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NUCLEAR REGULATORY COMMISSION

ORIGINAL

Title: Interview of [REDACTED]

7C

Docket Number: 1-2003-051F

Location: Salem, New Jersey

Date: Wednesday, March 3, 2004

Work Order No.: NRC-1364

Pages 1-69

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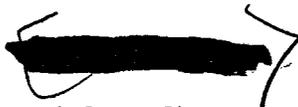
UNITED STATES OF AMERICA
NUCLEAR REGULATORY COMMISSION
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OFFICE OF INVESTIGATIONS

INTERVIEW

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IN THE MATTER OF: :

INTERVIEW OF : Docket No.

 : 1-2003-051F

(Closed) :
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Wednesday, March 3, 2004

Resident's Office, Salem
Hope Creek Station

The above-entitled interview was conducted
at 2:42 p.m.

BEFORE:

Special Agent EILEEN NEFF

P-R-O-C-E-E-D-I-N-G-S

(2:42 p.m.)

1
2
3 SPECIAL AGENT NEFF: Today's date is March
4 3rd, 2004. The time is approximately 2:42 p.m.
5 Speaking is Special Agent Eileen Neff with the NRC
6 Office of Investigations, Region I. What follows will
7 be an interview with [REDACTED]

8 [REDACTED]
9 [REDACTED] As agreed, the interview is being taped
10 recorded and the location of this interview is the
11 Residence Office at Salem and Hope Creek.

12 The subject matter of the interview
13 concerns alleged discrimination involving [REDACTED]
14 [REDACTED] and
15 allegations that he was discriminated against for
16 having engaged in protected activity. The events
17 allegedly occurred on or about the year 2000. The
18 allegations involve potential violations of 10 C.F.R.
19 50.5 which is deliberate misconduct and 50.7 involving
20 employee protection.

21 [REDACTED] has been advised that you are
22 being approached as a witness to this matter. You are
23 not the subject of this investigation. You are
24 strictly being approached as a witness and you
25 understand that. 7C

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1 [REDACTED] That is correct.

2 SPECIAL AGENT NEFF: Okay. I should point
3 out that at this point in time we've had the
4 opportunity to interview you recently on another
5 matter. In that matter we picked up your identifying
6 information and I'll let that stand for the record.

7 In a moment I will briefly summarize your
8 employment history with PSEG nuclear and you can
9 correct me as I go through it if I'm wrong. But what
10 I would like to do is place you back under oath. If
11 you would raise your right hand, please. Do you swear
12 that the testimony you are about to provide is the
13 truth, the whole truth, and nothing but the truth so
14 help you God?

15 [REDACTED]: I do.

16 SPECIAL AGENT NEFF: Okay. Prior to going
17 on the record, what I showed you in that these events
18 we're discussing will be around the year 2000, pretty
19 much now four years ago, late 1999 into 2000. We are
20 looking at about four years ago.

21 I gave you organizational charts and they
22 are dated May 1, 2000. One is for plant support. At
23 that time the [REDACTED] One is dated
24 2/28/2000. It shows Hope Creek operations. And the
25 other one dated May 12, 2000, which shows Hope Creek

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1 operations from the [redacted] who at that
2 point in time was [redacted] and the positions under
3 him. That was to help jog your memory in terms of
4 place in time and the people involved.

5 Then I also showed you and you reviewed
6 three memorandums. One of them is dated November 4,
7 1999. The subject of that is, "Best Work Week Ever
8 Picture." The author is [redacted]

9] The letter was going to [redacted]

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The next memo that you reviewed was
February 8, 2000. That subject is, "Performance
Review Clarification of Expectations" going from [redacted]

SPECIAL AGENT NEFF: [redacted]

] You took a look at that. Then
there was a June 1, 2000, memorandum entitled, "Your
Accountability for the Best Work Week Ever Team."
That was written by -- coming from [redacted]

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These are what you reviewed mostly to refresh your recollection for that time frame and the issues that were going on in terms of the Best Work Week Ever and your role in that.

What I would like to do at this point is just briefly summarize where you've been with PSEG Nuclear. It's a lengthy career.

SPECIAL AGENT NEFF:

That is correct.

SPECIAL AGENT NEFF:

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I believe your title then would have been

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the [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] What

was your title for that?

[REDACTED]
[REDACTED]

SPECIAL AGENT NEFF: Okay. And then that was reorganized yet again.

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED] That is correct.

SPECIAL AGENT NEFF: Okay. That is the basic rundown of the positions that you've held over those years. What I would like to do is ask you, first of all, do you know [REDACTED]

[REDACTED] Yes, I do.

SPECIAL AGENT NEFF: How long have you known [REDACTED]

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[REDACTED] I knew [REDACTED] for a number of years. I remember when [REDACTED] was a [REDACTED] We worked together at Hope Creek I would probably estimate at least six years fairly close. Not just with plant operations but also outage work, scheduled development, and online work.

SPECIAL AGENT NEFF: So when you first met him while he was a [REDACTED] [REDACTED] I think he may have been a [REDACTED] I can't be sure.

SPECIAL AGENT NEFF: Do you know what year you would have met him?

[REDACTED] No. I can't recall the year.

SPECIAL AGENT NEFF: Okay. But you said six years?

[REDACTED] I would say at least six years I knew [REDACTED]

SPECIAL AGENT NEFF: Okay. In terms of working here on site you think it was about six years or so?

[REDACTED] Correct.

SPECIAL AGENT NEFF: So if he left in January of 2001 that would put you back to roughly 1994/1995 time frame? Does that sound accurate?

[REDACTED] At least. I think so, yeah.

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1 SPECIAL AGENT NEFF: Okay. So your
2 interaction with him then, did you have fairly regular
3 interaction with him or how would you describe it?

4 [] Well, when he was on shift I
5 probably would only see [] every couple of weeks
6 because of the schedules and all but we had fairly
7 regular interaction. Discussions about work, you
8 know, and personal life.

9 SPECIAL AGENT NEFF: Okay. Did you have
10 a work relationship? I mean, did you have any
11 relationship outside of work?

12 [] Other than maybe occasionally
13 seeing him at a fair or something off site.

14 SPECIAL AGENT NEFF: A PSEG related
15 affair?

16 [] Yeah.

17 SPECIAL AGENT NEFF: Not like a separate
18 social arrangement offsite.

19 [] No.

20 SPECIAL AGENT NEFF: Have you had any
21 contact with him since he left?

22 [] No, I have not. I did have
23 contact [REDACTED]

24 [REDACTED]

25 SPECIAL AGENT NEFF: Okay. 7C

1 [REDACTED] name was [REDACTED] I worked
 2 with [REDACTED] before [REDACTED] was [REDACTED]
 3 [REDACTED] I did
 4 know [REDACTED]

5 SPECIAL AGENT NEFF: After he left the
 6 site.

7 [REDACTED] Correct.

8 SPECIAL AGENT NEFF: Okay. But no direct
 9 contact?

10 [REDACTED]: No direct contact.

11 SPECIAL AGENT NEFF: In working with him
 12 did you form an opinion, or were you able to form an
 13 opinion? Do you have any basis for evaluating what
 14 his reputation was on site? I'm looking at that from
 15 three different views, by his peers, by his
 16 subordinates, and by management. Did you have enough
 17 of a working relationship to make that type of
 18 observation what his reputation was?

19 [REDACTED]: From my perspective [REDACTED]
 20 reputation?

21 SPECIAL AGENT NEFF: You would more or
 22 less be a peer. You may have been a manager at that
 23 point in time to him?

24 [REDACTED]: There was time that he was at
 25 a lower level of the organization. When I was an

TC

1 he may have been a [REDACTED]

2 [REDACTED]

3
4 SPECIAL AGENT NEFF: Okay.

5 [REDACTED] As far as my opinion of [REDACTED]
6 very knowledgeable. Highly motivated, especially at
7 work, you know. High sense of ownership for tasks he
8 took on. He was very instrumental in outage planning.
9 He had a good knack for understanding the operational
10 plant interfaces and scheduling of the work around
11 that. His expertise was always sought out by the
12 outage group or whatever. He was seen as, I would
13 say, like an expert in that field.

14 SPECIAL AGENT NEFF: For outage planning.

15 [REDACTED] Yes, especially.

16 SPECIAL AGENT NEFF: Okay. So from that
17 perspective you are looking at it as your view of his
18 work in terms of a supervisor.

19 [REDACTED] Yes.

20 SPECIAL AGENT NEFF: Okay. Do you have
21 any basis to assess how he was seen by his
22 subordinates as a [REDACTED] or as an [REDACTED]

23 [REDACTED] I probably don't have a good
24 perspective there from a subordinate's point of view.

25 SPECIAL AGENT NEFF: You don't have that

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1 kind of interaction or any input?

2 [REDACTED]: No.

3 SPECIAL AGENT NEFF: What about his peers?

4 [REDACTED] I think everybody respected
5 [REDACTED] for his knowledge and expertise. I think
6 sometimes they may have thought he was not very
7 flexible on some issues. Maybe he was a little
8 steadfast on his opinion. You know what I'm saying?
9 He may have been a little bit harder to work with from
10 that point of view. He may not have been willing to
11 give in on a particular issue if he felt strongly
12 about it.

13 SPECIAL AGENT NEFF: Can you think of any
14 issues that he would have been seen that way as being
15 inflexible?

16 [REDACTED]: Maybe on a sequence of work
17 activities. I would say to take a diesel out, get it
18 tagged, do the work, when to bring it back. There may
19 have been other people that would have wanted to
20 modify how we were doing that like the tag outs or
21 whatever.

22 SPECIAL AGENT NEFF: Okay.

23 [REDACTED] He may not have been real
24 easy to convince that there may be another way to do
25 it and still meet all the objectives.

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1 SPECIAL AGENT NEFF: Reasonably so or
2 unreasonably so?

3 [REDACTED] I think reasonably so but
4 sometimes here if you don't give in, if you know what
5 I'm saying, to everybody's wish, then some people
6 might think that's unreasonable. I would say [REDACTED] had
7 the best interest of the overall work plan in mind
8 when he was making those types of decisions.

9 SPECIAL AGENT NEFF: So he may have been
10 a stickler for some of the details and the order of
11 events?

12 [REDACTED] Yeah.

13 SPECIAL AGENT NEFF: And adverse to taking
14 a shortcut maybe?

15 [REDACTED] That I would say, yeah.

16 SPECIAL AGENT NEFF: Okay. So in terms of
17 working with him, he may have been seen as a bit
18 steadfast and inflexible on certain issues.

19 [REDACTED] Yeah, but I would say maybe
20 that was a very small percentage.

21 SPECIAL AGENT NEFF: Okay. And he had
22 reasons for being so is what you're saying.

23 [REDACTED] Absolutely.

24 SPECIAL AGENT NEFF: Okay. What about any
25 other perceptions about what his relationships were

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1 with his peers? Are you talking about in later years
2 when he was in [redacted] or --

3 [redacted] I'm talking about when he was

4 [redacted]
5 [redacted]

6 SPECIAL AGENT NEFF: Okay. So at the [redacted]
7 level.

8 [redacted] Right.

9 SPECIAL AGENT NEFF: Okay. Do you have
10 any other perceptions on what his working
11 relationships were like? What his reputation was?

12 [redacted] No.

13 SPECIAL AGENT NEFF: What about from the
14 perspective of his management chain which would be his
15 [redacted] which at the later
16 point in time while he's [redacted] it would have been [redacted]

17 [redacted] Do you
18 have any basis to assess what they thought of him in
19 terms of his work and their relationships with him?

20 [redacted] For awhile there [redacted]
21 was like a peer to me.

22 SPECIAL AGENT NEFF: Okay. He held what
23 position then?

24 [redacted] He was the [redacted] for the
25 operating like the [redacted] for

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1 all the operating shifts.

2 SPECIAL AGENT NEFF: Okay.

3 [REDACTED] So [REDACTED] may have reported up
4 to him for a while. I don't ever recall [REDACTED] on
5 a particular issue where he may have had a problem.

6 SPECIAL AGENT NEFF: Positive or negative?

7 [REDACTED] Yeah.

8 SPECIAL AGENT NEFF: Okay. What about

9 [REDACTED] Do you have any knowledge of the
10 working relationship between [REDACTED]

11 [REDACTED] This would be at any point in time while he
12 is [REDACTED] while he's in [REDACTED]

13 [REDACTED] The only thing I knew with
14 [REDACTED] was I knew he had people he wanted to get off
15 shift, [REDACTED] that he wanted to
16 remove off shift.

17 SPECIAL AGENT NEFF: Do you know why?

18 [REDACTED] He didn't fill me in on the
19 particulars.

20 SPECIAL AGENT NEFF: What did he tell you?

21 How do you know that?

22 [REDACTED] Because at the time when
23 [REDACTED] had taken over operations the department was
24 kind of like having manpower problems, I believe.
25 That was one of the reasons why they asked me to go

1 back up to operations at the time. They were short.
2 People with operations background. This was like the
3 '95/'96 time frame.

4 SPECIAL AGENT NEFF: Okay. When you were
5 doing the work week schedules?

6 [REDACTED] Correct. They were just
7 short for people. As a matter of fact, when I was
8 doing the work weeks the position [REDACTED] held on that
9 org chart I had I think two direct reports and two
10 control room operators for tagging. I had like four
11 people when I had that position. Maybe five.

12 SPECIAL AGENT NEFF: When he has it, at
13 least by this chart in May of 2000, we're looking at
14 the work control group that he supervises as 16
15 operators. That would be primarily for tagging?

16 [REDACTED] Tagging and work schedule
17 development.

18 SPECIAL AGENT NEFF: And the WIN team
19 which has three more operators on it. You had two
20 operators in that time frame.

21 [REDACTED] One shift sup. No, no shift
22 sups at the time. [REDACTED]

23 SPECIAL AGENT NEFF: Okay. So this
24 evolved quite a bit between '95 and '99 then.

25 [REDACTED] Yes, it did.

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1 SPECIAL AGENT NEFF: These all came under
2 [REDACTED] in 1999 and they weren't part of yours?

3 [REDACTED] There was a transition I
4 think about eight months before he relieved me in that
5 position that put three shift sups over there for me
6 but that was like at the tail end.

7 SPECIAL AGENT NEFF: Okay.

8 [REDACTED] It was starting to grow just
9 before I left.

10 SPECIAL AGENT NEFF: Okay. To support
11 some of these changes that you were looking at with
12 the work management center -- that were coming into
13 the new work management center?

14 [REDACTED] We were not providing enough
15 input to the actual scheduled developments on a weekly
16 basis and filling all the roles that the operations
17 people should have because we were short handed so we
18 were kind of like doing two or three weeks at a time.

19 SPECIAL AGENT NEFF: So this was the
20 correction staff. They started to staff it.

21 [REDACTED] Correct.

22 SPECIAL AGENT NEFF: Okay. When you are
23 saying [REDACTED] from what you knew he knew he had
24 people that he wanted to move off shift.

25 [REDACTED] Correct.

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1 SPECIAL AGENT NEFF: Is that what you're
2 talking about when they staff this or is it something
3 else?

4 [REDACTED] I think there may have been
5 some other reasons. I think they may have made
6 promises to move some people off like, "You guys hang
7 around. Stay with me for another two years and then
8 I'll get you off shift. I'll have enough replacements
9 at that time." There may have been promises like that
10 made.

11 SPECIAL AGENT NEFF: Do you know it
12 affected? Who were the people that he wanted to move
13 off shift?

14 [REDACTED] I think [REDACTED] name may have
15 come up in that a couple of times. [REDACTED] is one of
16 them because I think [REDACTED] was probably one of the guys
17 that was on shift the longest.

18 SPECIAL AGENT NEFF: Okay. So this is a
19 move into what organization, when he replaced you or
20 later on?

21 [REDACTED] Well, he replaced me. He
22 took over that position and I got moved out to the
23 work management.

24 SPECIAL AGENT NEFF: Okay. And you
25 thought that was a promise to [REDACTED]

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1 [REDACTED] I see it as a positive thing. You're
2 describing him like a favor.

3 [REDACTED] A commitment that if people
4 would have stayed for a period of time like when [REDACTED]
5 took over that he would promise them that he would get
6 them off shift if that's what they wanted.

7 SPECIAL AGENT NEFF: Okay. So that was
8 when -- you're thinking this is when he replaced you
9 in 1999?

10 [REDACTED] Um-hum.

11 SPECIAL AGENT NEFF: You thought early
12 1999.

13 [REDACTED] I think some other guys came
14 off shift, too. [REDACTED] (phonetic) who was a
15 [REDACTED] was one of the guys that was
16 assigned over to me after the work week SRO.

17 SPECIAL AGENT NEFF: Okay.

18 [REDACTED]: I'm trying to think if there
19 were a couple of others that came off at that same
20 time. They got more people through license class and
21 license training and they started taking some people
22 off shift.

23 SPECIAL AGENT NEFF: Okay. Just so I
24 don't assume, can you explain why that is a positive
25 thing that is seen as a favor that [REDACTED] would

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1 be taking care of them?

2 [REDACTED] Only from the standpoint that
3 he had made that commitment because what they were
4 trying to do was hold on to the few SROs they had so
5 it wouldn't impact the license operations. They can
6 continue operating the plant. The understanding is in
7 two years we'll get you off and get you out doing
8 something else that you want to do. It's basically
9 coming through on the commitment of it that he had
10 made.

11 SPECIAL AGENT NEFF: But to get somebody
12 off the shift is that like a time and hours kind of
13 thing? That you are on a dayshift position as opposed
14 to the shift work?

15 [REDACTED] Correct.

16 SPECIAL AGENT NEFF: Is that the positive
17 in all that?

18 [REDACTED] That was the positive. Some
19 people at the time did not want to be working shift
20 work.

21 SPECIAL AGENT NEFF: Okay. Or rotation of
22 what you would actually be doing just for the change
23 of it or something?

24 [REDACTED] I think some people had
25 worked shift work 10, 12 years or longer and they were

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1 looking to get out and do something else and not have
2 to work shift hours anymore.

3 SPECIAL AGENT NEFF: Okay. So that placed
4 [REDACTED] behind where you were.

5 [REDACTED]: That may be one of the
6 reasons, yes.

7 SPECIAL AGENT NEFF: You think that.
8 Okay. When he became the [REDACTED] for work management right
9 behind you?

10 [REDACTED]: Um-hum.

11 SPECIAL AGENT NEFF: Early 1999. Okay.
12 What I was asking you about is if you had any
13 knowledge of the working relationship between [REDACTED]
14 [REDACTED] Let's look at that time
15 frame and forward. Do you have any basis to assess
16 their working relationship in that time period? It
17 sounds as though it's positive as though [REDACTED]

18 [REDACTED]
19 [REDACTED]: I think at that point it may
20 have been positive.

21 SPECIAL AGENT NEFF: Did that change at
22 some time?

23 [REDACTED]: I think at some point I
24 recall that there was some friction with [REDACTED] probably
25 a year or two later because I think -- I could be

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1 totally wrong here but my understanding was they were
2 trying to reassign him. [REDACTED] level was outage work.
3 I think they were trying to reassign him to something
4 else maybe or bring him over to a different work area.

5 I don't know that that transition was
6 going real smooth. I'm not sure if [REDACTED] was involved
7 in that or not. I think it may have been after [REDACTED]
8 took over work management. He was no longer the
9 [REDACTED]. I can't be sure.

10 SPECIAL AGENT NEFF: But you have some
11 recollection of them changing what [REDACTED] would
12 be doing coming, I guess, off shift and going to --

13 [REDACTED] I'm not sure if they were
14 trying to put him in work management. I can't
15 remember. Sometimes you're no longer directly
16 involved that close with the activities of those two
17 individuals.

18 SPECIAL AGENT NEFF: Right.

19 [REDACTED] Through the grapevine you are
20 hearing there's an issue there with [REDACTED] work
21 assignment or something.

22 SPECIAL AGENT NEFF: Did you have any role
23 in roughly June of 2000 [REDACTED] is placed under
24 the reorganization of the work management
25 organization? He now is in that role. My

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1 understanding was that a team was developed for the
2 Best Work Week Ever. [REDACTED] name comes up as
3 being part of this team.

4 [REDACTED]: Correct.

5 SPECIAL AGENT NEFF: Do you know how he
6 got into the Best Work Week Ever? How he was selected
7 for this?

8 [REDACTED] I know that when we were
9 doing the Best Work Week Ever, they were soliciting
10 input from a lot of people on who should be on that
11 team.

12 SPECIAL AGENT NEFF: Okay.

13 [REDACTED] So it was more or less people
14 were -- names were given to [REDACTED] I believe.

15 SPECIAL AGENT NEFF: [REDACTED]

16 [REDACTED] Right. Input from different
17 people as to who should be on the team.

18 SPECIAL AGENT NEFF: Okay.

19 [REDACTED] I think that's how they went
20 about making the selections.

21 SPECIAL AGENT NEFF: Do you know how [REDACTED]
22 [REDACTED] came to be selected for that?

23 [REDACTED] Specifically I can't recall.

24 SPECIAL AGENT NEFF: Would he be somebody
25 that you would have recommended to put --

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1 [REDACTED] Myself?

2 SPECIAL AGENT NEFF: Yes.

3 [REDACTED] Absolutely.

4 SPECIAL AGENT NEFF: To place him on the
5 Best Work Week Ever?

6 [REDACTED] Um-hum.

7 SPECIAL AGENT NEFF: Based on what you
8 said before about the expertise that he had
9 particularly in the outage planning?

10 [REDACTED] Outage and online work. I
11 mean, [REDACTED] was a good scheduling person. He could get
12 a lot of work done. [REDACTED] was the kind of guy that
13 could find ways to get work done, not find ways of
14 avoiding work.

15 SPECIAL AGENT NEFF: Would it have been
16 your decision -- if it was your recommendation that he
17 would be a good person for that, would it have been
18 your decision to place him on the Best Work Week team?

19 [REDACTED] I did not have that authority
20 to select people and say they have to go on here.

21 SPECIAL AGENT NEFF: Where would the
22 authority for that be?

23 [REDACTED]: That would have to come
24 either from whoever reported to it, if it was [REDACTED] or
25 it was [REDACTED].

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1 SPECIAL AGENT NEFF: And the [REDACTED]
2 at the time?

3 [REDACTED]: Um-hum. I think he may have
4 still been over at Hope Creek.

5 SPECIAL AGENT NEFF: Okay. But it
6 wouldn't have been your decision to make his move?

7 [REDACTED]: No.

8 SPECIAL AGENT NEFF: Okay. And my
9 understanding --

10 [REDACTED]: I may have been asked like,
11 "Who would you like?" I'll tell you the names. It
12 goes down that list. There is not a name on there
13 that I would have said no to.

14 SPECIAL AGENT NEFF: Here. You're reading
15 it upside down. Let me help you out a little bit.
16 What you're looking at is Attachment 1 to the memo
17 dated June 1, 2000.

18 [REDACTED]: Um-hum. The people that I
19 know definitely on this list that I would say definite
20 in my mind were [REDACTED]

21 [REDACTED]

22 [REDACTED]

23 SPECIAL AGENT NEFF: So most of the people
24 on here are people that you would have selected
25 yourself. They were placed here for some skill or

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1 some expertise that they had that they would bring to
2 the Best Work Week Ever.

3 [REDACTED] Yes.

4 SPECIAL AGENT NEFF: Did you have any
5 discussions yourself with -- [REDACTED] was the
6 [REDACTED] at the time. Did you have any discussions at
7 that point in time with him regarding the placement of
8 [REDACTED] on here that you recall?

9 [REDACTED] An exact meaning or something
10 like that?

11 SPECIAL AGENT NEFF: Any recollection of
12 any conversation or meeting.

13 [REDACTED] I really can't recall.

14 SPECIAL AGENT NEFF: Now, that was for
15 June 2000. At this point in time it's my
16 understanding at the same point in time the
17 reorganization occurs with work management. It is now
18 the work management organization and in that time
19 frame [REDACTED] is moved from his position here as
20 the [REDACTED] for work management into the new organization.
21 Do you know how he was selected for that position?

22 [REDACTED] If my recollection serves
23 correct, he would have been reporting to [REDACTED]
24 in that position.

25 SPECIAL AGENT NEFF: I think you're right

1 in that.

2 [REDACTED] To tell you the truth, I
3 don't recall picking those positions. What I remember
4 is there was a lot of talk of reorganizing the
5 organization and at the time I was over in TB 2
6 working on the revision of the procedures. I was on
7 that team with [REDACTED] We were over in TB 2
8 working on revising the whole work management
9 procedure guidelines.

10 We knew what the positions and all were
11 going to look like but it was very hush hush about it
12 who was being considered for what positions from my
13 perspective because I didn't find out that I had a
14 position in that organization until like when they
15 made the announcements but I believe at that point all
16 the positions were filled. Do you know what I'm
17 saying? It wasn't like --

18 SPECIAL AGENT NEFF: It was that hush hush
19 you didn't know either and you were a manager.

20 [REDACTED]: I was going to be a manager,
21 yes.

22 SPECIAL AGENT NEFF: Did you have any
23 involvement in the selection of [REDACTED] for the
24 work management organization?

25 [REDACTED] If any involvement I may have

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1 had or someone asked me if I thought he would be good
2 in that role, I would, of course, said yes.

3 SPECIAL AGENT NEFF: So for input or for
4 corroboration in terms of, yeah, you think he's be
5 somebody good, but decision making, what you're saying
6 is it wasn't your decision to make. Whose decision
7 would it have been to place him there?

8 [REDACTED] I think it would have either
9 been somewhere around [REDACTED] because he was going to be
10 the [REDACTED]

11 SPECIAL AGENT NEFF: Anticipated.

12 [REDACTED] Anticipated.

13 SPECIAL AGENT NEFF: He's still the [REDACTED]
14 [REDACTED] but he's going to be the [REDACTED]

15 [REDACTED] Well, when we were on that
16 team during the procedure rewrites, it was clear in my
17 mind at that point whether [REDACTED] told me. I think it
18 may have been [REDACTED] who told me that he was going to
19 come over and replace [REDACTED].

20 SPECIAL AGENT NEFF: It was a matter of
21 months it looks like. From June to October I think is
22 the time frame.

23 [REDACTED] Right.

24 SPECIAL AGENT NEFF: So [REDACTED] is
25 being replaced and [REDACTED] knew in advance that

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1 he would be the [REDACTED]

2 [REDACTED] Correct. So he was kind of
3 like the team that we were running out there he was
4 put as like the team lead during that time for the
5 rewrite and everything. [REDACTED] was the sponsor.

6 SPECIAL AGENT NEFF: To your knowledge did
7 anybody else have input or any body else have any
8 involve and have any decision making authority over
9 [REDACTED] being moved from his one position to the
10 other in the work management organization at that time
11 in June 2000?

12 [REDACTED] The only other one I think
13 had a lot of influence was [REDACTED]

14 SPECIAL AGENT NEFF: [REDACTED]

15 [REDACTED] Yes.

16 SPECIAL AGENT NEFF: Okay.

17 [REDACTED] Because I found out later on
18 after I had the position for about two months, [REDACTED]
19 came into my office one day and told me that he was
20 going to do my job for a couple of weeks because he
21 didn't think I was the right guy for the job when they
22 picked him. He was going to run the long-term
23 planning and find me a special project to run.

24 SPECIAL AGENT NEFF: This was [REDACTED]
25 who told you?

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1 [REDACTED]: Yes.

2 SPECIAL AGENT NEFF: Okay. So you were
3 going to be moved. That was at the point where you
4 were going to be moved again?

5 [REDACTED]: Like I say, it was probably
6 in the December time frame.

7 SPECIAL AGENT NEFF: Of 2000?

8 [REDACTED]: Yeah, when we did these
9 reassignments. I just found out I had the job. I was
10 in it for about two or three months and [REDACTED] came
11 over one day and told me that he didn't think I was
12 the right guy for the job from day one but he had no
13 choice in the matter kind of. Now he wanted to push
14 me into a temporary assignment running a project
15 somewhere while he ran my part of the organization.

16 SPECIAL AGENT NEFF: This is after he is
17 the [REDACTED]

18 [REDACTED]: Correct.

19 SPECIAL AGENT NEFF: So ye has more
20 control of the organization at this point obviously?
21 He's now in place.

22 [REDACTED]: Yes.

23 SPECIAL AGENT NEFF: Okay. In your view,
24 in June of 2000 who would have established the role
25 and responsibilities that [REDACTED] had in that

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1 organization?

2 [REDACTED] When we drafted procedure for
3 this new organization, we kind of drafted those roles
4 and responsibilities as part of the redraft of the
5 work management organization. Every position in the
6 new organization had roles and responsibilities
7 specified as part of the rewrite of the program.

8 SPECIAL AGENT NEFF: Okay. What is the
9 time frame for that, [REDACTED] When were you doing that
10 procedure?

11 [REDACTED]: That was mid-2000. It was
12 supposed to be ready to implement by September. I
13 would say around July, August, September time frame of
14 2000.

15 SPECIAL AGENT NEFF: Ready to implement
16 August/September 2000?

17 [REDACTED] Right. Then I think that
18 pushed by a month or so.

19 SPECIAL AGENT NEFF: So at this point
20 while you were working through the summer of 2000 you
21 are reporting to [REDACTED]

22 [REDACTED] Um-hum.

23 SPECIAL AGENT NEFF: When you are working
24 on these procedures?

25 [REDACTED] And what they did was they

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1 took just a handful of us. It was about five or six
2 people. They took us out of the day-to-day firefight
3 and we reported TB 2 for like four or five weeks to
4 just do nothing but work on rewriting the work
5 management process using INPO as practices, other
6 utilities.

7 SPECIAL AGENT NEFF: Okay.

8 [REDACTED] And hours.

9 SPECIAL AGENT NEFF: Were you working with
10 [REDACTED] at that point in time?

11 [REDACTED] I don't know if [REDACTED] was on
12 that team or not. To tell you the truth I can't
13 recall. I don't think [REDACTED] was.

14 SPECIAL AGENT NEFF: Who would have
15 established the role for people? People I mean
16 individually for [REDACTED] Who would have
17 established and assigned his role and responsibilities
18 at the point in time where he moved from the [REDACTED]
19 [REDACTED] to the work management
20 organization in June 2000?

21 If the procedures are being written and
22 they are not really aimed to be ready until September,
23 who established these rules and responsibilities? Do
24 you know anything about that?

25 [REDACTED] No, I don't.

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1 SPECIAL AGENT NEFF: Do you know anything
2 about what his duties were at that time frame?

3 [REDACTED] Specifically, no.

4 SPECIAL AGENT NEFF: Okay. You mentioned
5 before under this structure he's reporting to [REDACTED]

6 [REDACTED]
7 [REDACTED] I believe, yeah, because I
8 think he was going to be in the implementation group,
9 which is what that group was called. [REDACTED] was the
10 [REDACTED] for that group.

11 SPECIAL AGENT NEFF: Okay. In that
12 arrangement [REDACTED] as the supervisor there, how
13 did you view that? Did that strike you as
14 questionable in any way?

15 [REDACTED]: At first, no. You mean him
16 getting that [REDACTED] position?

17 SPECIAL AGENT NEFF: Him getting the
18 [REDACTED] position.

19 [REDACTED] I worked directly with [REDACTED]
20 years before that. I knew he was -- he went out to
21 training and I knew he had a rough time when he was
22 out there in the training department. I know a lot of
23 feedback I had gotten from SROs some of the exams were
24 like unreasonable and unfair. 7C

25 I always thought they were trying to make

1 a challenge. There was a big to do over that. I know
2 prior to that [REDACTED] had been hoping to get the [REDACTED]
3 [REDACTED] there at Hope Creek. I know he got turned
4 down for that and he was disappointed.

5 SPECIAL AGENT NEFF: And he put in for the
6 job when [REDACTED] got it or after?

7 [REDACTED] It was before. We had gone
8 through a period over there where we did not have a
9 direct ops manager and I think [REDACTED] was [REDACTED].

10 SPECIAL AGENT NEFF: Okay.

11 [REDACTED] I think he was kind of hoping
12 that after six or seven months that he was in that
13 role as [REDACTED] --

14 SPECIAL AGENT NEFF: He might slide into
15 it.

16 [REDACTED] -- he might slide into it.

17 SPECIAL AGENT NEFF: Okay. When I asked
18 you if you saw it as unusual or questionable that he
19 would be the supervisor of this implementation group,
20 you said at first no. Did that change? Did you see
21 it differently later?

22 [REDACTED] Personally I did, yeah.

23 SPECIAL AGENT NEFF: Why is that?

24 [REDACTED] Well, I'll be honest with
25 you, I didn't see that there was a lot of structure

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1 over there. We had procedures that we probably were
2 not really strictly adhering to. There was a
3 reluctance. I think it was more "let's bulldog
4 everything through" than actually trying to help the
5 people to get the work done.

6 SPECIAL AGENT NEFF: You didn't like the
7 way it was being run?

8 [REDACTED] Personally, no.

9 SPECIAL AGENT NEFF: So that is something
10 that you put with the supervisor, [REDACTED] You
11 had issues with that?

12 [REDACTED] Um-hum.

13 SPECIAL AGENT NEFF: What about -- from
14 what you observed of [REDACTED] and
15 their placement in this organization, did it surprise
16 you that [REDACTED] would be placed as his
17 supervisor? I guess I'm not asking you to think about
18 it right now and go back in time. What I'm wondering
19 is at the time did something like that strike you as
20 odd in any way? Was it acceptable or was it odd or
21 how did you see it? Did you ever notice it?

22 [REDACTED] I don't think I gave it too
23 much thought. [REDACTED] had been off shift for awhile.
24 Had been in other roles like with training. I think
25 he was doing some work supporting outages, too,

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1 filling in as like an outage lead or something. I
2 don't know. I guess he was perceived as a leader.
3 Him going into a role like that didn't seem as
4 peculiar at that point.

5 SPECIAL AGENT NEFF: Okay. We'll take a
6 quick break. It's 3:23 p.m.

7
8 (Whereupon, at 3:23 p.m. off the record
9 until 3:24 p.m.)

10 SPECIAL AGENT NEFF: We're back on the
11 record. It's about 3:24 p.m. One thing I wanted to
12 ask you about involved the selection of [REDACTED]
13 for the work management organization. These are
14 individuals on this memo June 1, 2000. You are
15 agreeing with their selection. You pretty much said
16 everybody on this list is somebody. [REDACTED]
17 (phonetic) X I don't know if we said. Did you --
18 [REDACTED] (phonetic) X I
19 don't recall that well myself.

20 SPECIAL AGENT NEFF: That would be your
21 endorsement to get on the Best Work Week Ever or move
22 into the work management organization?

23 [REDACTED] Right.

24 SPECIAL AGENT NEFF: [REDACTED]

25 (phonetic) X

1 [REDACTED] (phonetic) XI

2 know, yes. [REDACTED] yes.

3 SPECIAL AGENT NEFF: And [REDACTED]

4 [REDACTED]: Correct.

5 SPECIAL AGENT NEFF: So other than

6 [REDACTED] maybe these are individuals that you could
7 see being placed on the Best Work Week Ever.

8 [REDACTED]: Absolutely.

9 SPECIAL AGENT NEFF: Okay. When it came
10 to creating the work management organization, were
11 there others considered from [REDACTED] position?
12 Were there others considered in moving? Do you know
13 if it was just [REDACTED] or if there was anybody
14 else that was being looked at as potentially valuable
15 in that organization?

16 [REDACTED]: I think at one point they
17 were looking at [REDACTED] (phonetic) but that
18 may have been after [REDACTED] From Hope Creek -- do you
19 have that org chart for Hope Creek?

20 SPECIAL AGENT NEFF: Yeah, here you go.

21 [REDACTED]: My guess just from knowing
22 individuals, I know [REDACTED] had filled that role
23 before I got there. I don't know if he may have been
24 thought of as a candidate. Or maybe [REDACTED] That
25 would be my guess.

1 SPECIAL AGENT NEFF: You're guessing but
2 you don't recall a discussion about these people or do
3 you?

4 [REDACTED] I don't recall a discussion.
5 This was a very busy time, especially for me, because
6 I had this other organization that we were trying to
7 get motivated moving. I really didn't spend a lot of
8 time understanding who and what they were selecting
9 for the other group, if there was a selection process
10 going on.

11 SPECIAL AGENT NEFF: Right. You made it
12 pretty clear that you would have endorsed [REDACTED]
13 for the organization for the position that he was
14 placed in but you had nothing to do with the decision
15 making process that put him there.

16 [REDACTED]: That is true.

17 SPECIAL AGENT NEFF: How is a move like
18 that seen when you're in ~~OS~~ work management and
19 moved? It's a new organization for work management.
20 How is that seen? I'm looking at it in terms of
21 promotion, demotion, lateral. What is that viewed as
22 organizationally?

23 [REDACTED] I think of an ~~OS~~ coming off
24 shift going there. Depends on timing and everything
25 else but I would say that's a demotion.

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1 SPECIAL AGENT NEFF: And why would that
2 be?

3 [REDACTED] Typically the ~~OS~~ on shift
4 have been a very high commodity and they would be
5 coming off looking to go more to a manager type
6 position than just being moved over and reporting to
7 a manager somewhere else, if you know what I mean.

8 SPECIAL AGENT NEFF: Manage type position.
9 You mean with subordinates?

10 [REDACTED] In other words, a manager
11 level rather than being a superintendent somewhere.
12 An ~~OS~~, an operations superintendent ~~on shift~~ is very
13 high level in the company.

14 SPECIAL AGENT NEFF: Okay. So to move out
15 of the position what you're saying is they are looking
16 for something at the manager level.

17 [REDACTED] In most cases. Some cases
18 like a lateral. Like a planning manager is a grade
19 level 18 which is the same as an ~~operation~~
20 superintendent. ~~Some~~ Some of those other superintendent
21 positions were considered grade level 16.

22 SPECIAL AGENT NEFF: Is that what the work
23 management organization would have been?

24 [REDACTED] Sometimes it depends on who
25 they want to put in there. If there is someone they

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1 want to put in there and they are trying to lure them
2 over, they may keep it as an 18. They may make it on
3 the books as a 16 and keep it that way depending on
4 the situation.

5 SPECIAL AGENT NEFF: It's seen as a lesser
6 graded position then. More as a 16 as opposed to the
7 18 that goes with an on-shift ~~XOS~~ or ops superintendent ~~X~~
8 on staff?

9 [REDACTED]: Correct.

10 SPECIAL AGENT NEFF: Okay.

11 [REDACTED]: I think that is more true at
12 Hope Creek than it is at Salem.

13 SPECIAL AGENT NEFF: Why is that?

14 [REDACTED]: I don't know. When we
15 started the work management organization up, if you
16 look on here there is a gentleman's name [REDACTED] on
17 one of those other org charts. He's been in the work
18 management organization --

19 (Whereupon, the end of Tape 1, Side A.)

20 SPECIAL AGENT NEFF: If you could just
21 repeat what you were last saying, that [REDACTED] is
22 here on the -- he's shown under the Salem ops org
23 chart.

24 [REDACTED]: Right.

25 SPECIAL AGENT NEFF: Under ~~XOS~~ for work

1 management. You said he's been there for years.

2 [REDACTED] Right. He is seen as a role
3 player in that position over here. When they decided
4 they were going to move that position over to this
5 building, [REDACTED] came over and jumped right in. We've
6 always had difficulty getting people from Hope Creek
7 to come over and participate here. They stay over at
8 Hope Creek.

9 SPECIAL AGENT NEFF: Just the two sides
10 are different, the work management?

11 [REDACTED] Yes. Work management is not
12 seen as a positive organization around here.

13 SPECIAL AGENT NEFF: Okay. So in terms of
14 status or respect or prestige associated with it, an
15 OS on staff or shift is going to be seen as higher
16 ranking than would be somebody assigned to work
17 management. Particularly, you're saying, for Hope
18 Creek.

19 [REDACTED] Correct.

20 SPECIAL AGENT NEFF: Okay. Did you have
21 any contact with [REDACTED] after his move into the
22 new organization?

23 [REDACTED] The only contact I may have
24 had with [REDACTED] is right outside this building where the
25 [REDACTED] is. Because of that [REDACTED] I have,

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1 you're out there a couple times a day and you do see
2 people coming out. You chat and talk. More informal
3 conversations of that nature.

4 SPECIAL AGENT NEFF: Did you get any
5 understanding from him how he felt about his move into
6 the work management organization? Did you even
7 discuss that?

8 [REDACTED] I would have to say my best
9 recollection is that he may have been frustrated with
10 that move.

11 SPECIAL AGENT NEFF: Do you know why?

12 [REDACTED] In particular why? Any
13 specific reason? I think part of it could have been
14 to do with working for [REDACTED] because, as I quickly
15 found out [REDACTED] was not an easy person to work for.

16 SPECIAL AGENT NEFF: Okay.

17 [REDACTED] It was basically [REDACTED] way
18 or no way.

19 SPECIAL AGENT NEFF: So he might have
20 expressed some concerns about that or some angst over
21 working with [REDACTED] directly as a supervisor?

22 [REDACTED] I think [REDACTED] in most of his
23 time here enjoyed some freedom in managing his work.
24 You give [REDACTED] the assignments and then [REDACTED] would do
25 the assignments. I think when you get into this

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1 situation where you are no longer told how to do the
2 assignment. That's something where [REDACTED] would not --
3 knowing [REDACTED] demeanor, that would be a problem from
4 what I recall.

5 SPECIAL AGENT NEFF: In what regard? In
6 that it wasn't necessary to tell him that or he would
7 just resent that?

8 [REDACTED]: I don't think, first of all,
9 it was necessary to tell him that. Then I think there
10 may be some resentment there if you told him every day
11 not only what to do but how to do it. You are taking
12 what you brought him over for out of the equation.

13 SPECIAL AGENT NEFF: Did you get the sense
14 that there was the need to do that with him? I mean,
15 in the new organization with procedures being written
16 and the changes that they were going through was there
17 some -- is it possible there was some need for [REDACTED]
18 [REDACTED] to have that kind of control with him?

19 [REDACTED]: The only thing that I could
20 think of that could come up is they may not -- because
21 you are getting a new procedure thrown in front of
22 you, you may not agree with all the steps. But what
23 I would think is you work with your management to say
24 I don't agree with this and I think we should change
25 it and get it changed or you follow it. You know what

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1 I'm saying? Get that issue resolved.

2 That I'm not clear on as to whether or not
3 they had that type of issue. That, to me, is where
4 you would end up, "I don't want to do it this way.
5 That's what the procedure says to do so I need to get
6 the procedure fixed." If I was the manager I would
7 direct to get the procedure fixed. You know what I'm
8 saying? Or comply. I don't know if that was the
9 issue, though.

10 SPECIAL AGENT NEFF: You don't know if
11 that was the case?

12 [REDACTED] Yeah.

13 SPECIAL AGENT NEFF: Was there any other
14 frustration that he was expressing to you? I mean,
15 your sense was that it was working with [REDACTED]
16 Is there anything else that he didn't care for at that
17 time?

18 [REDACTED] Not that he may have
19 expressed directly to me that I recall right now.
20 [REDACTED] was always kind of a quiet guy. He kept personal
21 issues to himself. He didn't come storming out of a
22 meeting about how, "That no good dirty..." He was
23 very quiet. He held a lot in.

24 SPECIAL AGENT NEFF: When the organization
25 first reshaped in that summer of 2000, do you recall

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1 where everybody was located?

2 [REDACTED]: After the reorg?

3 SPECIAL AGENT NEFF: Yeah. How many
4 people did that involve roughly? I can't expect a
5 head count from you now.

6 [REDACTED]: It was quite a few people.
7 There was a bunch of us that moved over to the Salem
8 B building. They put us all in long-term planning and
9 scheduling in the B building so we had people moving
10 from this building at Hope Creek over to the Salem B
11 building. The planner went over to the B building.

12 Most of the schedulers were moved to this
13 building. A small group of planners were moved to
14 this building. Work week managers were moved to this
15 building along with [REDACTED] moved over at that time, or
16 right around that time, from Salem ops. I can't
17 remember if [REDACTED] moved over here or not. To be honest
18 with you, that's the one -- I try and think about it
19 all the time and I can't remember if he ever got over
20 here or if he didn't.

21 SPECIAL AGENT NEFF: Were there others
22 that didn't make the move coming into -- I mean,
23 you're saying NOSF housed it seems like most and then
24 there was some at Salem.

25 [REDACTED] All of [REDACTED] organization

1 pretty much was supposed to be housed here.

2 SPECIAL AGENT NEFF: [REDACTED]

3 [REDACTED]: Um-hum.

4 SPECIAL AGENT NEFF: Okay. So they were
5 supposed to be housed here.

6 [REDACTED]: Correct.

7 SPECIAL AGENT NEFF: Did most of them make
8 it over here?

9 [REDACTED]: I think so.

10 SPECIAL AGENT NEFF: Or did all of them
11 make it over here?

12 [REDACTED]: Just about all.

13 SPECIAL AGENT NEFF: And you just don't
14 recall if [REDACTED] was here?

15 [REDACTED]: You see, the whole issue is
16 we have always had trouble getting SRO participation
17 from Hope Creek. Do you follow what I mean? So I'm
18 not sure but I think [REDACTED] did come over. Then later
19 it was a decision made that they could work out of
20 Hope Creek again but I think that was after [REDACTED]
21 placement.

22 SPECIAL AGENT NEFF: After he left?

23 [REDACTED]: Right. Then there was
24 someone else that filled that role. I'm not sure they
25 ever moved over here. Do you understand what I'm

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1 saying? It's pretty clear in my mind that [REDACTED] was
2 the guy. [REDACTED] came over. He worked with me
3 over in the long-term planning group so he moved right
4 over there. Never had a Hope Creek ops guy up in
5 long-term planning and scheduling like we were
6 supposed to.

7 SPECIAL AGENT NEFF: At the Salem B
8 building you were talking about.

9 [REDACTED] Correct.

10 SPECIAL AGENT NEFF: So with [REDACTED]
11 [REDACTED] crew, though, do you recall that they all
12 moved as a unit?

13 [REDACTED]: Pretty much, yeah.

14 SPECIAL AGENT NEFF: Apart from [REDACTED]
15 [REDACTED] is there anybody else that you can recall if
16 they made that move?

17 [REDACTED] Not that I can recall.

18 SPECIAL AGENT NEFF: Do you recall there
19 being any issues around space availability?

20 [REDACTED] There has always been some
21 issues around space availability like size of offices.
22 There are so many changes they've made to that office
23 structure down there I can't recall.

24 SPECIAL AGENT NEFF: What about in your
25 informal conversations? If you see [REDACTED] out

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1 and about do you have any discussions with him about
2 where he is physically located? Now the reorg has
3 occurred, do you recall talking to him, or do you
4 recall any issues about where he was located as
5 opposed to where [REDACTED] crew, the rest of the
6 team were located?

7 [REDACTED] For some reason I seem to
8 recall that [REDACTED] spent a lot of time walking back and
9 forth to Hope Creek. Now, whether it's because he
10 didn't have a place here or he had a place here and he
11 was still having to go back to interface with his
12 people, that I can't recall. I'm sorry.

13 SPECIAL AGENT NEFF: Okay. So you just
14 don't know if you made that move with [REDACTED]
15 and he probably was going back and forth a lot to Hope
16 Creek.

17 [REDACTED] I do recall like seeing him
18 out back quite a bit.

19 SPECIAL AGENT NEFF: Where would out back
20 be?

21 [REDACTED] Out back is where the [REDACTED]
22 [REDACTED] is for this building.

23 SPECIAL AGENT NEFF: Behind this building.

24 [REDACTED] Behind the building. On the
25 river side of this building.

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1 SPECIAL AGENT NEFF: Oh, okay.

2 [REDACTED] Typically everybody that goes
3 back and forth to Hope Creek, especially operations,
4 goes out that back door.

5 SPECIAL AGENT NEFF: And straight across.

6 [REDACTED] Straight across by the
7 maintenance shop is the shortest distance. If you are
8 out there, you see a lot of Hope Creek ops guys
9 traversing to go back and forth to meetings in this
10 building. Most of the time it's for work management
11 meetings.

12 SPECIAL AGENT NEFF: Okay. You don't have
13 a recollection of if he wasn't here, you don't know
14 why he wouldn't be here. It could have been his
15 choice. It could have been somebody else's choice.
16 You don't really have any knowledge of why that would
17 be?

18 [REDACTED] Other than things we've
19 discussed like choices, not enough space. There was
20 some issues later on --

21 SPECIAL AGENT NEFF: With space?

22 [REDACTED] Yeah. Office space. TC

23 SPECIAL AGENT NEFF: I don't think you can
24 recall anybody else that was affected by the office
25 space? Let me put it this way. Do you recall it

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1 being a situation where other than the people that
2 went to Salem B building that the work management
3 organization is moved into the NOSF all but for [REDACTED]

4 [REDACTED]

5 [REDACTED] I know [REDACTED] who had
6 the short-term planning, he and [REDACTED] and planners.
7 They were all in one area of the building.

8 SPECIAL AGENT NEFF: The Salem B planners
9 and schedulers were here?

10 [REDACTED]: Here.

11

12 SPECIAL AGENT NEFF: Okay.

13 [REDACTED] That was one part. I'm
14 trying to remember the area that was set up back by
15 [REDACTED] where [REDACTED] had his office. It was [REDACTED]
16 office and then there was some office space along that
17 wall. Now today it's all work management in that area
18 but before some of that other space back there was
19 another department so those offices weren't available.

20 SPECIAL AGENT NEFF: Okay.

21 [REDACTED] I'm trying to think back to
22 who was back there and how many rooms were available.
23 There was probably an issue with availability because
24 I think [REDACTED] may have been in the first office and
25 [REDACTED] may have been in one office. There could

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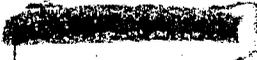
1 have definitely been a shortage of spaces.

2 SPECIAL AGENT NEFF: Okay. I'm just going
3 to go off so there's no dead space.

4 (Whereupon, at 3:44 p.m. off the record
5 until 3:45 p.m.)

6 SPECIAL AGENT NEFF: Back on the record.
7 We took about a one-minute break. It's 3:45 p.m. I
8 wanted to ask you, going back in time to when SAP was
9 rolled out and that was about mid-1999 for Hope Creek
10 operations that had an impact roughly late 1999 going
11 into early 2000.

12 The impact that becomes relevant to this
13 allegation is the way it affected the work clearance
14 module in that at that point in time they are
15 preparing for RF 09 which was going to be February to
16 April. Does that sound accurate to you?

17  Um-hum.

18 SPECIAL AGENT NEFF: For 2000, February to
19 April, around that time frame. Are you aware of how
20 that went when SAP was rolled out and the work
21 clearance module went into that program, are you aware
22 of how that occurred? How that went?

23  Not any of the particulars
24 but I am aware of how SAP went. There was like no
25 option. "It's coming, it's going. You're going to

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1 implement. Get over it."

2 SPECIAL AGENT NEFF: Where was that
3 direction coming from?

4 [REDACTED] That was pretty much the
5 party line on the island for the implementation of
6 SAP. Nobody was allowed to get in the way.

7 SPECIAL AGENT NEFF: How did you get that
8 message though?

9 [REDACTED] Um?

10 SPECIAL AGENT NEFF: How did you get that
11 message? I mean, was there a whole management chain
12 associated with that? Was there one individual
13 associated with that?

14 [REDACTED] There was a management chain
15 associated with that.

16 SPECIAL AGENT NEFF: Who was in your chain
17 at that point in time that would have given you that
18 message?

19 [REDACTED]
20 SPECIAL AGENT NEFF: He was?

21 [REDACTED] When I was in the -- I'm
22 talking about when we were first getting SAP.

23 SPECIAL AGENT NEFF: So when you were in
24 the work management center?

25 [REDACTED] Work management center.

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1 Correct.

2 SPECIAL AGENT NEFF: Okay.

3 [REDACTED] I know they had
4 implementation teams and people that were on the team
5 that were bringing up concerns were actually removed
6 from the team.

7 SPECIAL AGENT NEFF: In what time frame is
8 this now?

9 [REDACTED] This is like early '99.

10 SPECIAL AGENT NEFF: Okay. Now, what are
11 the concerns and who are the people that were raising
12 them?

13 [REDACTED] One person I know of, and I
14 can't remember because we're going back a couple of
15 years, he had some concerns with the implementation of
16 SAP and the guy's name was [REDACTED] I think at
17 the time he may have been like a safety review
18 engineer or in the engineering department.

19 SPECIAL AGENT NEFF: Do you recall what
20 his concern was?

21 [REDACTED] I don't recall what the
22 concern was.

23 SPECIAL AGENT NEFF: He was on one of the
24 implementation teams?

25 [REDACTED] Correct.

1 SPECIAL AGENT NEFF: Do you recall what it
2 affected? Was it maintenance? Was it operations?
3 What aspect of SAP affected what?

4 [REDACTED]: I can't help you. I can't
5 remember the exact --

6 SPECIAL AGENT NEFF: Okay.

7 [REDACTED]: If it comes to me, I'll get
8 back to it with you.

9 SPECIAL AGENT NEFF: It sounds like there
10 was more than one.

11 [REDACTED]: Yeah. I think the
12 implementation teams were set up to basically sell
13 SAP. In other words, if people did have issues, they
14 would try to get them rectified but because of the
15 limitations of what they could actually do, it was a
16 decision already made at the top that we were going to
17 go to SAP so the implementation teams were really put
18 together --

19 SPECIAL AGENT NEFF: You said sell it.

20 [REDACTED]: Sell it. If you are on the
21 team and you didn't look like you were going to be a
22 seller, off the team you went.

23 SPECIAL AGENT NEFF: Whose decision would
24 that have been?

25 [REDACTED]: I guess it would have been

1 the team leader at the time or maybe a little bit
2 higher.

3 SPECIAL AGENT NEFF: How many teams did
4 they have here? How many implementation teams?

5 [REDACTED] There was like a few. I
6 think they broke it up like work management,
7 maintenance, planning to address all the particular
8 concerns of particular departments.

9 SPECIAL AGENT NEFF: Did they have an
10 overall lead on this?

11 [REDACTED] It all rolled up to [REDACTED]
12 [REDACTED] who was the [REDACTED] at
13 the time. I can't remember if they have another one
14 below him.

15 SPECIAL AGENT NEFF: So this would be the
16 1999 time frame.

17 [REDACTED] Right.

18 SPECIAL AGENT NEFF: When it started to be
19 rolled out.

20 [REDACTED] We were planning, I think, on
21 going live in June and like the first part of the year
22 was these implementation teams. One of the reasons I
23 recall it so specifically is because two of my
24 coworkers in the work management team -- let's see
25 here. I think it may have been [REDACTED] and a

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1 Hope Creek SRO. If I think of his name, I'll let you
2 know what it was.

3 What happened was there was some other
4 software programs out there that were more geared
5 toward nuclear. They thought they had a compelling
6 argument to go to [REDACTED] and try and sell not getting
7 SAP for the island because it really wasn't geared
8 toward our type of work here for regulations and tech
9 specs. This other system is perfect.

10 SPECIAL AGENT NEFF: Was it in respect to
11 one application or everything?

12 [REDACTED] No, the whole thing.

13 SPECIAL AGENT NEFF: Because I know this
14 affected payroll and all the way through.

15 [REDACTED] Right. Well, this was like
16 for working on the island. They wanted to sell this.
17 They thought they had a very compelling argument and
18 they came back 15 minutes later and said, "I'll never
19 make that mistake again."

20 SPECIAL AGENT NEFF: What happened?

21 [REDACTED] They were basically told SAP
22 is it. There wasn't even like a discussion point.

23 SPECIAL AGENT NEFF: That was pretty quick
24 in 15 minutes.

25 [REDACTED] Not that they had a

TC

1 particular safety concern.

2 SPECIAL AGENT NEFF: Right.

3 [REDACTED] You know what I'm saying?
4 They were looking at other systems like Indice or
5 whatever that was out there at the time that was
6 really beautiful for a nuclear plant application.

7 SPECIAL AGENT NEFF: They thought it was
8 more suitable than SAP.

9 [REDACTED] Right.

10 SPECIAL AGENT NEFF: Why is that? Did you
11 ever get sense for why would no discussions would be
12 entertained on going with something that would work as
13 opposed to something that was not working so well?

14 [REDACTED] I just think it was -- you
15 see, the corporation, I think, had made a decision
16 that even though we were using LMIFs and we were very
17 structured, the rest of the company was using all
18 different kinds of software and some weren't using
19 anything. 7C

20 They wanted to bring the whole company
21 under one umbrella. They sent a specialist out and
22 they came back with the same thing. That was the
23 tool. They didn't want to have anymore of these
24 little pockets of different softwares that the system
25 couldn't interface with basically for the financial

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1 end of the business.

2 SPECIAL AGENT NEFF: They were going to
3 make it an universal system that you could go to one
4 source for trouble shooting, program writing, and that
5 type of thing.

6 [REDACTED] Right.

7 SPECIAL AGENT NEFF: And that would affect
8 everything from Newark all the way and I guess other
9 operations.

10 [REDACTED] Yes.

11 SPECIAL AGENT NEFF: Okay.

12 [REDACTED] So I can understand why they
13 wanted to do it but it was going to be like they might
14 as well just have come out and said, "Look, we're not
15 going to have a choice in this. This problem is there
16 and we're just going to have to figure out how to get
17 them solved," rather than all the salesman shit.

18 SPECIAL AGENT NEFF: It might have been
19 easier.

20 [REDACTED]: Everybody picks a different
21 way to try and skin the cat. TC

22 SPECIAL AGENT NEFF: What about somebody
23 else? Anybody else who raised a concern about while
24 on the team and got bumped off the team after they had
25 an issue?

1 [REDACTED] None that I can specifically
2 recall.

3 SPECIAL AGENT NEFF: Do you recall was
4 [REDACTED] a safety related concern?

5 [REDACTED]: I can't recall.

6 SPECIAL AGENT NEFF: Okay.

7 [REDACTED]: Probably today people would
8 look back at some of the issues they had perceived
9 with SAP coming on board and look back and laugh and
10 say, "I was worried about this." You know what I'm
11 saying? But, I tell you, when SAP was coming, there
12 was a lot of apprehension on site.

13 SPECIAL AGENT NEFF: Because it was going
14 to be so very different or for some other reason?

15 [REDACTED]: Mainly because I don't think
16 people knew what it could do at the time. You are
17 very comfortable to what you're doing every day.

18 SPECIAL AGENT NEFF: Right.

19 [REDACTED]: Somebody is going to come in
20 and throw something entirely new at you and you've got
21 to relearn it. All in all I don't think it did as bad
22 as people expected it would do. TC

23 SPECIAL AGENT NEFF: Do you have any
24 knowledge of any affect the changeover in SAP had on
25 the work clearance module? Did you have any

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1 information or exposure to that at the time that
2 occurred?

3 [REDACTED] I knew there was concern. I
4 think at the time we were using TRIS (phonetic).

5 SPECIAL AGENT NEFF: I think so.

6 [REDACTED] I think what they were
7 writing was an interface program to work with TRIS at
8 the time. I can't recall. I knew there was going to
9 be a work clearance module in SAP. Whether they were
10 trying to use that and then there was enough problems
11 where they wrote an interface maybe to use TRIS for a
12 longer period of time. I don't think we turned work
13 clearance module on right away. I thought it was a
14 pretty long time after we got into this.

15 SPECIAL AGENT NEFF: I think it was
16 supposed to be late 1999 just before the outage during
17 outage prep. My understanding was it was ruled out in
18 late 1999, that application. At that point in time do
19 you have an understanding of how that went,
20 specifically to the work clearance module?

21 [REDACTED] I think there was another
22 issue, too, at the time. I can't remember because we
23 were using TRIS for the plant lineups. I don't
24 recall. There was another issue where TRIS crashed
25 and they didn't have a backup. They couldn't get it

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1 back up. I think Salem was in an outage so now you
2 have a challenged configuration. If Salem was in an
3 outage, that had to be late '99.

4 SPECIAL AGENT NEFF: This is a TRIS crash?

5 [REDACTED] Yeah.

6 SPECIAL AGENT NEFF: Okay.

7 [REDACTED] But they had stopped
8 maintaining TRIS.

9 SPECIAL AGENT NEFF: Because they had gone
10 to SAP?

11 [REDACTED] They were planning on going
12 to SAP so when the one computer crashed, the other
13 drive was unavailable to backup the file and they kind
14 of lost the whole file. We had to come up with an
15 alternate plan to go out there and reestablish and
16 verify all the plant lineups at Salem. I'm pretty
17 sure one unit was in an outage.

18 SPECIAL AGENT NEFF: Configuration control
19 issue?

20 [REDACTED] Um-hum. If that was Salem,
21 that would have been in the fall when TRIS was still
22 up. You're right then it may have been for that
23 spring outage that they were going to go to the work
24 clearance module.

25 SPECIAL AGENT NEFF: On the Hope Creek

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1 side specifically do you recall any issues, any
2 concerns raised regarding the application, SAP and the
3 work clearance module specific to Hope Creek?

4 [REDACTED] I don't recall specifics.

5 SPECIAL AGENT NEFF: What about with [REDACTED]
6 [REDACTED] Do you recall his having to handle any issues
7 at that time frame?

8 [REDACTED] I remember I got [REDACTED]
9 involved when we had the TRIS crash and recovery from
10 that. After that I'm not sure. I can't be positive.

11 SPECIAL AGENT NEFF: What about
12 notifications written about it? Does that do anything
13 for your recollection? Do you recall any issues
14 surrounding a notification written specifically
15 regarding the work clearance module?

16 [REDACTED] I know there were issues with
17 work clearance module. I know that operations people
18 had concerns. What the specific concerns are I don't
19 recall.

20 SPECIAL AGENT NEFF: Okay. So if a level
21 1 notification was issued around January of 2000 would
22 you have any knowledge of what went into that?

23 [REDACTED] January of 2000. I probably
24 would have seen it at work management center. TC

25 SPECIAL AGENT NEFF: Do you have any

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1 recollection --

2 [REDACTED] It was screened by us.

3 SPECIAL AGENT NEFF: Do you have any
4 recollection of the initiation of a level one
5 notification regarding that? I know you were on a
6 different side of it. It sounds like you wouldn't
7 have been on the input side of it. You would have
8 been on the screening side of it after it was
9 documented.

10 [REDACTED] Right.

11 SPECIAL AGENT NEFF: Do you have any
12 knowledge about how that was initiated? Any
13 conversations with anybody at that point in time about
14 how the level 1 came out?

15 [REDACTED] I tell you what, if I could
16 see it, it probably would jog my memory.

17 SPECIAL AGENT NEFF: Okay.

18 [REDACTED] I would have to call it up.
19 See if I can call it up and read it again. That may
20 job my memory.

21 SPECIAL AGENT NEFF: From a screening
22 perspective when you saw the level one would you have
23 had interaction with operations management about --

24 [REDACTED] Absolutely.

25 SPECIAL AGENT NEFF: -- the level 1? Do

1 you recall that having happened?

2 [REDACTED] We would always notify the
3 operations manager at either site if there was a level
4 1, especially on something that was an active issue.
5 However, sometimes the ops managers aren't here and
6 their second in command could be here. I don't know
7 who I may have talked to on a particular notification
8 that long ago.

9 SPECIAL AGENT NEFF: It might be helpful
10 if you took a look at it, though?

11 [REDACTED] Yeah.

12 SPECIAL AGENT NEFF: Take a look at the
13 notification.

14 [REDACTED] I may even have put some
15 notes on it. I don't know.

16 SPECIAL AGENT NEFF: Okay. Maybe we
17 should give you the opportunity to do that and that
18 would help. I mean, there is a time stretch here.

19 [REDACTED] Yeah.

20 SPECIAL AGENT NEFF: It may help you to
21 review the issues.

22 [REDACTED]: I don't know if I can call it
23 up on a normal screen or if I have to go back to an
24 archive. That I may have a little problem with
25 searching by time frame. Do we know a specific time

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1 frame?

2 SPECIAL AGENT NEFF: January 2000.

3 [REDACTED] January 2000. Would you like
4 me to take some time to go?

5 SPECIAL AGENT NEFF: Is it something that
6 you can --

7 [REDACTED] I can let you know in five or
8 10 minutes if I can find it.

9 SPECIAL AGENT NEFF: I don't have it with
10 me so why don't we do that.

11 [REDACTED] Okay. I'll go back to my
12 desk and try calling it up.

13 SPECIAL AGENT NEFF: If you can take the
14 time. It's 4:00.

15 [REDACTED] Yeah, that's fine.

16 SPECIAL AGENT NEFF: Okay. We'll take a
17 brief break then. It's 4:02 p.m. We'll go off the
18 record.

19 (Whereupon, at 4:02 p.m. off the record
20 until 4:16 p.m.)

21 SPECIAL AGENT NEFF: Back on the record.
22 It's about 4:16 p.m. What you did was take an
23 opportunity to look up on SAP the notification which
24 we found to be dated February 13, 2000. Prior to
25 going in there, did you know who originated -- could

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1 you recall who would have originated that
2 notification?

3 [REDACTED] No.

4 SPECIAL AGENT NEFF: And it looked like
5 when you were looking at it the author would be noted
6 as [REDACTED] but it was input, actually physically
7 input, it looked like, by [REDACTED]

8 [REDACTED]: That's correct.

9 SPECIAL AGENT NEFF: Okay. Now, in having
10 reviewed that, does that help you recollect? What I'm
11 looking at is its origination, how that level 1 came
12 to be recognized as a level 1 and how that was
13 originated.

14 [REDACTED]: Other than what it states in
15 the notification, we were having, I guess, numerous
16 problems implementing the tagging module. A lot of
17 those things came back to light, yes, about how to go
18 in and verify what we were doing. Having to take
19 extraordinary measures to go in there and fake the
20 system out a little bit so we could see what we needed
21 to see. That also could introduce additional errors
22 with tags being implemented in the field.

23 SPECIAL AGENT NEFF: Okay. You recall the
24 issues that were there. Do you recall where the
25 concerns were coming from? I mean, that's written by

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1 the operations manager at the time. Do you recall
2 where the concerns were initiated?

3 [REDACTED] I'm sure that the concerns
4 were coming from the work management oversight people
5 and the people that were either putting together the
6 work weeks or writing and developing the tag outs and
7 trying to implement them. Probably most likely the
8 outage group.

9 SPECIAL AGENT NEFF: That takes on quite
10 a few people, work management.

11 [REDACTED] At both sites.

12 SPECIAL AGENT NEFF: So that could involve
13 planners, schedulers, operators, outage group people?

14 [REDACTED]: I think it's more the
15 operations personnel who are responsible for ensuring
16 that the tagging is adequate to do the work because
17 the way we were set up is they would develop the tag
18 outs as part of the work week preparations and then
19 the shifts would hang them but you were reviewing that
20 those tag outs were adequate and then if there's
21 problems with the system and making sure the right
22 tags are getting to the field, those guys were feeling
23 responsible for making sure that the workers were
24 safe.

25 SPECIAL AGENT NEFF: Okay. When you are

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1 getting the numerous concerns, do you recall any
2 issues surrounding the level 1 notification? Just
3 going to a level 1 notification do you recall that
4 there was any resistance in writing the notification
5 in that, as you described it before, it's SAP, it's
6 here, and you're going to deal with it? Do you have
7 any recollection that there was any sort of resistance
8 to doing that?

9 [REDACTED] Not that I can particularly
10 recall.

11 SPECIAL AGENT NEFF: Do you recall [REDACTED]
12 [REDACTED] associated with any concerns regarding the work
13 clearance module and SAP?

14 [REDACTED] I know [REDACTED] was -- when I
15 looked at this notification I noticed that [REDACTED] was on
16 the root cause team who evaluated these. My
17 recollection would be is that [REDACTED] would have more
18 than likely been involved in taking implementation at
19 the time so he would have had a concern for these SAP
20 issues or work clearance module and probably had
21 enough expertise that he was asked to be part of the
22 root cause team to come up with the resolutions. TC

23 SPECIAL AGENT NEFF: It sounds like your
24 recollection is based on his position and what his
25 responsibilities were, not that you had any specific

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1 engagement with him regarding what his issues were.
2 [REDACTED]: Knowing [REDACTED] role at the
3 time he would have probably been someone that would
4 have been selected to be part of fixing that problem.

5 SPECIAL AGENT NEFF: Okay. The allegation
6 that I'm talking to you about involves specifically to
7 allege that [REDACTED] was retaliated against for
8 having engaged in protected activity, specifically
9 that he raised concerns regarding the SAP
10 implementation and its effect on the work clearance
11 module. Are you aware of any information that would
12 indicate that allegation has some validity to it?
13 Very broad.

14 [REDACTED]: That's very broad but other
15 than what I told you, I mean, when it came to SAP
16 implementation they didn't want to hear anything
17 negative. It was march and go forward and make it
18 happen.

19 SPECIAL AGENT NEFF: But in terms of
20 tagging anything directly to [REDACTED] you don't
21 have any specific knowledge of on this date he raised
22 a concern and on this date X, Y, and Z happened to
23 him?

24 [REDACTED]: No, I do not.

25 SPECIAL AGENT NEFF: Okay. It's more that

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1 your impression was that there wasn't to be -- nobody
2 wanted to hear anything negative about the SAP
3 implementation?

4 [REDACTED] That is correct.

5 SPECIAL AGENT NEFF: Okay. Anything
6 further? Do you have any other information that would
7 either tend to verify or to refute that allegation?

8 [REDACTED] No, not at this point.

9 SPECIAL AGENT NEFF: Okay. I don't have
10 anything further to ask you at this point. What I'll
11 do is run through some closing questions. Have I or
12 any other NRC representative offered you any promises
13 or reward or threatened you in any manner in exchange
14 for your information today?

15 [REDACTED] No.

16 SPECIAL AGENT NEFF: Have you appeared
17 here freely and voluntarily?

18 [REDACTED] Yes; I have.

19 SPECIAL AGENT NEFF: Okay. At this point
20 I'll go off the record. We'll close the interview
21 and, again, I have to thank you for the large amount
22 of your time today. Thank you.

23 [REDACTED] You're welcome. 7C

24 SPECIAL AGENT NEFF: It's 4:23 p.m.

25 (Whereupon, at 4:23 p.m. the interview was concluded.)

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