

DIV notes from
9/9/03 interview

2/99 @ PSEI

- Corporate

- SAP computer system implementation

~ March 1996 @ site implementation

- didn't really have a boss on site

"Business integration team"

- Business Process Re-Design

- Reported to [redacted] - Corporate

? * Brief description of SAP -

This work was characterized by Fear & Intimidation

7 - right away? but was manifested - people came to be
- meetings difficult

Indirect reporting relationship to [redacted]

↳ Sales wavy out-of-restart

- Low stress

- more good strides first couple of years

- job "evolved" into SAP sup SCWE involvement

FALL 1996 - [redacted] got her to work of [redacted]

on Cross Human performance initiative

- got some momentum but shifted gears
after [redacted]

- shared concerns with [redacted]

- [redacted] previous external consultant

- gave very negative picture of work environment

R-44

Meeting

- yelling cursing
- Director? - also loud + intimidating
- a lot of union/mgmt infight

Several mtgs - Monthly leadership meetings
 - people died

- WFE under
- things got better for a while
- EEOC environment moved from "toxic" to a "middle stage"
- Progress "how did you see"
- Surveys done every year
- mid-2002 - "peaked" - sharper decline afterward
- INFO 3 - drastic negative shift at this point

- = at several points it appeared as if lost faith in the mgmt team
- became disenfranchised w/ mgt + employees
- did help things get better up until mid-2007
- other people came in mid-2000
- the same good support for union/mgmt interplay

KIC - helped buy about cultural changes as they moved out
 - her role was to be part to leadership team

1/13-Fall 99

How did they get an exp INPO 3 after mid-2002
- not obvious that it was sustainable
- not comparable to others who had a 2

How did [redacted] - down-trend manifest itself

- distrust

- invariable

- sent others to do stuff

- "make" change happen - [redacted]

- improve plant performance

(mutual gain meetings)

union/management interactions had gotten an INPO "strength"
went downhill after INPO 3

- Fall 2002 -

After INPO 3 - [redacted] handled things & change generously
- behind the scenes authority between [redacted]

new item

- Pays about leadership style, tech issues

★

examples

[redacted] in Salem CR after outage - SLO told to "N/A" a line in a procedure to move forward w/ plant started

[redacted] directed RO to "N/A" the step

- talk up [redacted]

- doesn't know if licensee investigated

or if a "Noticed down" was written

- she learned of this @ mgmt meetings

- Use the Very by rift between salm & prnts
 Including shift mys & upper mgmt
- presumed to make non-conservative decisions

Salem Oper Expts new shift mys -

- don't trust [redacted] when it comes to operating the plant
- Shift mys - [redacted]
- on duty when [redacted]

- some concerns about rift

- When Ken

[redacted]

[redacted]

from direct conversations with

- early 2002

- he resigned

- also

[redacted]

- resigned (but now back onto as a contractor)

[redacted]

There were people who were keeping track of issues

[redacted]

Equip oper

- 12 hrs attached - schedules

- 9/24/02 11:30pm emails

9/25/02 4:59am "

[redacted] - CIA process
- Defused for her job
- would only speak under subpoena

[redacted] also resigned recently

- more recently heard from HC of partner of their district

She gave a copy of NEO list of 12 issues to [redacted] of Quality Assurance [redacted]

- [redacted] "Yeah I've heard this" "Nothing New Here"

- "We've known for a while that Salem NEO's are a problem"

Read [redacted] e-mail

- She went to [redacted] (at the time, [redacted])
- went to [redacted]
- went to [redacted]

[redacted] interviewed re NEO's on [redacted] shift -

- Other [redacted] agreeing to meet w/ shifts

- ECP reports validated concerns

9/02 - NEO's felt unsafe to close - industrial safety concern -

- would otherwise have had to shut plant

- Talking w/ [redacted] after 9/02 incident - his attitude had
changed @ that time no longer managers were problem,
union was problem

- more disciplinary action than

- PR-2 vol 1 issue ~ 11/02

- techs & supervisor were fired

> techs were brought back only after
[redacted] union threatened [redacted]

- Fined [redacted]

- didn't go immediately go for an FEO cell

- went to arbitrator - individual was
reinstated w/ back pay

Surveys

EPs - quarterly survey

- [redacted] sent then by [redacted]

- Chemistry & RP mgr

- EP survey - low response rate

[redacted] upset about having to
[redacted] points in 2002

Other Surveys

Gally Q12 - results were due 4/1/03

- final survey under [redacted] results
have not been published

Imagine 21 - had a [redacted] complex - a work place
culture survey [redacted] Synergistics

[redacted] - "kiss up, kick down"

Reorg

state

SCW - HC ops - healthier

- people worked hard on leadership culture

- Red Protection - ~~_____~~ - site-urch
- recently had job eliminated

Salen had a "nursing down" in ops mgr pos.

- Salen ops
- Maint site-urch
- Chemistry " "
- Engr?

Engr ~~_____~~ - reportedly went to ~~_____~~ w/ 5 July
issues - treated harshly, demoted - went
to work @ Fossil ↳ given time off
- doesn't know issue
- ~ 2001?
- told that by ~~_____~~ ~~_____~~ at
the time)

Alan - why were ^{add} surveys done

- Fibreg 21 - pilot
- Q12 - done several years in a row by ~~_____~~
was linked to ment increase
- also some Corporate surveys done early in
the time there -

Kissup Kach da - ~~_____~~

- operators have "decided levelly"

- * - Hope Creek - event, after she + HK left
 - Reactively mgmt event
 - ill-conceived, ill planned - operators don't feel they had power to stop event
 - [redacted] - was on-shift that night
 - [redacted] - sr. leadership didn't give next level of support

6/1/03 event - FDB jacket water leak

- [redacted] wanted to commence plant SPD per 72 hr LCO action station
- [redacted] said it was not a direct order - so against [redacted] statement he commenced plant SPD
- not aware of any [redacted] under considerable pressure from [redacted]

HK Forced Outage - by pass valve - Bypass valve - Mid-Mann 2003

- problem w/ bypass valve closing
- should outage be extended or not
- valve closed while shutting down (implicitly)
- [redacted] called [redacted] - to tell him to
- [redacted] - so back up - don't SPD

- At the time, [redacted] has announced retirement
- Power Change "has occurred" to [redacted] (Fossil)
 - people told he there was a 4-6 hr debate ([redacted]) - [redacted] away
 - subst pressure from [redacted] to [redacted]
 - [redacted] - "We are dangerous" - "they should take the press away"
 - Debate -

- eventually made right decision to flex value

Had a conversation several days later

- Don't know where to turn - Jeremy to confrontation with [redacted]

New reporting channel is a problem

- [redacted] used to report directly to [redacted]
- Now [redacted] reports thru [redacted] (a Fossil guy) to [redacted]

- JCIFF survey results

- Other people still in positive mood

EEP - not a strong track record

- report to [REDACTED]

- many people we expect to go to [REDACTED]

* [REDACTED] shortly after she left

- Mynt asked me to review a Notrecht

- in - leakage [REDACTED] to IC Herby, it's on 4/3/03)

Yvonne spends time trying to direct MKC/EMPO
- from digging into issues

Talked w/ all crews

- Salem - reports like of after to their safety issues

9/02 event aftermath

↳ an union says "why bother"

- apology just as bad

- room full of as-jeer union guys

[REDACTED]

(NEOs on [REDACTED] crew)

- she reported info to ops mgmt

NEOs - were they ever asked to do

as the union - (pilot personnel & hinder safety,

[REDACTED]

Salem NEOs

[REDACTED]

Salem ops - SWS, ops mgmt, CR ops & ROJ NEO reluctant to speak up on

[REDACTED] - AOM - history to speak about safety issues w/ mgmt

[redacted] - HC [redacted]

- [redacted] would not be afraid of speaking up
- however he & [redacted] and "horn down"
- lack of support from SR meant "sucking the life out of them"

July 2001 - Mgmt Meeting

- she said @ a meeting "Leadership @ the site is a nuclear safety issue."
- no longer invited to meetings

[redacted] Issues

- = 1st issue - # higher than they ought to be
- has to handle w/ "Kia Oms"
- Early April 2003

April 2003

- Grassing event - not following protocol that we said we would follow after last event (1996?)
- planned nuclear been efforts to steady people @ intake vs - shutting down plant
- Duplicate of 1994 - too focused on keeping plant running
- don't have confidence that we could prevent event as nuclear safety team
- "good troops" mentality

- Value manipulation incident

- [redacted] - other e-mail (no [redacted])

* STM value closure - Contacted [redacted] & asked him to find
- No, notifications were written about incident ^{received} notifications

7. A.1

- there is an "engineering" notification, but
none of NEO notifications were documented
⇒ was in system then removed

Individual interviewed by [redacted] ~ 10/02

- [redacted] met w/ Lake about steam
value manipulation issue

A.2
- [redacted] direct documents destroyed that don't
reflect positively

A.3
- [redacted] asked to re-write a notification

- Winston & Spruon did some interviews - after her letters
- [redacted] - spoke about report event
- directly, contractors responses provided
by [redacted]

- Doesn't feel it was a thorough or independent investigation
review

- NO union people were interviewed
- Her opinion - investigation was a whitewash

[redacted] best fall

- things have a way of disappearing, inferring issues for which notations were written
- had examples
- she can't remember

[redacted] interview by Winston Strawn

- questions not open ended
- no latitude to make comments about other issues
- ~~intimidating~~ intimidating environment
- inconsistent [redacted] response
- Atty's said they were representing the company

One on conversation [redacted]

- you can build a case around the answer that you want

Discrimination Concern

- 2001 Mgmt meety when she said "Leadership is a nuclear safety issue" - negative mgmt response
- May 03 - told [redacted] they didn't have a mgmt team to gether to get us to excellence
- [redacted] response cold, unresponsive
- up until then had meetings monthly w/ [redacted], cut off for a while
- 9/02 [redacted] - her discussions w/ [redacted]
- on ~10/1-2/03 - her mtg w/ KEOs, [redacted]
- can't believe you believe that they were really concerned about [redacted] family

9/29/03 - receive
11/20/03

notes dependency remarks don't
- he's the "winner" & one of our
weaker OS's, he can't control
his guys

(214) 1/26/03 mtg w/ her + [redacted]
- comments about mgmt inconsistency in
promoting conservative decision making - did
she provide names? to [redacted] - doesn't
recall but she was referring to
[redacted]
- to [redacted] - that [redacted] was
only one interested in doing his
job

upon one
2/24/03 - Mtg w/ [redacted] going over "bonus" - [redacted] / [redacted]
one-minute
concession - no delay, no cooperative discussion
- got bad news, ultimately positive

- not for performance, not because ^{she} he didn't
want to do a good job

3/19 [redacted] her "were dangerous" concession w/ her
- she wanted to know if she had a chance w/ the new
guy [redacted]
3/20/03 mtg w/ [redacted]

- after mtg [redacted] called HR - "re-evaluated
her description" - contradicts that
[redacted] - that HR decided description to do

- After 2001 - [redacted] wanted her on his payroll
↳ not reporting to corporate

[redacted] didn't know she was being terminated

2/5/03 She writes the [redacted] e-mail - she has
been or should be on assignment team
for Ozone review - 4/5, 4/6, 5/03 was

Subsequently invited to upper lvl mgmt
mtg -

1/03 [redacted] met her - "to put together
"100 Day initiative"

Subsequent one-on-one w/ [redacted]
- They're out to fit you