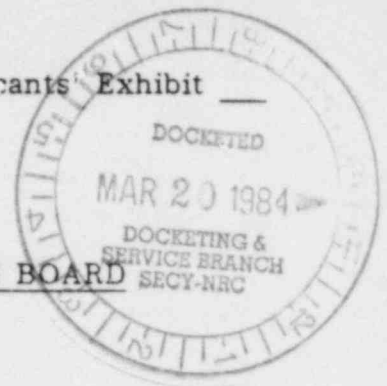


12-12
10/13/83

Applicants Exhibit



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 C. NEAL ALEXANDER, JR.

- 1 Q. STATE YOUR NAME AND BUSINESS ADDRESS.
- 2 A. C. Neal Alexander, Jr., Duke Power Company, P.O. Box 33189,
3 Charlotte, North Carolina 28242.
- 4 Q. STATE YOUR PRESENT POSITION WITH DUKE POWER COMPANY
5 AND DESCRIBE THE NATURE OF YOUR JOB.
- 6 A. I am Manager of Administrative Services in the Quality Assurance
7 Department. I am responsible for the Department Personnel
8 functions including employment, employee relations, training and
9 safety functions as well as purchasing, invoicing, QA Record
10 Storage and General Office Services activities.
- 11 Q. DESCRIBE YOUR PROFESSIONAL EXPERIENCE AND
12 QUALIFICATIONS, INCLUDING YOUR PRIOR POSITIONS HELD
13 WITH DUKE POWER COMPANY.
- 14 A. I was employed by Duke Power Company in June, 1967 as a rodman
15 in a survey crew working both at the Oconee Nuclear Station and
16 the Jocassee Hydro Project. I held several personnel positions
17 prior to joining the QA Department in March, 1983. I have fully
18 described my prior positions in my Resume which is Attachment 1 to
19 my testimony. I have attended various Company management

1 schools as well as conferences and training programs outside the
2 Company. I am attending Gardner Webb College where I will
3 graduate with a B.S. Degree in Management in December, 1983.

4 Q. DESCRIBE YOUR INVOLVEMENT WITH WHAT WE NOW REFER TO AS
5 THE WELDING INSPECTOR CONCERNS AT CATAWBA.

6 A. I was involved as Chairman of the Nontechnical Task Force which
7 investigated concerns expressed by the welding inspectors.

8 Q. WHAT WAS YOUR INITIAL UNDERSTANDING OF THE NATURE OF
9 THE WELDING INSPECTOR CONCERNS?

10 A. My understanding was that management had asked the Welding
11 Inspectors to turn in concerns that they had and they would be
12 addressed by management. I understood that these concerns
13 related to technical and nontechnical questions on Welding.

14 Q. DESCRIBE THE CIRCUMSTANCES OF YOUR APPOINTMENT TO THE
15 POSITION OF CHAIRMAN OF THE NONTECHNICAL TASK FORCE,
16 INCLUDING WHO CONTACTED YOU AND WHAT WAS
17 COMMUNICATED TO YOU.

18 A. I was working as Personnel Manager in the Station Support
19 Division, and I was asked by Jim Grogan, Manager Construction
20 Resources, to assist with a review of the welding inspector
21 concerns. George Grier appointed me as Chairman of the
22 Nontechnical Task Force in March 1982. Mr. Grier indicated to me
23 that the Technical Task Force that was reviewing allegations of
24 welding inspectors had identified nontechnical concerns. He stated
25 that the Technical Task Force was limiting its attention to technical
26 concerns and therefore another group had to be constituted to
27 review the nontechnical concerns and make recommendations for

1 corrective action, if such was necessary. Mr. Grier asked me to
2 head up this group.

3 Q. WHO WERE THE OTHER MEMBERS OF THE NONTECHNICAL TASK
4 FORCE?

5 A. Danny Powell, Employee Relations Supervisor in the Construction
6 Department General Office.

7 Q. DESCRIBE MR. POWELL'S EXPERIENCE AND QUALIFICATIONS.

8 A. Danny Powell has nine years experience in personnel, with seven
9 years dealing specifically with employee relations. His
10 responsibilities at Catawba included employee counseling, employee
11 benefit programs and Communication programs and monitoring of the
12 work place to ensure consistent implementation of policies and
13 procedures. I have attached Mr. Powell's resume to my testimony
14 as Attachment 2.

15 Q. WHAT DID YOU DO AFTER YOUR ASSIGNMENT AS CHAIRMAN OF
16 THE NONTECHNICAL TASK FORCE?

17 A. Danny Powell and I reviewed each of the concerns of the welding
18 inspectors and separated the technical concerns from the
19 nontechnical concerns. The Technical Task Force provided us with
20 a list of all the concerns it had identified. This list separated out
21 the nontechnical concerns. However, we considered it appropriate
22 to independently review the concerns. Using our professional
23 judgment we compiled our list of nontechnical concerns. The list
24 we independently developed encompassed all the nontechnical
25 concerns raised by the Technical Task Force. Our independent
26 review also led us to identify several other nontechnical concerns,
27 that were embraced within nontechnical concerns identified by the
28 Technical Task Force. Lastly, the Technical Task Force informed

1 us that three technical concerns had nontechnical implications; we
2 agreed, and included them as part of our review.

3 Q. HOW DID YOU DIFFERENTIATE BETWEEN TECHNICAL AND
4 Nontechnical concerns?

5 A. If a concern related to items of actual work or to the resolution of
6 NCIs, it was considered technical and was not reviewed by my task
7 force. If a concern dealt with administrative or personnel matters,
8 it was included in the review of nontechnical concerns. If we were
9 uncertain whether a concern was technical or nontechnical, we
10 discussed it with the Technical Task Force and resolved who had
11 the responsibility for reviewing the matter.

12 Q DESCRIBE IN DETAIL HOW THE TASK FORCE CARRIED OUT ITS
13 WORK.

14 A. Once we had identified the nontechnical concerns, we found that
15 many of them were of a similar nature and could be placed into
16 general categories. The categories were Qualifications, Technical
17 Support, Resolutions, Communication, Management Support,
18 Responsibilities, Directing Craft, Procedures, and Harassment.
19 Those items which did not fit within one of these general categories
20 were denominated as specific concerns and were treated individually.

21 Next we gathered information regarding these concerns. We
22 reviewed the documents submitted by welding inspectors which
23 contained their concerns. Where there was not enough information
24 for us to understand the concern and to make recommendations, we
25 interviewed the inspectors to obtain the additional information so
26 that the concerns could be addressed.

1 As a result of this review, we developed a Nontechnical Task
2 Force Report which made findings and recommendations and drew
3 conclusions. In addition, it contained an implementation plan for
4 carrying out the recommendations. This Report was submitted to
5 G. W. Grier and W. H. Owen on March 24, 1982 for management
6 review. This Report is Attachment 3 to my testimony.

7 Q. WHAT WERE THE FINDINGS OF THE NONTECHNICAL TASK FORCE?

8 A. The findings are outlined in detail in my report submitted to G. W.
9 Grier and W. H. Owen on March 24, 1982. In brief, the findings
10 indicated that there were areas that needed management attention,
11 such as communications, which appeared to be the basis for most of
12 the concerns, a method for employees to address concerns to
13 management, and confusion over the inspectors role in relation to
14 the craft.

15 Q. WHAT WERE THE RECOMMENDATIONS OF THE TASK FORCE?

16 A. The recommendations are outlined in detail in my report submitted
17 to G. W. Grier and W. H. Owen on March 24, 1982. We
18 recommended the following:

- 19 • that training of supervisors in communications take place;
- 20 • that inspectors have their role and responsibilities explained to
- 21 them;
- 22 • that a "Team Work" program be implemented; and
- 23 • that procedures be developed for resolving employee concerns,
- 24 and communicating answers to their questions.

25 Q. WHAT WERE THE OVERALL CONCLUSIONS REACHED BY THE TASK
26 FORCE?

1 A. We concluded that in certain areas corrective action was needed,
2 particularly in areas of communication, work direction and
3 procedures. The corrective actions needed included:
4 • training Supervisors in communication skills;
5 • explaining to inspectors their role and responsibilities;
6 • employee recourse for personal concerns;
7 • quality recourse for technical concerns;
8 • harassment recourse;
9 • employee forum to provide an informal meeting where employees
10 could meet with Management and ask questions; and
11 • the "team work" concept to draw the department closer
12 together.

13 Q. WERE YOUR RECOMMENDATIONS ACCEPTED?

14 A. Yes.

15 Q. HOW WERE YOUR RECOMMENDATIONS CARRIED OUT?

16 A. By a Management Implementation Plan.

17 Q. DESCRIBE THE MANAGEMENT IMPLEMENTATION PLAN FOR
18 NONTECHNICAL CONCERNS AND HOW IT WAS CARRIED OUT.

19 A. The Management Implementation Plan described what action would be
20 taken as a result of the findings. The Task Force developed this
21 plan and it was accepted on March 25, 1982 by the Corporate QA
22 Manager and the Executive Vice President, Engineering and
23 Construction.

24 We began implementing the plan on March 31, 1982. G. W.
25 Grier met with the Welding Inspectors at Catawba and explained the
26 findings of the Task Force and the actions that would be taken. I
27 also began meeting with the inspectors who had nontechnical
28 concerns to review the individual concern with them and their

1 supervisor to ensure that they understood that their concern had
2 been addressed and that they understood what the management
3 recommendations were with respect to their concerns.

4 I had the responsibility of carrying out the plan which
5 included assuring that the specific action recommendations were
6 carried out, that the implementation objectives were carried out and
7 that all action was documented. "The Inspector" video was
8 developed by Myra Goforth, QA Training, the communications
9 training given supervisors at Catawba was done by Corporate
10 Training, and the Effective Management Program was given by the
11 Construction and Design Engineering Departments. I personally did
12 all the procedure development with input from the QA Managers and
13 Corporate Personnel.

14 Q. DESCRIBE THE STEPS TAKEN TO COMMUNICATE YOUR TASK
15 FORCE FINDINGS AND RECOMMENDATIONS TO THE INSPECTORS.

16 A. The overall Nontechnical Task Force findings were communicated to
17 the Welding Inspectors in a group meeting, after which I began
18 individual meetings to review with inspectors and their supervisor
19 their concerns. This included reviewing their nontechnical
20 concerns and how management had addressed their concern. Two
21 inspectors who had specific concerns were interviewed for more
22 in-depth information on their concern. No specific information
23 could be obtained to enable a further investigation. In another
24 case, an inspector who was rehired felt that he should have been
25 hired at a higher rate of pay. It was explained to him what the
26 process was and how his rate of pay was arrived at.

27 Q. HAVE ALL YOUR RECOMMENDATIONS BEEN CARRIED OUT?

1 A. Yes. In addition, we are continuing our training of supervisors
2 and employees with regard to human relation skills (i.e.
3 communication).

4 Q. HAS THE IMPLEMENTATION OF YOUR RECOMMENDATIONS
5 CORRECTED THE WELDING INSPECTOR CONCERNS?

6 A. Yes. In addition to the implementation of the Management Plan, an
7 employee relations function was added in April 1982. This function
8 places an employee relations person on site to monitor employee
9 concerns that may be brought to them including those of welding
10 inspectors. Also, this representative can pursue items of potential
11 concern independent of their being raised by any particular
12 employee and take measures to assure that they are dealt with in a
13 timely manner.

14 Q. THE CONCERNS EXPRESSED BY THE WELDING INSPECTORS WERE
15 INITIALLY CHARACTERIZED AS CONCERNS AFFECTING THE
16 QUALITY OF WORK OR THE SAFETY OF THE CATAWBA PLANT.
17 DID THE CONCERNS EXPRESSED AFFECT THE QUALITY OF
18 SAFETY OF THE CATAWBA PLANT?

19 A. In my view the nontechnical concerns that I dealt with did not
20 affect the quality or safety of the Catawba Plant. These concerns
21 focused on administrative activities such as recourse, work
22 direction, qualifications, and communications.

23 Q. DID THE WELDING INSPECTOR CONCERNS THAT YOUR TASK
24 FORCE INVESTIGATED IDENTIFY ANY SAFETY OR QUALITY
25 PROBLEM AREAS?

26 A. No.

27 Q. HOW WOULD YOU DESCRIBE THE PRIMARY CONCERN OF THE
28 WELDING INSPECTORS?

1 A. From my view point these were several items that contributed to the
2 concerns of the welding inspectors. These included the recent
3 reevaluation of their position analysis into a lower grade (this did
4 not result in a cut in pay from them though), the communications
5 problems between the inspectors and management which has been
6 termed as lack of support.

7 Q. DID WELDING INSPECTOR CONCERNS INDICATE THAT THERE WAS
8 A BREAKDOWN IN THE QA PROGRAM AT CATAWBA OR THAT THE
9 QA PROGRAM WAS NOT WORKING?

10 A. No.

11

12

13

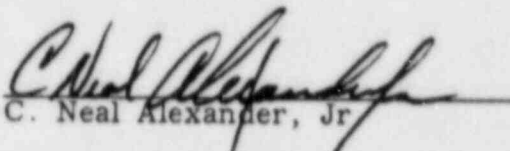
14 I hereby certify that I have read and understand this document, and
15 believe it to be my true, accurate and complete testimony.

16

17

18

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C. Neal Alexander, Jr

20

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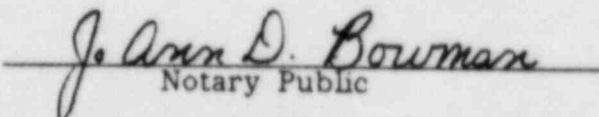
22 Sworn to and subscribed before me
23 this 23 day of September, 1983.

24

25

26

27


Notary Public

28

29 Commission Expires 7-12-88

C. Neal Alexander, Jr.

Personal: 109 Fran Avenue
Lincolnton, NC 28092
Home telephone 704-732-0654

Age 35 Height 5'10" Weight 190

Education: Walhalla High School 1965
Candidate for Graduation
Gardner Webb College BS Management
December 1983

Work Experience:

March 1982 to Present Manager, Administrative Services
Quality Assurance

I am responsible for the Department Personnel Administration of 430 employees which includes Employee Relations, Employment, Safety and Training (Development and Certification) Programs. In addition, Purchasing, Budgeting and General Services activities are carried out in the Administrative Services Division.

July 1981 to March 1982 Personnel Manager
Construction Department
McGuire Nuclear Station

I was responsible for the site Personnel Administration Activity for 1200 employees which includes Employee Relations, Employment, Safety, Security and Training Programs.

January 1981 to July 1981 Personnel Manager
Quality Assurance Department

I was on loan to the Quality Assurance Department to assist in the transfer of Quality Control inspectors from the Construction Department to the Quality Assurance Department and to set up a personnel program for this transition and expanded department personnel activities.

December 1978 to January 1981 Personnel Manager
Construction Department
Station Support Division

I was responsible for the site Personnel Administration for 350 employees working throughout the Duke System. Employee Relations, Employment, Security, Safety Training Programs were carried out through out the system to meet the needs of the Division.

Resume
C. NEAL ALEXANDER
Page 2

October 1978 to December 19, 1981 Supervisor, Compensation and Testing
Construction Department
General Office

I was responsible for developing Wage and Salary programs for the Department and the coordination of testing programs including validation, administration, and monitoring results.

June 1971 to October 1978 Personnel Supervisor
Construction Department
McGuire Nuclear Station

I was responsible for employment programs including interviewing and selection of qualified employees and benefit administration which includes life and medical insurance, Stock and Bond programs.

September 1970 to June 1971 Payroll Clerk
Construction Department
Oconee Nuclear Station

I processed payroll time sheets reflecting hours worked and the Work Activity Account as well as other basic payroll duties.

June 1967 to September 1970 Instrumentman
Construction Department
Oconee Nuclear Station
Jocassee Hydro Station

I began my employment as a rodman and progressed to an instrumentman responsible for running the transit and level to provide line and grade for layout activities.

DANNY L. POWELL

PERSONAL: Home Address: 310 Asbury Circle
Easley, SC 29640
Telephone: (803) 859-1173 (Home)
(803) 882-8344 (Office)
Age: 36

EDUCATION: Clemson University, 1965 (no degree)

ADDITIONAL TRAINING: Supervisory Development Duke Power Company
Management Development Duke Power Company
Graduate Management Development Duke Power Company
Effective Management Program Duke Power Company

WORK EXPERIENCE:

<u>FROM</u>	<u>TO</u>	<u>TITLE</u>	<u>SITE</u>	<u>COMPANY</u>
4/82	Present	Personnel Administrator	Oconee Station Support Division	Duke Power

Managing personnel function for 500 + employee workforce constructing capital improvements and performing maintenance work for the operating Oconee Nuclear Station. Responsibilities include employment, employee relations, training, safety, security, payroll and petty cash functions.

8/81	4/82	Employee Relations Supv.-General Office	Construction General Office	Duke Power
------	------	--	--------------------------------	---------------

Staff function with functional responsibilities for employee relations and employment programs for 6,000 employee construction workforce.

6/76	4/82	Employee Relations Supv.-Construction	Catawba Nuclear Station	Duke Power
------	------	--	----------------------------	---------------

Supervise employee relations function for 2,500 employee construction workforce. Responsibilities included employee counseling, affirmative action program, employee benefits program, communication program, monitoring of the workplace to insure consistent implementation of policies and procedures, and serving as a resource to managers/supervisors for employee relations.

WORK
EXPERIENCE: (continued)

<u>FROM</u>	<u>TO</u>	<u>TITLE</u>	<u>SITE</u>	<u>COMPANY</u>
9/75	6/76	Employment Supv.-Construction	Catawba Nuclear Station	Duke Power

Supervise employment function for construction workforce. Duties including processing applications, screening and interviewing applicants, recommending employment and inductions.

6/74	9/75	General Clerk (Employment)	Catawba Nuclear Station	Duke Power
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General clerical duties in the employment area. Responsibilities included processing applicants, interviews, inductions. Also, responsible for employee benefits. (Only employee in this area during this period).

2/69	6/74	General Clerk	Oconee Nuclear Station	Duke Power
------	------	---------------	---------------------------	---------------

Various clerical duties for 1,700 employee workforce. During this period worked as a payroll clerk, an invoice clerk, and a personnel clerk.

9/68	2/69	Insurance Agent	Seneca, SC	Pilot Life Insurance
------	------	-----------------	------------	----------------------------

Sales and collection agent for life and accident insurance company.

7/67	9/68	Salesman/Unit	Seneca, SC	West Bend Corp.
------	------	---------------	------------	--------------------

7/65	9/67	Fork Lift Operator	Easley, SC	Saco Lowell Shops
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Began as temporary employee while attending school. Worked as regular employee before entering active military duty and after returning from military duty.

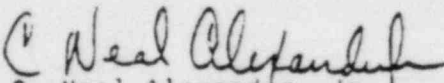
March 24, 1982

W. H. Owen

Re: Non Technical Welding Inspector Concerns

Enclosed is a copy of the Non Technical Welding Inspector Concerns and the Management Implementation Plan for your review prior to our meeting on March 25th at 8:00 am.

If you have any questions let me know.


C. Neal Alexander, Jr.

CNA/pwt

cc: G. W. Grier

NON-TECHNICAL
WELDING INSPECTOR CONCERNS

I. NCI'S/RESOLUTIONS

- A.
1. Construction Welding Technical Support is not qualified to resolve non-conforming items.
 2. Quality Assurance Technical Support accepts Construction Technical Support resolutions and they are sometimes wrong.
 3. Craft has too much input into resolutions of NCI's. Inspectors have little or none.
 4. Resolutions to NCI's lean toward Construction and make the inspector appear to be wrong.
 5. QA Tech Support accepts resolutions from Craft Tech Support that are wrong.

SUMMARY

A review of the NCI/Resolution process conducted by the Technical Task Force indicates that resolutions to NCI's were in general correct, a few should have had better explanations or been more explicit in the resolution. There was no evidence that the Crafts had too much input into the resolution process other than a consulting role as to a process that may or may not work in carrying out the NCI resolutions.

- B.
1. Inspectors were told that resolutions of NCI's were not their concern.
 2. Supervision is concerned that resolutions are not explained after they are arrived at.

SUMMARY

While the inspector has the responsibility to inspect work to ensure compliance with procedures it is felt that resolutions should be explained; even through the inspector and in some cases the supervisor may not be satisfied with the explanations. Supervision does have a responsibility to question resolutions when a situation arises that needs to be addressed to assure that the requirements for completing the inspection are met.

- C.
1. Inspector states that he was told to "slack up" on writing NCI's.
 2. QC Inspectors feel that QA management overrides their decisions on NCI's.

SUMMARY

From conversations with the Technical Task Force there were a number of NCI's written that could have been corrected without an NCI through other corrective means. It is understood that an NCI be written when specifications have been violated and the work needs to be done over. There are other corrective actions for problems found during the inspection process. QA management can and should override an inspectors decision on NCI's when there is good reason or the situation could be handled through an easier corrective measure.

- D. 1. The decision for assigning NCI's numbers rest with their Supervision. If they don't feel it (NCI) is justified, it is destroyed.

SUMMARY

There seems to be some confusion on the assignment of numbers to NCI's. Generally no number is given to NCI's until after technical review of an NCI. If the person at the technical review does not agree with the NCI then no number is assigned. This doesn't mean that there is no a problem but that it may be easier handled in another manner.

CONCLUSION

The information gathered by the Technical Task Force, the recommendations, and the Management Implementation Plan address each of the above concerns and identify a means for taking corrective action.

II. PROCEDURES

- A. 1. Management wants a liberal interpretation of procedures but then we are told that procedures are to be followed precisely. This is an inconsistent practice.
2. Concern about having to work from memo's and word of mouth instructions vs. procedures.
3. QC inspectors feel that too much control is exercised over what they are doing - Procedure should be the control.
4. QC inspectors feel they receive inconsistent direction from supervision - one time tighten up and the next time lighten up.

SUMMARY

In all procedures there are gray areas that call for judgement decisions on the part of an inspector. The intent and purpose of the procedure must be understood before dealing with gray areas. These gray areas are sometimes addressed through memos or word of mouth instructions as to exactly what is meant by a particular part of a procedure. These memos and instructions are then incorporated into the next revision. There is no evidence that too much control has been exercised over inspectors rather than procedures being the controlling factor.

- B. 1. Craft supervision does not know procedures, therefore, inspectors have to direct the work and crafts asks for direction.

SUMMARY

This is basically true. Inspectors do know the procedures because of the extensive training and use of the procedures. A lot of time the craft will do only what is good enough for the inspector after a "courtesy inspection" and the possibility that the crafts may not be provided enough direction to perform the job.

CONCLUSION

The recommendations of the Technical Task Force and the Management Implementation Plan address each of the above concerns and identify a course for taking corrective action.

III. WORK DIRECTION

- A. 1. Mistakes made by inspectors are emphasized. Mistakes made by craft are covered up.
2. Inspectors feel that their Management does not respect or trust them.

SUMMARY

There has been no indication that inspectors mistakes are emphasized while those of the craft are covered up. Inspectors are in the limelight and their work is seen by all in the QC line organization as well as the craft organization. Their job will always be questioned especially when they make controversial decisions in the course of performing their job which may give some the opinion that they are not trusted or respected.

- B. 1. One inspector feels that the 2nd shift should have someone to assign NCI numbers, sign off Q-1A forms and handle problems.
2. One inspector feels that QA tech support personnel should be available to 2nd shift Tech Support.

CONCLUSION

The second shift question does not need to be answered since the second shift at Catawba is being reduced to only a skelton workforce.

- C. 1. QA Inspectors are concerned about performing work that is not their responsibility.

SUMMARY

There is no clear indication that inspectors are performing work outside their responsibility. It should not matter what they do to aid productivity as long as it does not violate the procedures. We all work for Duke Power and we should work together in a team effort to complete the job.

CONCLUSION

Communicate to inspectors that in performing their work there is a potential for conflict with the craft. Provide appropriate training to inspectors that will allow them to deal with these situations.

Develop a "team work" program for QA-Construction-Design that brings the departments together with an attitude of cooperation for the common goal of productivity and quality in building Nuclear Plants.

IV. RECOURSE

- A. 1. An inspector was told that Larry Davison was as far as he could carry his concern.

SUMMARY

Through out the review of the non technical items it is apparent that employees have no in-house recourse other than the Corporate Procedure on employee recourse which brings their concern in the first step to the Corporate QA Manager.

CONCLUSION

Implement an Departmental Employee Recourse procedure for addressing and answering employees concerns at the lowest possible level.

- B. 1. An inspector was told to forget the past and let "by gones" be "by gones". He feels that violations of procedures should be resolved.

SUMMARY

Answered through the Technical and Non-Technical Task Force to review concerns of Welding Inspectors.

- C. 1. QA employees feel that they are harassed by Construction Employees.

SUMMARY

It is understood that because of their responsibility of inspecting work and finding defects that inspectors are in some what of an unusual situation but this should not lend to inspectors being harassed by Management or others whose work they are inspecting.

CONCLUSION

Implement a Department Harassment Procedure to give employees an avenue for airing harassment of them.

- D. 1. Inspectors have been forced to accept conditions that do not meet code requirements.

SUMMARY

From discussion with the Technical Task Force there is some indication that welding inspectors have been required to sign off welds that were inspected by someone else for various reasons.

CONCLUSION

Develop and implement a procedure for addressing inspectors technical concerns. This would enable these technical concerns to be addressed as they occur rather than being held back and brought up at a latter time.

(Specific Concern)

- E. 1. QC inspectors feel that Larry Davison is trying to cover up his mistakes while he was at Catawba.

(Specific Concern)

2. Larry Davison used inspectors as scapgoats when NRC found work that didn't conform to standards.

SUMMARY

There are no specific incidents given in the above two concerns and no summary or conclusion can be reached.

RECOMMENDATION

Talk to each of the inspectors that had the concern of cover up or scapgoating for additional specifics before addressing these concerns.

V. QUALIFICATIONS

- A. 1. New employees may be unqualified with new requirements.

SUMMARY

There is concern among welding inspectors that the Company is relaxing its experience requirements by not requiring previous welding experience in a growing and complex program of Welding Inspection.

CONCLUSION

Review the Position Analysis for welding inspector to ensure that it is complete and accurate and ensure the qualifications meet the QA program requirements. (This has already been done when the Wage Program was implemented.)

- B. 1. Employees were told that they were overqualified for their jobs.

SUMMARY

This comes from a statement made by Jim Wells when an employee commented that Welding inspectors possess skills to direct the Craft and are more knowledgeable than some Craft supervision.

CONCLUSION

Communicate to inspectors that work direction is not their job. They should answer Craft questions on how a particular weld will be inspected and could be used for the Welding Inspectors convenience.

(Specific Concern)

- C. 1. Education and prior inspection experience not taken into consideration like other organizations.

SUMMARY

This is a specific concern of an employee who worked at Cherokee from May of 79 to March of 81 as a Welding Inspector and was laid off, then recalled to Catawba in October of 81.

RECOMMENDATION

Review this specific concerns and explain the process to the inspector for employing inspectors.

VI. COMMUNICATIONS

While there is no specific concern in the area of communication it is clear that this is an area that needs much attention.

CONCLUSION

Implement training in Communication skills both oral and written for Supervisors and Inspectors.

Develop an Employee Forum program for all levels of QA Personnel to encourage two way communications.

Implement the Effective Management Program for QA Management.

NUCLEAR REGULATORY COMMISSION
Document No. 50-413 Original ENR No. 12
In the matter of Catawba
Staff ✓
As to ✓
Intervenor ✓
Confer with ✓
Comments ✓
Other ✓
Revised ✓ DATE 10/13/83
Ben Graham