

Official Transcript of Proceedings
NUCLEAR REGULATORY COMMISSION

Title:

Interview of [REDACTED] 7C

Docket Number:

1-2003-051F

Location:

Salem, New Jersey

Date:

Wednesday, October 22, 2003

Work Order No.:

NRC-1165

Pages 1-52

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1 UNITED STATES OF AMERICA
2 NUCLEAR REGULATORY COMMISSION

3 + + + + +

4 OFFICE OF INVESTIGATIONS

5 INTERVIEW

6 -----x

7 IN THE MATTER OF: :

8 INTERVIEW OF 7C: Docket No.

9 [REDACTED] : 1-2003-051F

10 (CLOSED) :

11 -----x

12 Wednesday, October 22, 2003

13
14 NRC Resident Inspector's Office

15 Salem Generating Station

16 Salem, New Jersey

17
18 The above-entitled interview was conducted
19 at 11:29 a.m.

20
21 BEFORE:

22 Special Agent MARK A. MULLEN

23
24
25
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APPEARANCES:

On Behalf of the Witness, [REDACTED]

CHARLES HESSLER

Of: IBEW Local 94

219 Franklin Street

Hightstown, New Jersey

(609) 426-9702

ALSO PRESENT:

SCOTT BARBER

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11:29 a.m.

SPECIAL AGENT MULLEN: Today is Wednesday, October 22, 3003. The time now is approximately 11:29 a.m. For the record, this is an interview of [REDACTED]

[REDACTED] Can you spell your last name for the record, sir?

[REDACTED]

SPECIAL AGENT MULLEN: You are employed at the Salem Generation Station owned by PSEG. Are you

a [REDACTED]

[REDACTED] That's correct.

SPECIAL AGENT MULLEN: The location of this office is NRC Resident Office. My name is Mark A. Mullen. I'm a Special Agent with the Office of Investigations Region I King of Prussia, Pennsylvania. Scott Barber, a Senior Project Engineer, is also present for this interview. Additionally, [REDACTED] will be represented by Charles Hessler who is a business agent of IBEW, is that correct?

[REDACTED] MR. HESSLER: Yes, Local 94.

SPECIAL AGENT MULLEN: Is it your desire, [REDACTED] to have Mr. Hessler present here today?

[REDACTED] Is it necessary?

SPECIAL AGENT MULLEN: It's your choice.

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1 That's the way I look at it.

2 [REDACTED] I understand I would talk to
3 you, and if I needed any help I would get it.

4 SPECIAL AGENT MULLEN: Let's take a short
5 recess here.

6 (Whereupon, the foregoing matter went off
7 the record and went back on the record.)

8 SPECIAL AGENT MULLEN: We're back on the
9 record. The time now is approximately 11:32 a.m.
10 Again, [REDACTED] the question remains. Do you want
11 Mr. Hessler here present today for this interview?

12 [REDACTED] Yes.

13 SPECIAL AGENT MULLEN: Thank you.

14 [REDACTED] Do I get privilege to
15 whatever is said here, not so much the tape but
16 whatever comments you have?

17 SPECIAL AGENT MULLEN: Well, no, and I was
18 going to get to that right now. Let me just go over
19 this, and then I think I will answer your question.
20 This interview is being recorded. It will be
21 transcribed later. As part of that, if there is a
22 reason to come back here, which there will be at some
23 point, we can work out where you can, if you would
24 like to, you can make the request. We can arrange for
25 you to review your transcript if you so desire.

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1 However, you won't get a copy of it.
2 After an investigation, you can FOIA it through the
3 Freedom of Information Act. But you can't get a copy
4 of it until it's after. Again, you have to FOIA and
5 certain things would be taken out. Bottom line is you
6 can review it. You just can't make copies of it and
7 that sort of thing. Okay?

8 [REDACTED] Okay.

9 SPECIAL AGENT MULLEN: The subject matter
10 of this interview concerns safety conscious work
11 environment at Salem, safety versus productivity, and
12 those types of issues. Do you understand that?

13 [REDACTED] Yes.

14 SPECIAL AGENT MULLEN: Would you please
15 stand, sir, and raise your right hand to be sworn in?
16 WHEREUPON,

17 [REDACTED]
18 was called as a witness and, having been first duly
19 sworn, was examined and testified as follows:

20 SPECIAL AGENT MULLEN: Please have a seat.
21 Generally before we get into the subject matter,
22 briefly, if you don't mind, a little bit about
23 yourself. Your date of birth and place of birth.

24 [REDACTED]
25 [REDACTED]

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1 SPECIAL AGENT MULLEN: Your current home
2 address.

3 [REDACTED]
4 [REDACTED]
5 SPECIAL AGENT MULLEN: Home telephone
6 number.

7 [REDACTED]
8 SPECIAL AGENT MULLEN: Work telephone
9 number.

10 [REDACTED]
11 SPECIAL AGENT MULLEN: Is there any
12 education or military that you would like to highlight
13 for the record? If not, could you please explain
14 briefly your nuclear power industry experience and
15 then more detail in the last three to five years of
16 what you have been doing?

17 [REDACTED]
18 [REDACTED]
19 [REDACTED]
20 [REDACTED]
21 [REDACTED]
22 [REDACTED]
23 [REDACTED]
24 [REDACTED]
25 [REDACTED]

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[REDACTED]

I hope that adds up.

SPECIAL AGENT MULLEN: Absolutely.

[REDACTED] That's ball park.

SPECIAL AGENT MULLEN: As we started this interview, I mentioned safety conscious work environment here at Salem and safety versus productivity. Hopefully that got you thinking. I told you a little bit about that before the interview today. I'm sure there are some things that you would like to get into. We're going to give you the opportunity to get into that.

At the same time, there are just some general questions I would like to ask you first. That will start you down that line, and then go ahead and run with it. Let me start off here with some general questions. Have you ever participated in any formal or informal surveys regarding the safety culture at Salem or Hope Creek?

[REDACTED] Yes.

SPECIAL AGENT MULLEN: Can you tell me when approximately?

[REDACTED] We just did one that I participated in within the last month. I don't think the results are out yet, but I was handing out the

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1 surveys. I did participate in it.

2 SPECIAL AGENT MULLEN: Had you
3 participated in the past in that type of program?

4 [REDACTED] No.

5 SPECIAL AGENT MULLEN: Any reason why?

6 [REDACTED] Because I didn't feel they
7 listened to what we had to say, and I didn't feel that
8 they got back to us on the information we provided.
9 I felt it was very ambiguous the way they asked the
10 questions. You could interpret it any way you wanted,
11 so I didn't think there was any value added to what
12 they did.

13 SPECIAL AGENT MULLEN: When you say
14 "they," you are just speaking of management in
15 general.

16 [REDACTED] Management in general,
17 surveys in general. If they are not done well, you
18 can pretty much interpret them any way you want. You
19 ask about a supervisor. Which supervisor? I would
20 rather you talk to me and ask me questions, and I will
21 tell you what my field is and you go that way. I'm
22 not a survey person.

23 SPECIAL AGENT MULLEN: What changed more
24 recently to give you the invite to participate?

25 [REDACTED]

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1 We actually talked about doing surveys. I gave them
2 the do you want the working man's perspective on why
3 we don't do surveys because they didn't have a good
4 participation. I told them exactly what I told you.
5 I said I'll show you that they can participate. I
6 will try to get you 100 percent of the Salem NCOs and
7 NEOs to participate in the survey. One time only I
8 will ask them to do that just to show you that we can
9 participate and that's not the problem, and I did
10 that.

11 SPECIAL AGENT MULLEN: Was there
12 significant input from the NEOs? Did most participate
13 from your knowledge?

14 [REDACTED] I'll tell you right now I had
15 100 percent participate, but I did not review them.
16 I just handed them in the other day.

17 MR. BARBER: Can I ask a question on this?
18 On the surveys, is there any open-ended questions?
19 Are they all multiple choice, five answers or
20 something?

21 [REDACTED] I believe there are ten
22 questions on it. I have a copy of them. They are in
23 my bag if you would like to look at them later.

24 MR. BARBER: Yes, we can look at them
25 later.

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1 [REDACTED] They are just general
2 questions in nature from strongly disagree to strongly
3 agree to neutral. I did not look at what anybody
4 filled out. They were all anonymous. I saved copies
5 of everyone that did them so when I do see the
6 results, I can look back and see how operations fit
7 into it. That's just what I do.

8 MR. BARBER: I want to make sure I
9 understand what was done. The survey really was what
10 you describe as multiple choice. Was there anywhere
11 where they could describe concerns or issues that they
12 may have had?

13 [REDACTED] There was a comments section
14 on the bottom, yes. It said "Write any comments you
15 may have on the bottom. Use the back for
16 continuation." As a matter of fact, one of them had
17 continuation on it because I was copying it and I saw
18 the back so I had to run another copy and do it two-
19 sided.

20 SPECIAL AGENT MULLEN: On the survey, did
21 you have the opportunity to review it? Were you
22 allowed to review it, or were you supposed to just be
23 a conduit to get the information?

24 [REDACTED] I'm sure I can review it. I
25 did not review them yet. I do have copies of them.

1 No one's name is on them. The only thing I verified
2 is that it was all checked and represented. I threw
3 PS ops on the top of mine, not the ones they handed
4 in. One guy had written Salem ops on the top. I was
5 going to do that on all of them, but I thought that's
6 not a good idea. It's probably a way to do it in the
7 future, but why should I isolate one department? So
8 I handed them in as is. I have all the ops ones in my
9 bag.

10 MR. BARBER: Thanks.

11 SPECIAL AGENT MULLEN: You said you are a
12 [REDACTED] is that correct?

13 [REDACTED] That's correct.

14 SPECIAL AGENT MULLEN: Were you asked to
15 be a member of the [REDACTED]

16 [REDACTED]: We recently --

17 SPECIAL AGENT MULLEN: You specifically.

18 [REDACTED] Me?

19 SPECIAL AGENT MULLEN: Yes.

20 [REDACTED] No, I was not specifically
21 asked.

22 SPECIAL AGENT MULLEN: How did you become
23 a member?

24 [REDACTED]: We do off-shift bids here in
25 operations and for various departments. In-house we

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1 do a pre-stage or a team or a training instructor.
2 They had one that was called [REDACTED]. No
3 one had bid the position. We didn't want to lose the
4 position, so it was myself and [REDACTED]

5 [REDACTED]
6 We talked and said one of us should
7 probably take this. We don't want to lose the
8 position, and it will give us the opportunity to work
9 on things on day shift too. I said if you want it you
10 can have it. I'll give you first crack at it. He
11 didn't want to drive here five days a week because it
12 was five eights. So I said I'll do it then. That's
13 how I did that.

14 SPECIAL AGENT MULLEN: Earlier, and
15 correct me if I'm wrong, I thought you mentioned
16 something about I wanted to show or we wanted to show
17 NEOs can participate. Who specifically did you want
18 to show?

19 [REDACTED] Just the committee in
20 general. It ranged from union to management
21 employees. I don't even know who it was said don't
22 say 100 percent because you won't get it. I didn't
23 think I would get 100 percent, but I did. It required
24 me calling two people at home. I told them you are
25 not going to get paid for this.

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1 It was just a shame not to get 100 percent
2 when two people are out. They were out on leave. One
3 had a baby. I asked how everything was and asked if
4 he would answer ten questions for me. If you don't
5 want to, you are not obligated to do it in any way.
6 That's how I got the last two.

7 SPECIAL AGENT MULLEN: Again, for the
8 record, no official feedback yet on that survey, true?

9 [REDACTED] I did not get any official
10 feedback on that, nor did I read anything yet.

11 PARTICIPANT: There was something that was
12 out yesterday. It was regarding a survey, but I don't
13 know if it was this survey.

14 SPECIAL AGENT MULLEN: At some point, I
15 would like to get from your own personal perspective
16 and experience, but at the same time again, I'm just
17 speculating here a little bit. Maybe as a member of
18 [REDACTED] people would come to you more often,
19 some of the other NEOs. I'm not sure. Basically this
20 next question I would like for you to take it all into
21 perspective. It's an open-ended question.

22 [REDACTED] That's the ones I like.

23 SPECIAL AGENT MULLEN: The ball is going
24 to be in your court. What is your assessment of the
25 safety culture at Salem/Hope Creek? Are we just going

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1 to be talking about Salem with you?

2 [REDACTED]: In fairness, you pretty much
3 have to just do Salem. I really can't give you a good
4 perspective on Hope Creek.

5 SPECIAL AGENT MULLEN: I will take Hope
6 Creek out of my questioning. Again, what is your
7 assessment of the safety culture at Salem? Again,
8 take your perspective and if there are others that
9 come into this.

10 [REDACTED]: I don't think it's where it
11 needs to be. They created the safety councils. I
12 have been on them in the past and got very frustrated
13 because all you do is sit around and talk about what
14 you are going to do and nothing really gets
15 accomplished.

16 SPECIAL AGENT MULLEN: For example?

17 [REDACTED]: You just talk about doing
18 things and correcting them, and that seems to be all
19 you do. You talk about getting things fixed.

20 SPECIAL AGENT MULLEN: Is that like
21 looking at condition reports that have been written
22 and those types of things?

23 [REDACTED]: It's anything. I think
24 safety is better now because we have the teams in
25 place, and they are sticking together longer than they

1 ever have. But to be perfectly honest with you, if
2 someone like myself or [REDACTED] if we don't drive
3 them home, they don't go anywhere. The process
4 doesn't work itself.

5 SPECIAL AGENT MULLEN: Explain "drive them
6 home."

7 [REDACTED] You have to bird dog people
8 to get things done. You have it. Now, what are you
9 doing? I need help with this.

10 SPECIAL AGENT MULLEN: You have to follow
11 up on things, right?

12 [REDACTED] You have to follow up.

13 SPECIAL AGENT MULLEN: That's everybody's
14 job probably.

15 [REDACTED] I would like to think if I
16 raised an issue it would work through the process, but
17 unfortunately it does not work that way. When I drive
18 it home, I go through the chain of commands. I do
19 emails. I do paper trails. I emailed you here on
20 this document here. I have that stuff that I keep if
21 that's what I do. I write notifications saying write
22 back. Has this been closed? No, it hasn't been
23 adequately closed.

24 SPECIAL AGENT MULLEN: So when things have
25 been documented through emails or following up with

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1 phone calls on people, from your perspective, you are
2 saying it's gotten better now but only if you do these
3 extra things that you are talking about.

4 [REDACTED] That seems to be the only way
5 you have a whole lot of success. Once in a while you
6 will get someone that owns something that will do it.

7 SPECIAL AGENT MULLEN: Ownership all the
8 way through. They don't need to be called again or
9 pushed again with an email or something.

10 [REDACTED] Yes, I mean everybody is
11 overloaded. Now that you do that and people can see
12 that you can do that, you become a dumping ground.
13 The guys say I have a safety concern, and they go to
14 me. I say did you follow the process. Come to me if
15 you wrote a notification or did it and you can't get
16 it done. I'll try to help you along.

17 But it's getting overwhelming now. It
18 gets very frustrating. You get to the point where you
19 want to get out of it because it's just too
20 burdensome. It's a hassle. It's not the optimum
21 system. There are good people, and there are bad
22 people. There are people that will say that they will
23 do something and don't. That's very generalized, but
24 we have a long way to go.

25 You have access to my stuff. Read through

1 it. I get told I bring emotions into it a little too
2 much. Sometimes I do. It gets to that point to where
3 it wasn't the first time I raised. It's just
4 something I have to work on.

5 MR. BARBER: Can you think of anything
6 recent that's been on your mind?

7 [REDACTED] TP light procedure we have
8 here that's driving me crazy. It's still not fixed
9 right.

10 MR. BARBER: What is it?

11 [REDACTED]: It's a temporary power and
12 light procedure. It's just too cumbersome. There are
13 so many rules and so many things written in the
14 process that some of them, if you take them out, they
15 really don't compromise safety. But if you put them
16 in, you make life difficult for everybody. I can't
17 have a power strip under my desk working with a
18 computer unless it's been inspected and has a tag on
19 it. Give me a break. I don't do that at home. I buy
20 it. I look at it. I give it a general once over.

21 But it has to be tagged and dated and all
22 of that. Extension cords running through outside for
23 temporary sumps (PH) with nothing on them. They're
24 supposed to be wrapped. That's not the way to do
25 things, but that's the way things are done. We

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1 overlook them to get the job done rather than to do
2 the right thing and go through the time to change a
3 procedure, and that's all it would take.

4 MR. BARBER: That sounds like a business
5 efficiency, business effectiveness issue. Is there
6 anything that comes to mind that's a safety issue,
7 whether it be radiological safety or nuclear safety,
8 something in the plant?

9 7C [REDACTED] Other than the ones you have,
10 I have the fuel -- that I brought up after our thing
11 when the fan was open and exposed which is a safety
12 concern. The fan was rotating backwards. You have to
13 get something done with this. It took me saying do I
14 have to call OSHA here. Then it was fixed. It
15 shouldn't come to that extreme. It's a ten day period
16 and you don't do anything.

17 Another guy emailed me. He saw my email
18 and said did you like what I wrote. I wasn't the only
19 one chasing the issue. But people bring it up from
20 different areas, and there just wasn't an urgency to
21 get it done. Now it's fixed. That's the ultimate
22 goal but the path it took to get there. The problem
23 I had in the past was because I do that and am
24 relentless I'm a problem. It's better to store him
25 off over here and let me deal with something else that

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1 won't raise any issues.

2 I'm real simple. I'll do what you say.
3 Here's my procedures. I want you to follow them. I
4 can do that. If I waiver, am I going to get in
5 trouble? I don't want to do verbatim compliance to a
6 point to where you are going to do something wrong.
7 Let's get it corrected. Write why you do it.
8 Document it. It's real simple. If you don't like it,
9 change it. We'll follow it. That's what you expect
10 me to do. Don't harass me or give me a hard time for
11 doing what you ask.

12 SPECIAL AGENT MULLEN: You had [REDACTED]
13 [REDACTED]. You mentioned back on November 4, 2002
14 about you were asked to check the reactor coolant
15 pumps, the RCP oil levels. You had mentioned from a
16 safety perspective that you thought this was against
17 the policies of PSEG. You mentioned about heat stress
18 environment and high radiation that you were subject
19 to, is that true? 7C

20 [REDACTED] That's correct.

21 SPECIAL AGENT MULLEN: Are there any other
22 nuclear safety issues that you would look at as far as
23 productivity versus safety that have been brought to
24 your attention or you specifically are aware of that
25 you felt could have been handled better? There's this

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1 feeling that it's all about productivity, forget the
2 safety, when you bring up issues and concerns. Get
3 the job done.

4 [REDACTED]: First hand, I can't think of
5 any. My whole point is that the environment they
6 create for people to raise issues or to try to do the
7 right thing, if it's a cumbersome process, they shy
8 away from that. I don't think that's promoted. I'm
9 perceived as a robot. As far as talking to my plant
10 manager now, I go to him with issues and he just says
11 okay I hear what you are saying. No, I don't find
12 that behavior acceptable. Yes, I'll talk to my
13 people.

14 If I hear it one more time, I'll die.
15 Give me a break. You are not doing anything. The
16 same issues are still there. When I go to you, they
17 shouldn't treat me wrong because I'm doing what you
18 ask. Until you change that culture, we have a long
19 way to go.

20 MR. BARBER: Can you give me an example of
21 one of the things you have taken to him? It sounds
22 like you are talking about managers.

23 [REDACTED]: Yes, my first line, I'll tell
24 you right now. This instance right here. I took this
25 to him, and this has not been resolved yet. I'm

1 sorry. I have not had resolution on this yet.

2 SPECIAL AGENT MULLEN: When you say
3 "this," are you talking about --

4 [REDACTED] The pump issue, that's
5 correct. In the report that they put out, it was
6 handled incorrectly. I can live with that. Everybody
7 knows who it is. Nothing is anonymous around here.
8 It wasn't intentional. The guy who did it is a nice
9 guy and didn't mean to upload names and everything on
10 there, but it was done.

11 In there it mentioned there were six
12 supervisors interviewed and they all saw [REDACTED] as a
13 problem. If I'm not a problem, why would they
14 perceive me as a problem? I want you to get to the
15 root of that. I don't need to know who they are. That
16 has not changed. They assume I do a lot of things. I
17 was in a safety meeting the other day. We had a roll
18 out that was given. My understanding was it was
19 supposed to be an hour. It was ten minutes. For some
20 reason, someone took that to whoever was in charge of
21 doing the roll outs. I don't know who it was. We had
22 another roll out done because it was inappropriate and
23 I have done well. The supervisor was a supervisor
24 with an attitude giving a roll out on safety.

25 We're in a room like this. Now you are

1 going to put 20 people in this room. There's not
2 seating for everybody. Everybody is whisked in there
3 at the end of the day like it's punishment. It's 6:55
4 p.m. We're done at 7:00 p.m. Roll everybody in there
5 with no supervisors. One of the guys said where are
6 the supervisors. Well, I'll give that to them
7 tomorrow. Now, I have been told I didn't do a good
8 job so I'm giving this roll out. Here it went, on and
9 on.

10 I sit down. At the first meeting, he told
11 everybody to get comfortable and it was going to take
12 a while. It was a ten minute meeting. Now, I have
13 one at the end of the day. I'm getting comfortable.
14 I sat on the floor. You are not going to get this if
15 you are sitting on the floor. I said where am I
16 supposed to sit. Come up here and sit right in the
17 front chair. Okay. I want you to pay attention. I
18 said are you insinuating I don't pay attention. We
19 got into it right from the get go and off it went.

20 No, I wasn't happy with that at all. I
21 talked to the ops manager about it. I said I don't
22 need this. I said I didn't even bring the issue up.
23 I listen to what you say. I didn't know it was
24 supposed to be an hour. I didn't call anybody. I
25 don't know what happened. Evidently something

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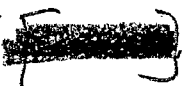
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1 happened wrong and I don't know how it happened.
2 That's the environment that's out there.

3 In fairness to them, this is a first line
4 supervisor. These guys are getting hit up above.
5 Their raises depend on how much work they get done,
6 not how well they do it or the quality of it. That's
7 a fact. One of the supervisors mentioned I have a
8 family to raise too. He used to really try to see our
9 side and try to get things fixed. He was squashed and
10 got zero raise. What is he going to do?

11 Any first hand nuclear safety, I can't
12 think of any off the top of my head that I have been
13 involved with first hand. My concern all along is
14 that they don't promote you doing the right thing.
15 You are not looked at as a good employee to do the
16 right thing. I live it. You can talk to as many
17 people as you want to about it. To me, it's very
18 obvious. Like I said, I have expressed it to you, to
19  to my senior management. I don't know what
20 else to say about it. I can try to dig stuff up and
21 give it to you, but that's what's out there.

22 SPECIAL AGENT MULLEN: You talk about
23 digging stuff up. One thing that's helpful when we
24 deal with these work environment issues is certainly
25 your impression. We want to know what you think of

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1 the environment, but it's really helpful if we have
2 examples that we can fall back on, we can point to, we
3 can look at, and we can review. So if you have some
4 of those.

5 [REDACTED]: I can give you examples. My
6 problem is time right now. You have to give me time.

7 SPECIAL AGENT MULLEN: Yes.

8 [REDACTED]: I have my bag that has stuff
9 in it. I have a file cabinet at home that has stuff
10 in it. I have a box in my back seat that has stuff in
11 it. For me to weed through it, certainly I had a hard
12 time getting things to [REDACTED] I do have to work.
13 We're in an outage now. For me to gather it and
14 logically give it to you, I mean I get --

15 SPECIAL AGENT MULLEN: Is there anything
16 that stands out in your mind that we can do follow up
17 on that you can give us a start on?

18 MR. BARBER: In the last two or three
19 years.

20 SPECIAL AGENT MULLEN: Yes, we're looking
21 for something where there was some plant issue. Maybe
22 the plant was shut down or it was being held down
23 because of some equipment problem or some physical
24 problem with the way something operated. Maybe there
25 was a situation where there was a push to do something

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1 and there was a bypass of a procedure step that's an
2 important procedure step.

3 Or there was a tech spec that was ignored,
4 like if there was a surveillance requirement that said
5 you have to go out and do this under these conditions.
6 That's the kind of stuff we're looking for. We're
7 looking for something that we can point to and say
8 here this is the example where production took
9 precedence over safety or there's a violation. You
10 did this activity and you didn't follow your license.
11 You didn't follow the tech specs. You didn't follow
12 the procedures.

13 [REDACTED] I can just give you
14 industrial safety. I can give you two instances with
15 a circuit or breaker that didn't go in right. They
16 are documented. You wrap the breaker and there's a
17 switch in the back of one of the ones. I have
18 notifications on it. I can give you that information
19 later. I don't have it off the top of my head.

20 SPECIAL AGENT MULLEN: Okay.

21 [REDACTED] What happened is some of the
22 breakers do not roll in right. There's what they call
23 a top switch. I think it's trunk operated switch in
24 the back, some permissive limit switch. It's bending.
25 Whether it's not manufactured right or it wasn't

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1 designed to be wrapped in and out as many times, I
2 don't know all the details. I forwarded all of it to
3 the system engineer.

4 The bottom line is it wouldn't go in
5 right. It caused the breaker to cock all the time.
6 My supervisor said there's the switch and took a bar,
7 went in there in the cubicle, and bent the switch up.
8 Was it a safety related component? No, I stood back.
9 I would not do that. I'm sorry. I'm not allowed to
10 do that. He went in there, bent it up, and we pushed
11 it in. We got it going. We needed the circulator
12 back in. To me, that's a production thing. I have to
13 get the circulator back in. It's not the right way to
14 do it. I was out there today as a matter of fact
15 looking at something else with --

16 MR. BARBER: What was that device again
17 that you were talking about?

18 [REDACTED] It's called a trunk operated
19 switch.

20 MR. BARBER: Okay.

21 SPECIAL AGENT MULLEN: Who was the
22 supervisor that stepped in there?

23 [REDACTED]
24 SPECIAL AGENT MULLEN: Is he still around?

25 [REDACTED] Yes, he is. He did it on two

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1 separate occasions. I have the dates for that and
2 everything because him and I tend to clash.

3 MR. BARBER: Was that within the last two
4 years?

5 [REDACTED] Yes, sir.

6 MR. BARBER: In your view for that set of
7 circumstances, what would be the proper way that it
8 should have been handled? In other words, what would
9 be the ideal way?

10 [REDACTED] The proper way? That breaker
11 should have come out of the cubicle, which it can do.
12 It was already out. You wrap that route. You put it
13 around. You take it out and you replace the switch or
14 you bend it up. You don't stick anything in the
15 cubicle and pry it. I'll tell you right now - and you
16 know because you are an electrician - there were
17 shutters in the back. It's not in the rack in
18 position. It's racked out, but I'm sorry. That's not
19 how you do it. First of all, he shouldn't have been
20 doing it. Second of all, that's not the right way to
21 do it.

22 MR. BARBER: So you are saying the
23 maintenance activity was complete, and this was
24 something that was done after.

25 [REDACTED] The maintenance activity had

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1 nothing to do with the breaker. The activity that was
2 done is we routinely clean water boxes. I don't know
3 how much you know about that.

4 MR. BARBER: Yes.

5 [REDACTED] We take the circulator out.

6 MR. BARBER: So this was part of the
7 tagging.

8 [REDACTED] Tagging the water box. Let's
9 get it back. Look at it. Here it is. Trying to get
10 the circulator back in.

11 MR. BARBER: So this was a byproduct of
12 taking the circular pump breaker out to do the water
13 box cleaning.

14 [REDACTED] Yes.

15 MR. BARBER: Got it.

16 [REDACTED] I recently had to go do it.
17 The same thing happened. What they have now is they
18 have a washing tag hanging on the breaker, the exact
19 same one. It's still not fixed. That's probably gone
20 over a year now.

21 MR. BARBER: Did you put a notification in
22 on that?

23 [REDACTED] Yes, I did one better than
24 that. It had been written up numerous times in the
25 past. I researched all the ones that I could find on

1 it. I did it while I was with safety still. All of
2 these were researched within the last six months. The
3 whole course of it is over a period of two years. I
4 identified all the ones there. [REDACTED] a notification
5 on us not training properly to shield a problem. I
6 said we may have a problem with this device. I worked
7 with the engineers up there.

8 MR. BARBER: Who owns that? Is that a
9 system engineering problem, or is that a maintenance
10 problem?

11 [REDACTED] Well, it's not a system
12 engineering problem, but the problem was it wasn't
13 getting to them to evaluate. It's gotten to them now,
14 so why it's not fixed now I don't know. I could go
15 forever tracing these things down.

16 MR. BARBER: Some of it is trying to
17 figure out who the right people are to work on the
18 component.

19 [REDACTED] The initial problem I saw in
20 there is the screening process. When we did it, if
21 it's not IDed right, because I had to go through
22 numerous IDs to find them all to try and tie them
23 together, to me, all that stuff should be done up
24 front so you get it, so it's channeled the right way,
25 and the guy knows about it. If you don't know about

1 something, shame on you. You're not going to get it.

2 MR. BARBER: Right.

3 [REDACTED]: I had a recent problem. We
4 have a stupid hose --

5 SPECIAL AGENT MULLEN: Excuse me. The
6 screening process you were talking about, is that a
7 byproduct of the SOP controlled notification process?

8 [REDACTED]: Yes, the work management
9 process. When it comes in, here's the problem. Let's
10 try to channel it the right way. Is it coded right?
11 Does it have the right component ID on it? To me,
12 that's --

13 SPECIAL AGENT MULLEN: You are saying you
14 fixed that. You think there was a problem with that,
15 and you fixed it.

16 [REDACTED]: No, I did not fix that. I
17 found everything associated with this problem. Did I
18 fix that process? No.

19 SPECIAL AGENT MULLEN: But I meant in the
20 instance of this circular one.

21 [REDACTED]: This circular one, yes, I
22 addressed it out there. Now, I haven't pushed on it
23 anymore. It's still in my box. To me, it's a safety
24 issue. When I get time, I will go back and shoot an
25 email and say what's up with this thing. Like I said,

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1 I was just out there on an unrelated problem. I was
2 out there with [REDACTED] We had a problem with some
3 tagging. I'm on the [REDACTED] also.

4 MR. BARBER: Okay.

5 [REDACTED] So we were out there. I said
6 here's one and here's the white tag. It says
7 electrician needed when you do this. But what is he
8 going to do? Is he going to pry the switch up? I
9 went out there with an electrician. We tried to get
10 in. We said it won't go in. I don't know what
11 happened. They probably got somebody else to do it.
12 I have no idea.

13 MR. BARBER: Is this on unit II?

14 [REDACTED] Unit II, yes.

15 MR. BARBER: So it's not really needed now
16 because the unit is shut down.

17 [REDACTED] It's not needed right now,
18 but it's also an identical problem on unit I. You
19 have the same concerns over there.

20 MR. BARBER: I'm not trying to minimize
21 it. I'm just trying to understand where it is.

22 [REDACTED]: It's both units. I actually
23 got it to a point where I tracked it to the cubicles,
24 to the circulators, more so in the other ones. It
25 doesn't mean it was just them, but it could be because

1 they were racking it out more than the other ones.
2 They have a great tool out there that they use
3 already.

4 MR. BARBER: Okay. You bring up some good
5 issues. The thing I'm struggling with is I'm trying
6 to understand where the process is breaking down.
7 Because you see something and that's not right, that's
8 good. That's not bad. That's good. You saw there
9 was a problem with trunk operated switch. Then you
10 start thinking maybe it's a generic issue which is
11 good. So maybe it's affecting other circular pump
12 breakers. Now it gets put in the notification system
13 process. It should lay out something.

14 [REDACTED]: But there were eight other
15 notifications on the same thing at that point.

16 MR. BARBER: For the same pump or for the
17 same breaker?

18 [REDACTED]: No, some of them for the same
19 and some of them for different. Like I said, two
20 stood out more than others. Others were for different
21 problems. I just pulled them all together and
22 referenced them all in one notification and said here
23 you go. We have a problem with the way we do things.
24 How that panned out, I don't know.

25 MR. BARBER: Was that a recent one so it's

1 still in the process kind of thing?

2 [REDACTED] As far as I know it's still
3 in the process because it's not fixed yet.

4 SPECIAL AGENT MULLEN: So how they are
5 being screened through the work management process,
6 that's where it's falling short.

7 [REDACTED] Well, that's the first piece
8 of it. That's how you get it to at least be
9 identified correctly and where you are going to set it
10 on to. Like I said, mine are more so just safety
11 issues. I'll tell you right now. I really don't have
12 a problem. I have heartaches getting there, but I
13 don't do the wrong thing. If someone is going to do
14 the wrong thing, they are going to get somebody else
15 to do it. I will stop it. It will be done right.
16 Unfortunately I feel I pay for that. That's the
17 problem I can't deal with. When we clean the water
18 boxes, our process calls for us to write a
19 notification, like with any work, to identify a
20 problem. The water box is dirty. It needs a
21 notification. We, as operations, are very weak in
22 working as a maintenance organization. We don't do
23 that. We just tag it out and go in and clean it.

24 How do you track if you have a problem?
25 The process says if you have something that requires

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1 maintenance or any corrective action, you write a
2 notification. Then if that notification needs tags,
3 it's changed to an order. The order is permitted to
4 the tag out for the worker safety. We got it. That
5 doesn't happen.

6 One of the supervisors, a good guy up
7 there, he wrote it up. Here's what we're going to do
8 and close it out. Nothing is done yet. I wait four
9 months. I write it again. This was written up
10 before. What are we going to do? Nothing. They
11 closed it out saying we're working on it. This is
12 working.

13 SPECIAL AGENT MULLEN: When was that?

14 [REDACTED] Within the last year also.

15 SPECIAL AGENT MULLEN: Within 2003?

16 [REDACTED]: Late 2002 or early 2003, yes.

17 MR. BARBER: So your specific concern with
18 this is related to process concerns, right?

19 [REDACTED] It's a safety tagging process
20 concern. [REDACTED] operations up. We are not good
21 being a maintenance organization. We're in the
22 practice of usually hanging tags and setting other
23 people up. When we actually have to do the work, we
24 are weak in it. Our guys aren't trained on it. We
25 don't know what to look for. That's evident. We've

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1 had roll outs. Check your tags. We just don't do the
2 maintenance organization part of it well.

3 MR. BARBER: All right.

4 [REDACTED] But it was a head beating
5 thing. I'll let you know that issue is fixed now. I
6 had problems with the orders getting permanent tag
7 out, and I had to write it up again.

8 MR. BARBER: I'm trying to understand your
9 point. Your point is every time you do water box
10 cleaning there should be a tag out.

11 [REDACTED] There always is a tag out.

12 SPECIAL AGENT MULLEN: Completely
13 comprehensive.

14 [REDACTED] There should be a
15 notification and a subsequent order to track that so
16 when you use SAP you go back and say I cleaned the
17 water boxes and it still happens. I cleaned 22 out 20
18 times. We might have a problem there. That's how you
19 track it. If you don't do that, you go on personal
20 knowledge. Yes, I think I cleaned that one before.

21 MR. BARBER: I got you.

22 [REDACTED] The other piece of it is
23 there's a process and it says we do this. If we
24 don't, why aren't we doing this? Well, we're working
25 on getting it. What are you doing until that point?

1 It doesn't mean you don't have to follow the rules
2 because you don't have anything yet.

3 MR. BARBER: In your consideration of this
4 issue, is there anything where you feel like people
5 don't follow the rules? Or is it more it's a hassle
6 so I don't want to be bothered with it?

7 [REDACTED] It's a hassle.

8 SPECIAL AGENT MULLEN: Really you are
9 talking about your fellow [REDACTED] I assume, right?

10 [REDACTED] I'm talking about everyone in
11 processing. It's more of a not knowing what they are
12 supposed to do.

13 SPECIAL AGENT MULLEN: Training and
14 education.

15 [REDACTED] It's definitely training and
16 education, but it's --

17 MR. BARBER: It's more of a performance
18 issue, right? They know what to do.

19 [REDACTED] They do now when you bring it
20 forward and bring it out. It all started with the
21 process. Once you get the process, then you have to
22 get the guys to check it.

23 MR. BARBER: Okay.

24 [REDACTED] In order to get them to do
25 it, you have to give them the tools to do that. We

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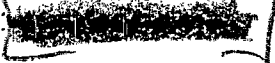
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1 begged for a computer out at the circ water structure
2 for a long time. If you want me to check my tags, I'm
3 going to have to come check them. I'm going to have
4 to go inside, look on the computer, and get one out
5 here if you want me to do it the right way.

6 It will just hold it up. Then it's I'll
7 give you verbal. Yes, I'm signed on. That's fine as
8 long as nothing happens. If they do, then the guy is
9 supposed to check his tags. He is supposed to
10 physically go on the computer and check them. It's
11 not okay that you say I'm signed on. You have to
12 verify that to make sure he's on the right component.
13 It's your protection. I drive that into them all.

14 MR. BARBER: Okay.

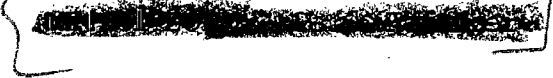
15 SPECIAL AGENT MULLEN: Anything else?
16 Take a minute to ponder here.

17  Like I said, a lot of it
18 comes from not knowing it even exists. The other one
19 is when I identify we have to get better at this, it's
20 like yes okay. I'm not happy with that. We have a
21 hose control program. The yellow hose is
22 contaminated. The red hose is air. The blue is
23 clean.

24 It's in an operations standards. We have
25 contractors not following the standards. I bring it

1 up to our ops manager at the time. These guys just
2 don't know you have it in an ops standard is his
3 answer. Everyone is required to follow the operation
4 standards.

5 MR. BARBER: Who was the operator? 70

6  I said that's
7 great as long as they know it's there, but they don't
8 know it's there. You have to put it in a document
9 that they know where it is. Put it in the safety
10 manual so they all know what color hoses go to where.
11 Yellow hoses run on the air line. They turn the wrong
12 one on. You set people up to fail.

13 We just had another event at the beginning
14 of this outage. Wrote it up, yellow hose runs from an
15 air line. Wasn't in use yet. Wrote it up.
16 Referenced all the other orders for the hoses. Say
17 level two repeat occurrence.

18 MR. BARBER: Let me ask you a question
19 related to this hose problem. I'll ask it from a
20 different perspective just so I can understand where
21 you are coming from on this. If you were the VP or
22 the plant manager and this problem was brought to you,
23 how would you handle it if you had the staff working
24 for you? I'm just trying to understand what it is
25 that you would think in this instance would be the

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1 ideal performance steps that should have been taken
2 either prior to them coming on-site, while they were
3 on-site so I can get a picture from your perspective.

4 [REDACTED] It's not just an operations
5 issue. Everybody uses hoses.

6 MR. BARBER: Okay.

7 [REDACTED] I think hoses should be a
8 tool issue from the storeroom hot or cold. I think it
9 should be in one standards applicable to everyone, the
10 safety manual. Have it right here. There should be
11 a section in there, hose control.

12 MR. BARBER: So if you were the plant
13 manager, that's what you would do. Would it be
14 acceptable if it was in a separate procedure?

15 [REDACTED] I don't want it in the
16 procedures somewhere hidden, but if you chose to do
17 that, it would have to be one that everyone was
18 accountable for and rolled out to contractors coming
19 on-site. You have to put it somewhere easy.

20 MR. BARBER: Take scaffold. Don't you
21 have procedures that are just scaffolding control? It
22 talks about all the different controls you find, when
23 you put tags on them and when you don't.

24 [REDACTED] Scaffolding is in here too
25 though.

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1 MR. BARBER: But is that 100 percent
2 complete?

3 [REDACTED] No, you can have the total
4 program in there. Hose is an easy one.

5 MR. BARBER: Okay.

6 [REDACTED] You can have how you control
7 them out of the store room and all of that. That's
8 how I think it should be handled. In here, you say we
9 have a hose control program. I think it should be in-
10 fill only. Reference to me a couple of tidbits on
11 there and reference to me a good procedure to go to.
12 That's what I think.

13 MR. BARBER: What I was trying to
14 understand is, in my own mind, is this something that
15 should be part of GET, or should it be part of
16 something that they would get on-site?

17 [REDACTED] It certainly should be
18 covered in GET, yes. It should be covered in there
19 along with the safe hose program that's under
20 housekeeping, where we don't put chromates or service
21 water in our system. To me, that's also in an ops
22 standard. That's not applicable to just us. Everyone
23 drains systems. As a matter of fact, three outages
24 ago we had guys thought they were doing no water on
25 the floor and no water in the drains.

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1 The guys were cleaning a pipe, pumped it
2 into a barrel, service water, didn't get any water on
3 the floor, took it up to 100 elevation and dumped it
4 in the floor drain. They thought they were going
5 good. I didn't get any water on the floor, but you
6 dumped the service water that had the chlorides into
7 the floor drain which just increases our
8 processessing. They just didn't know because you
9 didn't put it out to where it was available for them.

10 MR. BARBER: Okay.

11 [REDACTED] I'm babbling on here.

12 MR. BARBER: That's okay. That's what
13 we're here for. We want to hear what you have to say.

14 [REDACTED] The bottom line is the answer
15 I got of everyone should be held accountable to that
16 is not the answer I wanted to hear. Labeling is
17 another issue. It's very integral. I think it's
18 written too cumbersome. I think you can ease it up a
19 little bit and still not compromise safety. By no
20 means do I think you should pull things out that are
21 good, but as written we do not follow it.

22 You can't hang a label and follow it
23 because of the recent staffing changes. We had a
24 label control coordinator or a station label guy.
25 He's gone. He's retired. He's out. There's nobody.

1 All of these things had to be routed through him.
2 That obviously doesn't happen anymore. To hang a
3 label, it says write a notification for any label you
4 write.

5 MR. BARBER: Is there a program for that?

6 [REDACTED]: Yes, there is. It's called
7 a shop 44, another ops procedure which where that one
8 belongs is operations. We should own labeling.

9 MR. BARBER: Is there an owner for that?

10 You said there was.

11 [REDACTED]: Yes, there is. Hope Creek is
12 the sponsor because I brought it up at meetings to my
13 superiors. I said we have to rework this. We don't
14 do this as follows. It's very cumbersome. We really
15 don't have to do all of this, but it is very important
16 to the tagging process. If I don't label that right
17 and I have to go tag that and it's on the wrong thing,
18 you are done.

19 I brought it up enough to where I became
20 a pain again. They said [REDACTED] why don't you write up
21 what you think it should say and bring it back to me
22 and I'll look at it. I said I'll do one better. I'm
23 going to follow your process. I haven't hung a label
24 since that I haven't written a notification in the
25 format that it calls for.

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1 MR. BARBER: So you are saying you follow
2 the process.

3 [REDACTED] I follow the first part of
4 the process. I don't know what happens the rest of
5 the way because you can't do it all the way through.

6 MR. BARBER: Have you ever gotten any
7 feedback on any safety issues that you have identified
8 notifications on that in fact they have been resolved
9 and you have looked at them and said yes this is good
10 or no it's not good?

11 [REDACTED] Yes, I have. I can't give
12 you any particulars. [REDACTED] is our [REDACTED]
13 All safety notifications are reported down. They go
14 back. All of these safe notifications have been
15 closed. Please take a look at yours and see if it has
16 been.

17 MR. BARBER: Have you gotten any back that
18 have been closed?

19 [REDACTED] Yes.

20 MR. BARBER: Were you satisfied with them?


21 [REDACTED] No, I was not.

22 MR. BARBER: In all cases or just some.


23 [REDACTED] I can't say all cases. The
24 majority of cases they are not closed to my
25 satisfaction. I write an email saying no I'm not

1 satisfied.

2 MR. BARBER: Is there a common theme to
3 these? Is it just they are not getting to the bottom
4 of the problem?

5  I don't think they get to the
6 root cause of a lot of them. That's the bottom line.
7 I don't think it's any secret that our corrective
8 actions are less than adequate.


9 MR. BARBER: Okay.

10  If you look at the hose one,
11 I had a corrective action that was not applicable to
12 the other unit. You have to be kidding me. They
13 didn't focus on the root cause of the issue.

14 MR. BARBER: Okay.

15  Hopefully it will get there
16 this time.

17 MR. BARBER: Do you have any impressions
18 as to why that is? Why is it that Salem can't solve
19 its problems? Is it because the process is too
20 cumbersome? Is it because people don't care? Is it
21 because there is not enough money to fix the problems?
22 What's behind that?

23  It's not easy to do it. A
24 lot of the issues we have identified can be corrected,
25 but it's going to be a little hard in the beginning

1 when you first do it. But it will help from here on
2 out. If you don't take that time the first time to
3 fix it, it's going to be a problem every time you do
4 it. You have to take that time.

5 A lot of that could be captured in the
6 post-job briefs. Post-job briefs are nonexistent. If
7 I get one in 100 post-job briefs, I have gotten a lot.
8 We say post-job briefs but we don't. That's where you
9 get your lessons learned. You don't have to stop the
10 process in there. The process allows you places to
11 comment in the procedure and fix it and go on. I'm
12 not looking to stop it. Let's capture it, and we'll
13 get it fixed for the next time.

14 MR. BARBER: Okay.

15 SPECIAL AGENT MULLEN: You mentioned [REDACTED]

16 [REDACTED]
17 [REDACTED] Yes.

18 SPECIAL AGENT MULLEN: You said he's the
19 [REDACTED]

20 [REDACTED]: We have a couple of different
21 councils. We're in the operations council. [REDACTED] is
22 the [REDACTED] I'm
23 the [REDACTED] now, so I work pretty close with [REDACTED] on
24 resolving safety issues.

25 SPECIAL AGENT MULLEN: [REDACTED] appears to be

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1 someone to talk to. Would you agree?

2 [REDACTED] Yes, [REDACTED] is a good guy.

3 MR. BARBER: We had an interview with him
4 yesterday.

5 SPECIAL AGENT MULLEN: We talked to him
6 yesterday.

7 [REDACTED] All right.

8 SPECIAL AGENT MULLEN: Anything else?

9 [REDACTED] Not at this point. Like I
10 said, if you need anything, I can do it if you give me
11 the time to get stuff. It's just the mindset. Like
12 I said, until they battle the fact that I'm not a
13 burden because I do the right thing, I don't want to
14 come to work.

15 (Tape flip.)

16 SPECIAL AGENT MULLEN: It is approximately
17 12:20 p.m. Please continue [REDACTED]

18 [REDACTED] We recently had a new VP that
19 came back that was here before. After restart, we
20 were really heading on the right track. The union and
21 the company were working together. We just slowly
22 faded away from that. I hope he can bring that back.
23 That's a good thing he came back.

24 SPECIAL AGENT MULLEN: So you are talking
25 about the whole organization and the mindset needs to

1 be changed.

2 [REDACTED] Yes, we battle too much
3 between company and union where we shouldn't have to.

4 SPECIAL AGENT MULLEN: Is it labor
5 management or is it just all levels of the
6 organization? You may see it at your level but --

7 [REDACTED] I can't tell you what I see
8 at the top. I hear one of the supervisors say I
9 didn't get a raise last year because I tried to slow
10 down and do the right thing and I can't do that. They
11 are getting told what to do. There's budget crunches,
12 deregulation out there.

13 SPECIAL AGENT MULLEN: Who said that?
14 What supervisor said that? Were you present when he
15 said that?

16 [REDACTED]: No, it was second hand.

17 SPECIAL AGENT MULLEN: Who was the
18 supervisor that mentioned that?

19 [REDACTED]
20 SPECIAL AGENT MULLEN: Okay.

21 [REDACTED] He really tried to do a nice
22 thing there. As you can see, he has since been let
23 down. I think he's a good guy. Unfortunately he's
24 been beat up too bad.

25 SPECIAL AGENT MULLEN: I'm sorry.

1 Continue your thought there. You had something else
2 you were going into.

3 [REDACTED] No, I think that's the root
4 of all things. You have a lot of guys down at the
5 lower levels - I'll call it middle to upper management
6 - that sees the wrong idea. Maintenance went through
7 their thing where we got more wrench time in the
8 field. We need more wrench time. The process is the
9 problem. They took their chairs away. We're not
10 allowed to sit in the office. It's just not the way to
11 do things. Then you just end up hating each other
12 even more.

13 SPECIAL AGENT MULLEN: I want you to take
14 one last minute here before we conclude. We'll come
15 back if we have to if you think of additional things
16 that you think we should know, but I want you to take
17 the extra minute now and maybe something will pop up
18 in your mind there. Is there anything you missed?

19 [REDACTED] I'm sure there's probably a
20 lot of things I can go over. My deal is to present a
21 mindset to where I think the problem is. It's not any
22 one specific instance. The way things are going just
23 carries over.

24 MR. BARBER: You made a comment about

25 [REDACTED] Did you

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1 have an impression of that? Is that a positive or a
2 negative?

3 [REDACTED] I think it's great. I'm
4 hoping it's great. I'm hoping it can make a big
5 change because things were very good. I came back
6 into operations in late '96. He was here and then
7 left. Things were really good. Everything was
8 working well. Everyone was working together. We got
9 things done. From then to now, it slid to getting to
10 the point where I don't think it could get any worse
11 and it keeps getting worse.

12 SPECIAL AGENT MULLEN: How are you
13 evaluated on your work, [REDACTED]

14 [REDACTED] I have had no bad evaluations
15 other than one.

16 SPECIAL AGENT MULLEN: Do you actually
17 receive a performance appraisal, or do you get a
18 verbal? How does that work?

19 [REDACTED] Performance appraisals. I
20 have copies of all of them.

21 SPECIAL AGENT MULLEN: I guess what I was
22 going to is you had mentioned you don't like being
23 labeled. You bring up issues and you are getting
24 tired of that. Does your supervisor or management
25 strike back at you by giving you crappy assignments?

1 You are saying your performance appraisals are good.
2 [REDACTED] I get pretty much meaningless
3 assignments. My supervisor who gives me my appraisals
4 I get along with very well. I think he's a good guy
5 too. [REDACTED] (PH) does the right thing. We discuss
6 issues. He helps me drive at the right path.

7 SPECIAL AGENT MULLEN: I guess my last
8 thing would be along those lines. You have mentioned
9 you are getting some sort of push back-type thing that
10 is not favorable. You get tired of some of the
11 responses you get. You are labeled as a problem and
12 those types of things. Have other people come to you?
13 Do they feel the same way when they bring up issues,
14 concerns?

15 [REDACTED]: Yes, they do. You mean their
16 perception of what happens to me.

17 SPECIAL AGENT MULLEN: Their perception of
18 what happens to you. Have they come forward to you
19 and said that happened to me too?

20 [REDACTED]: No, I have not gotten that.
21 They can see that it's happened to me. They send me
22 out to the switch yard to do readings for the day. I
23 don't say that I mind.

24 SPECIAL AGENT MULLEN: You mean a lot of
25 the times they are not splitting it up amongst all the

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1 [REDACTED] They are just picking on you.

2 [REDACTED] Well, one of the other [REDACTED]
3 made a comment to me the other day of how do I get the
4 easy jobs that you get all the time now.

5 SPECIAL AGENT MULLEN: Okay.

6 [REDACTED] I said why don't you bring
7 that up.

8 SPECIAL AGENT MULLEN: All right.

9 [REDACTED] I think that speaks for
10 itself.

11 SPECIAL AGENT MULLEN: That's all that I
12 have.

13 MR. BARBER: I don't have anything else.

14 SPECIAL AGENT MULLEN: Have I or any other
15 NRC representative threatened you in any manner or
16 offered you any reward in return for this information?

17 [REDACTED] No, sir.

18 SPECIAL AGENT MULLEN: Have you provided
19 this information freely and voluntarily?

20 [REDACTED] Yes, sir.

21 SPECIAL AGENT MULLEN: One last time, do
22 you have anything else?

23 [REDACTED] No, sir.

24 SPECIAL AGENT MULLEN: Okay. The time now
25 is approximately 12:25 p.m. This interview is

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concluded. Thank you very much, [REDACTED] 7C
(Whereupon, the above-entitled matter
concluded at 12:25 p.m.)

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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

[REDACTED]

7C

Docket Number: 1-2003-051F

Location: Salem, NJ

were held as herein appears, and that this is the
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States Nuclear Regulatory Commission taken by me and,
thereafter reduced to typewriting by me or under the
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Ann Marie Smith

Ann Marie Smith
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