[redacted] USA briefing

7C

/8/04 approx 9:45A

as not
cided on
nfidentiality
notification
ocess concerns)

"Brutally honest"
no stone unturned - on target

Corrective action
notification process
reactivity management - 3/03 "not within industry standa
- 10/03

(subcritical event) unacceptance that they even had an issue
where? - not stated
#CRODs (fast CRs)
slick pumps,
QA - decent grade for attempting to raise internal oversight positive
not as solid for pushing issues - closing issues

looking aggregate problems

Work Management - beating - not taking care problems

37% corrective maint - last few weeks
oil leaks in diesels - not meeting aggressive
goals - (should show what done compared to CM available)
performance trending - no technical basis for some

nformation in this record was deleted
in accordance with the Freedom of Information
Act, exemptions 2C
FOIA- 2005-19

N-56

not focused on Training - (answers his previous comments
re 2 interviewed)

Now/Why - not known? Some not aware - not being honest at each level
Can build or manage indicators to make yourself look good

did not specifically hear "unsafe to operate"
"no Co. would operate HC in current condition"

not yet aware of actions taken

10 min. after meeting - spoke of [redacted] - "go for routine checking - don't expect 8' pole up rear end"

head down, dejected

[redacted] put on spot - [redacted] - in processing materials still have [redacted] name - question message sent per USA
Mix of people present - 100 or so
union, mgt - mid mgt - supv. staff
Salem circulators - parallels to Davis-Besse
lack of OE - lack troubleshooting -

found new leadership getting engaged

noted that under previous leadership - CNO-V QA reports toned down -
told change wording
"negative reinforcement not good"

70

[redacted]

(1) treatment of people - hours, no comp.

(2) trust w/ upper management - replacement of solid performer - Cellmer

questions the recent actions taken - if the right thing to do
or just to appease the NRC

Backlog in outage planned correction

If problem lies w/ online work - let's fix that
not getting done

wants to see long term fix -

Believes parallels to Davis-Besse at PSEG
people argued with him - others still couldn't see it -
thinks the letter was good because
it brought the issue to [redacted] where it

[redacted]

credibility issue for [redacted] Offered that same people who have take credit claimed they saw + fixed management ([redacted]) now, were planning to bring him back - shown on org chart.

Questions why no notifications were written - don't hold themselves to same requirement I when mgt. recognized problem - considered where survey results - why
after Gallup (no results) shared - then heard Gallup not accurate, were going w/ Synergy -

2 surveys - no results given

(2)

Paperwork re [redacted] coming back -
in org chart

Followup

[redacted] - Trng, [redacted] TC

[redacted] -

USA intro (2 people) Trng. - 2003
2 people - "waste of time" - wouldn't say loosely
not recorded - notes at very end of [illegible]

[redacted] - operator trng.

3/3/04
Notification process -
2003 present
1800 open w/o work orders assigned - 1/2 seen as very minor issues
WIN team - minor maintenance - 25% of remainder seen
assigned to particular shop as safety or tech spec issue

PM - criteria re corrective maintenance backlog

Safety related equipment - diesels
- governor oil leaks

Concern
operability screening re batteries, low water
not below tech spec.

Work Mgt. - aware of - going back to review
PMs - not coded properly
- exceeding time frame

per Dave V. 3/4/04
Level of knowledge of co. -
re specific # -
go through allegor checklist

w/ [redacted]

(3)

4 source rings

Mgt [redacted] - won't start up w/o SRM - (inoperable)

review - so not to say it's, inop. - make it operable, but degraded

issues

widespread thinking re bypass valve was shift should not have been controlling pressures by valve jack -

Not in procedures -

Knowledge base method - now removed

RPV pressure needs 150 - RICC not ready

only at 130

critical 110 pd range

90° hr. - passed at 60° hr.

went sub critical - fall out was RICC should have been ready

there is no ability to control RPV pressure between 0-150

EHC leak - Oct. 03 -

Known EHC leak?

leak known but OK - [redacted]

& who said OK

accountability problem - where? LK questions

(4) stations taking out head spray stations to cool
fill vessel up & let down

140° to 400° steel concern
[redacted] — 151 vessel engineer
flood up & cool down saving 16 hrs
Engineering
work order cost $24,500 for analysis
looking for Ops / Outage Mgr. $ support

received:
voice mail — [redacted]

press not to let eval. stand in the way —

Day promises of reward —

freely & voluntarily —

Pat. 3/6

Anonymous caller — PSEG emp. Maint?

recording confidential

revised nat. procedures — "for whatever reason"

need to report to supv. —
trying curtail nat process

most are safety related - people told not to write them
& if they do, they follow new process

(past 2 months)

I, II, III — X — most industrial safety
some equipment failures

not everyone can write by themselves —
need supv. approval —
2 people said not accepted by supervision (2x - least)

Talk to [redacted]

re notifications

[redacted] & one other ~~trying~~ made a difference
were fired

Outage in processing (6 mos ago to now)

Orientation process - cutting site specific trng - cut down or eliminated - expects will hurt people later.

Check in processing - credentials checked re abilities qualifications

(1) tritium wells
(2) Sup at Aux. bldg.

3 yrs - feedwater kak
stabilize plant - lower power - "hairy"

[redacted] UNION questioned health hazard -

CHANGES IN ENVIRONMENT - (1) UNION MGT.
ATTRIBUTE TO -

[redacted] CONFINED SPACE ISSUE -

* GRIEVANCE RESPONSE RE CONCERNS BEING RAISED
INV. [redacted]

CONSERVATIVE DECISIONS
(1) GRASSING SPRING O.

[redacted] frustrated
with?

BF19 valve
[redacted]

[redacted] EXTRA SM CONVERSATIONS
H → W [redacted]
PRESSURED?

gray

RAISING CONCERNS

[redacted] + [redacted] ON SAME PAGE - FIGURE OUT HOW TO TEST VALVE

TOOK OPPOSITE —

ENGINEER IT AWAY"

TECH SPEC ISSUE

LATE

STEAM LEAK [redacted] ON S/M —

—

ABILITY TO RAISE CONCERNS —

ENGINEERING BELIEVED CONTROLLED PROBLEM

DISAGREED — D

12/16/03 5:10P

[redacted]

1986 —

[redacted] 95-96

[redacted] 4/03 —

[redacted]

PLANT MANAGERS NOT IN ALIGNMENT W/ SENIOR MGT.

Plant Concerns – issues re safety issues
do they –
do they do so W/o fear of retal. –
are you aware of any Concerns regarding this

In regard to plant operability decisions –
do operators + CRS raise Concerns –
Examples – how handled
Regularly?
Do they do this W/o fear of retaliation
Aware of anyone who would pay otherwise

Aware? – Concerns of nuclear
safety nature – Do you have any
Examples

How handled –
Your management's ability to raise Concerns?
Aware of instances where they believed
adverse reaction by Sr. management for
raising Concerns.

Grey area re "conservative" decisions – Comfort levels
Have you been in any situations where
you felt you were on one side &
you had to present facts, ~~debate~~, discuss
debate or push for ~~that~~ your decision?

Aware of
issues in
this region?

Info indicates Salem S/ms had concerns re speaking up about safety —
Do you know of anything that would tend to indicate that may be true?

Info indicates S/ms - across the board - not in alignment with Sr. Management regarding operational dec. making.

Current?
Earlier in 2003?

[redacted] 12/17/03 Current

[redacted]

Frequency of concerns

industrial safety
circ waters – water screen modification (rakes)
electrical safety

Safety committee now engaged in –

Level of confidence in handling w/ sr. mgt.
Nuclear safety issues

[redacted] 1st thoughts are work around

Who was [redacted] dealing w/ them –

[redacted]

[redacted] [redacted]

12/23/03 time

Sr. PROJECT ENGINEER SCOTT BARBER

Also Present – PROJECT ENGINEER TED WINGFIELD

Interview with [redacted]

LOCATION – NRC RESIDENT'S OFFICE AT SALEM/HOPE CREEK STATION

SUBJECT

OATH –

ID – BACKGROUND

"not a one to one basis"

VP [redacted]

[redacted]

[redacted] d

pre-planned down power to do turbine valve testing
during load reduction from fuel power -
couple of known leaks

saw drip from steam valve - noted another steam leak

leak developed in less than 10 minutes -

abr

upper management - [redacted]

[redacted] -

[redacted] approached him to say

[redacted] call

why bad move to leave CR?

JAN. 9, 2004 — 1C [redacted]

DATE - TIME - SPEAKING 7C

ALSO PRESENT IS SR. REACTOR ENGINEER SCOTT ~~BARBER~~ GLENN

THIS INTERVIEW IS BEING CONDUCTED WITH [redacted]

A [redacted] AT HOPE CREEK STATION. THE SUBJECT OF THE INTERVIEW IS THE SCWE AT SALEM/HOPE CREEK. PRIOR TO GOING ON INDICATED THAT EXP. IS AT —— ALSO - UNDERSTAND YOU WERE APPROACHED NOT AS THE SUBJECT OF ANY POTENTIAL WRONG-DOING INVESTIGATION - YOU ARE SEEN AS WITNESS TO THIS MATTER AND WE'RE ASKING FOR YOUR ASSESSMENT OF THE WORK ENVIRONMENT THERE IS NO SPECIFIC VIOLATION ASSOCIATED WITH ~~THIS~~ A SCWE?

7C

OATH

ID — 8/19/69 [redacted]

EDUC - WORK HISTORY - POSITIONS & SUPERVISORS — CREWS

EXPLAIN OVERALL CONSIDERATIONS OF SCWE — PART OF IS (SEE) [redacted]

WHAT IS YOUR CURRENT ASSESSMENT ——

can bring up concerns personally others —?

verbiage in ops standard - lip service

① off-gas flow 3/03 Level 1 downgraded to Level 3
exceeded rate (FSAR limit)
engineering eval - [redacted] 7C

feel that
CRS hesitate to make decisions - conservative calls
feel "interpret differently"
hesitate when can be

off-gas level 1

A servicewater pump [redacted]

Servicewater surveillance - inap. "joke" seen by evolution plan

known as a problem - troubleshooting ready - 61-63

< 63 = inap. -

diesel operability decision - when?

25% power - going to shutdown

stuck bypass valve - open several days

evolution

Gebo - [redacted]

told "good job" for stabilizing plant -

after the fact remediations for people involved -

[redacted]

[redacted]

scrutiny - expectations much clearer, for NEOs not as time critical in decisions

"opinion shewed kind of negative - don't think the management team due to personal experience

[redacted]

* Have I or any other NRC representative offered any promises of reward or threatened you in any manner in exchange for your information today?

* Did you appear here freely and voluntarily?

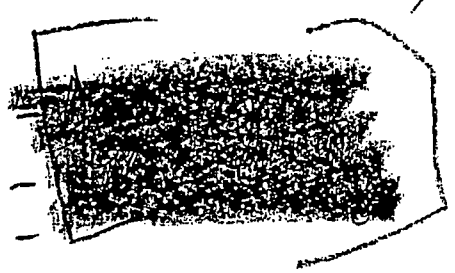
* Anything to add to the record?

* The Location of this interview is NRC Region I, King of Prussia

* Time off _____.

- Off-gas issue - happened again
- Cross-flow - 1) [redacted]
  2)

[redacted]



- TC

[redacted]

1 yr. then promoted

[redacted] 2001 —

B [redacted] 1L

BRAVO DIESEL — SEAL LEAK 2003

INDUSTRIAL SAFETY

(RAN 1 TIME AFTER) PER [redacted] W/ SCBA

1L

THEN FIXED DIESEL IN 36 HR. TIME FRAME

[redacted] — NOT SURE

1L

SAP —

MAINTENANCE —

1L

Raising concerns — You did directly to [redacted]

1L [redacted] heard [redacted] retaliated against for raising SAP concern

Aware of day or hr situations where it's alleged

Shut down due to bolt in bypass valve (turbine)

start depressurizing

IPTE established con

Bruised — [redacted] (NOT ITPE briefed)

someone was retaliated against

Cag since 3/03!

feed pump — fall 2003

Trouble Box

[redacted] 1L

if read INPO looks bad for [redacted]

[redacted] concerns not to shutdown w/ valve stuck open

CRS [redacted]

[redacted]

1yr or two emphasis on engineering level. prior to that more ops duties

OS called on question

Raise other situations of alleged retaliation since or mentioned 1999-2000 time frame during tenure from [redacted]

— another incident to raise —

Situations

Sounds like a strategy in Team Management may apply to specific individuals? What prompted

[redacted] 1C

(1)

none from individual -

Site-wide weakness - recognizing issues, noting deficiencies

id - OK, method to id

verbal w lacking documentation

- Why no notification generated -

union personnel - housekeeping items

- operators

CRS level - notification to effect procedure change

-

cannot think of any situation

Safety issue -

design change or minor mod. -
experienced personnel

[redacted] Sanity -

discussion amongst

Unit 1

required by Surv. -

2R12 2002 wrong

[redacted] pushback - reactor head vents - position indication -

[redacted] pushing for on the spot change - continue

OCC? couple hours stopped -

procedure could not be changed – [redacted] response: that be accepted.
did not know the procedure
1st time experienced w/ [redacted]

✓ ensure of time frame

ST check valve – leakage amount could not be quantified
[redacted] relieved [redacted]

[redacted] why not involved if [redacted]

test – [redacted] comes on shift
[redacted] reluctance – not required to do – (wrong)
time consuming – remove requirement
leakage limit was tech spec – (4 Hr.)
[redacted] claimed more "pushback" – trying to get out of test because possibly not pass
flashing – goes to steam

new hire new mechanism

check valve arrangement ✓ resolved + tested sat.

no further inv [redacted] recalled –

10/20 10/01 Unit 1 Refuel outage – mode changes
shutdown 5 to 4 to 3 ⇒ up power
14 Jan coil unit leak in containment – held plant from moving forward – containment integrity issue – [redacted]
[redacted] – "who's holding up the power ascension?"
[redacted]

TC TC ③

[redacted] response – were investigating – ended discussion w/ [redacted] –
Could not recall resolution – recall satisfies before moving forward

Shift Mgrs. raised issues –

Start up Unit 1 or 2 – [redacted] TC
50% power
?# circulators before proceeding

① 50-55 w/ 4 circ. (6)
② offline – 4? (6) decision made to have 5 – only had 4 – some delay – not when expect
grossing – conditions of equipment / reactor crit
shift
OM – AOM – [redacted] TC
Start up

call to CR [redacted] not [illegible]
on tel [redacted]

TC

[redacted] already planned to have 5 –
[redacted] not nuclear safety issue –

TC

[redacted] – discussions –

Other discussions where manhood was challenged

"trump card" — leaving conv. as sr. lic. holder

reported to early next mony — [redacted] told him to apologize

[redacted] told [redacted] [redacted] needed to apologize

Friendly — thinks he apologized (re personal attack)

1st time this was an issue? grossing & circulators — not recalling how it resolved

[redacted] — Questions appearance — hair, clothing, tie

[redacted] — CRS to init lic trng instructor —

← one on one — to create change

Shift mgrs. — conf. call — paged to call re meeting time @ Process Center

[redacted]

impetus — SMs challenged on certain decisions

fan coil units —

VPOPs — SM

"prove inoperable" — people felt pushed toward

did anything change?

earlier than 11/99 due to HC lightning strike

(5)

meeting late 1999 –

[redacted] – you don't have the authority to raise power – in my power plants

hit him negatively – fail

did anyone question that? SM had more authority prior to meeting – TARP was created – evaluate events & crew + provide rec. to Sr. mgt. — cannot recall

SM job address transient + stabilize plant

[redacted]

T+D equipment – they own switchyard

[redacted] load reductions – share w/ Exelon at HC

grid stability –

3/2/04. [redacted]

1

Questions -
meeting - morning
[redacted] 3 or 4 adds
can't recall

tech specs - explanation
detailed explanation

questions [redacted]

Why say - [redacted] would keep

needed justification - explained to corporate what we're doing

What situations, hindsight now re [redacted] style re questioning the message sent -
[redacted]

All one way from [redacted]

[redacted] looking to make safe re EDG -
What is it that mgt. is doing now that is different
(needed break from value discussion issue)

stronger now - offered vibration example
then second issue - while trending

NRC letter — see issues exploring - have any concerns that we have not discussed