

Culture in the workplace

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DAM SAFETY AT TVA Preventing damage to dams

Mechanical Engineer Travis Simpson inspects one of the four spillway gates at Fontana Dam. Simpson and other inspectors are specially trained in safety practices and certified to do rope access inspections. Pre-job briefings and job-safety analyses ensure that everyone involved is focused on safety.

Extreme floods, earthquakes and deterioration are major hazards to dams. TVA's dam safety-inspection group identifies potential problems and corrects them before a major incident occurs.

Diving underwater at massive concrete structures and rappelling down a 480-foot high dam are all part of the work for TVA's dam safety-inspection group.

"Our inspectors are specially trained in safety practices before they do any work," says Scott Kramer, principal lead engineer in Civil Engineering in River Operations Support Services. Inspectors look for significant cracking of the concrete blocks that make up the dam structure.

"Divers do the same inspections below the water level," Kramer says.

"They look at the trash racks, spillway aprons and intake-gate guides."

Kramer and Ron Branam, principal engineer in RO Support Services, schedule dam inspections and perform them with their crews. TVA follows Federal Guidelines for Dam Safety recommendations,

TVA's dam-safety inspections

- TVA follows Federal Guidelines for Dam Safety.
- Maintenance and repairs are essential.
- Safety is the No. 1 priority and every potential problem should be spotted before it becomes a major concern.

which include engineering assessments, periodic inspections, maintenance and repairs, and emergency-action planning.

"Maintenance and repair are essential to keep the dams in top working order," Kramer says. "This includes small items such as cracked welds on spillway gates, and larger, more visible items such as the rehabilitation of Bear Creek Dam due to excessive seepage flows through the foundation. Over the past 20 years, TVA has modified many dams to improve their

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what's new in employee news

TVA Scholarship applications available

Completed applications due by Jan. 12

Applications for TVA Employee Dependent Scholarships are now available on TVA's internal Web site.

Applicants must be graduating high-school seniors with a minimum grade point average of 3.0 and must be the dependent child of a TVA employee who has at least one year of employment service and is not a vice president or above.

Up to 16 scholarships will be awarded.

The selection of scholarship recipients will be based on a student's declared college major being consistent with TVA's workforce development needs. Other selection criteria is the same as in previous years: a student's high-school grade-point average, ACT/SAT test scores, participation in school and community activities, honors, work experience and a statement of goals.

The scholarship program is managed by TVA's Training & Development organization.

More information, along with a downloadable application, is available on the scholarship-application site on TVA's internal Web site. Those who cannot readily access the Web site can call the TVA Service Center at 1-888-275-8094 (toll free), 751-8800 (Chattanooga), 632-8800 (Knoxville) or 1-800-848-0298 (TDD/TTY-TN Relay Service).

Work Safely

"All of us have something that we want to go home to. For me, that's my husband and little boy—they are my motivation, my life."

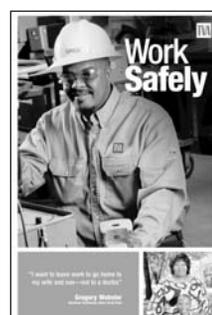
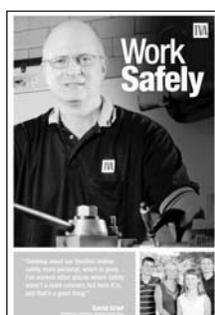
Cindy Light
Business Services Financial Representative, John Sevier Fossil Plant

Employees campaign to 'Work Safely'

Cindy Light, Financial Rep at John Sevier Fossil Plant, is one of 16 TVA volunteers who shared thoughts for "Work Safely," the new poster campaign that features employees speaking out for safety.

"Through 'Work Safely,' employees address personal responsibility for achieving a safe workplace, looking out for co-workers and returning home safely to their families every day," says Ralph Dudley, general manager of Health & Safety. "We thank these employees who volunteered to step up for safety and to serve as ambassadors for a strong safety culture."

The posters are currently being distributed at TVA plants and facilities throughout the Tennessee Valley.





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Healthier workplace on the horizon

As a result of the 2007 Cultural Health Index, safety and leadership improvements are two examples of positive changes in the TVA workplace culture.

With more than 4,000 comments submitted on the 2007 Cultural Health Index item “TVA manages its resources and business processes in a cost-effective way,” employees want to be “part of the solution” to improve any issues they see in their workplace.

“These comments, as well as the strong response rate of more than 80 percent, show that employees are engaged in the business and want TVA and every person in the company to be successful,” says Phil Reynolds, vice president of Human Resources.

And TVA management is paying attention. All the comments from the February survey were reviewed and, as a result, some changes were implemented.

Reynolds says greater emphasis on safety and supervisory leadership are two examples of issues that have been addressed because of employee suggestions.

“TVA has implemented a new Work Safety campaign for employees. And TVA established a new Leadership Academy for front-line supervisors to address the role they have in creating a positive workplace culture.

“In September, we reviewed the com-

ments from the August CHI, and we plan to make changes that will help TVA and its employees further improve the culture.”

A simple ‘thank you’

The item “My contributions and efforts are recognized and appreciated on a weekly basis” went down from 2006, as well as from the February to the August survey in 2007.

“It’s important for employees, regardless of where they are, to take an active role in fostering a positive culture,” Reynolds says. “In fact, you don’t have to be a supervisor to acknowledge good work. A simple ‘thank you’ or ‘you did a good job’ goes a long way even from co-worker to co-worker. We hope to see more of that in the workplace.”

The item “I know my ideas and opinions are considered when decisions are made” went down slightly — .9 percent — from the February to the August CHI.

“We need to do a better job communicating that employees’ ideas and opinions are considered,” Reynolds says. “At the same time, everyone at TVA can cast a positive shadow, can live the TVA Values and can help set a positive tone in the workplace.

“Everyone has a stake in doing what’s best for the company. And we believe employees are up to the challenge.”

CHI 2007 vs 2006

Reynolds says the fact that all 31 items in the 2007 Cultural Health Index took a hit when compared to the 2006 CHI was somewhat expected, given the uncertainty in many areas of the company.

“Any time we have organizational changes, such as new leadership, employees become uneasy,” he says. “The Sustainable Performance Improvement Initiative, while it demonstrated TVA is serious about managing business processes and resources in a cost-effective way, created some uncertainty throughout the organizations. And meeting the record-breaking system demands this summer and the effects of the drought on our operations created a lot of stress in the workplace.

“Employees wonder if we can meet all these challenges. But they are most concerned about doing their jobs and producing power for the Tennessee Valley.”

— NANCY CANN

2007 — THE GOOD AND THE NOT-SO-GOOD NEWS

In the 2007 CHI, some items in the August survey were higher and some lower when compared to the February survey. The following is a sample of the results:

	August	February	Difference
The positive			
1. I have the knowledge necessary to explain TVA decisions to people in the community.	60.1%	57.9%	+2.2%
2. My SBU leader and his/her direct reports provide clear direction.	51.9%	50.8%	+1.1%
3. I understand what our department's customers expect from our department and me.	77.7%	76.5%	+1.2%
4. My supervisor takes the time often enough to talk about my progress on the job.	60.4%	59.4%	+1.0%
5. I have seen positive changes in my BU/plant as a result of the last CHI survey.	37.6%	36.8%	+0.8%
The negative			
1. The Winning Performance process is a way of life in my BU/Plant.	65.1%	66.4%	-1.3%
2. I feel comfortable reporting an unsafe act or condition.	82.0%	84.8%	-2.8%
3. My workgroup performs well as a team.	78.8%	80.3%	-1.5%
4. I can trust what I hear from my workgroup.	61.3%	62.6%	-1.3%
5. I can trust what I hear from my supervisor.	66.5%	67.5%	-1.0%

Dam safety *continued from page 1*

capability to pass extreme floods and withstand seismic events.”

He says before they begin the inspection, they check previous inspection reports, instrumentation and drawings to tell them what they can expect when looking at the structure.

“This also helps us determine if anything has changed from the last inspection,” says Kramer, who is in charge of civil inspections for TVA’s system of 49 dams. His crew performs inspections about every 15 months so dams can be examined at different times of the year.

Branam is in charge of mechanical, electrical and underwater inspections. His crew inspects dam features, such as spillway and intake gates and the related operating machinery, every two and a half years.

“We make sure all of the equipment works,” says Branam, who has been inspecting dams since 1990. “That includes the diesel generators and the spillway gates and motors. We perform tests to insure that gates will open as needed to pass flood events.

“In one inspection at Fontana Dam, the crew discovered that one of the spillway gate chains was broken. In an Ocoee No. 1 inspection, an intake gate that shuts water off to the turbines was severely corroded and had to be replaced.”

Above all is safety, Branam says.

“We make sure that everybody is focused on safety as the No. 1 priority and that every potential problem is spotted before it becomes a major concern,” he says. “The dam-safety inspection crews ensure that proper pre-job planning and post-job analyses are performed. These include covering fall protection and working near water requirements.

“The work our group does ensures a very long life for TVA dams.”

— BARBARA MARTOCCI

Concrete can grow? Yes, indeed.

TVA has been dealing with the concrete-growth phenomenon at Chickamauga, Fontana and Hiwassee dams since soon after they were built.

Concrete growth is a reaction that occurs between alkali in the cement and the limestone used to make the concrete. This reaction causes the concrete to swell, resulting in development of high internal stresses and structural deformation of unconfined features such as spillway piers and navigation lock walls.

For a massive dam such as Fontana, the effects of the growth can be managed. However, at Chickamauga, the unrestrained growth of the concrete in the dam has resulted in significant forces being applied to the walls of the lock.

Slot-cutting to relieve stresses and post-tensioning to add structural strength are only interim measures. Since the growth cannot be managed in the long-term, a new lock at Chickamauga is being constructed, and the existing lock will be closed and stabilized.

New TVA Code of Conduct: Keep doing the right thing

BY PEYTON T. HAIRSTON JR.
Chief Ethics & Compliance Officer

We are proud of the reputation you, as employees, have established for this company during its almost 75 years. You have accomplished this by doing the right thing, doing the safe thing and doing right by one another.

That's why, when TVA's ethics program was compared with other companies through an Office of the Inspector General review, we earned high marks. But the review also showed room for improvement, so the OIG recommended that TVA establish a centralized and more broadly defined program, including establishing the position of Chief Ethics & Compliance Officer.

We responded by creating that position and by introducing a new Code of Conduct. The code is a broad, overarching statement of our commitment at TVA to always be ethical in our work and our work relationships at all times. The Code of Conduct supports our TVA-wide ethics and compliance efforts. It does not replace or supersede existing organizational regulations, policies or standards; rather, it serves as a broad and inclusive set of principles for all of our actions and behavior. As we introduce the code, we will be expanding the requirement to receive annual ethics training to all employees.

An e-mail about the online module for the 2007 annual ethics training course was recently sent to all TVA employees. This required course focuses on federal standards of conduct applicable to all U.S. Government Executive branch employees and on TVA's established ethics program procedures. Beginning in 2008, the training will be expanded to emphasize additional ethics and compliance issues that are of particular significance to TVA.

With this new Code of Conduct, we are reinforcing our corporate commitment that doing the right thing is important to us, and that is a vitally important message in itself.

Each of us has line-of-sight accountability for ethical behavior in our daily jobs. Each one of us contributes to TVA's role as a good corporate citizen and our reputation as an honest and sound business. Living this code is fundamental to TVA's culture — and to sustaining the reputation we have created.



Peyton Hairston

Key messages

- TVA's Chief Ethics & Compliance Officer manages an ethics program that's broader in scope but more centralized.
- The new TVA Code of Conduct is a broad, overarching commitment to do the right thing in all aspects of our work.
- Every employee should complete the online training module by Dec. 31, 2007.

TVA's Code of Conduct



Good ethics are good business.

The values of trust, respect, and ethical conduct are the foundations for everything

we accomplish together. The eight

statements to the right serve to

put our values into action. They

remind us of the importance of

doing the right thing and

knowing what the right thing is.

This is one of our responsibilities

to one another—and one of the

linchpins of TVA's success.

- ▶ We comply with the laws and regulations that apply to our business and operations.
- ▶ We are honest, fair, and trustworthy in all our TVA activities and relationships.
- ▶ We avoid all conflicts of interest between work and personal affairs.
- ▶ We foster an atmosphere in which fair employment practices extend to every member of the diverse TVA community.
- ▶ We create and maintain a safe workplace, and at all times make safety a priority and accept no compromises.
- ▶ We strive to protect the environment.
- ▶ Through leadership at all levels, we sustain a culture in which ethical conduct is expected, valued, and exemplified by all employees.
- ▶ We understand our obligation to report unethical behavior.



Make the most of your benefits — be an informed healthcare consumer

Everyone wants to receive quality healthcare. But research has shown that quality of care, best practices and patient outcomes vary among healthcare providers. More resources are becoming available to help you be an informed healthcare consumer.

The Agency for Healthcare Research & Quality (AHRQ) of the Department of Health & Human Services is one of the organizations that provide health-care-consumerism information. Based on research about the information people want and need when making decisions about health plans, doctors, treatments, hospitals and long-term care, AHRQ offers tips on how to check for quality healthcare.

The following is an excerpt from AHRQ's Web site at www.ahrq.gov/consumer.

Quick checks for quality

Look for a doctor who ...

- Is rated to give quality care.
- Has the training and background that meet your needs.
- Takes steps to prevent illnesses; for example, talks to you about quitting smoking.
- Has privileges at the hospital of your choice.
- Is part of your health plan, unless you can afford to pay extra.
- Encourages you to ask questions.
- Listens to you.

Healthcare Consumerism Resources

Organization	Information Provided	Web Site
Agency for Healthcare Research & Quality	Healthcare decision-making information	www.ahrq.gov
HealthGrades	Hospital pricing information and ratings and physician background information	www.healthgrades.com
Leapfrog Group	Hospital quality and patient safety based on adherence to practices designed to improve care	www.leapfroggroup.org
Hospital Compare	Hospital quality for certain conditions based on adherence to key practices shown to improve patient care	www.hospitalcompare.hhs.gov
The Joint Commission	Quality and safety of Joint Commission-accredited organizations	www.qualitycheck.org

- Explains things clearly.
- Treats you with respect.

When choosing a treatment, make sure you understand ...

- What your diagnosis is.
- Whether treatment is really needed at this time.
- What your treatment options are.
- Whether the treatment options are based on the latest scientific evidence.
- The benefits and risks of each treatment.
- The cost of each treatment.

Look for a hospital that ...

- Is accredited by the Joint Commission on Accreditation of Healthcare Organizations.

- Is rated highly by state or consumer or other groups.
- Is one where your doctor has privileges, if that is important to you.
- Is covered by your health plan.
- Has experience with your condition.
- Has had success with your condition.
- Checks and works to improve its own quality of care.

Look for long-term care that ...

- Has been found by state agencies, accreditors or others to provide quality care.
- Has the services you need.
- Has staff that meet your needs.
- Meets your budget.

INSIDER

Gallatin employees on a healthier path

Eat less, move more is Kriste Lanius's motto. She and her Gallatin co-workers are on the road to a healthier lifestyle.

Kriste Lanius had started and stopped weight-loss programs many times. And she'd failed each one of those.

"I knew I needed to do something for myself," says Lanius, management assistant to Gallatin Fossil Plant manager Dennis Spencer. "And I didn't want to be miserable alone. I wanted other people to 'suffer' with me."

With help from Regional Live Well Program Manager Vivian Jones, Lanius organized a 12-week Weight Loss Challenge at Gallatin Fossil Plant last May. And with the encouragement of 25 co-workers, Lanius sent out packets with food journals and exercise logs and weekly motivation tips. She also got Subway coupons donated and handed out 100-calorie snack packs she purchased. She and Jones held periodic weigh-ins to show how each participant was doing.

"The participants chose aliases, in case they didn't want others to know how they were doing when I posted their weight loss," Lanius says. "Not everyone finished, and some did better than others. I came in third. But everyone picked up

some good habits and learned a lot along the way."

Today, Lanius is 35 pounds lighter. And, for her work to improve her life, the American Heart Association presented her with its Lifestyle Change Award last month.

"Lifestyle changes are so hard," she says. "In order to lose weight, you have to study and eat the right foods. Even if I eat less, there always will be foods that are off-limits. My biggest problems are cake and doughnuts. I have to totally avoid them. When I'm tempted to eat the wrong foods, I have to ask myself, 'Is it worth eating that?'"

Lanius's new lifestyle includes exercise class, as well as eating healthier.

"I use our LiveWell Center during lunch break some days," she says. "After work, I change my clothes and head to exercise class. I do cardiovascular exercises six days, weight training three days and power yoga three nights a week. The energy and stamina I have gained have been unbelievable."

Although Lanius's new path is toward better health, she has more goals to accomplish.

"By no stretch am I finished," she says.

— NANCY CANN



Kriste Lanius after losing 35 pounds — and not finished yet

HealthCheck — do it for you

Kriste Lanius is a firm believer in TVA's HealthCheck program, and she has the statistics to back it up. Lanius had a HealthCheck screening last January with Live Well Program Manager Vivian Jones.

"I have a HealthCheck screening every year," Lanius says. "I take it to my doctor so he can see what we do at work."

Lanius says her good and bad cholesterol were within the proper range, but her blood pressure and body-mass index were another matter.

"I have a history of high blood pressure in my family," she says. "I had already started taking blood-pressure medicine. The sodium from 'healthy' frozen dinners had spiked it up last December."

Since her weight-loss efforts, Lanius's statistics have greatly improved.

"My cholesterol LDL and HDL has improved and my body-mass index has definitely improved. Before I lost weight, when Vivian took out the tape measure, I lost track of the number of clicks it made going around my waist! Today, I'm fitting into clothes I couldn't wear since I started at TVA six years ago."

Information on how to schedule a HealthCheck screening is available on TVA's internal Web site by searching for "HealthCheck."

people, plaudits and promotions

Rick Bean, manager for Customer Service Support in the Customer Resources organization, won two gold medals in the 2007 Summer Tennessee Senior Olympics in the 50 to 54 age bracket. He won first place in the long jump (16' 3") and 100-meter dash (13.2 seconds) and took home the bronze medal for the softball-throw competition (217 feet). He qualified for the state Senior Olympics by winning the long jump and the 100-meter dash in the Greater Nashville District Senior Olympic competitions last spring.



Rick Bean

Achievements of Transmission Operations & Maintenance professionals have been recognized for their sustained commitment to STAR 7 values in any of the following nomination categories: Safety, Pride in Work, Teamwork, Personal Growth and Positive Attitude. The first quarter 2007 recipient of the TOM Professionals Award is **John Kile**, maintenance specialist in TOM Support. Kile was selected for his contributions to the Line Solution Team, for his ownership of the below-grade inspection and repair program, and for his role in organizing and developing the Step and Touch Potential video. He also takes an active role in the EPRI Live Line Working Group, currently serving as secretary of the assembly.



John Kile

Dudley Clark, a system engineer at Starkville Transmission Service Center, was the second quarter TOM Professional. Clark was recognized for safety contribution, including the use of an environmentally friendly product to discourage snakes from entering substations. He also suggested installing retractable barriers to avoid a potential fall hazard.



Dudley Clark

Annie Wilson, business support representative at the Columbia Transmission Service Center, is the third quarter TOM Professional. Wilson was cited for supporting employee needs, allowing TSC employees to focus on employee safety and providing reliable service to TVA's customers. She also was recognized for her civic involvement and personal growth, achieving a college degree while working full time. The fourth quarter nominees will be announced this fall.



Annie Wilson

Sherry Garrett, administrative officer for the TOM West Area organization, has been selected as the TOM Professional for the fourth quarter. Garrett was nominated in the TOM Professional STAR 7 categories of Safety, Pride in Work, Teamwork, Personal Growth and Positive Attitude. "Sherry demonstrates a sense of ownership, personal responsibility and continuous improvement in every aspect of her job," says TOM Vice President Ron Rogers. "Her attention to detail has saved the West Area a lot of money over the years."



Sherry Garrett

The TOM Professional of the Year will be announced in December.

Bruce Russell, mobile communications manager for Transmission Operations & Maintenance, has been elected to a three-year term on the Board of Directors of the Utilities Telecommunications Council. Founded in 1948 as the National Committee for Utilities Radio, UTC has evolved into a global trade association focused on creating favorable business, regulatory and technological environments for businesses that own, manage or provide critical telecommunications systems in support of their business needs. The organization is comprised of some 550 corporate members representing electric, gas and water utilities; critical infrastructure compa-



Bruce Russell

nies; and other industry stakeholders. TVA is an institutional member of UTC, which is based in Washington, D.C. Russell's participation on the UTC board offers an opportunity for TVA to improve information exchange and to enhance utility-related management skills.

Smith, Hargrove named Step Up to Safety award winners

Cornelius Smith, a laborer foreman from Local 386 currently working at Allen Fossil Plant, and **Cary Hargrove**, carpenter journeyman from Local 357, working at Shawnee Fossil Plant, have received the Step Up to Safety awards for 2007.

The Step Up to Safety Award, sponsored by the Tri-Lateral Safety Alliance, recognizes individuals who intervene and prevent a likely accident and injury to another person.

Smith was honored for the work he does to promote safety at the plant. He was cited for helping make the plant a safer place for not only Day & Zimmermann NPS employees but for the annual employees and other contractors onsite by correcting unsafe behaviors and situations, even though some of these employees were not on his job.

Hargrove was honored for taking the extra step and time to ensure that the facility is a safer place to walk through on a daily basis. Hargrove led the way with putting hard barricades around hazards he observed, even before he was given instruction to do so. His behavior has rubbed off on his fellow carpenters and now they hard-barricade hazards they come across during their daily activities.



Cornelius Smith



Cary Hargrove