's concern.
 - 2. In instances where termination or suspension has resulted, an employee has a maximum of fifteen working days to initiate a review of the situation with management using this procedure.
 - 3. Upon agreement, the time limits specified in the procedure may be extended.

II. PROCEDURE

- A. Step 1: An employee desiring additional consideration has the opportunity to present in writing any concern not satisfactorily resolved in discussion with his/her immediate supervisor.

1. Each department will provide a written response within a maximum number of thirty working days from the receipt of the written concern.
 2. Probationary employees are not entitled to recourse outside of their department.
- B. Step 2: If an employee is dissatisfied with the reply given in Step 1, the employee may, within 10 working days, contact the Manager of Employee Relations, in the Corporate Personnel Department.
1. The Manager of Employee Relations will gather all information relevant to the employee's concern and will review with the employee related Company policies and practices. The Employee Relations Manager will also work with the employee and department management toward additional efforts to resolve the issue.
 2. If the employee and department management are unable to resolve the issue within fifteen working days, the employee may decide to pursue Step 3. If the employee decides to pursue Step 3, the employee is to notify the Manager of Employee Relations of such decision.
- C. Step 3: The Manager of Employee Relations will present the employee's concern to the President, or designee, for a full review. A written decision will be given to the employee within twenty working days.
1. The decision of the President, or designee, shall be final and binding on all concerned.



J. S. Major
VICE PRESIDENT, PERSONNEL

INTRODUCTION

The following people have submitted essentially the same concerns for review at Step 3 of the Recourse Procedure:

Oconee

Brewer, C. L.	Maintenance Inspector A (Electrical)
Henson, C. R.	Maintenance Inspector A (Radiography)
Owens, B. F.	Maintenance Inspector A (Electrical)

Catawba

Bentley, Dean	Welding Inspector A
Burr, Bill	Welding Inspector A
Crisp, Charles	Welding Inspector A
Eubanks, Harold	Welding Inspector A
Gault, A. S.	Welding Inspector A
Irby, R. W.	Welding Inspector A
Jones, R.	Welding Inspector A
Kirkland, R.	Welding Inspector A

*Kariker, L. M.
Rockholt, J. M.
Bungardner, T.
Godfrey, V. C.*

Initially there were 53 Step 1's on the pay issue; 34 continued to Step 2, with these 11 continuing to step 3. A summary of the concerns is as follows:

- 1) They perceive their duties to require more technical skill, judgment, coping skills, interpersonal skills, training, broader job knowledge, and greater accountability than those workers who are now in the same pay grade (Welders, Steelworkers, Construction Electricians and Mechanics).
- 2) The majority of these Inspectors were top Welders, Construction Electricians and Mechanics (some were Senior Craftsmen) before joining QA (or OC), and they report that they were told it was a chance for advancement. Their perception of being misled and losing ground is apparent; also many believe that QA management arbitrarily changed the value of their jobs without regard for their contribution to a "top QA program", having been top Craftsmen, in response to "political" pressures from Steam and Construction.

In July, 1981 the pay grade for QA Inspectors was changed from Grade 11 to Grade 10 (Senior Inspectors from Grade 12 to Grade 11), and manning tables were adopted for progression to Senior Inspector. Those affected were informed a few days before the July general increase was expected that they were being "red-lined" and that they would receive a 5% increase this year and approximately one-half the general increase next year to bring them in line with the top of the Grade 10 pay range.

The employees say they were told that a "Hayes study" was the basis for this 1981 decision. In July, 1980 they had received the general 8.5% and then their top pay had been moved approximately another 5% in August, 1980; the reason they heard then was also a "Hayes study." (Pay History of Oconee Inspectors-TAB 1) I understand that the pay was lowered in 1981 due to a market survey and recognition that an error had been made in the June, 1980 figures used by the Construction Department.

Some of the Recourse letters reflect concerns about these decisions, and also about the accuracy of the position analyses.

In response to the Oconee concerns, and because the Maintenance Inspectors' jobs had not been evaluated per-se, but "slotted" with Projects Inspectors' evaluation, QA management asked Corporate Position Analysts to go to Oconee for several days and compare the duties they saw, plus employee input, to the Position Analysis. Mike Fain's October 6, 1981 (TAB 2) memo summarizes their findings and recommendations.

QA management decided that Inspectors at Projects and Stations would have the same pay grade, therefore the Step 2 final answer to all Inspectors (Oconee, Catawba, and Cherokee) on the pay issue was:

- 1) The Position Analysis was re-written (Oconee) and updated (Catawba, Cherokee) and is considered a correct outline of the job.
- 2) The Evaluation Committee reviewed the analysis, and the job was found to be a Grade 10. The evaluation was conducted by Corporate Personnel in compliance with Company guidelines.

The answer Mr. Wells and I gave concerning the "equity" with Welders and other craft pay essentially was an attempt to get them to see that internal equity plus external competitiveness determine pay. The market-place competition for Craftsmen has heavily weighted what Duke pays them, and no one is saying the jobs themselves are equal in knowhow, problem-solving, or accountability.

Our success on the pay explanation was limited due to their sincere belief that their job cannot be equal to craft to anyone who really understands what they have to do and know. Almost all of the Inspectors were top Craftsmen before coming to QC/QA, and they are adamant about the differences between the two jobs.

RELATED ISSUES

We also responded to other concerns expressed rather uniformly by the Inspectors. Our Step 2 verbal response also included the following:

- 1) Supervision across the Department lines will meet to clarify the Inspector's role including not being able to provide instructions to craft.

Can say, "This doesn't pass inspection because of..."

But cannot say what the person should do, other than to check with his Foreman or Supervisor.

- 2) That management guidelines in effect in QA re: NCI's, memos, and regulations will be periodically made known to craft supervision to improve communications.
- 3) We realize the discomfort many Inspectors have expressed with their role and interface with craft, and we will provide additional attention to developing good employee relations awareness.
- 4) If you sincerely desire a transfer back to a craft area, you will be given the highest cooperation possible between the Departments involved.

A report prepared at Mr. Owen's request is enclosed (TAB 3) as a follow-up to our meeting with him after Mr. Wells and I returned from Oconee and Catawba. At both locations Inspectors almost unanimously stated that they had been giving instructions to Craftsmen, "for years" in some cases, and were only recently told not to do it. The Inspectors generally were quite pleased to hear commitments to improved employee relations and communications, some even saying that it was more important to them than the pay issue.

RECOMMENDATION

That individual letters be sent explaining again how their pay was determined for this year, and that it is an accurate reflection of internal equity and external competition.

The timing of moving QC to QA and the lowering them helps give QA management a bad image with Projects Inspectors. They tend to blame weakness in QA management for the grade change, and it might help to re-state that this process was not controlled by QA.

BRIEF WAGE HISTORY - QA OCONEE
Source: Jim Brackett

QA group formed 5-1-74.

1. Most of the original QC inspectors were transferred from construction to operations QA in the top wage scale at the time of transfer depending on where they were in the construction pay scale.
2. From 5-1-74 to 10-1-78 we had one Senior QC Inspector (C G Freeman) and the rest were either QC Inspector A or B. For top QC Inspector A's the only increases they saw was the general increase which was given in October of each year - given at the same time that Steam received their general increase. All general increases were announced by the Ocone Senior QA Engineer.
3. On 10-1-78 the general increase (7%) set the Senior QC Inspector at \$8.595. QC Inspector A rate was \$7.825 to \$8.39.
4. On 6-10-79 the 2.6% general increase took top QC Inspector A to \$8.61
5. On 10-1-79 Steam created a Master Maintenance Technician (1 in 5 mechanics) at a rate of pay of \$8.95 prior to the general increase. Mechanic A was changed to Maintenance Technician at a top rate of pay of \$8.61 prior to the general increase.
6. On 10-1-79 after the general increase the following Steam rates were in effect:
Master Maintenance Technician \$9.58
Maintenance Technician - top was \$9.21
7. On 10-1-79 the general increase moved Senior QC Inspector to \$9.43 and QC Inspector A to \$9.21
8. QC Inspectors met with J R Wells, J O Barbour and R J Brackett to discuss the Steam revision in their pay scales. J R Wells stated that they would review this situation.
9. On 11-12-79 in response to (8) above, QC Inspector A was changed to Maintenance Inspector and the rate of pay was changed top to \$9.46 and most, but not all, of the Ocone Inspectors went to \$9.46.
10. On 2-4-80 QA adopted a new non-exempt salary administration plan which integrated QA with the Construction Department program. This program established an 8-4-80 review date for most of our inspectors. Maintenance Inspector created range \$8.95 - \$9.94 (adopted grade 11).
11. On 5-1-80, 2.8% general increase moved top Maintenance Inspector to \$9.72. Pay range was \$9.20 - \$10.21.

12. On 7-7-80 (Construction general increase started) the non-exempt received an 8.5% general increase. This moved top Maintenance Inspector at Oconee to \$10.55. Range was \$9.98 to \$11.08.
13. On 8-4-80 most of the QC Inspectors were given increase to the top of grade 11 at \$11.08. (Note - this was 8% higher than the Maintenance Technicians in Steam).
14. On 10-1-80 QC Inspector received the Nuclear Premium
15. Prior to July 6, 1981 general increase, the new non-exempt wage program was presented first to the Oconee QA Supervisors and then in two group meetings with the non-exempt employees. This presentation was made by W H Bradley and J O Barbour. Then after these meetings each supervisor told each individual how the "re-evaluation" effected them.
16. July 6, 1981 - 5% general increase was given to all Maintenance Inspectors already at \$11.08 except the two who were promoted to Senior QC Inspector (J L Proctor and V C Land) and others who were not at \$11.08 got the 10% general increase.

October 6, 1981

Gail Addis

Subject: Quality Assurance Department Recourse

Joe Myers, George Hardie, Cheryl Hyder, Tommy Hartis and I met last Friday morning to review the efforts of Cheryl and Tommy with respect to analyzing the Quality Assurance Inspector positions. A copy of Cheryl and Tommy's comments is enclosed for your review. There are two items which seem to be the most significant, with respect to this particular situation. First of all, the work done by the Inspectors is different between locations, depending upon whether or not the work is done at an operating station, or whether the work is done at a station which is under construction. Secondly, there is some disagreement, or misunderstanding if you will, between the workers and the supervisors and managers in the Quality Assurance Department, as well as in other areas of the Company as to what role the Inspectors should play with respect to directing or correcting problems with the work done by craft employees.

With respect to the first item, employees doing inspection work in an operating nuclear station must have, and do have, multiple certifications in different kinds of inspection. At the same time, Inspectors in stations which are under construction generally are only certified in a single area of inspection. Thus, an evaluation of the positions in the two different areas would most likely result in different salary levels for the Inspectors in the different locations. Since management has committed to the employees that a job evaluation system will be used to measure job content for these employees, we must address the question as to whether or not we want the jobs to be slotted in different wage classifications or perhaps whether or not we wish to apply some sort of a job enrichment process to the jobs in the construction phase of the business, to make them equivalent to the jobs in the operating phase of the business.

In the actual work done by the employees, the biggest point of concern seems to be the fact that Inspectors believe they have the responsibility to advise craft employees on how to do the work when they detect a problem in that work. Further, the employees believe that if they are required only to say "pass" or "not pass" on certain pieces of work without further comment, that it will harm the productivity levels.

Page two

Wage and Salary, therefore, recommends that the first question about the difference in work between locations be resolved, and secondly that job descriptions be written for these positions, ironing out the discrepancies between supervision and employees about these phases of the work. Then the positions should be processed through the evaluation committee to ensure that we do have the positions properly classified with respect to pay. Once the job content has been well-defined, the information should be conveyed to craft supervision in Steam and Construction.

We are available to discuss this as needed.

T. Michael Fain

T. Michael Fain, Manager
Wage and Salary Administration

TMF:ghd

x.c: J. N. Myers
G. O. Hardie
C. E. Hyder
T. E. Hartis

Comparisons and Comments
On
QA Inspectors Position Analyses

This comparison study was conducted in response to fifteen (15) Step 2 Recourse Procedures filed with the Employee Relations Group of Corporate Personnel by QA Inspectors at the Oconee Nuclear Station.

The major issues involved in these procedures are as follows:

1. Disagreement on behalf of the Inspectors with the description of job duties and tasks prepared by General Office QA Management in which the decision was made that "directing the work of craft personnel" was not part of this job.
2. Differences in the two (2) salary surveys conducted by the Construction Department and the Wage and Salary Group of Corporate Personnel which resulted first, in the Inspectors' pay being increased and later, in order to bring their rates in line with the Wage and Salary Survey, in their receiving half of the annual General Increase administered in 1981 and a partial increase in 1982 to make up the pay difference.

The information contained in this summary comparison was obtained through position analysis questionnaires completed by seventeen (17) QA Inspectors at Oconee Nuclear Station, personal interviews conducted at the station with nine (9) of the incumbents, interviews with QA Management; and through re-searching QA procedures and training course descriptions and requirements.

Specific duties as learned in interviews and as listed on questionnaires completed by incumbents are adequately covered in current analyses. However, there are several key areas or points which need to be emphasized, further explained and/or considered when evaluating these positions. These are as follows:

I. Incumbent Comments:

- A. Procedures and acceptance criteria are vague and a working knowledge of equipment, systems, components and processes relative to each craft area inspected is necessary to effectively perform their jobs.

1. Example of procedure interpretation:

A procedure states "Reassemble motor as necessary." The incumbent has to have a working knowledge of equipment and components to verify that work is properly completed. The inspector must also consider the effects of that piece of equipment on the total system.

2. Example of acceptance criteria interpretation:

Acceptance criteria on valves states, "Does the valve open and close and perform its function." The inspector must determine what will happen to that valve in the future, has it been properly repaired, is it dependable, and what is its relationship to system operations. (Craft personnel, on the other hand, are only concerned with that one valve at that particular point in time.)

- B. Inspectors are subjected to the same working conditions as craft personnel.
- C. Inspectors have to have a broad knowledge in several areas as opposed to craft personnel having specific knowledge in one area. Example - Electrical inspector has to keep up with 16 crews each assigned one area of specialization.
- D. Inspectors have more accountability due to the fact that they actually approve the work that is done; their work is subjected only to documentation review by QA Technical Support, supervisory review and occasional QA audits; and due to the fact that, in the event of a problem, the NRC inspector is primarily concerned with who inspected and approved the quality of the work rather than who actually performed the craft function.
- E. Inspectors are expected to be a specialist in one area of inspection, as well as a generalist in one or more areas.
- F. In performing radiography inspections at Oconee, inspectors (1) perform inspection, (2) process film, and (3) read or interpret film. At a construction site, an inspector does not have to perform all three of these functions.
- G. Inspectors must be able to read and interpret drawings.
- H. In performing radiography, safety is a primary concern. The radiographic source (equipment) has the capability of producing high energy radiation which can cause serious injury or death. The radiographer is held accountable if there is an overexposure or violation of operation procedures in the Radiation Safety Manual.
- I. A lot of their job involves communicating to the craft not only whether work is acceptable or rejectable and why, but also instructing them in how to perform the work properly. It was also indicated that craft supervision expects this and seeks advice from the inspectors. The inspectors feel this is efficient because it leads to good rapport with craft personnel and their supervision, expedites work, reduces dressing out time and exposure, and is more cost effective.

II. Analysts Comments:

- A. The current analyses indicate inspectors must know codes and regulations. It should be clear that incumbents must keep abreast of the changing codes, regulations and procedures.
- B. Analyses list incumbents' contacts and point out that they must deal with negative reactions of craft personnel when informed that craft procedures are insufficient/inappropriate and when QA procedures have not been met. A great deal of tact is involved in these situations in order to avoid conflict and maintain rapport. In this particular situation a parallel can be made with that of a supervisor correcting a subordinate. Human relations skills are also needed to coordinate inspections and aid in training lower level inspectors.
- C. Acceptance criteria are purposely "gray" because they cannot be specifically detailed for every situation encountered. Therefore, the inspector exercises judgement in making interpretations as to what is required or involved in measuring defects against the criteria. Also, as criticality of examination increases, so does the degree of interpretation. Interpretations are made based on classroom training, on-the-job training as a Level I inspector, and experience. Judgement and experience are used in interpreting procedures and criteria and, in turn, making final decisions on acceptability of work.
- D. The Level I inspector is expected to only perform the actual inspection function and record data. Level II is expected to interpret and determine validity of test results.
- E. Making the final decision on quality in the field and acting as the first line of defense in the event of a problem, creates pressure for this position. The incumbent must thoroughly and accurately examine all pertinent documentation as well as equipment, materials, etc. related to a specific inspection in order to justify decisions.

III. Analysts Recommendations:

- A. Analyses need to be rewritten and evaluated. Written in normal position analysis format, the analyses would emphasize some of the additional comments and contain accountabilities on which incumbents and QA management need to agree.

10-2-81

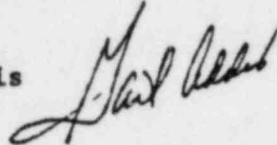
--Cheryl Hyder

Tommy Hartis

TO: Jim Wells
Bill Bradley

DATE: October 7, 1981

FROM: Gail Addis



RE: QA Recourse Procedures

Please review the attached recommendations from our Wage and Salary specialists.

I support the recommendation on clearly identifying job duties and reconciling the differences between QA management and Inspectors. My current thinking is that an evaluation of a new analysis would be in order due to our finding that Inspectors' jobs per-se have not been evaluated in the Evaluation Committee system.

The pay grade for Inspectors, if explained as measured against the Company's evaluation charts, might relieve some of the questions about "political pressure from Steam" or Construction with regard to top management's commitment to internal equity.

There are several factors needing attention in the overall response to these concerns, and I suggest we discuss them as soon as it is convenient for you.

Gail Addis

BGA/cc

Attachment

cc: Joe Major
Mike Fain

December 3, 1981

W. H. Owen

RE: Employee Concerns at Catawba and Oconee Reported
During the Review of their Recourse Procedures
Regarding Pay Grades

As you requested, this is a record of comments made to me by QA Inspectors at Catawba and Oconee concerning work quality and relationships with Construction and Steam. Mr. Wells said that he also heard the same general concerns when he met with the Inspectors.

Burr 11/24/81
(Catawba)

"We've had craft supervision come in here who can't read blueprints. Paperwork problems are the major problems."

"I've had to face feeling like I would be fired in order to see the work was done right. I caught a bad weld, and wrote an NCI, due to lack of fusion. Technical Support said "no"--but ANI and NRC saw it and agreed, and then I heard Davidson and Wells were going to investigate who talked to NRC, and I didn't even talk to NRC."

Crisp 11/24/81
(Catawba)

"For years we've been giving instructions. All levels of supervision have asked us what to do. Drawings and paperwork are a real problem--consultation before the work."

9/1/81

"Construction asks QA to teach and direct work; to point out errors and explain what's right."

Eubanks 11/24/81
(Catawba)

"After 4 or 5 years giving instructions about revisions, it'll be difficult."

"QA management provides very little support. We've been told to OK things that were marginal, overruling judgment of what is really first class."

"Some Foremen are very abusive to Inspectors."

Gault 11/24/81
(Catawba)

"Supervisors (craft) don't know what to do...they ask for direction."

"I was never told not to instruct craft until recently."

Irby 11/24/81
(Catawba)

"We have to tell (craft supervision) why some paperwork doesn't pass."

"There's a lack of management support; they're breaking codes because they don't want to make waves."

"The project is going downhill. Construction controls QA and influences decisions. Construction can't stand us going by the book."

"More important than the pay is QA management is weak, gives in to Construction passing sloppy work."

11/9/81

"One Welding Foreman told me their biggest complaint was Welding Inspectors' pay--it's political. One foreman said 'Now we got you SOB's back where we want you.'"

"Construction doesn't like the way we stick to procedures."

Kirkland 11/24/81
(Catawba)

"There's a lack of support, criticism of over-inspecting. Last week I had a valid NCI--5 procedures violated. I tagged the work and slid the paper into my box (on the way out). The work was wrong. My Foreman has been instructed that if there's a way out he gives in. Construction raised cane, and I was criticized."

"Last night I wrote an NCI and put it in my locker. Supervision jumped all over me for the paperwork. I said I had a valid NCI and this wasn't going in the garbage."

"The Leadman functions as a supervisor on the second shift. They said they'd support, but on the NCI last week they didn't support."

"General Foremen and Superintendents were told not to say anything to us when our pay was cut, but they do, and our supervision doesn't back us."

"We work off memos--Supervisor says we've got to."

Karriker 11/9/81
(Catawba)

"We write NCI's and craft goes over our heads and gets them overruled. We're not supported and given no reasons."

"Resolutions are being written by unqualified people."

"Craft supervision try to pull things over on us. They're so production minded; they've forgotten quality."

Henson 11/23/81
(Catawba)

"Foremen come daily and ask us to tell them what to do. Some Superintendents are bad."

11/9/81

"Still feel Construction rules our jobs (referring to schedule for Canteen use); there's a lack of management backing."

Standridge 11/23/81
(Catawba)

"They won't let us take time to keep up our certifications. I've lost RT and PT since coming from Cherokee."

"A lot of times we direct craft. Welding Foremen don't know the guidelines. Welders don't know the procedures; their training doesn't work."

"This job has poor supervision. They let poor work, violations, pass just to avoid making waves. They ask us to sign off stuff that isn't right."

Wright 11/23/81
(Catawba)

"I feel I need to know how to weld and I'm going to school at night to learn. I feel I owe it to the Company."

"That's going to be hard (not giving instructions), so many Welders are just out of school. They can't turn to supervision when they're 40 feet in the air."

McDowell 11/23/81
(Catawba)

"We're not responsible for giving instructions. Yesterday one of the Foremen asked us to check for him...craft supervision doesn't know the procedures."

Jackson 11/23/81
(Catawba)

"Attitude between craft is very bad. This new deal about us not directing work—it's pathetic how much Foremen come to us."

Jackson (Cont.)

"If Inspectors do their job by the book, Construction appeals to Technical Support and overrules our decisions."

Rockholt 11/9/81
(Catawba)

"We get threats, harassment. When we were under Construction, it was no problem. This is QA buckling under to Construction. They complained about our pay--what they want they get--even in violation of procedures."

"We work from memos craft has never seen. We were told not to write so many NCI's, then told to write more in certain areas. I don't want anything second rate. It tears me out of frame to be told to do wrong."

Jones 11/23/81
(Oconee)

"We instructed (craft) for so long. This is wrong, we're a grade above craft in general."

"The new philosophy on NCI's is to resolve them in the field if possible."

"I still feel it's politics--QA management doesn't stand up for us. Lots of craft Foremen complained openly about our pay and it was lowered."

Owens 9/9/81
(Oconee)

"Supervisors say 'ask Inspectors.' Engineers say 'check with Inspectors.' (We've) used Inspectors to supervise and direct. That's the way it went, even in Construction, even though told not to."

"We heard craft supervision objected to our pay."

Sheriff 11/23/81
(Oconee)

"When I dress out and go in and reject a weld and then can't tell him what to do, then I have to dress out again and go back in--and he has to find the Foreman to tell him what to do."

"They just don't know what they're doing (in SSD and SMS)."

Shelby 11/23/81
(Oconee)

"Instruction has been going on for years. We'll just have to play the game differently."

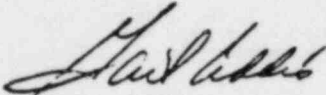
Mitchell 11/23/81
(Oconee)

"This place is a mess during outages and the new approach to referring craft back to supervision will cause a slowdown."

9/1/81

"The accept or reject philosophy is impractical during outages, with exposure and going into many areas."

"Craft supervision don't know QA regulations, and we have to direct craft work."



Gail Addis
Director, Employee Relations

BGA/cc

cc: R. L. Dick
J. R. Wells
T. F. McCracken

Rec'd 8/18/81 LK

Sept 8 due date

August 17, 1981

Manager Employee Relations

A meeting was held on July 1, 1981 between Mr. J.R. Wells, Corporate QA Manager, and the QA Inspectors at Oconee Nuclear Station. The topic of discussion was the drastic change in pay grade of QA Inspectors. * After the meeting, I felt the answers were unsatisfactory and vague.

I would like to know why (according to the Mayo Study) I can in one year be deserving of a higher pay.

scale, and the next year he placed back into a lower pay scale. My work load and responsibilities have not decreased but, have increased significantly. The disparity in wages has served to decrease the respect I, as an inspector, need from Craft Personnel to adequately perform my job.

Not in 2001 [I would like to know why the QA inspectors were singled out to get 50% of the Cost of Living Raise? One inspector in our crew was given the full 10% and the title of

Senior Inspector. In a previous meeting with Mr. J. R. Wells he said, and I quote, "We have a slot for a Senior Inspector and if I were to see a need or desire for a Senior Inspector, I will use this slot [PAY GRADE 12]." Why was this position not used rather than reduce my Cost of Living Allowance?

I would like to pursue the Employee Recourse Procedure to clarify and rectify the situation which now exists. My Concerns have Duke Power Company's as an O.A. best interest at heart.

The intention of this pursuit is not to cause misunderstanding within the QA Department but to reinstate the pride which once existed there.

I would greatly appreciate your attention in this matter.

QA Inspector
C. L. Brewer

Rec'd 8/25/81

August 21, 1981

Manager Employee Relations

A meeting was held on July 1, 1981 between Mr. J.R. Wells, Corporate QA Manager and the QA Inspectors at Oconee Nuclear Station. The topic of discussion was the drastic change in pay grade of QA Inspectors. After the meeting, I felt the answers were unsatisfactory and vague.

I would like to know why (according to the Hayes Study) I can in one year be deserving of a higher pay scale, and the next year be placed back into a lower pay scale. My work load and responsibilities have not decreased but have increased significantly. The disparity in wages has served to decrease the respect I, as an inspector, need from Craft Personnel to adequately perform my job.

I would like to pursue the Employee Recourse Procedure to clarify and rectify the situation which now exists. My Concerns have Duke Power Company's and QA's best interest at heart.

The intention of this pursuit is not to cause misunderstanding within the QA Department but to reestablish the pride which once existed there.

I would greatly appreciate your attention in this matter.

Sincerely,

Charles R. Henson

11/0/81/24

October 28, 1981

Mr Tom McCracken
Corporate QA Personnel Director

Subject: Non-Exempt Wage Program

Dear Mr McCracken,

In response to the letter I received on October 26, 1981 and in keeping with Step 2 of the Employee Recourse Program, I feel that as a responsible member of the Quality Assurance Program at Catawba Nuclear Plant, this letter is necessary and vital to myself and other members of the program.

I do not consider the position analysis by which we are now working to be accurate. Furthermore, I do not understand how the analysis can be considered accurate when no member of the Evaluation Committee came to our project and made an indepth, as well as in the field, study of our duties from day to day.

Also, I do not feel that the current Wage Program is equal internally. No other group of the Quality Assurance Department has the responsibility or must interface with more people, from the utility department to the Technical Support group, as we, the Quality Assurance Inspectors of Catawba Nuclear Plant.

Sincerely,

Dean Bentley

Dean Bentley
Quality Assurance Inspector (Welding)
Catawba Nuclear Power Plant

11/1/81
October 27, 1981

Mr Tom McCracken

Subject: Employee Recourse Step 2

Dear Mr McCracken:

This letter is to inform you that I would like to pursue Step 2 of the Employee Recourse procedure as I cannot accept Mr. Wells' letter to me dated October 24, 1981, in which Mr. Wells stated that the position analysis by which I am working is considered an accurate description of my present duties.

The position analysis committee could not have done an in-depth study of my duties as a welding inspector and come up with justification to reduce my pay scale or wage grade.

This move on the Company's part not only can but will seriously affect the quality of the work done here at Catawba because the incentive to be an inspector has been taken away and top qualified men are not going to seek a job which pays less money. In a short time many craft senior men will be making a higher hourly wage than an inspector and will have no where near the responsibility or pressure on them.

I sincerely hope you will give this matter your deepest consideration.

Respectfully,

Bill Burr

Rec'd 8/1/81
SA

August 21, 1981

Manager Employee Relations

A meeting was held on July 1, 1981 between Mr. J.R. Wells, Corporate QA Manager and the QA Inspectors at Oconee Nuclear Station. The topic of discussion was the drastic change in pay grade of QA Inspectors. After the meeting, I felt the answers were unsatisfactory and vague.

I would like to know why (according to the Hayes Study) I can in one year be deserving of a higher pay scale, and the next year be placed back into a lower pay scale. My work load and responsibilities have not decreased but have increased significantly. The disparity in wages has served to decrease the respect I, as an inspector, need from Craft Personnel to adequately perform my job.

I would like to pursue the Employee Recourse Procedure to clarify and rectify the situation which now exists. My Concerns have Duke Power Company's and QA's best interest at heart.

The intention of this pursuit is not to cause misunderstanding within the QA Department but to reestablish the pride which once existed there.

I would greatly appreciate your attention in this matter.

Sincerely,

Charles W. Crisp

*Rec'd 10/29
JH*

October 27, 1981

Mr Tom McCracken

Subject: Employee Recourse Step 2

Dear Mr McCracken:

This letter is to inform you that I would like to pursue Step 2 of the Employee Recourse procedure as I cannot accept Mr. Wells' letter to me dated October 24, 1981, in which Mr. Wells stated that the position analysis by which I am working is considered an accurate description of my present duties.

The position analysis committee could not have done an in-depth study of my duties as a welding inspector and come up with justification to reduce my pay scale or wage grade.

This move on the Company's part not only can but will seriously affect the quality of the work done here at Catawba because the incentive to be an inspector has been taken away and top qualified men are not going to seek a job which pays less money. In a short time many craft senior men will be making a higher hourly wage than an inspector and will have no where near the responsibility or pressure on them.

I sincerely hope you will give this matter your deepest consideration.

Respectfully,

Harold P. Cubankoff

11/6/81
October 27, 1981

Mr Tom McCracken

Subject: Employee Recourse Step 2

Dear Mr McCracken:

This letter is to inform you that I would like to pursue Step 2 of the Employee Recourse procedure as I cannot accept Mr. Wells' letter to me dated October 24, 1981, in which Mr. Wells stated that the position analysis by which I am working is considered an accurate description of my present duties.

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I sincerely hope you will give this matter your deepest consideration.

Respectfully,

A. S. Gantt

Rec'd 10/29 *LL*

October 28, 1981

Mr. Tom McCracken

This letter is to express my desire to pursue Step 2 of the Employee Recourse procedure. Mr. J. R. Wells' letter of October 24, 1981 does not answer my concerns nor give a better understanding of the QA Department's Non-Exempt Wage Program.

In short, the Evaluation Committee has failed to meet objectives in every respect. The position analysis to which wage decisions were made does not reflect an accurate description of the welding inspectors duties and responsibilities. Internal equity has not been met, therefore reducing external competitiveness and the ability to attract and retain highly competent employees.

My present concerns have Duke Power Company and the Quality Assurance Department at heart. The intention of this endeavor is to maintain high levels of efficiency and responsibilities of Quality Assurance Welding Inspectors and create a more pleasant and meaningful work environment.

I sincerely hope you will give this matter your deepest consideration.

Respectfully,

Richard W. Irby
Richard W. Irby

Rec'd 10/29
HA

October 27, 1981

Mr Tom McCracken

Subject: Employee Recourse Step 2

Dear Mr McCracken:

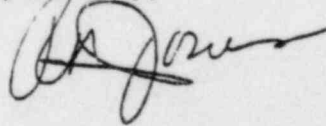
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I sincerely hope you will give this matter your deepest consideration.

Respectfully,



Rec'd 10/29
BR

October 27, 1981

Mr Tom McCracken

Subject: Employee Recourse Step 2

Dear Mr McCracken:

This letter is to inform you that I would like to pursue Step 2 of the Employee Recourse procedure as I cannot accept Mr. Wells' letter to me dated October 24, 1981, in which Mr. Wells stated that the position analysis by which I am working is considered an accurate description of my present duties.

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I sincerely hope you will give this matter your deepest consideration.

Respectfully,

Ronald Kuitland

Rec'd 8/25/81
HJ

August 21, 1981

Manager Employee Relations

A meeting was held on July 1, 1981 between Mr. J.R. Wells, Corporate QA Manager and the QA Inspectors at Oconee Nuclear Station. The topic of discussion was the drastic change in pay grade of QA Inspectors. After the meeting, I felt the answers were unsatisfactory and vague.

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I would like to pursue the Employee Recourse Procedure to clarify and rectify the situation which now exists. My Concerns have Duke Power Company's and QA's best interest at heart.

The intention of this pursuit is not to cause misunderstanding within the QA Department but to reestablish the pride which once existed there.

I would greatly appreciate your attention in this matter.

Sincerely,

Billy F. Owens
OCONEE Q.A.

DUKE POWER COMPANY

ELECTRIC CENTER, BOX 33189, CHARLOTTE, N.C. 28242

JAMES R. WELLS

QUALITY ASSURANCE MANAGER

TELEPHONE

(704) 373-4022

October 24, 1981

Mr. [REDACTED]

Subject: Employee Recourse

Dear [REDACTED]:

This is in response to your letter of recourse dated September 25, 1981 concerning the Non-Exempt Wage Program and your present pay scale.

The Non-Exempt Wage Program, implemented by the QA Department on July 6, 1981, was thoroughly studied and evaluated by an Evaluation Committee made up of QA and Corporate Personnel. The program was also approved by the Salary Committee prior to implementation. In evaluating the individual positions, the Committee considered internal equity as well as external competitiveness to assure that we could attract and retain highly competent employees.

The primary objective of the Non-Exempt Wage Program is to provide equitable and competitive wages to all employees rather than lessen wages. The Wage Program scale represents those wages that the company can reasonably pay for any given job based on the findings of the Committee's evaluation. Any increase in your work load beyond a normal 40 hour schedule should be reflected as overtime payments.

The position analysis by which you are working is considered an accurate description of your present duties and responsibilities and was evaluated as such by the Evaluation Committee. However, the position analysis, as an essential part of the Wage Program, is periodically reviewed against other comparable positions. For example, we are currently re-examining the Maintenance Inspector position. If this process indicates any review of comparable positions it will be initiated.

I sincerely hope this reply to your recourse letter will answer your concerns and give you a better understanding of the QA Department's Non-Exempt Wage Program.

Sincerely,


J. R. Wells

JRW/pwt

*This letter was sent to all
Early Recourse users at Step 1*

August 10, 1981

~~CONFIDENTIAL~~
Subject: Employee Recourse

This is in response to your letter of recourse dated July 17, 1981 concerning the Non-Exempt Wage Program and pay scale.

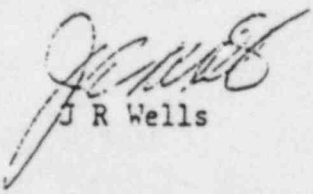
The Non-Exempt Wage Program implemented by the QA Department on July 6, 1981 was thoroughly studied and evaluated by an Evaluation Committee made up of QA and Corporate Personnel. The program was also approved by the Salary Committee prior to implementation. In evaluating the individual positions the Committee considered internal equity as well as external competitiveness to assure that we could attract and retain highly competent employees.

The primary objective of the Non-Exempt Wage Program is to provide equitable and competitive wages to all employees rather than lessen wages. The Wage Program represents those wages that the company can reasonably pay for any given job based on the findings of the Committee's evaluation.

The position analysis by which you are working was written based on your present responsibilities and duties and evaluated as such by the Evaluation Committee. I might also add that respect in any position is earned by the manner in which the job is carried out rather than the amount of wages paid.

I sincerely hope this reply to your recourse letter will answer your concerns and give you a better understanding of the QA Department's Non-Exempt Wage Program.

Sincerely


J R Wells

A dark, textured horizontal strip, possibly a film edge or a scan artifact, with a small circular mark on the left side.

[illegible]

EMPLOYEE SERVICE RECORD
PART 2 - CHRONOLOGICAL HISTORY

EMPLOYEE NAME		COMPANY NUMBER	SOCIAL SECURITY NO.	DATE			
BHENS, B F		652-01-0033	250-24-2112	07-22-81			
EFFECTIVE DATE	PAYROLL LOCATION	OCCUPATION	RATE OF PAY	PER	% INC.	REASON CODE	RESP NO.
NO.	NAME	TITLE					
070174		1153CENS ELEC N					
103174	621CENST MCGUIRE	1153CENS ELEC N	5875	H			82
050575	621CENST MCGUIRE	2425MECHL INSPTR	26020	H	25	18	83
081175	621CENST MCGUIRE	2425MECHL INSPTR	6470	H	75	11	83
062876	621CENST MCGUIRE	2425MECHL INSPTR	6760	H	45	23	83
071276	621CENST MCGUIRE	2425MECHL INSPTR	7250	H	72	11	83
022077	621CENST MCGUIRE	2425MECHL INSPTR	7490	H	33	23	83
071177	621CENST MCGUIRE	2425MECHL INSPTR	8055	H	75	11	83
032078	621CENST MCGUIRE	2425MECHL INSPTR	8055	H		20	82
071078	621CENST MCGUIRE	2425MECHL INSPTR	8620	H	70	11	82
061079	621CENST MCGUIRE	2425MECHL INSPTR	8340	H	25	37	82
070979	621CENST MCGUIRE	2425MECHL INSPTR	8460	H	70	36	82
022048	0621CENST MCGUIRE	9093SR ELEC INSPTR	9460	H		21	82
021880	0621CENST MCGUIRE	9093SR ELEC INSPTR	9940	H	50	22	82
050180	0621CENST MCGUIRE	9093SR ELEC INSPTR	10210	H	27	27	82
070780	0621CENST MCGUIRE	9093SR ELEC INSPTR	11030	H	85	38	82
010581	16520C0NEE QA	9193QA MAINT INSPECTOR	11030	H		22	83
020281	16520C0NEE QA	9193QA MAINT INSPECTOR	11030	H		09	83
070681	16520C0NEE QA	9191QC INSPECTOR II	11030	H		21	82
070681	16520C0NEE QA	9191MAINT INSPTR A	11630	H	50	28	82

[illegible]

EMPLOYEE SERVICE RECORD
PART 2 - CHRONOLOGICAL HISTORY

EMPLOYEE NAME		COMPANY NUMBER	SOCIAL SECURITY NO.	DATE					
HENSSEN, CHARLES ROLAND		652-01-0024	254-24-4406	07-22-81					
EFFECTIVE DATE	NO.	PAYROLL LOCATION NAME	CODE	OCCUPATION TITLE	RATE OF PAY	PER	% INC.	REASON CODE	RESP. NO.
060176	624	CATAWBA C9NST	7855	TECHN	6190	H		02	833
071276	624	CATAWBA C9NST	7855	TECHN	6640	H	72	11	832
100476	624	CATAWBA C9NST	2425	MECHL INSPTR	7690	H	45	18	832
071177	624	CATAWBA C9NST	2425	MECHL INSPTR	7460	H	75	11	833
180877	624	CATAWBA C9NST	2425	MECHL INSPTR	8055	H	80	10	833
320786	624	CATAWBA C9NST	2425	MECHL INSPTR	8055	H		30	822
071078	624	CATAWBA C9NST	2425	MECHL INSPTR	8570	H	70	11	822
061079	624	CATAWBA C9NST	2425	MECHL INSPTR	8540	H	26	37	822
070979	624	CATAWBA C9NST	2425	MECHL INSPTR	9460	H	70	38	822
012180	652	OC9NEE QA	4185	QC INSPTR A	9460	H		22	837
020480	652	OC9NEE QA	9003	NDE EXAM SR INSPTR	9460	H		21	830
050180	652	OC9NEE QA	9003	NDE EXAM SR INSPTR	9720	H	28	37	835
070780	652	OC9NEE QA	9003	NDE EXAM SR INSPTR	10550	H	85	38	830
080480	652	OC9NEE QA	9003	NDE EXAM SR INSPTR	11080	H	50	22	830
111080	652	OC9NEE QA	9193	QA MAINT INSPECTOR	11080	H		21	830
020281	652	OC9NEE QA	9193	QA MAINT INSPECTOR	11080	H		09	830
070681	652	OC9NEE QA	9191	QC INSPECTOR II	11080	H		21	830
070681	652	OC9NEE QA	9191	MAINT INSPTR A	11630	H	50	28	831
							</		

NUCLEAR REGULATORY COMMISSION
DocId: 50-4413
In the matter of Catawba
Staff ✓
Advisory ✓
Chief of Staff ✓
Secretary ✓
Other ✓
Reported ✓
Date 10/17/83
By Bon Graham