

(7:07 A.M.)

1
2
3 SPECIAL AGENT NAPHEW: Today's date is
4 November the 7th, 2003. The time is approximately
5 7:07 a.m. Speaking is Special Agent Eileen Naphew,
6 that's NRC Region 1, Office of Investigations. And
7 also present is Senior Resident Inspector Dan Orr.
8 This interview is being conducted at the Salem Creek
9 Facility in the Resident's Office. Present for the
10 interview is [REDACTED] [REDACTED] 7C
11 [REDACTED] at Salem. That's
12 accurate?

13 [REDACTED]: Correct. 7C

14 SPECIAL AGENT NAPHEW: Okay. And the
15 interview concerns the Region 1 staff assessment of
16 the work environment, specifically the safety
17 conscience work environment, safety culture at Salem.
18 You would be able to speak only from Salem experience.

19 [REDACTED]: That's true, yes. 7C

20 SPECIAL AGENT NAPHEW: Okay. I had told
21 you before, I think when we set up the interview, that
22 this, it's not an investigation into a specific
23 potential violation. There's no subject of an
24 investigation. It's an assessment of the culture that
25 we're trying to accomplish here. That's understood.

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1 You're more or less a witness for purposes of the
2 assessment.

3  Okay. *TC*

4 SPECIAL AGENT NAPHEW: The interview will
5 be conducted under oath. Do you have any objection to
6 swearing to information?

7  Not at all. *TC*

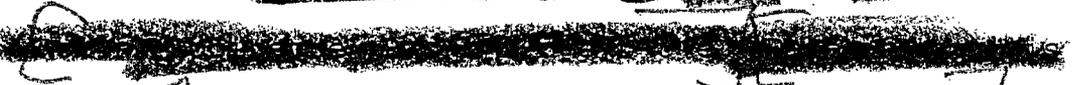
8 SPECIAL AGENT NAPHEW: Okay, if you'd
9 raise your right hand.

10 Whereupon,

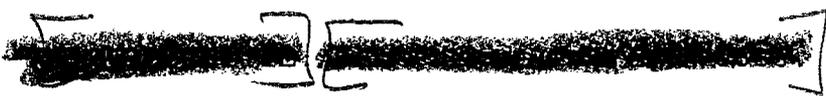
11  *TC*

12 called as a witness herein, having been first duly
13 sworn, was examined and testified as follows:

14 SPECIAL AGENT NAPHEW: For the record
15 would you state your full name and spell your last
16 name and provide date of birth, Social Security
17 number?

18  *TC*
19 
20 

21 SPECIAL AGENT NAPHEW: And a home phone?

22  *TC*

23 SPECIAL AGENT NAPHEW: Is there a good
24 site phone number for you? It might not be fixed. Or
25 what's the best number?

ATC

1 [REDACTED] The best number probably
2 would be [REDACTED] 7C

3 SPECIAL AGENT NAPHEW: Okay, thanks. We
4 were talking about when we set the interview up was
5 you had been approached after this assessment was
6 started. You had been approached by a co-worker of
7 yours in the Union indicating that they thought that
8 you should talk to us. Do you know specifically why?
9 Is there some particular concern or was there some
10 experience that you had that would put you --

11 [REDACTED] 7C They thought I may have
12 some things to share that would maybe shed some light
13 as to some of the things that had been going on here.

14 SPECIAL AGENT NAPHEW: Okay. Is there an
15 area that you have a concern regarding?

16 [REDACTED] 7C
17 For myself, more just the
18 culture that we're in here.

19 SPECIAL AGENT NAPHEW: Okay, how would you
20 describe that?

21 [REDACTED] 7C Not a conservative one.
22 For a long time we had been, and I'm having
23 generalities here, but struggling as a company. Some
24 changes were made around the time that I got here,
25 around the restart. And I thought things were
improving both from a safety aspect and an operating

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1 aspect. Then at some point, and I'll say that point
2 roughly around a year and-a-half, two years ago, I
3 really felt that we started taking a bad approach to
4 the way we operated.

5 SPECIAL AGENT NAPHEW: And what caused
6 that? Was there a particular event? What marked the
7 change for you?

8 [REDACTED] I don't know that there's
9 a particular event. I think it's just a culture, a
10 gradual change in the way, the philosophy. A lot of
11 it has to do with money. And for me that's not fixing
12 the equipment that needs to be fixed because of, we
13 don't want to spend the money, is hard for me to take.
14 I'm an [REDACTED] I'm out there every day
15 looking at things. And when I'm used as an additional
16 reading because we don't want to spend money to fix
17 the particular piece of equipment, and I can give you
18 many examples of things like that. Gas turban; we
19 have air compressors that start that or run that. For
20 the last six to eight months they've either been
21 inoperable or not reliable. We've had to periodically
22 check the pressures on the units to ensure that it's
23 maintaining the minimum pressure that we said we would
24 do.

25 SENIOR RESIDENT INSPECTOR ORR: This is

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1 for the Air Start?

2 [REDACTED] 7C The Air Start Motors,
3 correct. Diesel generators; we've in the past
4 starting our compressors for diesel generators, we've
5 had problems with them. And part of the fix was
6 additional readings involving any of those, ensuring
7 that pressures were maintained.

8 There's many more. I don't where or how
9 many you, you know, how far you want me to go with
10 this.

11 SPECIAL AGENT NAPHEW: But you're saying
12 that prior to this one and-a-half, two year ago change
13 in the culture or the philosophy with the difference
14 being money in that they're not fixing equipment that
15 they need to fix. And prior to that time equipment
16 that needed to be fixed was getting fixed? Is that
17 the change? I just want to be accurate.

18 [REDACTED] 7C I would say more so, yes.
19 I would say that's, I won't say all of it. And we
20 certainly didn't do a great job at it. But the amount
21 of, the amount of money that was spent to fix things
22 definitely was a lot more. We're very selective now
23 in what we fix and how we go after it. Things that
24 are on the primary side or safety related are looked
25 at much more in depth, as they should be. I mean, you

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1 know, we're supposed to protect the health and safety
2 of the public. And I think we do pretty good at that.

3 Sometimes I would say that, and I'm just
4 characterizing here, we're maybe not as aggressive in
5 going after things like that as we should be
6 sometimes.

7 SPECIAL AGENT NAPHEW: And what examples
8 would that be?

9  Well, we had a recent
10 event here. The SW 20, a repair on it, I guess, and
11 it was in 4 Bay, Service 4 Bay.

12 SENIOR RESIDENT INSPECTOR ORR: This is
13 the Turban Header --

14  Correct. And those
15 testings was supposed to have occurred prior to this
16 valve coming back. And for one reason or another
17 those testings were not performed. And there was a
18 question as to whether it should be released. And I
19 don't know all the specifics about the tagging end of
20 it.

21 It was later used as a red blocking or a
22 battery point for another tag out as things were, I
23 think the new cater was or the 4 Bay was filled and
24 vented and this was used as a blocking point for the
25 Turban Building End still not having been boast

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1 tested.

2 The requirement, I believe, or the buy in
3 from who determined that they could do this was that
4 the valve would not be operated electrically. It
5 would be only manually operated. Well, somewhere
6 along the line, the communications were lost and we
7 ended up, when we were releasing the Turban Building
8 service water, they ended up sending it, and we
9 properly did it as far as we cracked it because it had
10 been manually seeded. We did crack it open, it's open
11 seed. But then we motored it open.

12 The valve ended up going 30, 30 degrees,
13 40 degrees past its open seed prog and there was a
14 person standing by. So, I mean, that's a more recent
15 example that I would have of --

16 SPECIAL AGENT NAPHEW: What's the date of
17 this?

18  7c Initially there was no
19 role out to plant personnel. It was made a Level 3
20 Notification originally, and it may still be. I'm not
21 even sure. And there just wasn't much emphasis on it.
22 And I think it's a fairly significant event. And not
23 until concerns were raised from  that it was
24 somewhat escalated and we did have a role out on this
25 today from the Ship Manager. And it was a pretty in

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1 depth, a pretty good role out. I will say that.

2 SPECIAL AGENT NAPHEW: Who is the [REDACTED]
3 [REDACTED]
4 [REDACTED] was sent out
5 this morning or at our mid-shift meeting.

6 SPECIAL AGENT NAPHEW: And this is done in
7 response to concerns that were raised by an [REDACTED]
8 regarding the level of attention this --

9 [REDACTED] I believe that's what
10 escalated as far as the investigation and the amount
11 of detail that was put out.

12 SPECIAL AGENT NAPHEW: Who's the [REDACTED] who
13 raised the concern?

14 [REDACTED]: It was [REDACTED] I
15 believe. At least I know he had something to do with
16 it. I don't know if --

17 SPECIAL AGENT NAPHEW: It might have been
18 somebody else or, but he was involved?

19 [REDACTED] He was involved in it,
20 yes.

21 SPECIAL AGENT NAPHEW: What about other
22 incidents where you've seen the change in philosophy
23 or you've seen other incidents like this that you
24 questioned over the past year and-a-half, two years?

25 [REDACTED] Another incident that I

1 saw and I wasn't directly involved in it but our last
 2 outage was a unit, you know, 1 Outage. Was it Unit 1?
 3 I can't remember specifically now. But we had tagged,
 4 a diesel was tagged out. We were in an outage and I
 5 believe it was Bravo, Bravo Diesel. And an NEO was
 6 sent down to tag it. No, we were in Unit 1 outage.
 7 An NEO was sent to rack down the Unit 2 Brave Diesel
 8 Breaker. There were problems with the breaker and it
 9 wouldn't electrically rack down.

10 Somebody was sent down with the NEO, I
 11 think they sent 9C or Electrical down there to help
 12 with this. And they end up getting it down but the
 13 springs didn't discharge until, I think, they had to
 14 shake the breaker or something like that. So he got
 15 the breaker down.

16 It also had a tag for the control power.
 17 But the tag was not for 2 Bravo Control Power. It was
 18 for 2 Alpha Control Power. So had the NEO, and I'm
 19 not saying he would do this because common sense would
 20 tell you if you're on 2 Bravo and you have a 2 Alpha
 21 Control Power, that would key you in as to you've
 22 already got one diesel inoperable, you don't want to
 23 make two.

24 But the control power tag was for 2 Alpha
 25 Control Power. And that was taken upstairs and a

1 notification was generated but the notification didn't
2 really address the level of concern.

3 SPECIAL AGENT NAPHEW: Similar to the
4 other?

5 [REDACTED] ^{7c} Similar to the other.

6 SPECIAL AGENT NAPHEW: What you've just
7 described? And what was lacking? What do you think?

8 [REDACTED]: Well, I'll say the
9 individuals involved were the ones that generated the
10 notification.

11 SPECIAL AGENT NAPHEW: You didn't have
12 firsthand involvement in this?

13 [REDACTED] ^{7c}: No, I did not.

14 SPECIAL AGENT NAPHEW: Who are the people
15 that are involved?

16 [REDACTED] ^{7c} [REDACTED] ^{7c} was the ~~(REDACTED)~~
17 involved.

18 SPECIAL AGENT NAPHEW: [REDACTED] ^{7c}

19 [REDACTED] ^{7c}

20 SPECIAL AGENT NAPHEW: Okay, as the ~~(REDACTED)~~

21 SENIOR RESIDENT INSPECTOR ORR: Why didn't
22 the notification address all the issues adequately?
23 Was there supervisory involvement that squelched it?

24 [REDACTED] ^{7c} Well, there was
25 supervisory involvement.

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1 SENIOR RESIDENT INSPECTOR ORR: Or you
2 don't know. 7C

3 [REDACTED] You know, I can't really
4 answer that. I mean --

5 SPECIAL AGENT NAPHEW: You're not sure
6 exactly what part was lacking?

7 [REDACTED] 7C Well, I feel like it. I
8 mean, I feel that that was a near miss. And had we
9 open the control power on the 2 Alpha diesel, I got to
10 believe with only one operable diesel on a running
11 unit that, you know, it would have been --

12 SPECIAL AGENT NAPHEW: No, I guess what I
13 was saying, in terms of the notification and the level
14 of concern.

15 [REDACTED] 7C Well, the notification put
16 some blame on the NCO who, because I read it, I read
17 the notification. It placed some blame on the NCO who
18 originated or wrote the tag out. And it kind of went
19 on to say that --

20 SPECIAL AGENT NAPHEW: Who was the NCO?

21 [REDACTED] 7C I don't really know that.

22 SENIOR RESIDENT INSPECTOR ORR: So the
23 intended component was tagged as intended but the
24 label was for the 2 Alpha Diesel.

25 [REDACTED] 7C Correct.

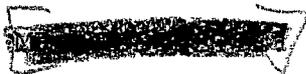
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1 SENIOR RESIDENT INSPECTOR ORR: Okay.

2  And a notification was
3 generated. It was made a Level 3. And when they
4 found the error, when the NEO found the error he took
5 it up and he had it corrected. And it gave no credit
6 to the person who did bring it up and had it
7 corrected. It was, I just don't think they were
8 taking ownership of the supervisor's okayed and
9 approved the tag out as it was. They had full
10 knowledge or should have seen what was being tagged.

11 SPECIAL AGENT NAPHEW: Okay.

12  And again, it was only a
13 near miss. So, it wasn't a -- I just think that
14 sometimes we tend to, as a plant, and I'll say this
15 because of the many occurrences that have been going
16 on lately, we aren't focusing as much as we need to be
17 on -- and we're not being true to our problems.
18 Nobody wants to get into trouble. Nobody wants to
19 look bad.

20 SPECIAL AGENT NAPHEW: That's what you're
21 saying was happening here is that there's a near miss
22 and mistake and this individual doesn't get credit for
23 spotting the mistake and correcting it. It's more
24 like, okay, because somebody at this level, I guess at
25 the CRS level?

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1 [REDACTED] ^{7C} CRS or Work Control.

2 SPECIAL AGENT NAPHEW: Had knowledge about
3 the tag problem.

4 [REDACTED] ^{7C} Right.

5 SPECIAL AGENT NAPHEW: So let's, it seems
6 like you're saying we're not going to admit that that
7 was that much of a problem.

8 [REDACTED] ^{7C} That's what I feel it was,
9 yes.

10 SPECIAL AGENT NAPHEW: Okay. And you see
11 that happening in a number of instances, you're
12 saying. You're indicating it's an increased amount of
13 incidents.

14 [REDACTED] ^{7C} I think so.

15 SPECIAL AGENT NAPHEW: Okay. Do you have
16 any other ones that you want to discuss?

17 [REDACTED] ^{7C} NS 42, we had a bad steam
18 leak six or eight months ago, quite a while ago, on
19 Unit 2. It was blowing steam, I don't know, 20 feet.
20 I was on --

21 SENIOR RESIDENT AGENT ORR: This is the
22 one down by the group buses.

23 [REDACTED] ^{7C} Correct, correct.

24 SENIOR RESIDENT AGENT ORR: Is this the
25 situation that involves [REDACTED] ^{7C}

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1 [REDACTED] Yes, it does.

2 SENIOR RESIDENT AGENT ORR: You don't have
3 to go into a whole lot of detail. It's something that
4 we had heard about. But you're attributing this to an
5 environment problem.

6 [REDACTED] Absolutely. I think
7 senior management does preach to us take the
8 conservative approach. You know, safety is first.
9 And sometimes I don't know that that's always
10 portrayed from a mid-management level honestly or
11 whether that's really taken to heart. I mean, I tend
12 to feel that sometimes we'd like to keep the plant up
13 at almost every cost. If the public's in danger, I
14 think we'll push the button to trip it. But if
15 there's some question as to whether we can save it, I
16 think sometimes we push the limit on that. And the MS
17 42, I think, is an example.

18 SPECIAL AGENT NAPHEW: Okay. That's
19 something that's been referred to as a megawatt
20 mentality. Pushing non-conservative decision making
21 or --

22 [REDACTED] ^{7c} That would be very
23 accurate.

24 SPECIAL AGENT NAPHEW -- issues that tie
25 into where production is the primary issue over

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1 safety. These are the kinds --
 2 [REDACTED] And to me that comes down
 3 to money again. I mean, we, we're hurting here as a
 4 plant. I don't really understand why because the
 5 company's doing well profit wise from us. But there
 6 is a lack of concern or a lack of wanting to put money
 7 into the plant to keep it running as it should.

8 Another event is a BF 19 that just
 9 occurred. Now, I don't have a lot of knowledge about
 10 that but there are several NCO's who are directly
 11 involved. And being on the NEO side, I mean, that's
 12 more of a reactor type issue. So, I certainly
 13 wouldn't be an expert.

14 SENIOR RESIDENT INSPECTOR ORR: Did you
 15 see any of those troubleshooting activities in the
 16 field for 14 BF 19?

17 [REDACTED] No, I wasn't involved with
 18 it at all, really. I mean, I know there were NEO's
 19 that were sent out to watch the valve.

20 SPECIAL AGENT NAPHEW: Who were the people
 21 that were involved in that at that time? 7C

22 [REDACTED] was the
 23 on watch. I think [REDACTED] was the on shift [REDACTED]

24 [REDACTED] I'm not sure who the SRO was at that. I
 25 never really work with that shift in this cycle. And

1 I knew who was sent out to watch the VF 19, but I
2 can't recall at this point.

3 SPECIAL AGENT NAPHEW: Okay. The -- go
4 ahead. You were going to say something.

5 [REDACTED] No, I'm fine.

6 SPECIAL AGENT NAPHEW: Again, that was an
7 incident. You're associating that with the MS 42, the
8 steam leak incident. And examples of a non --

9 [REDACTED] A non-conservative
10 approach to operation.

11 SPECIAL AGENT NAPHEW: Now, these involved
12 some other people. Do you have any that involved you
13 personally? Any time you ever saw, felt, heard
14 pressure where it became a production over safety in
15 an incident that you were involved in?

16 [REDACTED] I would say no. I mean,
17 nothing that involved any type of event or where we
18 were in questionable as to whether we should do, take
19 some sort of corrective action.

20 SPECIAL AGENT NAPHEW: It looks like
21 you're thinking there's more to that. Is it to a
22 lessor extent?

23 [REDACTED]: To a lessor extent, I
24 would say, probably so. I don't know. Performing
25 parts and procedures and stopping. But, I mean,

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1 that's according to procedure. That's no violation,
2 no. And I'm just categorizing or generalizing. You
3 know, just not taking a conservative approach
4 sometimes in doing things.

5 SPECIAL AGENT NAPHEW: That's what we're
6 looking for; information regarding potential
7 procedural violations. Anything along those lines.

8  And these are, what I'm
9 thinking is just more general stuff here. It's not
10 specific. As far as our corrective actions. We say
11 we're going to do some things as corrective actions.
12 We're very weak in carrying out those corrective
13 actions. And I'll give you some examples.

14 We have, in the past, we've had tagging
15 errors who, in a large part, were attributable to
16 either wrong components being tagged or NEO's tagging
17 wrong components. And part of the corrective action
18 was to have a pre-stage team or somebody look at being
19 sent out actually in the field to walk down these tag
20 outs. We proceduralized it, I believe, and said we
21 were going to do this as part of a corrective action.
22 And that's almost non-existent.

23 SPECIAL AGENT NAPHEW: The walk down?

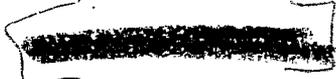
24  The walk downs.

25 SPECIAL AGENT NAPHEW: What's the time

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1 frame for this? When did this become an issue and
2 when did
3 it --

4  I shouldn't really give
5 you that. I think a few years ago, two or three years
6 ago. Maybe more than that. It could be out of the
7 last --

8 SPECIAL AGENT NAPHEW: This goes back to
9 the role of SAP, when tagging went under SAP?

10  That could very well be.
11 I know it's several years, though. At least a couple.

12 SPECIAL AGENT NAPHEW: Okay. But it's
13 basically been the same but there's no walk downs
14 under this --

15  Well, I wouldn't say
16 there's no, we have done some but very, very few.

17 SPECIAL AGENT NAPHEW: Has it led to
18 problems, you know, with these tagging errors?

19  I think the walk downs
20 could catch some things before the errors have
21 occurred in some instances, certainly.

22 SPECIAL AGENT NAPHEW: Are they caught in
23 other ways? I mean, is there a back up --

24  Sure. And I'll tell you
25 right now. A lot of things are, I won't say a lot, in

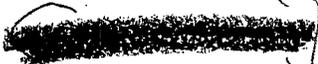
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1 the past if an NEO found something out in the field
2 when he was doing a tag out that didn't look right or
3 wasn't right. I'll give you an example because I was
4 involved with this.

5 One of the diesel driven fire pumps we
6 were tagging. And a tag out did not include a vent or
7 a drain on it. And it would, I mean, that's required.
8 And we went out and saw that and then came back and
9 brought it up and one was put on. But we, a lot of
10 times, small things like this we don't capture and
11 they're really not documented. So --

12 SPECIAL AGENT NAPHEW: To point out as a
13 reminder, you know, needing the vent --

14  ^{7L} Right, right.

15 SPECIAL AGENT NAPHEW: -- and the drain on
16 something.

17  ^{7L} And that's where a walk
18 down would help in something, in a case like that.

19 SPECIAL AGENT NAPHEW: In that situation
20 when you came back and you brought it up that the tag
21 was not done right, what happens? Is there some sort
22 of action taken? Does somebody have to answer to
23 that, you know, the person who hung the tag?

24  ^{7L} Well, usually we interact
25 with the work control supervisor at hanging tags or

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1 now we have implementation teams. We would take it
2 back to the implement team leader. And they would
3 look at prints or whatever they need to do to look at
4 the situation. Or sometimes have our input. I mean,
5 if we see a specific valve or fenter drain that would
6 work for what we're trying to do, a lot of times we'll
7 mention it to them. And they'll concur on the print
8 and fix it and give it back. And we go hang it.

9 But I guess what I'm trying to say is a
10 lot of the little near misses or little things like
11 that aren't always captured.

12 SPECIAL AGENT NAPHEW: With a
13 notification.

14  With a notification.

15 SPECIAL AGENT NAPHEW: Do you --

16  More so they are now. I
17 will say that. We do capture things more than we used
18 to.

19 SPECIAL AGENT NAPHEW: What changed to
20 make it that way?

21  I think in a lot of
22 instances pushing by equipment operators and control
23 room operators. And not always.

24 SPECIAL AGENT NAPHEW: Is that a, in your
25 experiences, is it a standard practice for somebody to

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1 see something that's hung wrong and raise that issue
2 to get it addressed? I mean, is that not just from
3 what you've seen from what you do but from what you
4 see others do. Is that the way they respond to it?

5 [REDACTED] I would say so.

6 SPECIAL AGENT NAPHEW: Did you ever become
7 aware that somebody may not, you know, NEO may not
8 point out a problem for fear of getting somebody in
9 trouble. Is there a hesitancy to not take the right
10 action and make a correction?

11 [REDACTED] Specifically I would say
12 no. I mean, I don't have any specific instances. I
13 would say there's maybe a reluctance on some people's
14 part to report things. Some in part due to a lack of
15 concern. Some in part due to the fact that there's a
16 mentality that or a belief among equipment operators
17 that they wouldn't, like an oil leak, a small oil
18 leak, that they're not going to fix it anyway. So why
19 should I report this?

20 SPECIAL AGENT NAPHEW: So when you say
21 from a lack of concern about the issue itself, they
22 might not see it as something that's important on the
23 part of the operator.

24 [REDACTED] Yes, right. If it was
25 something involving a valve on a tag out or a vintage

1 ring, I guess you'd have to determine the importance
2 of it in the mind of the person.

3 SPECIAL AGENT NAPHEW: It's safety
4 components and --

5 [REDACTED] Safety, I think everybody,
6 there's no one that I know that wouldn't raise an
7 issue if they thought it was important.

8 SPECIAL AGENT NAPHEW: Okay. And you said
9 there might be some reluctance on the part of, it's
10 not going to get fixed any ways, so why go to the
11 notification trouble, I guess.

12 [REDACTED] There's --

13 SPECIAL AGENT NAPHEW: Some of that?

14 [REDACTED] -- some of that, sure.

15 SENIOR RESIDENT INSPECTOR ORR: Besides
16 oil leaks, any other examples? How about maybe from
17 surveillance testing? Something looks like it's not
18 quite right by a surveillance test acceptance criteria
19 or, well, I don't want to put words in your mouth but
20 --

21 [REDACTED] There's none I can think
22 of. Sometimes the procedures, you kind of have, and
23 our procedures are vastly improved from when I got
24 here. When I first got here our procedures were very
25 bad. But they are vastly improved. We still have

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1 minor glitches every now and then and issues do come
2 up.

3 Some procedures you sometimes have to work
4 around a little bit. And probably the procedure
5 should be fixed. And I would say we're much better
6 about doing that now, about either putting a
7 notification in to get it fixed or raising the
8 awareness of the procedure group to do a fix. So I
9 think that's one area where we have really improved.

10 SPECIAL AGENT NAPHEW: What do you
11 attribute that to, the improvement?

12  The improvement? I think
13 more notifications are being generated both by
14 supervision and by equipment operators, CO's.
15 Possibly from the group that's in, maybe they put more
16 people working on the procedures. And I think we
17 spent so much time that we've refined our procedures
18 enough that there's not that many major errors any
19 more or major problems with them. And for the most
20 part they're small. And I'm talking about more of our
21 operating procedures. We don't always follow our
22 admin procedures as written. And I gave you an
23 example earlier about the walk downs, shift meetings.

24 There's another one. I can't remember
25 which procedure it is. A requirement for shift

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1 meetings, shift briefs. It says that all operators
2 will be present for shift briefs. And a lot of times
3 if an NEO has something going on in his particular
4 area, he doesn't miss the meeting. But also in that
5 procedure it says that the NEO should be briefed
6 separately. And that doesn't really occur.

7 SPECIAL AGENT NAPHEW: Administrative
8 procedures?

9  Administrative procedure,
10 right.

11 SPECIAL AGENT NAPHEW: We talked about the
12 concerns that you had with the corrective action
13 program. In terms of raising concerns overall, do
14 people -- we'll go overall from a safety environment,
15 nuclear safety in particular, do people raise
16 concerns? Do you see people feel that they're able to
17 raise concerns in this environment?

18 : I think most people do.
19 Some people are reluctant and this is just my opinion
20 because I have no, nothing to base this on. This is
21 just from my -- some people don't want to make waves.
22 Some people just want to go about their business and,
23 but I think the vast majority of people do, do feel
24 they can raise a concern.

25 SPECIAL AGENT NAPHEW: Do they feel

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1 comfortable in doing so without having fear of
2 retaliation? Without having to suffer any adverse
3 actions for doing so?

4 [REDACTED] I would think most people
5 don't feel a concern for retaliation. I think,
6 depending on, that could be present though.

7 SPECIAL AGENT NAPHEW: And what goes into
8 that? Is it present based on the example of something
9 that happened or is it because of the personality that
10 you said may just not want to make waves?

11 [REDACTED] for one,
12 has brought a lot of issues up in the near future or
13 in the recent past. And [REDACTED] is looked at as a
14 hinderance to the company. He's looked at as trying
15 to create problems. [REDACTED] given very few jobs that
16 require -- I would consider with the more difficult or
17 jobs that, if something were to go wrong would have
18 consequences or more consequences. He's typically
19 given things, and I'm just generalizing here, that are
20 not time dependent. 7c

21 [REDACTED] is very thorough and he's very
22 knowledgeable in our admin, in our procedures such as
23 that. And he's not afraid to bring any concern up.
24 There are some people who don't have a problem dealing
25 with him supervisor-wise. And there's some that

1 absolutely don't want to work with him because of
2 that. And I think there are those here that probably
3 would like to see [redacted] go. I have no doubt about
4 that.

5 SPECIAL AGENT NAPHEW: What do you base
6 that on? Is it your observations of what, when you
7 say they think he's a hinderance, he's a problem?
8 What have you observed?

9 [redacted] As far as?

10 SPECIAL AGENT NAPHEW: To get to that
11 conclusion that he's a problem for management.

12 [redacted] Because of the amount of
13 notifications he's generated lately. This issue that
14 was brought up with the SW 20. I think [redacted] had
15 something to do with bringing that up and escalating
16 it because no role out was put out.

17 SPECIAL AGENT NAPHEW: So you see him as
18 somebody who's in a position, who has adverse actions
19 taken against him because he's raising concerns.
20 That's where you went from --

21 [redacted] I think I can --

22 SPECIAL AGENT NAPHEW: I asked you if
23 people don't raise concerns out of fear of retaliation
24 based on an example or based on their own
25 personalities, that they think that they're just going

1 to --

2 [REDACTED]: Some don't raise them
3 because of their personalities, because they just
4 don't want to make any waves. Some do raise concerns
5 and for the most part concerns are handled. I think
6 part of the problem is the Union management
7 relationship right now. It's very strained. There's
8 not a lot of trust within certain people in certain
9 groups and specifically [REDACTED]

10 SPECIAL AGENT NAPHEW: These are people
11 who are seen as difficult? You said that there was
12 some supervisors who could work with [REDACTED] and
13 some who see him as a problem.

14 [REDACTED] Who can, right.

15 SPECIAL AGENT NAPHEW: Have you observed
16 them together for their reactions to his concerns?
17 What have you seen that says he's a problem?

18 [REDACTED] Well, just kind of, I
19 mean, it's a running joke, almost, within the
20 department. You know, a lot of supervisors, you know,
21 oh, no. He's working for me. I got [REDACTED] again. Or
22 --

23 SPECIAL AGENT NAPHEW: That means there's
24 going to be issues?

25 [REDACTED]: Well, that there could be.

1 I mean --

2 SPECIAL AGENT NAPHEW: Okay.

3 ^{7c} [REDACTED] And I don't think ^{7c} [REDACTED]
4 maliciously does anything. But if he sees something
5 that is not to letter, ^{7c} [REDACTED] addresses it. He
6 really does. He has no problem completing a task.
7 He's one of the harder worker we have. So he's not
8 trying to sabotage anything or trying to make things
9 up. ^{7c} [REDACTED] would like nothing better than for the
10 ^{7c} [REDACTED] to be given a lot more freedom in how we operate
11 as far as, what's the word I'm looking for here, skill
12 of the craft type evolutions.

13 SPECIAL AGENT NAPHEW: Okay.

14 ^{7c} [REDACTED] We've had so many problems
15 in the past. And I'll go back to our lone shut down
16 that we've proceduralized everything. And we don't
17 give very much latitude sometimes. I just saw a
18 procedure today that this was for filling and venting
19 the tax system that had an IV in the procedure for
20 somebody to make sure a hose was connected. Well, if
21 a guy signed a step off that a hose was connected, if
22 it's not, he's lying to you. So I don't really see
23 where. I think sometimes we go too
24 overboard --

25 SPECIAL AGENT NAPHEW: Procedurally.

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1 [REDACTED] ^{7c} -- procedurally because
2 there may have been an issue in the past instead of
3 either coaching an individual or finding out why they
4 did what they did. Sometimes an overreaction is to,
5 we'll proceduralize that and put an extra step in here
6 or something.

7 SPECIAL AGENT NAPHEW: And that's where he
8 would rather see skill of the craft, left up to --
9 [REDACTED] ^{7c} Sure. Let's train the
10 people better and let's, you know, that's just my
11 opinion too.

12 SPECIAL AGENT NAPHEW: What about you? Do
13 you feel you could raise a concern or push a safety
14 issue without fear of retaliation?

15 [REDACTED] ^{7c} I feel I could raise a
16 concern. I have no problem raising concerns. I do.

17 SPECIAL AGENT NAPHEW: Have you had?

18 [REDACTED] ^{7c} Sure.

19 SPECIAL AGENT NAPHEW: Do you suffer
20 anything like what you're saying [REDACTED] ^{7c} gets?
21 These push to the side jobs that nobody wants.

22 [REDACTED] ^{7c} No, not really.

23 SPECIAL AGENT NAPHEW: Is the difference
24 there that you see that he's a regular, I know he's on
25 the [REDACTED] ^{7c}

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[REDACTED] Right.

SPECIAL AGENT NAPHEW: Is the difference is that he's regularly got issues and brings them forward. Whereas you're not on that [REDACTED] You might only have them once in a while? What do you attribute it to? I mean, if he raises concerns this is what happens to him. And if you raise concerns, you're comfortable, is what you're saying, right?

[REDACTED] I wouldn't say I'm always comfortable. Sometimes I, I think if you raise a concern that is not thought of by management as being a valid one, you're looked at as being a hinderance and trying to stop work. I think that does go on to some degree.

SPECIAL AGENT NAPHEW: Okay. But if they're in agreement with you?

[REDACTED] For example, I believe this is proceduralized somewhere that, if it's not proceduralized I know it's been emphasized that a person doing an IV, Independent Verification, on whether a component or whatever, a tag out, shall not directly watch the person that is tagging or hanging a tag out. Up until recently, I mean, it's common occupance to send the two out together. The IV guy as the helper to help the first guy because a lot of

1 times you need help tagging.

2 And, I mean, it occurs to this point, to
3 this day, I should say, in some cases where they'll
4 give the initial guy doing the tag out and then
5 they'll pair him up with the IV guy and they'll ask
6 you if you have any problems or have concerns about
7 doing the IV while the other guy's doing the tag out.
8 Some supervisors will ask that.

9 I don't know if I'm driving my view.

10 SENIOR RESIDENT INSPECTOR ORR: I
11 understand. So you say they need help maybe for
12 moving ladders and --

13 [REDACTED] Moving ladders, being a
14 safety man.

15 SENIOR RESIDENT INSPECTOR ORR: Okay,
16 dragging hoses.

17 [REDACTED] Dragging hoses, possibly
18 even, let's say you have to have a guy to valve and
19 the other guy watching a gauge or draining or maybe --
20 around to a floor drain.

21 SENIOR RESIDENT INSPECTOR ORR: But the
22 admin procedures would say that's not the right way to
23 do it?

24 [REDACTED] I believe so, I'm not
25 positive. I know it's been stated and put out that

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1 the independent shall be maintained. But that's not
2 always the way we practice.

3 SENIOR RESIDENT INSPECTOR ORR: Okay.

4 [REDACTED] Now, there are supervisors
5 who are, who take the more conservative approach and
6 tell you, maintain your independence. And I'll say
7 the vast, probably the majority of them do that, make
8 sure you maintain your independence. If you need a
9 safety guy or if you need help, call me. Because not
10 every -- it doesn't occur all the time. And
11 especially if there's a scheduled pressure sometimes,
12 if there's not the extra people, production is
13 important. And that does get in the way sometime of -
14 -

15 SPECIAL AGENT NAPHEW: So that plays into
16 the way the concerns might be handled if it's seen as
17 valid, it's supported. And if it's seen as a slow
18 down or an invalid --

19 [REDACTED] Absolutely.

20 SPECIAL AGENT NAPHEW: -- they might not
21 be as welcomed.

22 [REDACTED] As welcomed and, you know,
23 supervisors talk among themselves. There's people who
24 are thought of as work stoppers and, you know, they
25 don't get the more important jobs or the jobs that

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1 need to be done in a quicker time frame. There are
2 certain individuals who are given those types of jobs
3 because of --

4 SPECIAL AGENT NAPHEW: They're not a work
5 stopper.

6 [REDACTED] -- they don't raise
7 issues. They don't raise issues and they just go out
8 and get it done.

9 SPECIAL AGENT NAPHEW: I see. Anybody
10 else in [REDACTED] situation that you can think
11 of?

12 [REDACTED] I don't really think so.
13 I think [REDACTED] pretty much stands out.

14 SPECIAL AGENT NAPHEW: You had indicated
15 that you're not comfortable all of the time in raising
16 concerns.

17 [REDACTED] Like I mentioned about,
18 maybe a little safety issue to me where I want an
19 extra guy to help with a tag out or something --

20 SPECIAL AGENT NAPHEW: Right, when you
21 explained that --

22 [REDACTED] Some supervisors are fine
23 with that. But there are a few that, you know, what
24 are you doing this for?

25 SPECIAL AGENT NAPHEW: That are going to

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1 question it.

2 [REDACTED] That may question it.

3 SPECIAL AGENT NAPHEW: Right. And I
4 followed you there. And my question is more in terms
5 of, if you saw a concern regarding nuclear safety,
6 technical specification issues, license requirement
7 problems, do you feel that you can raise a concern
8 along those lines?

9 -- 7:54 a.m. And sometimes that doesn't
10 catch when it's at the end of the tape. And my
11 question for you was do you feel that you could raise
12 issues of a nuclear safety related, technical specs
13 issues, license requirement issues, anything along the
14 line of nuclear safety. Are you comfortable in
15 raising those types of concerns because you had sort
16 of defined where your comfort level was with raising
17 concerns and that some people, management sees things
18 as valid and accepts it easier when it's a concern of
19 moving equipment or needing support for something to
20 get done. Others might not welcome it as much and
21 might see it as a slow down.

22 But extend that out to concerns about
23 nuclear safety. Are you comfortable in raising
24 concerns here if you had a concern of that nature?

25 [REDACTED] If I had a nuclear safety

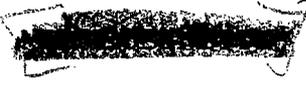
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1 concern, I feel very comfortable raising it and I
2 believe that it would be acted upon.

3 SPECIAL AGENT NAPHEW: Based on your
4 experience, you've seen nothing that --

5  Based on my experience --

6 SPECIAL AGENT NAPHEW: -- would say it --

7  Well, now, you know, you
8 have to look at some of the other things that I
9 mentioned. Is the SW 20 a nuclear concern? I don't
10 really know that it is. But it's certainly a concern
11 where it would give me reason to question, are there
12 possibly other concerns that I haven't seen any
13 personally or been involved in any. But the F19
14 event, you know, is that a nuclear safety concern?
15 I'm not real sure. I don't have the expertise to
16 determine that.

17 SPECIAL AGENT NAPHEW: But you question
18 some of the decision making around that.

19  Absolutely.

20 SPECIAL AGENT NAPHEW: Do you have
21 anything further?

22 SENIOR RESIDENT INSPECTOR ORR: No.

23 SPECIAL AGENT NAPHEW: Is there anything
24 you'd like to add at this,  that either I haven't
25 asked or you thought of you'd like to add?

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1 [REDACTED] I think I've captured most
2 of it. You know, I just emphasize that the
3 environment that we're in is, there's almost a cowboy
4 mentality, so to speak, and I'm generalizing again.
5 I'm not giving specifics. And I place a lot of that
6 upon [REDACTED], [REDACTED] and [REDACTED]
7 because of the way we've been operating over the past
8 year and-a-half or so.

9 A lot of that comes from higher up as far
10 as budget constraints. But I'm not talking about
11 specifically just about that. I'm talking about any
12 operation, as far as keeping the plants running. I
13 think sometimes we don't take the conservative
14 approach and I think it's condoned in the mid --
15 that's not what's said. We don't always say what we
16 really mean here.

17 SPECIAL AGENT NAPHEW: Examples of that
18 are what you had discussed before. [REDACTED]
19 action regarding that MS 42, that steam valve, the
20 leak.

21 [REDACTED] Right. I'm not sure what
22 --

23 SPECIAL AGENT NAPHEW: Is there anything
24 more that goes to it where you're saying there's,
25 where you see the way we're operating. When you

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1 classified it as the way we're operating. Is there
2 anything more that you would add to that other than
3 what we've discussed already or goes into the cowboy
4 mentality?

5 [REDACTED] ^{7c} The fact that we're not
6 fixing things. And that plays into it a lot as far as
7 our operations. We've band-aided a lot of things.
8 Circ water, which is not safety related at all, but in
9 order to keep the plants running we certainly need it.
10 We're running with a temporary diesel out there now.
11 We have temporary diesels for station air compressors.
12 We just had one trip the other day.

13 So from an equipment standpoint I think
14 we've taken an approach as a company that we don't
15 really need all of these things. And I believe that
16 at some point they were a liability. And I think it's
17 already suffered as far as keeping the units on line.

18 And I don't know if that's what you're
19 really asking here. But for me that's a big portion
20 of our problems right now is our equipment.

21 SPECIAL AGENT NAPHEW: Not fixing the
22 equipment.

23 [REDACTED] ^{7c} Not fixing it. And that's
24 very frustrating --

25 SPECIAL AGENT NAPHEW: Not putting the

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1 money into fixing --

2 [REDACTED] And it's frustrating for
3 operation management as well. I know it is. But if
4 it's that important, I think the concern is not being
5 raised enough from them as well. If operations needs
6 this, we should be able to get it fixed.

7 SPECIAL AGENT NAPHEW: And those concerns
8 we hear about at the OS level, is what you think? Is
9 that it?

10 [REDACTED] I think so. I mean --

11 SPECIAL AGENT NAPHEW: Anybody in
12 particular?

13 [REDACTED] Not really. I mean --

14 SPECIAL AGENT NAPHEW: Across the board.
15 You would expect that they would have frustrations
16 regarding not fixing the equipment.

17 [REDACTED] I know that my [REDACTED]
18 [REDACTED] is very frustrated with the equipment not being
19 fixed, very frustrated. [REDACTED] is frustrated.
20 On the CRS level, those CRS's are very frustrated.
21 But yet we don't seem to be able to do anything about
22 it unless it's a, you know, a safety type, a nuclear
23 safety issue or primary plan.

24 I mean, there's a mentality that the
25 primary plant gets fixed, you know, if we have leaks

1 or whatever. There's an emphasis on that. There's no
 2 doubt about it. Secondary or tertiary type systems,
 3 very little preventative maintenance. We fix things
 4 when they break. Sometimes we close notifications out
 5 without fixing. I mean, that happens over and over.

6 More so in the past, but closed a trend.
 7 We have an issue right now, and this is one I brought
 8 up, with the starting air compressors for the diesels.
 9 About two years ago [REDACTED] a notification. We've
 10 been having water on the Unit 2 starting air
 11 compressors. We don't have it on Unit 1. I don't
 12 know why. But I wrote a notification. We ended up
 13 changing the oil out. We did additional readings for
 14 a period of time. The additional readings subsided.
 15 Everybody thought it was over.

16 Well, three weeks or four weeks ago, I
 17 found another one that went two inches in water in the
 18 sump. I [REDACTED] another notification. And I
 19 addressed this to Engineering. Obviously there's a
 20 problem. Drain the oil and putting new oil in didn't
 21 fix the problem because that's all they did. There's
 22 an engineering issue somewhere because it's not
 23 removing the moisture out of the system like it needs
 24 to be.

25 The fix, and I don't know if this has gone

1 any higher because I haven't checked back on it. I
2 know they changed the oil out of the 2 Charlie Diesel.
3 But whether anything was addressed. And I made it
4 known that it was some sort of design problem, have
5 Engineering evaluate it. But I can't tell you at this
6 point if that's been done.

7 And, again, I'm kind of rambling here. I
8 don't know if it's relevant.

9 SPECIAL AGENT NAPHEW: It's all relevant.
10 And your time is all helpful.

11 I have nothing further. Do you, Dan?

12 SENIOR RESIDENT INSPECTOR ORR: No, I
13 don't think so.

14 SPECIAL AGENT NAPHEW: Anything you'd like
15 to add, [REDACTED] at this point?

16 [REDACTED]: Just a couple of things.
17 I think the [REDACTED] that we have, from what
18 I've seen so far, seems to be concerned.

19 SPECIAL AGENT NAPHEW: [REDACTED] is it?

20 [REDACTED]
21 SPECIAL AGENT NAPHEW: [REDACTED]

22 [REDACTED] I'm impressed with him to
23 this point. He is very new, so we'll have to give him
24 some time. [REDACTED] who, I was here when he was
25 our [REDACTED] Very well liked by both Union and

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1 management, as far as I know. And I look forward, I
2 think he's capable of turning us in the direction we
3 need to go. So I think we have the ability to get
4 where we need to be. We just have, and it's a
5 commitment by everybody involved, it's a commitment by
6 NEO's, CO's and upper management.

7 But right now we're butting heads and, you
8 know, until we can all come together and work as a
9 team. And that's going to take some time. It's not
10 going to happen overnight. But I think we have people
11 in place that can turn this place around. I also
12 believe there are some hindrances. And I think
13 [REDACTED] and [REDACTED] have their own type philosophy in
14 operating. And, again, that's my opinion.

15 SPECIAL AGENT NAPHEW: Okay. Concluded?

16 [REDACTED] Yeah, that's it.

17 SPECIAL AGENT NAPHEW: Okay. Then we'll
18 go off the record. I thank you for all your time this
19 morning. I know it's difficult at the end of a long
20 shift. 8:05 a.m. and we'll go off the record.

21 (Whereupon, the above interview was
22 concluded at 8:05 a.m.)

23 SPECIAL AGENT NAPHEW: All right, we're
24 back on the record. It's about 8:06 or 7 a.m. You
25 wanted to add something in regard to [REDACTED] and

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1 that you understand that he had raised concern about
2 being harassed, specifically involved [REDACTED]
3 [REDACTED] 7c
4 [REDACTED] he's the,
5 an [REDACTED] or [REDACTED]

6 SPECIAL AGENT NAPHEW: Is this the
7 incident involving him going into containment on
8 scheduled basis?

9 [REDACTED] 7c Yes, it is. Yes.

10 SPECIAL AGENT NAPHEW: And that was
11 investigated by PSEG?

12 [REDACTED] 7c That's correct.

13 SPECIAL AGENT NAPHEW: And you're saying
14 that that was, essentially it was unfounded,
15 unsubstantiated, correct?

16 [REDACTED] 7c That's what was found by,
17 by the company, yes.

18 SPECIAL AGENT NAPHEW: But for you that
19 establishes a history of [REDACTED] 7c having problems with
20 management and feeling that he's being harassed?

21 [REDACTED] 7c That's correct.

22 SENIOR RESIDENT INSPECTOR ORR: But you're
23 saying that [REDACTED] 7c raised a concern about harassment
24 against [REDACTED] 7c or was [REDACTED] 7c

25 harassing [REDACTED] 7c I wasn't clear on that.

1 [REDACTED] I believe he raised a
2 concern about being harassed by [REDACTED].

3 SPECIAL AGENT NAPHEW: For having to go
4 into containment at that particular point in time?

5 [REDACTED] Yes, [REDACTED] felt that he
6 was being singled out.

7 SPECIAL AGENT NAPHEW: What did, why did
8 he say the basis of that was? Why was he being
9 singled out?

10 [REDACTED] I don't really remember.
11 I'm not sure about the, the reasoning.

12 SPECIAL AGENT NAPHEW: But you just wanted
13 to add that for more of a historical --

14 [REDACTED] For a historical --

15 SPECIAL AGENT NAPHEW: -- related to [REDACTED]

16 [REDACTED] Absolutely.

17 SENIOR RESIDENT INSPECTOR ORR: So the
18 harassment was, it was essentially punishment to go
19 into containment, perform an evolution.

20 [REDACTED] Whatever task he had to.

21 SENIOR RESIDENT INSPECTOR ORR: And then
22 actually that evolution there was from -- that
23 occurred, right? That's the 2PS3, and that was --

24 [REDACTED] That's correct.

25 SENIOR RESIDENT INSPECTOR ORR: But the

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1 harassment isn't related to the performance of 2PS3.
2 It's just about going into containment?

3 [REDACTED] ^{7C} Correct. Yes.

4 SPECIAL AGENT NAPHEW: Anything else on
5 that?

6 [REDACTED] ^{7C} No, I don't think so.

7 SPECIAL AGENT NAPHEW: All right, then
8 we'll go off the -- I'm sorry, go ahead.

9 SENIOR RESIDENT INSPECTOR ORR: Yes, I
10 have a question. In, we thought that was
11 investigated. The company investigated that. [REDACTED] ^{7C}
12 raised that concern?

13 [REDACTED] ^{7C} Yes, he did.

14 SENIOR RESIDENT INSPECTOR ORR: Through
15 the company?

16 [REDACTED] ^{7C} Yeah, he did.

17 SPECIAL AGENT NAPHEW: Yes, that was
18 covered.

19 SENIOR RESIDENT INSPECTOR ORR: Okay.

20 SPECIAL AGENT NAPHEW: It's approximately
21 8:09 a.m. We'll go off the record.

22 SENIOR RESIDENT INSPECTOR ORR: That's it.

23 SPECIAL AGENT NAPHEW: Fine.

24 (Whereupon the above interview was
25 concluded at 8:09 a.m.)

CERTIFICATE

This is to certify that the attached proceedings
before the United States Nuclear Regulatory Commission
in the matter of:

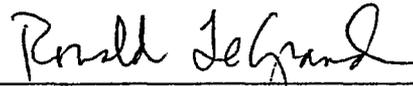
Name of Proceeding: Interview of

 72

Docket Number: 1-2003-051F

Location: Salem Nuclear
Generating Station

were held as herein appears, and that this is the
original transcript thereof for the file of the United
States Nuclear Regulatory Commission taken by me and,
thereafter reduced to typewriting by me or under the
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transcript is a true and accurate record of the
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Ronald LeGrand
Official Transcriber
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