

EXHIBIT 13

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UNITED STATES OF AMERICA
NUCLEAR REGULATORY COMMISSION

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OFFICE OF INVESTIGATIONS
INTERVIEW

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IN THE MATTER OF: :

INTERVIEW OF : OI Case No.

(b)(7)(C)

: 4-2011-059

(CLOSED) :

-----x

Wednesday, November 2, 2011

Meeting Room

NRC Resident Inspector's office

San Onofre Nuclear Generating Station

5000 Pacific Coast Highway

near San Clemente, California

The above-entitled interview was conducted

at 12:56 p.m.

Information in this record was deleted
in accordance with the Freedom of Information
Act, exemptions (b)7C
FOIA- 2012-00238

BEFORE:

(b)(7)(C)

4 - 2011 - 059

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EXHIBIT 13
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A/10

P-R-O-C-E-E-D-I-N-G-S

12:56 p.m.

1
2
3 [REDACTED] (b)(7)(C) We are on the
4 record. This is an interview of [REDACTED] (b)(7)(C)
5 Today's date is November 2nd, 2011. It is
6 approximately 12:56 p.m. The location of this
7 interview is in the meeting room at the NRC Resident
8 Inspector's Office at the San Onofre Nuclear
9 Generating Station in San Clemente, California.

10 Present at this interview are [REDACTED] (b)(7)(C)

11 [REDACTED] (b)(7)(C) This
12 investigation involves an allegation of discrimination
13 against a [REDACTED] (b)(7)(C) for reporting
14 nuclear safety concerns to the NRC. And it's reported
15 under OI Case Number 4-2011-059.

16 [REDACTED] (b)(7)(C) the NRC OI protocol includes
17 the swearing in of witnesses. Do you have any
18 objection to being sworn in this afternoon?

19 [REDACTED] (b)(7)(C) No I don't.

20 [REDACTED] (b)(7)(C) Can you raise
21 your right hand, please? Do you swear that the
22 information that you're about to give is the truth,
23 the whole truth, and nothing but the truth, so help
24 you God?

25 [REDACTED] (b)(7)(C) I do.

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1 (b)(7)(C) Thank you. Sir,
2 can you give for the record your full name, please?

3 (b)(7)(C)

4 (b)(7)(C) What's your
5 current position, sir?

6 (b)(7)(C) I am a (b)(7)(C)

7 (b)(7)(C)
8
9

10 (b)(7)(C) And who are you
11 employed by?

12 (b)(7)(C) Southern California Edison.

13 (b)(7)(C) And how long have
14 you been working here at SONGS?

15 (b)(7)(C)

16 (b)(7)(C) Any other
17 experience in the nuclear industry?

18 (b)(7)(C) Prior to this I worked
19 approximately (b)(7)(C) at the (b)(7)(C)

20 And prior to that, (b)(7)(C) in the (b)(7)(C)

21 (b)(7)(C)

22 (b)(7)(C) Okay. Thank you
23 for your service, by the way.

24 (b)(7)(C) You're welcome.

25 (b)(7)(C) Yes, before we

1 went on the record I was explaining the focus of my
2 investigation and how it involves allegations made by
3 (b)(7)(C) First of all, when (b)(7)(C) was employed
4 here, how much interaction, if any, did you have with
5 him?

6 (b)(7)(C) Quite a bit. We were
7 peers. Within the organization structure, (b)(7)(C)
8 was the (b)(7)(C) And then it was her direct
9 reports, were myself, (b)(7)(C) and (b)(7)(C)
10 (b)(7)(C) (phonetic).

11 (b)(7)(C) Okay. All right.
12 So you interacted him with, on a daily basis?

13 (b)(7)(C) Yes.

14 (b)(7)(C) Did you interact
15 with him during his (b)(7)(C) at SONGS?

16 (b)(7)(C) Yes I did.

17 (b)(7)(C) Okay. Was there
18 a difference in the way he interacted with people from
19 his (b)(7)(C)

20 (b)(7)(C) as an employee?

21 (b)(7)(C) I would say not, in fact,
22 absolutely not. I worked closely with (b)(7)(C) in

23 (b)(7)(C) After the 9/11 attacks I was brought over
24 to (b)(7)(C) division to become the

25 (b)(7)(C) to get the (b)(7)(C)

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1 (b)(7)(C) program more inline with the systematic
2 approach training process.

3 (b)(7)(C) was the (b)(7)(C) he was a
4 (b)(7)(C) over there. And then he became the (b)(7)(C)
5 (b)(7)(C) when the manager retired. And
6 throughout that whole time I think (b)(7)(C) was very
7 consistent in his approach to handling people,
8 handling work. And, in fact, I saw that same work
9 ethic here. I didn't see any change.

10 (b)(7)(C) Did you ever hear
11 any complaints about him?

12 (b)(7)(C) No.

13 (b)(7)(C) Did you learn of
14 any issues about him from any other managers?

15 (b)(7)(C) No, nothing that sticks
16 out.

17 (b)(7)(C) Okay.

18 (b)(7)(C) Yes.

19 (b)(7)(C) Did you know him
20 personally? Did you know about his personal life or
21 anything like that?

22 (b)(7)(C) I mean, a little bit. We
23 did not socialize together. So I knew a little bit,
24 just kind of the incidental things that you find out
25 at work, I guess. But I didn't socialize with him.

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1 [REDACTED] Did you ever
2 become aware of him being distracted by events and
3 circumstances in his personal life?

4 [REDACTED] I know that he was
5 concerned. He did have a issue [REDACTED] but
6 as far as it distracting him significantly, it didn't
7 distract him any more than, I think anything else.

8 It's kind of like that's your personal
9 life. You may talk about it. And he did talk to me
10 about it. But as far as it impacting his work or
11 anything, I didn't see that.

12 [REDACTED] Did you ever
13 refer him to the EAP here onsite?

14 [REDACTED] I did tell him that if he
15 was concerned, that he had that as an option.

16 [REDACTED] Okay. Among the
17 concerns and complaints that [REDACTED] had here at the
18 plant when he was employed here was his perception
19 that he was treated differently by [REDACTED]

20 And he gave me an example of circumstances
21 where he believed he was treated differently than his
22 peers. And one of those examples involved you in the
23 rating of another employee.

24 [REDACTED] Yes.

25 [REDACTED] I'm not sure if

1 you're familiar with this or not. But when I
2 interviewed him he told me about attending a meeting,
3 I'm not sure what you guys call them here at the
4 plant.

5 But it's a meeting which is attended by
6 managers. And they're expected to give input as to
7 other employees who are not their direct reports.

8 (b)(7)(C) Yes, the calibration
9 meeting is what it's called.

10 (b)(7)(C) That's what it's
11 called.

12 (b)(7)(C) Yes.

13 (b)(7)(C) He told me that
14 during one of those meetings he suggested that another
15 employee, an employee by the name of (b)(7)(C)
16 (phonetic), if I'm pronouncing it correctly?

17 (b)(7)(C) Yes.

18 (b)(7)(C) Should receive an
19 (b)(7)(C) for some type of action that she did while on the
20 job, and that she should be acknowledged or she should
21 be given an (b)(7)(C) on her appraisal, or I'm not exactly
22 sure how the ratings go onsite here.

23 (b)(7)(C) Yes.

24 (b)(7)(C) He's contending
25 that subsequent to that he was, well, let me back up.

1 During that meeting, (b)(7)(C) gave some indication
2 that this individual did not warrant an (b)(7)(C) for her
3 efforts.

4 Later on down the road this was used
5 against him in his formal evaluation. I think you
6 guys call them (b)(7)(C)

7 (b)(7)(C) (b)(7)(C)
8 (b)(7)(C) yes.

9 (b)(7)(C) Did you ever
10 learn of that? Were you at the meeting first of all?

11 (b)(7)(C) Yes I was at the meeting.

12 (b)(7)(C) What do you
13 recall from that meeting?

14 (b)(7)(C) Well, first off, let me
15 tell you that (b)(7)(C) reported to me and I had
16 initially, on her performance plan, provided her, this
17 was a mid-year evaluation, we have two phases.

18 Mid-year, which really is an adjustment
19 point possibly. It can have bearing later on on the
20 final score. But it has no impact. The final score
21 is the one that determines things like pay increase,
22 any potential action, so to say.

23 And I had given (b)(7)(C) an (b)(7)(C) for an (b)(7)(C)
24 rating in both areas. She was new to the position but
25 had taken on a lot of challenges. Kept us, as a

1 division, out of trouble with regards to our
2 corrective action backlog, had worked down, been very,
3 very effective.

4 And my initial proposal to (b)(7)(C) I had put
5 down (b)(7)(C) warrants an (b)(7)(C) I've done this for many
6 years and it was inline with what I've done in the
7 past. There were no issues.

8 (b)(7)(C) told me (b)(7)(C) can not get an (b)(7)(C) And
9 I said well, why not? And then she said well, because
10 she hasn't been in the job long enough. And I said
11 well, (b)(7)(C) that really isn't, you know, from my
12 experience.

13 Fine, you've got experience doing this,
14 you're my boss. But my experience is that you want to
15 motivate people. You want to accurately assess them.
16 And the other part is, it's a mid-year. If she
17 continues to well, then great.

18 And if we achieve that through motivation,
19 great. If she doesn't do well then she can drop down
20 to an (b)(7)(C) which is a (b)(7)(C) which is not a bad score
21 also.

22 So I had put that down as an (b)(7)(C) brought it
23 in as an (b)(7)(C) to that particular calibration meeting,
24 because (b)(7)(C) directed me to reduce it. I hadn't had
25 any talks with (b)(7)(C) beforehand about this.

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1 (b)(7)(C) made a, this whole conversation at
2 the calibration meeting took about 30 seconds or a
3 minute, because we're going through a lot of
4 personnel. And so we had a chart of everybody's
5 ratings.

6 And we got to that. And it was okay,
7 (b)(7)(C) has a (b)(7)(C) and a (b)(7)(C). (b)(7)(C) said well,
8 (b)(7)(C) done this, this, and this, and ran through
9 several items, essentially what he knew about that she
10 had done.

11 Which was pretty obvious, she was our
12 (b)(7)(C). So he
13 opined that I think that she should get an (b)(7)(C)

14 And (b)(7)(C) said well, no I don't think so,
15 should just be a (b)(7)(C). And that was about the extent
16 of it. So (b)(7)(C) has related to me that this then
17 showed up on his (b)(7)(C). That makes absolutely no sense
18 to me.

19 I had nothing on my (b)(7)(C), and I had a much
20 lengthier discussion to attempt to persuade (b)(7)(C) that
21 the correct thing was to do this. And I have nothing
22 on my (b)(7)(C) that talks about either I was
23 inappropriately trying to persuade, I mean nothing.

24 So that really surprised me when he told
25 me that that was on his (b)(7)(C). That's the purpose of

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1 those meetings, in fact, is to provide either a
2 challenge up or down, or to affirm at least where
3 you're at.

4 [REDACTED] (b)(7)(C) Did you ever
5 discuss this with [REDACTED] (b)(7)(C)

6 [REDACTED] (b)(7)(C) No I didn't.

7 [REDACTED] (b)(7)(C) I know it's, you
8 could argue that it's none of your business what
9 happens on his [REDACTED] (b)(7)(C). And so I was just curious --

10 [REDACTED] (b)(7)(C) Yes, I didn't find out
11 about that until after he was terminated. Then he
12 told me, he says yes, that was on my [REDACTED] (b)(7)(C). And I was,
13 you know, really that just seems, I've never heard of
14 that before.

15 And plus, that's the purpose of that
16 meeting. And it's not like there was some heated
17 argument or anything, or it was inappropriate, it was
18 similar to many of the other comments we had with
19 other people about going through this and saying so
20 and so did a good job, that's why I justify it.

21 So and so has the following issues.
22 That's why we're justifying that. There was nothing
23 extraordinary about the interchange, so it shocked me
24 to find out that was on there.

25 [REDACTED] (b)(7)(C) On the day that

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1 you were discussing (b)(7)(C) rating with (b)(7)(C)
 2 (b)(7)(C) did (b)(7)(C) say anything about this being a
 3 bad judgment on your part?

4 (b)(7)(C) : No.

5 (b)(7)(C) Or anything of
 6 that nature?

7 (b)(7)(C) No. She just disagreed
 8 with the, primarily that it was she had only been in
 9 the position a short period of time.

10 (b)(7)(C)
 11 (b)(7)(C) Yes, (b)(7)(C) And I
 12 said, I understand that. I understand also that she's
 13 done a great job for us. In fact, (b)(7)(C) has recently
 14 received, she was one of the (b)(7)(C)
 15 (b)(7)(C) (inaudible).

16 I mean, her performance is there. She's
 17 recognized across the division as being a very, very
 18 good performer. She's got it documented in many ways.
 19 So she's one of the people we can give something to
 20 and we know that it's going to get done.

21 And that's what, and I recognized that
 22 right off the start. In fact, that's why we hired
 23 her. She was already a (b)(7)(C) within our
 24 division, a (b)(7)(C) employee. And we hired her
 25 into a position, a (b)(7)(C) position

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1 and she's done great.

2 I knew that it was going to go that
3 direction, so I would say that everything right now
4 that she has backs up the fact that she was a stellar
5 performer then.

6 (b)(7)(C) Do you recall the
7 meeting that you had, this calibration meeting, do you
8 recall that meeting specifically? Where (b)(7)(C)
9 suggested that (b)(7)(C) receive an (b)(7)(C) on her
10 appraisal?

11 (b)(7)(C) Yes.

12 (b)(7)(C) Of course, (b)(7)(C)
13 (b)(7)(C) didn't agree with it, correct?

14 (b)(7)(C) That's correct.

15 (b)(7)(C) What was her
16 general attitude in dealing with (b)(7)(C) on that
17 occasion?

18 (b)(7)(C) At the time it was really
19 a non-event. It was more of okay, well, I don't
20 really agree. Thanks for the input. Like I said, we
21 only spent 30 seconds to a minute on that whole
22 discussion and then it was okay, on to the next
23 person.

24 So that's why I'm confused about the
25 aftermath essentially, it doesn't line up with what I

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1 saw. And it doesn't line up with what I've
2 experienced in the past on those meetings.

3 [REDACTED] (b)(7)(C) Okay. So at the
4 time [REDACTED] (b)(7)(C) didn't give a reason why [REDACTED] (b)(7)(C)
5 shouldn't have an [REDACTED] (b)(7)(C) for her evaluation?

6 [REDACTED] (b)(7)(C) I think the reason that she
7 gave was that she hasn't been in the position long
8 enough.

9 [REDACTED] (b)(7)(C) But did she state
10 that specifically during the meeting?

11 [REDACTED] (b)(7)(C) I really can't recall but
12 I would, I can't recall on that one. But I don't
13 remember anything, you know, any remarkable
14 discussions about it. So since that's what she had
15 given me, I would've expected her to repeat that same
16 thing.

17 [REDACTED] (b)(7)(C) Do you have any
18 problems with [REDACTED] (b)(7)(C) as far as her managing
19 ability?

20 [REDACTED] (b)(7)(C) Yes.

21 [REDACTED] (b)(7)(C) And what would be
22 your chief complaint?

23 [REDACTED] (b)(7)(C) I think she's just in over
24 her head and does not, she's a very good [REDACTED] (b)(7)(C)

25 [REDACTED] (b)(7)(C) She's done that for years. Some of these

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1 items that she's doing now, and I've had this
2 discussion with her.

3 I've had frank discussions with her about
4 what I think the division needs based on my experience
5 and my background. We had a lot of compliance issues.
6 We still do. And she's not present a lot.

7 Now I've been out of the (b)(7)(C) since
8 (b)(7)(C) when I was (b)(7)(C)
9 (b)(7)(C) And that was a shock to me, but I was
10 just (b)(7)(C)

11 And I can think that some of those reasons
12 were, the reason that I was told was that (b)(7)(C)
13 needed my skills because they had a backlog in (b)(7)(C)
14 (b)(7)(C)

15 My background is pretty extensive and wide
16 across the site. I've been in, (b)(7)(C)

17 (b)(7)(C)

19 Spent six years in (b)(7)(C)

20 (b)(7)(C) Came over to (b)(7)(C)

21 (b)(7)(C)

22 (b)(7)(C) because we were out of compliance
23 with the implementation of SAP.

24 (b)(7)(C) Yes.

25 (b)(7)(C) And did a really good job

1 on all those special projects that I've been assigned
2 to. But we have a kind of a fundamental disagreement,
3 at least over how she's managing some of the groups.

4 I've seen, at least, that she's hired what
5 I would consider to be friends and people that just
6 plain weren't qualified. They've subsequently, some
7 of them have been demoted since then.

8 And, you know, she would ask me, what do
9 I need to do? I would tell her, you need to take

10 (b)(7)(C)

she needs to move from

(b)(7)
(C)

11 You need to take (b)(7)(C) (phonetic)

12 from the group that she's in charge of, because she's
13 completely destroying the people, the personnel in
14 there.

15 (b)(7)(C) (phonetic), not very
16 competent in (b)(7)(C) being able to handle things.
17 Cost us millions of dollars.

18 And I kind of just, now subsequently all
19 of those things have actually happened. Those people
20 moved. So (b)(7)(C). She
21 doesn't like to deal with issues is the way that I can
22 see it.

23 When (b)(7)(C) was terminated, (b)(7)
(C) personnel
24 that had actually turned to him for some assistance,
25 turned to me. And I had people come to me last

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1 December that said I've got an issue here and I don't
2 know what to do.

3 I'm being asked to sign something that's
4 not my work. And I said well, you don't have to do
5 that. Well, I don't feel good about not doing it, or
6 I don't feel like I can not sign it.

7 And I can't got to Nuclear Safety Concerns
8 because they felt there was a direct line from Nuclear
9 Safety Concerns, from a personal nature, one of the
10 people over there with [REDACTED] who was up in [REDACTED].

11 So they told me. And I says okay, at this
12 point I have to go file a Nuclear Safety Concern. And
13 I wrote that up, gave that to [REDACTED] or made
14 sure he got it.

15 He wasn't there, but made sure he got it
16 because I thought, I said, your organization may be
17 compromised. That's something you need to look at.
18 In addition, you need to look at why these people up
19 here are not comfortable with coming to you. And you
20 need to look at the whole events.

21 I also gave a copy of that to [REDACTED] and told
22 her. I said, this is something that you need to be
23 aware of but it's not something we can handle
24 internally. And so she had a copy of that the same
25 day that I gave it to [REDACTED]

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1 Her response was, she looked at it, said
2 okay, thanks. A few months after that, you know, they
3 finally, the corporate, and I may not have the terms
4 right. But (b)(7)(C) the Employee Concerns Program
5 can't investigate itself. That wouldn't make much
6 sense.

7 He turned it over to a corporate
8 investigator, possibly from the Ethics Department.
9 I'm not really sure. But they were then looking to
10 see if they had a internal compromise, you know, the
11 Employee Concerns Program.

12 (b)(7)(C) Who is this
13 individual on NSC that supposedly had a direct line to
14 (b)(7)(C) was it?

15 (b)(7)(C) Yes. (b)(7)(C)
16 (phonetic). And the only thing that they had to base
17 that on was they would see them in conversation a lot.
18 And there were some things that the people up in (b)(7)
19 said, (b)(7)(C) shouldn't know. (C)

20 Because they had gone to Employee
21 Concerns. And they said she knows things that we're
22 telling them. So they said, we're not going to tell
23 anything anymore because it's coming back to us.

24 And I don't have the specifics on that.
25 I don't think that it was entirely the supervisors or

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1 the analysts. I think that it was the employees, the
2 represented employees that we have up there.

3 Like I said, I put all that together. I
4 ran it past the two people from [REDACTED] (b)(7)(C)
5 and [REDACTED] (b)(7)(C) I said, now, this is what I heard you
6 say. I mean, I've kind of validated that.

7 And, in fact, [REDACTED] (b)(7)(C) was there because
8 they came down to my cube to talk to me about this.
9 It had to do with closing a cause evaluation, which
10 was how [REDACTED] (b)(7)(C) was involved.

11 And so they were kind of commiserating to
12 me about what do we do. I don't, you know, I've got
13 this report but it's been changed, [REDACTED] (b)(7)(C) changed it
14 quite a bit and it's really not my work anymore. I
15 don't agree with it. But she said that I should sign
16 it.

17 And I said well, you shouldn't have to do
18 that. But what can I do to help you? And like I
19 said, I did what I could. And [REDACTED] (b)(7)(C) was aware of that.
20 And [REDACTED] (b)(7)(C) holds grudges.

21 I have been instructed to change PDP
22 scores on people that she doesn't like, and argued
23 against that. Had an employee then file a focus on
24 resolution on me. That was all investigated.

25 And went there with [REDACTED] (b)(7)(C) who's

1 one of the (b)(7)(C)

2 may not be the right word. I'm not too sure what her

3 position is, but it's a --

4 (b)(7)(C) Is she an

5 (b)(7)(C)

6 (b)(7)(C) Well, it's like an HR.

7 She's not a (b)(7)(C) She does the

8 (b)(7)(C) She kind of

9 mediates the focus on resolution process that we have

10 here. But I told her right up front, I said I don't

11 agree with these scores. I was instructed to change

12 these scores to a (b)(7)(C)

13 I said, (b)(7)(C) does not (b)(7)(C) in

14 my opinion. I didn't put it initially. (b)(7)(C) told me

15 I had to change these scores. I told her that I

16 didn't think it was warranted. (b)(7)(C) said no, you have

17 to change those scores.

18 (b)(7)(C) Did you ever hear

19 any complaints from your peers about too many rank and

20 file employees going to (b)(7)(C) with their issues?

21 (b)(7)(C) I didn't hear that from my

22 peers. I know that people did not want to go to (b)(7)(C)

23 (b)(7)(C) because first, there were never any results.

24 (b)(7)(C) simply was not suited to that position.

25 And that was one of my prime complaints

1 that I had to (b)(7)(C) was we have projects to get the
2 (b)(7)(C) thing back on
3 track and in compliance. That was (b)(7)(C) area to
4 manage.

5 My background in the (b)(7)(C)
6 (b)(7)(C) and other things like that
7 allowed me to be the (b)(7)(C) and say here's
8 what we need to do.

9 The (b)(7)(C) of those items, that
10 was (b)(7)(C) area. In these meetings (b)(7)(C) would fail
11 on commitments repeatedly. And I would go back to (b)(7)(C)
12 and tell her. At first I'd try to get (b)(7)(C) to do it.
13 And it was oh, yes, yes I'll get that. Oh yes, yes
14 I'll get that.

15 And when that didn't happen then I would
16 go to (b)(7)(C) and tell her. And (b)(7)(C) never did anything
17 because (b)(7)(C) was, as far as I know, an acquaintance
18 of hers, at least.

19 And she had personally hired (b)(7)(C)
20 Which, if you well, I'll say ask around, I mean people
21 that know what that job entailed and knew (b)(7)(C)
22 skill set, when they heard that she was going to be
23 the manager of that were kind of like, really? How
24 so? She has no background in that and it made no
25 sense.

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1 So as far as people didn't want to go to
2 her because she never got results as far as I could
3 tell, which is why they went to (b)(7)(C) Because he
4 happened to attend a meeting up there and he said,
5 like I've attended some meetings.

6 In fact, I was attending meetings up
7 there. And (b)(7)(C) said, is there anything that I can
8 do? You know, is there anything that you guys need
9 any assistance on?

10 And so (b)(7)(C) says yes, I do. Which is what
11 we've been requesting people, ask. You don't have to
12 follow your chain of command. It would be nice for
13 you to follow your chain of command, but you don't
14 have to.

15 And so that's how he was in the line, was
16 by going up there and attending some of the stand-up
17 meetings that they have. Which is we encourage that
18 because we don't want silence. We're trying to,
19 running sure that there's open communication around.

20 (b)(7)(C) Did you attend
21 that one meeting where it was said, we prefer that you
22 go through the chain of command with your concerns?
23 That you don't have to, but we prefer that you do it.
24 Were you actually there?

25 (b)(7)(C) Yes, we've said that at so

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1 many meetings. So if you're referring to one that
2 (b)(7)(C) was at or, I'm not sure because we've brought
3 that up several times.

4 (b)(7)(C) Oh, okay. The
5 meeting I'm referring to and again, they have a term
6 for it, not a calibration meeting. It's for the lined
7 employees to meet with the supervisor other than their
8 own and they might raise issues. So I'm not sure --

9 (b)(7)(C) Skip level meetings.

10 (b)(7)(C) Skip level
11 meetings.

12 (b)(7)(C) Okay.

13 (b)(7)(C) And during one of
14 these meetings, (b)(7)(C) supposedly said, we don't want
15 you going to (b)(7)(C) with your issues anymore. (b)(7)(C)

16 (b)(7)(C) can't help you. And what we want you to do, if
17 you ever have an issue, is go use the chain of
18 command.

19 (b)(7)(C) I was not at that meeting -

20 -
21 (b)(7)(C) Okay.

22 (b)(7)(C) -- where (b)(7)(C) said that.

23 I did hear however, that that word was passed to the
24 people in (b)(7)(C) Or at least the message that some of
25 the people that came to me that they got was, they

1 were told they couldn't go to (b)(7)(C)

2 That they had to go to (b)(7)(C) And I told
3 them, you don't have to do that. I said, that's what
4 we encourage, but if your impression is that you have
5 to do that, that's not true. You're not restricted.

6 Now again, that's the message that they
7 heard, that some people brought to me. But I wasn't
8 at the meeting, so I don't know how it was said or
9 anything like that.

10 (b)(7)(C) Okay. Do you
11 remember any conversations with (b)(7)(C) or any of
12 the other employees who were there, about the exact
13 words that were used?

14 (b)(7)(C) I do not.

15 (b)(7)(C) Okay. But the
16 perception, at least, the takeaway that some of these
17 employees that approach you later on and it was, don't
18 go to (b)(7)(C) and use the chain of command if you
19 have a concern?

20 (b)(7)(C) That's the impression that
21 I got as far as what they received.

22 (b)(7)(C) Okay.

23 (b)(7)(C) Or what they walked away
24 with. What was said, I can't tell you because I
25 wasn't there.

1 [REDACTED] Okay. But you
2 told me that the common theme that's usually brought
3 out in these meetings is somewhat typical. And the
4 line is we prefer that you use the chain of command if
5 you have a concern.

6 Not that you necessarily can't go to
7 anyone else, but we prefer that you use the chain of
8 command?

9 [REDACTED] Yes.

10 [REDACTED] That's what's
11 communicated usually?

12 [REDACTED] Yes. I want to say there's
13 almost a standard communication that has been put out
14 several times on it. Especially as we battle the SCWE
15 environment, along the lines of you have these
16 following avenues that are open to you.

17 They're all open to you. This would be
18 the preferred approach and we'd like to be able to say
19 that we can count on you understanding that you should
20 be able to go to your supervisor.

21 If for any reason you can't, you can
22 always take one of the alternates. So there's
23 probably some communications we could find on that.
24 But I've just heard that repeatedly and again, I've
25 reinforced it myself repeatedly.

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1 [REDACTED] Did you have any
2 subsequent discussions with [REDACTED] about what these
3 employees were telling you?

4 [REDACTED] I told her about that. She
5 really didn't, she didn't respond. I don't know how
6 else to say it. I just told her, I said this is what
7 I've heard. You know, it was kind of surprising that
8 she didn't want or maybe didn't take it seriously, I'm
9 not sure.

10 I just would've expected either, you know
11 what, we need to have a meeting on this. Let's get
12 together. Let's get [REDACTED] Let's get [REDACTED] Let's
13 figure this out.

14 She tended to compartmentalize things and
15 treat, if I brought her something that would, let's
16 say about [REDACTED] she might talk to [REDACTED] about it and
17 then tell me, I'm going to talk to [REDACTED] or I have
18 talked to [REDACTED] But I wouldn't be involved in that.
19 It was just separate.

20 [REDACTED] After you talked
21 to [REDACTED] about this, were you treated any
22 differently?

23 [REDACTED] My role significantly
24 diminished within the division. I was excluded from
25 the next calibration meeting. And that was under [REDACTED]

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1 told me initially, well, you don't have any direct
2 reports.

3 Because I had taken on some of the
4 analysts as, let's see if I can remember the sequence
5 here. (b)(7)(C) was hired, had no supervisory
6 experience, no managerial experience.

7 (b)(7)(C) hired her. She came in. We had gone
8 through a hiring process also of staffing up in
9 analysts. (b)(7)(C) (phonetic) who's no
10 longer here, she's retired, and myself essentially
11 (b)(7)(C) the division to break it into some
12 functional areas, decide what level management we
13 needed for each of those functional areas.

14 And then I participated in some of the
15 hiring, and some of the interviews I didn't. We hired
16 all the analysts, brought them in under (b)(7)(C)

17 And (b)(7)(C) there were complaints right
18 from the start. I mean, I'd never seen, even the way
19 she wrote up her evaluations, you have to be a hundred
20 percent accurate on this.

21 And so people were worried because they
22 were fairly new to their jobs. They're going, how do
23 I be a hundred percent accurate on something that
24 we're still trying to figure out, in specific SAP.

25 I said well, that, I said I don't think

1 she can mean a hundred percent, that's not a
2 realistic, there's no way to exceeds. And we
3 typically in our writing of our performance plans, you
4 have to give somebody the opportunity to exceed.
5 Otherwise it's not a legitimate goal.

6 (b)(7)(C)

Sure.

7 (b)(7)(C)

This went on for a little
8 while and she had a lot of turmoil within her
9 organization. Finally, the people, they were ready to
10 just quit.

11 I said, you know,

(b)(7)(C)

12 (b)(7)(C)

13 that's what my particular position is. I've managed
14 people before in the past. I've been an individual
15 contributor in the past.

16 So I said,

(b)(7)(C)

17 (b)(7)(C)

18 Because it was like a catch-all, was that group. We
19 did

(b)(7)(C)

20 (b)(7)(C)

21 Then the group went to the Employee
22 Concerns Program and they said, you know, they were
23 raising SCWE issues. So then I got called in because
24 they said we have a complaint about, they're
25 complaining about their supervisor.

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1 And I went in and I said wait a minute
2 now. Who are you talking about? And they actually
3 were complaining about [REDACTED] not me. But
4 the time that it takes to churn through these things,
5 I guess there was a little confusion.

6 I said, you know, [REDACTED] [REDACTED]
7 [REDACTED]. I said but, at this point, this group,
8 I think is almost broke. And I don't, I know where
9 these things go sometimes, I really don't need to be
10 in the middle of this right now.

11 You know, this is kind of something you
12 created and I can't help you. If you're going to
13 continue to have [REDACTED] in charge of some of these
14 folks and that, I says, I don't want to be in the
15 middle of this.

16 So we moved people around, explained to
17 them exactly what was happening. They all said it's
18 not about you, [REDACTED]. It's not about you, we're happy
19 working for you.

20 And I says yes, but understand the
21 position I'm in. I don't need to be part of this
22 because I could see that it was going bad.

23 So since then, and since other things have
24 come up, or since I didn't have anybody reporting to
25 me, [REDACTED] said actually that HR said I shouldn't be

1 there.

2 And I said well, but I know all these
3 people, the input for their end of year. I have some
4 input on this. Well, I guess I should've invited you.
5 I could've made more time. I could've pushed back but
6 I didn't. So she said, that was my fault.

7 And subsequently then I've been cut out
8 more and more. It got to the point where (b)(7)(C) could
9 not even talk to me at all, didn't see her for weeks
10 on end.

11 And yet, I'm one of her (b)(7)(C)
12 And I'm kind of having less and less to do and I'm,
13 what's going on here. You still have these compliance
14 issues. You have these other things. I'm being
15 marginalized. And I used those words to her.

16 She said well, we'll have to meet about
17 that, never met. Never anything. So finally on,
18 actually not on (b)(7)(C) that was my transfer date.
19 But at 4 o'clock in the afternoon after a meeting, (b)(7)(C)
20 said I need you to come down and talk with me and
21 (b)(7)(C) phonetic), the (b)(7)(C).
22 Because the (b)(7)(C) (b)(7)(C)
23 (b)(7)(C) had left. He'd been, call it what you want,
24 he left. So they got somebody new.

25 And they said well, effective Monday or

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1 whatever the day it was, you're going to be going over
2 to (b)(7)(C) to support them. And I said well, this
3 is the first I'm hearing about this. How is that
4 going to be?

5 Well, you're just going to go support
6 them, they need help. Okay. I'm more than willing to
7 do that, but is this a temporary work assignment? Is
8 this just a job assignment? Is it a transfer? They
9 had no answers.

10 They said well, we don't know. Well, then
11 what prompted this decision? Well, they need help.
12 We've talked about they need help. You have the skill
13 set to go help them. Okay, I agree I have the skill
14 set to go help them. But how, what policy is this
15 being implemented under?

16 (b)(7)(C) Yes.

17 (b)(7)(C) And it took them a couple
18 weeks and they finally said it's a temporary work
19 assignment. You know, it's one of our employee
20 mobility processes. So they filled that out. And
21 it's still, it's not quite kosher, the method that it
22 was done. So I'm over in (b)(7)(C) now.

23 But in that interim between December and
24 then, my emails that I got from (b)(7)(C) even tapered off.
25 My inclusion in meetings tapered off. It was

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1 different.

2 And I told you before, (b)(7)(C) holds a grudge.
3 I've seen it because I've been instructed, like I
4 said, so and so threw me under the bus at a meeting,
5 was one of her words. One of the employees out here
6 that was on a (b)(7)(C)

7 And when I, her performance improved and
8 I gave her a (b)(7)(C). (b)(7)(C) said you can't give her a
9 (b)(7)(C) she needs an (b)(7)(C). Why, (b)(7)(C) I'm the one's that
10 monitoring her performance.

11 No she hasn't been doing that much better.
12 (b)(7)(C) you don't know. No, she hasn't been doing that
13 much better, give her an (b)(7)(C). And that was by
14 direction.

15 You know, I don't know what else to tell
16 you but I've just seen it first hand. And it really
17 surprised me. I saw a whole other side of her that I
18 didn't know existed.

19 (b)(7)(C) Is she still in
20 her position?

21 (b)(7)(C) Yes.

22 (b)(7)(C) Okay.

23 (b)(7)(C) Because she's been, I think
24 that she's been pretty ineffective. I mean, the
25 organizational effectiveness, AFI that we receive from

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1 ENPO (phonetic), I was [REDACTED] with that
 2 in [REDACTED] you know, [REDACTED]
 3 That was led by [REDACTED] and [REDACTED]
 4 (phonetic), who's the [REDACTED] And
 5 initially, a contractor consultant that I can't
 6 remember her name. But one of the prime, I guess
 7 complaint that I had in going in, I said okay, we're
 8 having these meetings.

9 We're not making much progress. I said
 10 who's in charge of this? Who's leading this? And I
 11 would ask that question and [REDACTED] response was well,
 12 we're leading it as a team.

13 I said [REDACTED] you're not here at these
 14 meetings all the time. [REDACTED] not here when you're
 15 here. You can't lead a project like this by group.
 16 It's not working.

17 And so then I got, in fact, it was in my
 18 [REDACTED] that I had criticized the approach that we were
 19 taking. Well, now the OR (phonetic) team stumbled
 20 along. Progress was insufficient. We've got the
 21 internal evaluations that show that.

22 Recently they created a director, I think
 23 it's a director position, maybe a [REDACTED]
 24 [REDACTED] and that's what [REDACTED]
 25 [REDACTED] (phonetic) is now.

1 Because what I told them all along, you've
2 got to have one person in charge of this so that you
3 can make some decisions and move forward. We can't
4 continue to have the same discussion week after week,
5 after week and never come to a decision. Somebody has
6 to step up and do that.

7 So she's good at collaboration again, at
8 another level. But she wasn't effective there. And
9 I was just up front with her and told her, you know,
10 not even personally, but this is what is happening.
11 Here's the facts. We're not moving forward.

12 To move forward, somebody has to step up.
13 And I ended up bearing the brunt or being called, I
14 don't know, obstinate and difficult.

15 I said (b)(7)(C) the stuff just speaks for
16 itself. We're missing due dates. These things just
17 have to be done. So she didn't like to hear that
18 news. And that was also before moving to (b)(7)(C)
19 and duties start to diminish and things.

20 (b)(7)(C) Okay. Anything
21 else regarding (b)(7)(C)

22 (b)(7)(C) I mean, yes, not really.
23 She's a good person. Okay, I don't want to, I think
24 she's just in over her head and is a little out of her
25 element. Her background is not technical like the

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1 majority of people.

2 Not that you have to have that, but it
3 certainly helps. She can be really efficient at the
4 (b)(7)(C) She did that for years. She can be very
5 good at that.

6 I've just seen where her, and in some
7 cases her friends that she hired, people wonder how is
8 so and so still in that position? It just doesn't
9 make sense, they don't produce. What they do produce
10 requires rework, how can that be?

11 And then when she came and told us that
12 (b)(7)
(C) was being fired for sustained poor performance,
13 that made no sense. That made no sense to anybody
14 that I talked to that knew him.

15 And I worked with him very closely while
16 he was here, worked with him before. It didn't fit.
17 And plus, he was only here for (b)(7)(C) of which
18 a good chunk of that time he was on (b)(7)(C)
19 (b)(7)(C)

20 Which we did very well on, in fact, he
21 received a lot of praise. He was spending a lot of
22 time on that. And on the (b)(7)(C)
23 (b)(7)(C) which was, he did a good job
24 on that, but it was kind of mess because of legal and
25 labor and there was so much confusion over that.

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1 People wanted to do things that I know, in
2 labor they were saying you can't do that. So there
3 were issues with that. But he still, it got out on
4 time and it's been revised subsequently to actually
5 change it to the way that he said it should've been to
6 begin with. Because he had good experience in (b)(7)
(C)
7 That's what he had done.

8 (b)(7)(C) Are you aware of
9 any evidence that would show that (b)(7)(C) was
10 retaliated against by management?

11 (b)(7)(C) I don't know how, I mean,
12 I don't know what would constitute evidence for
13 something like that. I don't know. But if you had to
14 ask me, do I think it happened? Yes. I think it
15 happened.

16 Could I pull a document? No. I don't
17 think that even anything like that would exist aside
18 from someone saying to you, I'm going to get (b)(7)(C) for
19 what he did. And I don't have that.

20 (b)(7)(C) Has there been
21 any talk about that at all? Yes, people talk here at
22 the plant about certain people. You know, whether or
23 not they discriminated against him or were out to get
24 him in any way.

25 (b)(7)(C) You know, I think initially

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1 there was a lot of conversation about it, obviously
2 when it happened. I think you'd probably benefit more
3 from talking with some of the people in (b)(7)
(C) that he
4 talked to, that had more first hand interaction and
5 experience.

6 I think that, because the impression that
7 I got is they were more shocked by it. They were more
8 like, but he was the person who was helping us. How
9 did this happen? He was the person who got results
10 when we had questions.

11 In fact, (b)(7)
(C) told me when I was going up,
12 because (b)(7)
(C) they started to come to me. She said
13 don't be a (b)(7)(C) And I just looked at her.

14 (b)(7)(C) What did she mean
15 by that?

16 (b)(7)(C) I don't know. She said you
17 don't need to be solving all their problems. I said
18 (b)(7)(C) if somebody comes to me with an issue, I'm bound,
19 just in the way that we expect everybody here, to help
20 them resolve that issue.

21 That's exactly what we talk to everybody
22 about doing all the time. You don't just say no,
23 don't talk to me about it. That's not right.

24 (b)(7)(C) Well, let's
25 speculate for a moment here. Why wouldn't someone

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1 like (b)(7)(C) want (b)(7)(C) helping people out with their
2 issues? I mean, is it because it's taking them away
3 from work? Any idea why she would feel this way?

4 (b)(7)(C) The only reason that I can
5 think of is that (b)(7)(C) was there. And (b)(7)(C)
6 again, was hand picked by (b)(7)(C) to be that person out
7 there taking care of things.

8 And she had, I'm assuming, she didn't want
9 (b)(7)(C) to fail. She didn't want herself to be seen as
10 a failure, maybe, for putting (b)(7)(C) in a position.

11 The same way she would get very defensive
12 when I would bring anything up about we're not getting
13 these results, and these are all (b)(7)(C) actions.
14 Here's the list of ongoing actions that we continue to
15 have from meeting with our IT Department to get that
16 resolved. And working with the SAP individuals.

17 I said, we're continuing to slide on this.
18 She didn't like that. She didn't like it when (b)(7)(C)
19 had a lot of issues. And again, she hand picked

20 (b)(7)(C)

21 She hand picked (b)(7)(C) to be a

22 (b)(7)(C) She hand picked, what's her name? I can't
23 remember the other person's name right now that's over
24 in there.

25 But in my opinion, she made a lot of

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1 mistakes in promoting these people and putting them in
2 these positions. They weren't ready. They didn't
3 have the skill set and it caused a lot of turmoil
4 within the division.

5 And, in fact, she had just gotten over,
6 she had hired a [REDACTED] [REDACTED] who
7 completely didn't work out. She had hired him from

8 [REDACTED] (b)(7)(C)

9 And he [REDACTED] before
10 so he had some experience. But with the site, but he
11 failed miserably at our [REDACTED] And
12 it created her a whole lot of work.

13 I mean, it was a big black eye for her to
14 deal with. And he's still here. He took a [REDACTED]
15 [REDACTED] He's still here. And she's still chasing
16 him to ding his performance because his manager said,
17 he was pressured by [REDACTED] to [REDACTED] can't be a [REDACTED]
18 he's not doing that well.

19 And he was like, he's doing really, really
20 well where he is now. He might've been a [REDACTED]
21 [REDACTED] but he's an [REDACTED]. Because he
22 told me, he says, [REDACTED] is still chasing [REDACTED]

23 I said, you know, because it was at the
24 calibration meeting where she questioned his judgment.
25 And to me that's just, it's not surprising anymore.

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1 It's like she's going to be out for (b)(7)(C) as long as
2 he's here.

3 She made a bad choice in hiring him. He
4 didn't make a bad choice in accepting. I mean, well,
5 maybe he did, but I don't know what he was explained
6 what the job was going to be.

7 But that all happened before (b)(7)(C) came.
8 And to me there's a pattern. I mean, I don't like
9 being picked up and stuck over there. I'm doing it.
10 I'm doing a good job. I've always done a good job
11 where ever I've gone.

12 But the method made no sense to me. And
13 I know it didn't follow our policy. But at the same
14 time, I'm not going to argue with them because I need
15 a job.

16 (b)(7)(C) Okay. Anything
17 else?

18 (b)(7)(C) No. That's a lot.

19 (b)(7)(C) Yes.

20 (b)(7)(C) But --

21 (b)(7)(C) I just want to
22 make sure we get all the information that you have to
23 offer.

24 (b)(7)(C) Yes. I would encourage you
25 maybe to talk to some people up in (b)(7)(C) they have more

1 direct answers for some of those, I think.

2 [REDACTED] (b)(7)(C)

Okay.

[REDACTED] (b)(7)(C)

3 [REDACTED] (b)(7)(C) have I or any other NRC representative
4 threatened you in any manner, or offered you any
5 reward in return for this statement?

6 [REDACTED] (b)(7)(C)

No you have not.

7 [REDACTED] (b)(7)(C)

Have you given
8 this statement freely and voluntarily?

9 [REDACTED] (b)(7)(C)

Yes I have.

10 [REDACTED] (b)(7)(C)

Is there any
11 issue or topic of a specific nature that was not
12 addressed and is relevant to this investigation?

13 [REDACTED] (b)(7)(C)

Not that I can recall.

14 [REDACTED] (b)(7)(C)

At this time the
15 interview will be concluded. The time is
16 approximately 1:45 p.m.

17 (Whereupon, the interview in the above-
18 entitled matter went off the record at 1:45 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

(b)(7)(C)

Docket Number: 4-2011-059

Location: San Clemente, California

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 direction of the court reporting company, and that the transcript is a true and accurate record of the foregoing proceedings as recorded on tape(s) provided by the NRC.

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