

**Herb Williams notes/comments on the [redacted] interview (2-13-04)** 7C

The following are my observations/questions of the [redacted] interview held on 2-13-94.

ASSESSMENT QUESTION	YES/NO	AMPLIFICATION (WHY, WHY NOT, ETC.)
Will raise concerns and has done so before?	YES	See below
Raises concerns for others?	N/A	Not addressed
Believes others raise concerns without hesitation?	NO	See below
Knows of someone who has experienced retaliation for raising concerns?	N/A	Not specifically addressed during interview

**Bins for Issues:**

- #1 - PERCEIVED LACK OF FREEDOM TO RAISE SAFETY CONCERNS TO PSEG MANAGEMENT
- #2 - PRODUCTION OVER SAFETY ISSUES
- #3 - SCHEDULE PRESSURE ISSUES
- #4 - LABOR - MANAGEMENT ISSUES
- #5 - INDUSTRIAL SAFETY ISSUES
- OTHER UNSPECIFIED ISSUES/COMMENTS

**#1 - PERCEIVED LACK OF FREEDOM TO RAISE SAFETY CONCERNS TO PSEG MANAGEMENT**

- (p. 15 - 19) "... with some types of verbal responses ... people were decreased in value ... [and therefore may be] reluctant to speak ... when a person is yelled at, screamed at, belittled ... they would feel reluctant to say anything after awhile ... in the 1998, 1999 time frame ... I think that the people ... are broken in spirit [because of their treatment and are not] inclined to bring anything up ... there [were] VPs, superintendents, [and] managers, all levels that had that style ... I think that style was expected ... intimidation tactics"
- (p. 38) With respect to the NRC's January 28<sup>th</sup> letter to PSEG and the interviewee's statement that he was surprised by the assertion that people may not be bringing up reactor safety concerns: the interviewee believes that people could have been intimidated from bringing up other concerns but not reactor safety concerns ... "reactor safety is [the] prime mission. There's no choice. You have to bring it up ... [so the working environment should not have had an impact] we had so many avenues to bring that type of issue up ... don't have to go ... up through the management chain"
- (p. 21) "I had [a good working] relationship with [redacted] ... worked for [them] directly over the years ... could pretty much raise concerns ... prior to that, with [redacted] no [I could not raise issues comfortably]"

**#2 - PRODUCTION OVER SAFETY ISSUES**

- (p. 18) "I think we were focused on safety ... fixing the plant ... team work"
- (p. 21 & 22) Interviewee believes there was never a situation where there was a concern that was elevated and didn't get handled appropriately ... "[no concerns with safe plant operation] it is in my backyard"

**#3 - SCHEDULE PRESSURE ISSUES**

- (p. 30) There was no emphasis by management to lower the corrective maintenance backlog 'haphazardly' ... just to get the numbers down ... "[the] directive was its not fixed until it works per design ... driven into us. It's not fixed until it works on demand for the operator ... we had plenty of resources"

**#4 - LABOR - MANAGEMENT ISSUES**

- (p. 18) "... a lot of management have been abusive and unkind ... [there have been] days like 'Black Friday' ... [1997 time frame] ... [they] came in and let a whole bunch of people go [without] warning ... just escorted off site by security"
- (p. 30 & 31) "I think our problem was more productivity and labor issues ... I did a study [and found that] direct work information in this record was deleted. Issued a number of PMs ... was unbearable ... that were not necessary"

in accordance with the Freedom of Information Act, exemptions 7C  
 FOIA- 2005-194

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**Herb Williams notes/comments on the [REDACTED] interview (2-13-04)**

- (p. 31 - 36) "... the relationship [between labor and management] was poor ... a lot of turmoil ... [caused by the way they treated people] ... the biggest problem was how people felt about coming to work each day"

**#5 - INDUSTRIAL SAFETY ISSUES**

- (p. 14) "... everything was safety. Safety is number one"
- (p. 22 & 23) With respect to a personnel safety concern in 2003, associated with some valve work and multiple injuries or near misses ... "I had no issue with the resolution of the concern or how it was handled"

**OTHER UNSPECIFIED ISSUES/COMMENTS**

- (p. 41) "... [the old standard was to] change parts ... fix it for now ... [the new standard was one of making it look and work, function like brand new] ... was a huge step change when [REDACTED] got there"
- (p. 19) "I see that [abusive management style] in Exelon plants ... the environment is not friendly ... sometimes borderline abusive where I've refused to work at plants"
- (p. 48 - 51) "I brought up a concern that I didn't think that the warehouse should determine our level of critical spare parts ... maintenance should determine how many critical spares [are required]"