United States Nuclear Regulatory Commission



# Report of Investigation

**BRUNSWICK STEAM ELECTRIC PLANT:** 

DISCRIMINATION AGAINST AN

WORKER FOR

RAISING SAFETY CONCERNS TO THE NRC

Office of Investigations

Reported by OI: RII

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Title: BRUNSWICK STEAM ELECTRIC PLANT

# DISCRIMINATION AGAINST AN WORKER FOR RAISING SAFETY CONCERNS TO THE NRC

Licensee:

Case No.: 2-1998-014

Carolina Power and Light Company P.O. Box 1551

Report Date: January 12, 1999

Raleigh, North Carolina 27602

Control Office: OI:RII

Docket Nos.: 050-324; 050-325

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Reported by:

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#### **SYNOPSIS**

The U.S. Nuclear Regulatory Commission (NRC), Office of Investigations, initiated this investigation on April 29, 1998, to determine whether an manager at the Brunswick Steam Electric Plant threatened to fire individuals who brought safety concerns to the NRC, and if these actions caused a chilling effect and a hostile working environment within the

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Based on the evidence developed during the investigation, the allegations that the manager's actions caused a hostile working environment were unsubstantiated.

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### DETAILS OF INVESTIGATION

### **Applicable Regulations**

Allegation: Alleged Harassment and Intimidation for Raising Safety Concerns

10 CFR § 50.5: Deliberate misconduct

10 CFR § 50.7: Employee protection

### Purpose of Investigation

The U.S. Nuclear Regulatory Commission (NRC), Region II (RII), Office of Investigations (OI), initiated this investigation on April 29, 1998, to determine whether Manager at the Carolina Power and Light Company's (CP&L) Brunswick Steam Electric Plant (Brunswick), threatened to fire individuals who brought safety concerns to the NRC, and if the actions created a chilling effect and a hostile working environment in the Exercise (Exhibit 1).

### **Background**

On April 7, 1998, Provided information to NRC Resident Inspector Eva A. BROWN. Alleged and Made comments that individuals who brought safety concerns to the NRC would be fired, if identified reported personnel actions had been taken against several temployees for reporting safety concerns to the NRC and a hostile working environment existed within the On April 16, 1998, the RII Allegation Review Board met and reviewed the allegations against

#### Interview of Alleger

vas interviewed by OI on June 9, 1998 (Exhibit 2). reported employee, had told and other employees he had heard state would fire anyone found going to the NRC with safety concerns. The statement was allegedly made during a morning meeting attended by direct supports dentified the resonnels as individuals who and been

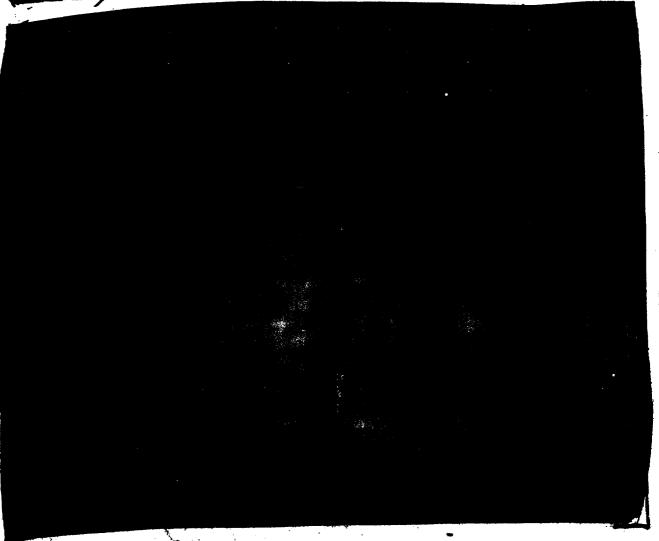
moved or disciplined for providing information to the NRC.

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### Review of Documentation

On August 11, 1998, Rose KENYON, CP&L Attorney, agreed to provide personnel records and egarding A review of these documents disclosed ecceived a contact and annual performance appraisal dated March 23, 1998 on all received a communications and Human Resource Management. In addition, the following relating to the were received and



Copies of the above are provided as Exhibits 3-10.

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#### **Evidence**

The following individuals were interviewed regarding allegations that had created a chilling effect within branch by making statement would fire individuals found to be reporting safety concerns to the NRC, had taken adverse action against employees that had provided information to the NRC, and had created a hostile working environment:

# Interview of Exhibit 11)

On June 9, 1998, was interviewed. recalled in late 1997, stating that made a statement about firing the person who provided information to the NRC (Exhibit 11, pp. 4-5). Said claimed he heard make the statement at a morning meeting attended by provided information that the statement.

## Interview of Exhibit 12)

On June 9, 1998. Was interviewed. Called that during late 1997 or early 1998. Was in the dosimetry office talking about a concern reported to the NRC. According to laimed state would fire the person reporting concerns to the NRC (Exhibit 12, p. 4).

# Interview of Exhibit 13)

On June 9, 1998, was interviewed. The reported being told by approximately three separate occasions that the separate occasions that provided information to the NRC, would fire the individual (Exhibit 13, p. 5).

provided details of an incident which occurred during According to prepared a CR and provided a copy of the report to NRC Resident Inspector BROWN. Subsequently,

providing the information to the NRC (Exhibit 13, p. 11).

had declined since became the manager. In fact, stated he stopped writing CRs on significant problems and

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of reported he had been so a result of reporting safety concerns, but did not wish to claim adverse action (Exhibit 13, p. 19).

Explained he has not received a performance evaluation and when he asked why he was being moved, his direct supervisor, advised the move was not based on performance.

Interview of Exhibit 14)

On June 10, 1998, was interviewed.

reported he had provided information to the NRC in the past and subsequently given a position and moved (Exhibit 14, pp. 9-11).

explained he was suppose to be moved from the past and subsequently given a position in put it, the past and subsequently given a position in put it, the past and subsequently given a position in put it, the past and subsequently given a position in put it, the past and subsequently given a position in put it, the past and subsequently given a position in put it, the past and subsequently given a position in put it, the past and subsequently given a position in put it, the past and subsequently given a position in put it, the past and subsequently given a position in put it, the past and subsequently given a position in put it, the past and subsequently given a position in put it, the past and subsequently given a position in put it, the past and subsequently given a position in put it, the past and subsequently given a position in put it, the past and subsequently given a position in put it, the past and subsequently given a position in put it, the past and subsequently given a position in put it.

humiliate the authors of CRs (Exhibit 14, pp. 29-30). Exhibit 14, pp. 34-35).

involving firing furnished details of a statement allegedly made by recalled the individuals reporting safety concerns to the NRC (Exhibit 14, pp. 39-40). NRC had conducted an inspection during late 1997 and claimed he was returning to his office tipped the inspector to look at specific areas. said if knew who provided information to the NRC with reported being told by that he had heard Additionally, Indicated he was willing to take a make similar statements. having made the above polygraph examination to prove his truthfulness in statement.

Interview of (Exhibit 15)

On June 10, 1998, properties of the inspection in December 1997 and after the inspection, the NRC inspection in December 1997 and after the inspection, the NRC inspection and a series of the inspection of the NRC inspection in December 1997 and after the inspection, the NRC inspection and a series of the inspection of the NRC inspection in December 1997 and after the inspection, the NRC inspection in December 1997 and after the inspection, the NRC inspection in December 1997 and after the inspection, the NRC inspection in December 1997 and after the inspection, the NRC inspection in December 1997 and after the inspection, the NRC inspection in December 1997 and after the inspection, the NRC inspection in December 1997 and after the inspection, the NRC inspection in December 1997 and after the inspection, the NRC inspection in December 1997 and after the inspection, the NRC inspection in December 1997 and after the inspection, the NRC inspection in December 1997 and after the inspection, the NRC inspection in December 1997 and after the inspection, the NRC inspection in December 1997 and after the inspection, the NRC inspection in December 1997 and after the inspection in December 1997 an

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several other employees, but never claimed to have heard it first hand.

he was later interviewed by the statement during a pabout the statement during a make the statement and no further explanation was requested or offered.

Interview of Exhibit 16)

On June 10, 1998, the was interviewed the statement about firing anyone and he never heard lake a statement about firing anyone and he never told or anyone else he had heard such a statement (Exhibit 16, p. 5).

Interview of Exhibit 17)

On June 22, 1998, was interviewed. provided details of the from NRC Resident Inspector BROWN's desk by reported. (Exhibit 17, pp. 4-5).

officer over the later transferred to ar his own request? Stated (Exhibit 17, p. 7).

noted he had never heard reporting safety concerns (Exhibit 17, p. 8).

Interview of Exhibit 18)

On June 25, 1998, was interviewed. was interviewed. Stated he had never heard make a statement concerning firing individuals reporting safety concerns, but had heard it second hand (Exhibit 18, p. 4) had never taken adverse action against him for writing CRs, but did admonish him for suggesting poor corrective action on a CR (Exhibit 18, p. 5).

written and someone reported the fact to the NRC. Afterwards, the NRC investigated the incident and fined CP&L. Explained CRs were not written because would tell staff they were

Therefore, the reason behind not reporting sate concerns had nothing to do with the NRC, but fear of repercussions from anger

(Exhibit 18-p. 13) Ariginally reported hearing make a stafement during a hat if a found out who went to the NRC some type

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of action would be taken (Exhibit 18, pp. 14-15). However, after referring to his notes, he testified statement was that the issue brought to the NRC was a malicious and personal attack against was full of liars, and the incident was an attempt to get rid of Exhibit 18, p. 17).

divised he quit CP&L on his own accord and was not claiming adverse action (Exhibit 18, p. 14).

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# Interview of Exhibit 19

On August 10, 1998, was interviewed concerning statements made to him by. and during the had a conversation with concerning schoice for the position. According to related how people within the organization did not trust and were going to the NRC with information wanted held within the organization (Exhibit 19, p. 7).

discussed. He claimed and as the first two individuals

Furthermore, has stewed over the incident since it occurred and would never get over it.

Claimed was to find another job (Exhibit 19, p. 7).

stated the nanager reported working with had been reporting to Brunswick, a was concerned he was in beganization. alleged was tated was detrimental to be shared with them. In addition, said between and they would find another job (Exhibit 19, pp. 8-9).

individual whom he assumed was hostile working environment existed for individuals providing safety concerns to the NRC had recently ended and recently ended to be a felt an individual within a longanization, worted the concerns to the NRC had incident and could never get over it. Therefore, the best thing the individual reputing the information to the NRC could do is get another job (Exhibit 19, p. 11).

reported he had been contacted by an attorney for CP&L during July 1998 and explained he had reported the above information to NRC OI.

Interview of Exhibit 20)

On August 13, 1998, provided additional information identifying his move from furnished documents detailing conversations he had with concerning his move, along with job action authorizations from CP&L Human Resources (HR).

claimed he asked why he was being moved and was not given an answer.

added he told the thought it was retaliation

He stated he was asked by to wait until could be contacted and questioned about the move. Subsequently, called into office and became upset with over (FULL NAME) and contacting about the move. explained he had a later discussion with where a new job action authorization from HR was provided. However, he was still not guaranteed (

Interview of (Exhibit 21)

On Septemer 16, 1998, was interviewed. Leave the plant general manager. Afterwards, the manager with responsibility over the area of concern has to respond to the recommendation identified by the plant general manager or employee concern. The provided some employees may have perceived the ECP was not working because corrective measures to concerns involving lid not include termination.

were discussed. Italianed none of the investigations were discussed. However, he noted investigations showed employees were added other sources were being utilized. Identified the number of CRs had dropped, but potential layoffs in the organization were a prime factor for employees being fearful to write a CR. disclosed he had learned during the course of that had made potentially inflammatory remarks to employees relating to contact with the INCL As a result of employee concerns and other problems within the explained

# Interview of (Exhibit 22)

reported he became was interviewed. On September 16, 1998 disclosed the n August 1997. organization had been through several managers within the past several years and one of the becoming manager. poorer performers within the organization prior to provided information he had written Dexplained he had given He recalled answering an alert line issue dealing w Accor made comments potentially inflammatory he concluded the reported he was willing to address the issues. The In addition

brought to the NRC, but wanted to make sure the information was accurate before reporting it (Exhibit 22, pp. 14-15). Described the corrective action program as one which begins with the CR, but also provides a root cause analysis and corrective action. Stated vanted to make sure the last two elements were properly addressed before issuing the CR. In addition, some of assertiveness towards subordinates involved the quality of the CR's root causes and corrective actions (Exhibit 22, p. 15).

employees. He stated reported he saw no adverse action taken agains had ask for a vas to develop xplained the the employee by learning new skills and was a reward for the employee (Exhibit 22, pp. 24-25). According to the whole process was to be handled by vas a reward and claimed was not moved because the reported before he spoke to did not view it as such (Exhibit 22, p. 23). indicated he did a performance in late 1997, but during early 1998 he recalled there being concern over nd the was getting positive feedback on rated he did not believ would have been to meet a request by wanting to demote proposed mo had anything to do with was move was also discussed (Exhibit 22, p. 30). moved According to

the move would not have been a demotion. Proposition out the went through a reorganization and downsizing in December 1997, at that time the had an opportunity to terminate anyone wanted to. However, the proposition in the reorganization and he did not see the proposition of the organization (Exhibit 22, pp. 43-44).

discussed a quality concern reporting had directed individuals not to talk with a light that the light that the

reported he saw a positive difference in and received positive feedback on a from the staff (Exhibit 22, pp. 63-64).

Additionally, management had put in place a series of employee interviews to access if the corrective measures were effective. It is closed after the handling of proposed reassignment and interviews with other employees it was decided

## Interview of (Exhibit 23)

On September 16, 1998; was interviewed: reported he had worked in his present position since and has known reported he had never heard the tell employees they could not have direct contact with the NRC.

revealed he suggested proposed transfer. provided the details of had requested Subsequently, an opening in ppened and he decided to had previous experience in an area n the position (Exhibit 23, pp. 6-7). The position was as place laimed the new position would have been and he did not fully understand company policy on the describe the assignment to the same in terms of laimed he checked into the Exhibit 23, p. 8). would come back after the situation with HR and learned n addition to the opening which needed filling; orted other claimed he needed a change (Exhibit 23, p. 10). superintendents suggeste fill did not want the position as explained he needed to fill the position and it was not in an area he wanted

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had expertise in the area. Sadvised input into the transfer was that an opening existed; had the experience and wanted a transfer, so the move would help everyone (Exhibit 23, p. 14). However, was emphatically did not want to lose the experience by sending him to bointed out the experience by sending him to borganization. The experience did not occur because did not feel was enthusiastic about the opportunity.

furnished lained he also was the reason behind fransfer vas moved for information skills elaborated on exhibit 23, pp. 16-17). and need to direct them in an area best for the employee and the organization but in the interim explained he found a position in advised were moved as a result of raising safety concerns. neither described how after to identify problem areas and to write CRs.

described how the standard in writing Crs prior to was to say a problem existed and then fail at writing the root cause and corrective action analysis. However, trame in and began reviewing the CRs for root causes and voicing displeasure in a communication style upsetting to some people.

and Exhibit 23, p. 22). Additionally, he was not aware of any quality concerns written about safety problems by individuals discussed above (Exhibit 23, p. 30).

Interview of Exhibit 24)

On October 5, 1998 was interviewed to clarify information previously offered.

Stated he had asked for However, he expressed a concern to the thought the move was a demotion and he didn't want the position (Exhibit 24).

Interview of Exhibit 25)

On November 4, 1998, was interviewed concerning the proposed move of ported had voiced an (Exhibit 25, p. 4). However,

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after speaking with and and learned the assignment was in response to a request for a (Exhibit 25, p. 5). The hoted CP&L does not guarantee ones previous status upon completion of will make every effort to return an individual to their previous status (Exhibit 25, pn.7-8). The called hearing the transfer did not go through because the left and did not want the job (Exhibit 25, pn. 11).

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# Interview of Exhibit 26)

On November 4, 1998

was interviewed. The ported the had gone through a series of managers over the past five years. The previous managers lacked experience in the stated expected to see the work product and discuss the quality of the work (Exhibit 26, pp. 14-17). Therefore, the personnel resented involvement. Subsequently, the personnel resented involvement involvement involvement. Subsequently, the personnel resented involvement involvement involvement involvement. Subsequently, the personnel resented involvement i

was not be correct context.

Can but it was over frustration with the employees providing information late and without context.

Can be contex

discussed policy on providing information to the NRC. stated never intended to prohibit the flow of information to the NRC, but to review information for context and completeness

brovided information concerning allegations was upset with for providing information to the NRC (Exhibit 26, pp. 39-41).

dentified how staff was reluctant to report safety problems because of the subsequent required interface with (Exhibit 26, pp. 42-47).

described a statement made after a December 1997 exist briefing by an NRC inspector (Exhibit 26, pp. 53-60).

maybe someone took the statement to mean would fire mployees over the matter.

(Exhibit 26, pp. 61-67). Likewise, lid recall making a statement to labout firing persons found to be providing information to the NRC (Exhibit 26, pp. 68-71).

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furnished information may have made a statement to the effect of did not want supervisors in the organization who would pick up the phone and report a problem to the NRC. If felt a good supervisor would find a problem and document it. The former stated of did not have knowledge that any off staff was reporting safety concerns to the NRC (Exhibit 26, pp. 62-63). In regards to the adverse action, and disclosed However, elecided to keep after receiving pointed out could have deselected any of the semployees during the 1997 reorganization (Exhibit 26, pp. 66-68).

The former of the semployees during the 1997 reorganization (Exhibit 26, pp. 66-68). The former of the semployees during the 1997 reorganization (Exhibit 26, pp. 66-68).

deselected any of the the comployees during the 1997 reorganization (Exhibit 26, pp. 66-68).

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### Agent's Analysis

Investigative efforts including interviews with branch personnel, branch management, and plant management were carried out. In addition, document reviews pertaining to ECP investigations, personnel files, and NRC allegations were conducted. Areas of concern addressed were possible hostile working environment, chilling effect, and adverse action in the Allegations of a hostile working environment involved the use of inflammatory name calling by towards employees.

temmed from Secoming upset with members of staff for failing to contribute to efforts in raising the quality level of the in addition,

CP&L management

was made aware of the allegations and in an effort to correct the potential impact of such statements.

Allegations of adverse action were made in the latest action against several of the latest corporation for providing safety concerns to the NRC. Interviews disclosed only the latest company have been potentially adversely effected, but neither claimed adverse action. The other employees either left the company or found other jobs within CP&L. Interviews proposed move to a determined to be a result of request for a fill a vacancy to acknowledged he handled the job offer poorly, but stated he was unfamiliar with CP&L policy or the CP&L HR disclosed the initial

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but the subsequent offer met CP&L was wrongly described to ad wanted to cause adverse action against policy. In addition, it was noted if had the opportunity to have him removed during a reorganization in 1997. nor any other CP&L manager knew Interviews suggest neither was moved fron obtained a but prior to reporting, eported he had received a rior, to regarding Statements made by could not be alleged statements about finding other jobs for independently substantiated.

### Coordination with Regional Counsel

On October 6, 1998, Carolyn F. EVANS, Regional Counsel, was provided a copy of transcript for review and comment. On November 23, 1998, EVANS advised

#### Conclusion

Based on the evidence developed during the investigation, the allegation that the manager's actions caused a hostile working environment was unsubstantiated.

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#### SUPPLEMENTAL INFORMATION

The chilling effect issue involved statements allegedly made by would fire individuals for reporting safety concerns to the NRC. The allegations were discussed Interviews of not substantiate the original allegation. Additionally, denied making such a made after the statement. theorized a statement correct a known problem, and CP&L received a fine from the NRC, may have been misunderstood. The statement was to the effect that if a similar event occurred in other companies, people would lose their jobs. Although the statement related to a failure to correct safety concerns and not to reporting safety concerns, the statement was apparently presented to other employees in the opposite light. Subsequently, rumors began that threatened to fire people providing information to the NRC. Interviews with identified two additional instances when llegedly made threats of explained may have commented to firing individuals. wanted problems documented, but did not want supervisors in the organization that called the could not recall a discussion NRC after finding a problem. Although tatement following the December 1997 exit regarding finding employees other jobs, gives credence to statement. meeting, combined with the statement to The combination of the three incidents created a chilling effect within the name calling and intimidating Furthermore, although not intentional. management style created an atmosphere where employees were reluctant to report safety problems.

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# LIST OF EXHIBITS

Exhib No.		<u>Description</u>	
1		Investigation Status Record, dated April 29, 1998.	
2		Transcript of Interview with dated June 9, 1998.	10
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11		Transcript of Interview with dated June 9, 1998	-
12		Transcript of Interview with dated June 9,1998.	
13		Transcript of Interview with ated June 9, 1998.	
14		Transcript of Interview with dated June 9, 1998.	16
15		Transcript of Interview with dated June 10, 1998.	( -
16		Transcript of Interview with dated June 10, 1998.	
17		Transcript of Interview with dated June 22, 1998.	السجيدية المادية الماد المادية المادية المادي
18	<u>.</u>	Transcript of Interview with lated June 2 298.	

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Exhibit	
No.	Description
19	Transcript of Interview with dated August 10, 1998.
20	Report of Interview with dated August 13, 1998.
21	Transcript of Interview with dated September 16-1998.
22	Transcript of Interview with dated September 16, 1998.
23	Transcript of Interview with dated September 16, 1998.
24	Report of Interview with dated October 5, 1998.
25	Transcript of Interview with dated November 4, 1998.
26	Annotated Copy of Transcript of Interview with dated November 4, 1998.