

Region V

Special  
Edition

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# News Reviews & Comment

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## Region V -- on the Western Front



TREES AND GARDENS GIVE THE EXTERIOR OF THE REGION V OFFICE IN WALNUT CREEK, California, a most appealing look. And, what's even better, with the recent interior renovation there, just about all employees have a view of the outside world from their offices.

*What's in NR&C?*

*Everything you've wanted to know about Region V, and maybe even more!  
For a detailed listing, see the index on Page 2.*

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# Take Note

## Inside NR&C

About Region V .....	2
Dyle Acker .....	39
Agreement States Program .....	18
Greg Cook .....	36
DRSP .....	10
Bobby Faulkenberry .....	9
Ed Frigillana .....	45
FWP .....	37
Emilio Garcia .....	27
Gail Good .....	30
Jack Hornor .....	18
Incident Response Center .....	27
Jack Martin .....	3
Master Carpenter .....	5
Tom Meadows .....	44
Lew Miller .....	42
Terry McNally .....	37
Mary Miller .....	22
Organization Chart .....	16
Ken Perkins .....	12
Beth Prange .....	20
Jim Reese .....	47
Return from IAEA .....	32
Fred Ringwald .....	23
Maurine Smith .....	14
Frieda Taylor .....	40
The WesternFront .....	34
Train Buff .....	18
Two Resident Inspectors .....	22
Frank Wenslawski .....	32
Howard Wong .....	46
Greg Yuhas .....	25
Roy Zimmerman .....	10

## Plan Ahead

**April 20. Annual Agency Awards Ceremony.**

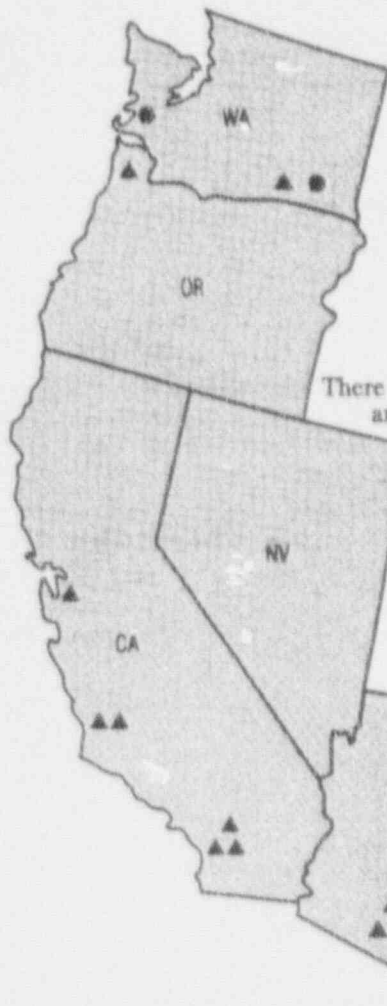
**May 21. Shear Madness at the Kennedy Center.** Sponsored by EWRA. For information call 504-1732.

**June 18-22. Trip to Walt Disney World.** Sponsored by EWRA. For information call 504-1732.

**Also coming in 1992. Miss Saigon.**

## Region V -- the West

NRC's Region V is made up of the five States of the Nation's West, plus Alaska and Hawaii.



Within the Region there are five commercial nuclear power reactor sites with ten units -- Washington Nuclear 2 in Washington, Trojan in Oregon, Diablo Canyon 1 and 2 and San Onofre 1, 2, and 3 in California, and the Free World's largest facility, Palo Verde 1, 2, and 3 in Arizona.

A sixth site, Rancho Seco, near Sacramento, California, has been shut down permanently as a result of a recent referendum.

There are no commercial reactor sites in Nevada, nor are there any in Alaska or Hawaii, but these States, as well as the others, do have a number of materials licensees.

California also has nonpower reactors at Aerotest in San Ramon, General Atomics in San Diego (two reactors), General Electric in Pleasanton, and the University of California at Irvine.

In addition, there are the research reactors in Oregon at Oregon State University at Corvallis and at Reed College in Portland; in Washington at Washington State University in Pullman and at the University of Washington in Seattle; and in Arizona at the University of Arizona at Tucson.

In terms of number of employees, Region V is the smallest Region, which means the staff has to be particularly flexible and versatile. And, while most of the staff will sing the praises of California and the lifestyle there, most also agree that distance from Headquarters and the differences in time between the West and East Coasts make communication with Headquarters an additional challenge that must be met.

NR&C is grateful to Kathleen Hamill, the Director of Region V's Division of Resource Management and Administration, for her help in preparing this special edition.



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**Ann Thomas, Editor**  
**Doris Day, Editorial Assistant**

NR&C is your newsletter, designed to publish information of interest to all NRC employees and retirees. Please send your news, suggestions, and comments to Ann Thomas, NR&C, OEDO, 17G21, or call 504-1732. The deadline for submitting material is the 15th of the month for the next regular issue. The staff reserves the right to edit all material submitted. Extra copies of each issue of NR&C are usually available upon request. Please call 504-1732 or 504-1719.

# "Eternal Vigilance" Is What It Takes, Says Region V Administrator Jack Martin

"Eternal vigilance" was what our forefathers called the price of liberty.

According to Jack Martin, Region V Regional Administrator, it's also the price that the NRC must pay to ensure that the Nation has a safely operating nuclear power industry.

"We all have it burned into our brain that nuclear power can be a good way to generate electricity — if it's done right," he says.

"If not, it can be a very discouraging experience.

"Problem-finding is the name of the game. That's our mission."

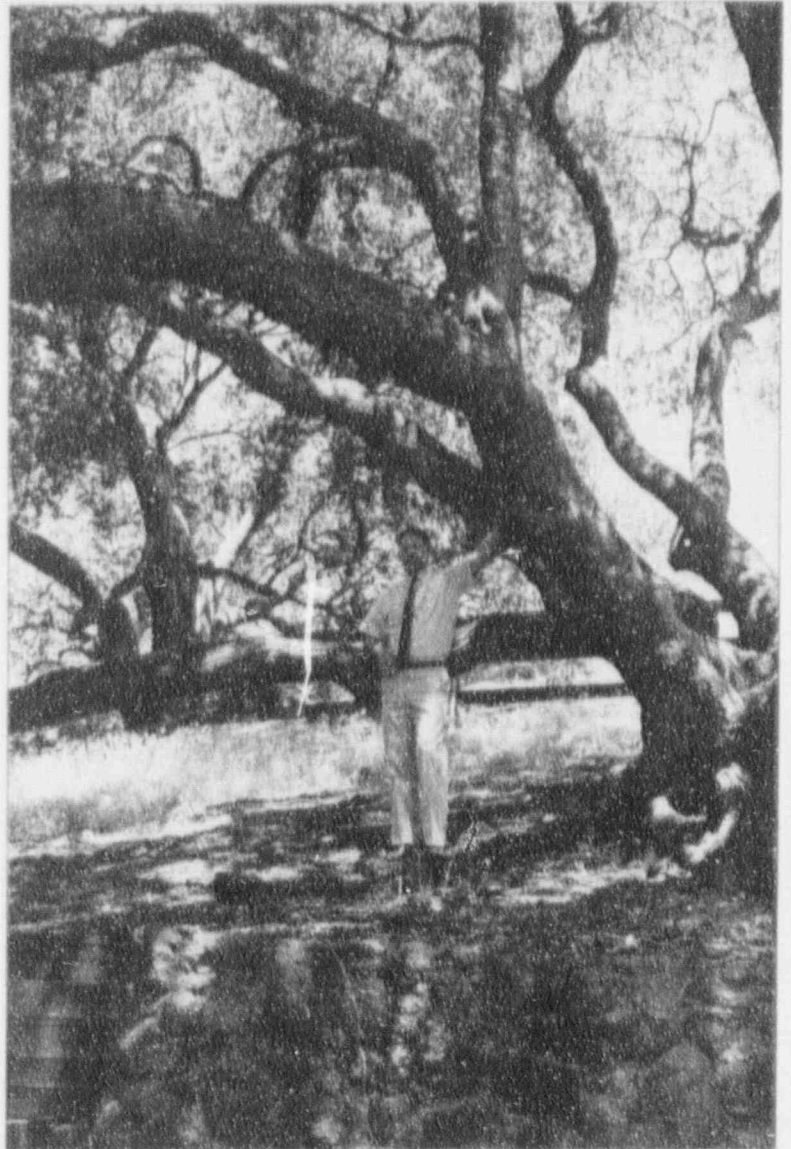
It is the job of the inspectors — both those based in the Regional office and the Resident Inspectors who are assigned to each operating commercial nuclear power plant — to always be on the lookout for problems, Mr. Martin says.

"I like to think every inspector stays awake for a little while at night wondering what the serious safety issues are that we may be missing," he continues.

"We always have to be on the alert, ready to take a fresh look at a facility. We can't be captives of our own assumptions."

"We've done well at finding problems," he continues.

And, he says, "Once we find them, we have to make sure that the licensees get them solved, as well as any similar



**JACK MARTIN, NOT UNDER THE LIBERTY TREE,  
but in his own back yard**

situations.

"We use the problems we find to illustrate to licensees what improvements are needed in the way they manage their business.

"I want to underscore that we take a good deal of pride in being tough — but also consistent and fair. Consequently we don't have a lot of bickering with licensees."

All of this is a very people-intensive effort, he says, and, as Regional Administrator, getting and keeping the right people and ensuring that they perform at their best is his major concern.

"People don't perform at their best unless they're motivated and focused," he says, and that can be a tough job.

Continued on Page 4

## Jack Martin

Continued from Page 3

Keeping people motivated and satisfied can be difficult in a Region, where, besides needing a lot of technical expertise, a Region-based inspector will spend up to forty percent of the time travelling.

Additionally, in Region V, the smallest of the NRC's five Regional Offices, the size of the staff demands that each inspector be well-versed in many different areas.

"There's much less compartmentalization here," Mr. Martin says.

"We don't have enough people to allow them to work in just one area."

On the other hand, he says, a Regional assignment, particularly in Region V, "enables people to learn a lot because they get so many assignments.

"Depending on your point of view, that can be a plus or a minus," he says.

"You can learn the business in the Region much better than you can anywhere else."

Mr. Martin says he tries to create an atmosphere where employees can grow professionally.

"We try to maintain some motion in the organization, which gives people an optimistic view of the future," he says.

"We have been successful in providing credible opportunities so people can see that they have places to go.

"We need to make sure opportunities continue to exist and that people are placed where they do best."

Over the long term, that frequently means a transfer — to Headquarters or to another Region.

"After four or five years it's time to start thinking of something else," he says.

"Generally moves like that are a mutual thing, that everyone agrees to."

While conceding that it's often hard to encourage a good employee to move on elsewhere, Mr. Martin philosophically

says, "One's person loss in the long run will be the Agency's gain."

Mr. Martin says that typically he hasn't had trouble finding people to fill available jobs in Region V, except in the health physics area, where there is a shortage of qualified people.

Nonetheless, he is pleased with the employee development programs the Agency is fostering, such as rotational assignments and the intern program.

Recently, Region V has had a technical intern on rotation from Headquarters as well as a summer intern.

"That's been very valuable, and I hope those programs continue," he says.

"Over the long term, everyone will benefit."

Mr. Martin has spent his entire professional career in the nuclear field, first working for Admiral Rickover in the naval reactors program and then at the NRC.

A graduate of the University of Illinois, he joined the Navy during the Cuban missile crisis, spending four years on active duty.

The remainder of his time with the Navy was spent as a civil servant in the naval reactors program.

He worked in Washington, at KAPL in New York, at the Navy's prototype reactors, and at Naval shipyards, overseeing design, construction, and overhaul.

He came to NRC in 1976, working first in the Office of Nuclear Materials Safety and Safeguards, where, in 1979, he became the first head of the Waste Management Division.

He became Region V Regional Administrator in 1983.

Of his thoughts of the future, he says, "I don't want people to lose their sparkle, their interest.

"That's a real challenge for us and for all the Regions in the next few years."

# Outside

*A cabinet-maker,  
photographer,  
hunter, skier .....*

*Regional  
Administrator  
leads a busy life.*

Master cabinet-maker, photographer, hunter, skier, world traveler, patron of the arts.

At work, he's all business, focused on the problems and people of the NRC's Westernmost Region.

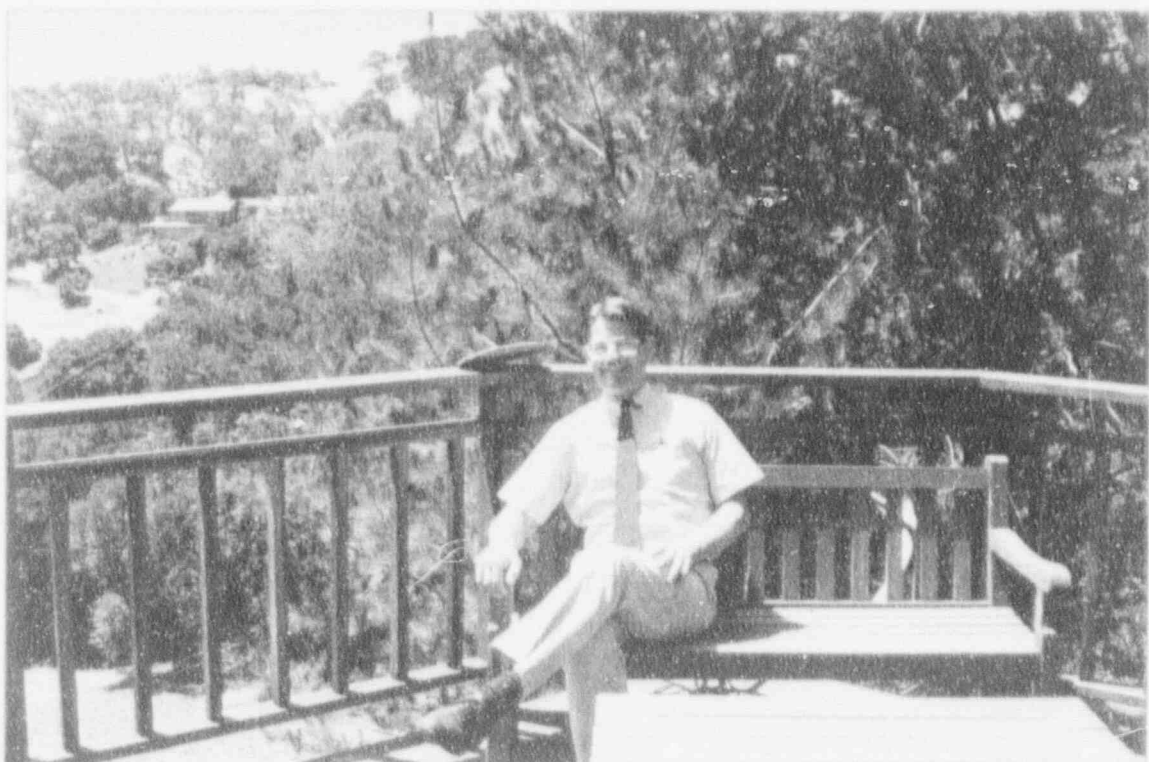
But, when he's away from the office, Region V Regional Administrator Jack Martin lives a life of accomplishment and adventure few can match.

First, there's his house — a well-used farmhouse when he bought it, now transformed into a model for a California lifestyle, tucked into an acre-and-a-half of hillside, with non-stop decks at every level, picture-perfect views, the requisite hot tub, and a graceful, sweeping stairway to nowhere but a wild-flower-filled meadow.

Inside, there's the furniture -- all the product of his hand -- of a quality and beauty seldom seen outside a museum.

There's the bird's-eye maple dining room table, a perfect oval, with rounded edges, smoothed and polished so that it appears to be

# of the Office:



**JACK MARTIN**  
RELAXES on the  
deck outside his  
living room, with  
the California hills  
in the background.

made of some sort of creamy colored marble rather than wood.

The walls of the house provide a backdrop for his extensive art collection, which includes early American oils, an 18th century portrait of Queen Louise of Prussia, and stunning examples of Arabic calligraphy.

The stairwell leading to the lower level of the house is lined with enlarged color photographs of memorable sights from around the world, taken by him, on his many travels: a Greek temple in Sicily, Mont St. Michel on the coast of France, another shot taken in the south of France near Nimes, a jungle in Mexico, a Delphic shrine in Greece.

There are two bearskin rugs -- both complete with open-mouthed, toothy-grinned heads -- one on a wall, one on the floor of his study, both trophies from hunting trips to Alaska. (A large salmon, another trophy captured on a trip to Alaska, is mounted and hangs on the wall outside his office.)

And what does Jack Martin do for relaxation, when he's not remodeling houses, building furniture, travelling around the world, or hunting and fishing in Alaska?

Ah, then he makes time to go to the opera in San Francisco, or perhaps to go skiing for a weekend in the mountains that are just a few hours away.

No wonder Jack Martin says, "This is a great place to live!"

"You can be outside so much more of the time, and there is so much to do if you like the out-of-doors.

"And there's a good quality of people."

The cultural and gastronomic attractions of San Francisco are legendary, and he says he enjoys going into the city for its special attractions.

In fact, he says, when he first moved to Walnut Creek he *had* to go to the city for such diversions.

But that's not true not any longer.

"Walnut Creek has become a cultural and business center in its own right," he says.

"It has a new civic arts center, which has superb productions.

"Between San Francisco, Oakland, and Walnut Creek, you're awash with things to do."

If the area has any shortcomings, he says, it's a lack of beaches.

"There really are no beaches, and, besides, the water is so cold," he explains. "So, you don't come here for the beach.

Continued on Page 4



**THE PHILADELPHIA HIGHBOY WITH THE BROKEN-PEDIMENT TOP** and the carved finials is one of many outstanding examples of Mr. Martin's cabinet making.

Continued from Page 5

"When you're as far south as San Onofre (which is about midway between Los Angeles and San Diego), swimming in the Pacific can be okay, but north of there, it's too cold. Besides, there are a lot of great white sharks, and there have been many shark attacks. They're attracted to the area because they feed on the seals and sea lions that live in the waters near here, so it's not a good area for swimming."

But even if there are no good beaches, he says that's more than made up for by the fact that "You are within two to three hours of great ski areas."

Mr. Martin learned to ski in the East, where, he says, poor weather and crowds were common.

"The first time I went to Tahoe, I couldn't believe it," he says. "The conditions were so different, so perfect."

Perfect also is the term that could be used to describe the workmanship on the furniture with which Mr. Martin has filled his house.

The furniture is truly his own work, from start to finish.

He cut the wood for the furniture himself, on the farm of a friend in Pennsylvania, and had it shipped to California when he was transferred to Region V.

The designs are his too, his own touches of whimsy or practicality making

## The Furniture, the Art

each piece unique no matter what its basic style.

For instance, the glass-fronted stereo cabinet in the living room is almost Shaker-like, but it has a front that's ever so slightly bowed and legs that are ever so slightly flared, giving a simple piece distinction.

The slats on backs of the walnut dining room chairs — which follow Danish modern lines — are slender enough to be flexible, moving a little as a diner relaxes, instead of fighting back.

"I took a prototype chair into the office and had people try it out until I got it just right," he says.

Some of his more whimsical pieces are the dowry chests he's made for his daughters. They follow traditional Pennsylvania Dutch designs, but he hand-carved the names and pictures into the wood rather than painting them. One chest (for his daughter Hilary) bears a large rose, with layer upon layer of petals individually shown, and, on the front, the head of a unicorn (representing maidenhood) graces the center panel while on either side are the heads of the lions — or suitors — who seek to capture the maiden.

The same rose motif is carved into the headboard of the empire bed he made for the same daughter. On the side of the footboard, graceful swans' heads and necks take the place of the usual scrolls.

He stayed close to tradition when he made the walnut Philadelphia highboy that dominates one corner of his bedroom. It has the same delicately hand-carved shell on its bonnet and hand-carved ball-and-claw feet found only on pieces that cost hundreds of thousands of dollars at plush antique shows.

But of the carved posts on the bed he made for himself he says, "These I had to make up."

After all, he explains, in the colonial era represented by the highboy, people didn't have bed posts with fancy wood carvings. In those days, before the kind of efficient central heating everyone takes for granted today, bed posts were more utilitarian, designed to hold up the draperies that surrounded the bed to keep the occupants warm on cold winter nights, and usually covered from view by those same draperies. So, to find a suitable — if not historically accurate match — for the highboy, he relied on his imagination.

Everywhere you look inside the house there is another piece of beautiful furniture that he's made — cocktail and end tables in the living room that have an almost oriental air, a delicate handkerchief table in a corner, a rolltop desk.

## Reflect a Special Lifestyle

And it doesn't stop with the inside.

Outside, on the decks that surround the house, are traditional English garden benches and sturdy California-looking picnic tables -- just a few more of Mr. Martin's wood-working projects. In this case, they are designed to provide just the right furnishings so that he and visitors can take advantage of the decks that he built.

The decks surround the house, going up a level here, down a level there, offering glimpses of the trees behind the house on one side, of distant hills on the other. Only a few other homes are visible, and these are hundreds of feet away.

Like everything else he's built, the decks and railings have extra touches, for instance, curves where most would be satisfied with an angle.

Making those curves requires careful treatment, he explains, working with thin layers of wood, so they will bend, then gluing them together to the desired thickness.

The deck is a favorite spot for entertaining old friends from Headquarters who come to Region V on business.

Then he'll go into his freezer for the results of his most recent trip to Alaska -- caribou or moose steaks, or maybe salmon -- and treat them to a memorable meal.

Is there any downside to his life in California?

"Well," he replies, when I was at Headquarters, my work there was such that I had to travel to Europe maybe three or four times a year, and I miss that."

That's about the only disadvantage of his present job that came to mind, and, he's made up for those business trips by taking frequent vacations abroad. He says he tries to go overseas as often as possible, with one or both of his daughters -- one just graduated from high school and one is completing college -- accompanying him. One Christmas vacation the destination was Greece, and on a spring vacation he and his younger daughter went to Sicily.

They were ready to go to Egypt for Christmas 1990 but cancelled that trip because of the war in the Middle East.

He says that a major preoccupation the last several years has been raising his two daughters, but now that his younger daughter has graduated from high school and started college he speculates about missing the constant turmoil of teenagers, endless telephone calls, and other trials of parenthood.

Along with his many other hobbies and interests goes an interest in foreign languages.

He says he likes France a lot and he has kept up with the French he learned some years ago.

He also can converse at length about the dialects of France, and the



**IN THE LIVING ROOM,** a stereo cabinet of Mr. Martin's design stands in front of the fireplace wall, while hanging above are two representative pieces from his art collection, framed Arabic calligraphy and an early American portrait in oils.

internal battles of Languedoc (the language of parts of the North) versus Languedoc (the tongue of the South).

"The southern French largely were kind of heretics," he says, "and their language and unique culture were destroyed in the Middle Ages. Now, as you have in Wales, there's a revival of pride in the area and quite a revival of the language."

And he can cite Henry Adams, and agree with him, that two of the most beautiful places in the world are in France, Mont St. Michel with its ancient monastery and Chartres with its jewel-like cathedral.

But when he's not traveling -- on business or pleasure -- and not busy pursuing his many hobbies, he enjoys just relaxing on his deck overlooking the meadow and the hills.

Foxes live in the meadow, he says. Often you can often hear them barking at night, sounding particularly screechy and eerie when they bark at the full moon.

And besides the view and the overall ambience of the house, it has one other spectacular attribute in this area where commutes of an hour or more or not uncommon: it's a scant ten-minute drive from the office.

# Deputy Administrator Bobby Faulkenberry — an AEC/NRC Veteran

Boboy H. Faulkenberry, the Deputy Regional Administrator in Region V, has spent almost a quarter of a century working for the NRC and its predecessor, the Atomic Energy Commission.

"I've really enjoyed it," he says. "This is a very impressive agency from the standpoint of its being made up of hard-working, dedicated people. I've had a good, rewarding career here."

Mr. Faulkenberry was working in California when he joined the AEC in 1968. However, he was assigned as a reactor inspector in Region I where he was responsible for the performance of construction, preoperational, and startup inspections at such facilities as Millstone Unit 1, Vermont Yankee, Pilgrim, and Peach Bottom Units 2 and 3.

In 1972, Mr. Faulkenberry transferred to Headquarters where he was assigned as the Training Specialist and charged with the responsibility of establishing a technical training program for reactor inspectors.

"We established our first boiling-water and pressurized-water reactor systems course classrooms in the East-West Towers Building in Bethesda," he recalls. "We also worked with the Ohio State University and established a welding technology course in Dayton, Ohio, and we had the Portland Cement Company develop and teach a concrete technology course for us in Skokie, Illinois."

By the time Mr. Faulkenberry left this post in 1978, the training program had grown from one person — him — to eighteen, "mostly instructors we had hired from industry," he says.

From Headquarters, he returned to California, first as a supervisor in operating reactors and then as Branch Chief in the Region V Reactor Construction Branch. He became Deputy Regional Administrator in 1982.

His is the kind of career pattern — moving between Headquarters and the Regions that he strongly advocates for others.

"The combined time I spent in Region I, at Headquarters, and in Region V has been invaluable to me," he says. "I believe Regional

experience is very, very important for anyone based at Headquarters, and I believe that the reverse is equally true.

"The Regions have a different approach to things.

"Out here I'm much more effective because of my experience at Headquarters. I know who to call at Headquarters when I want to bring something to conclusion.

"I strongly advocate that people rotate to other assignments if they have the opportunity.

"We, as an Agency, place a lot of emphasis on the development of people. This is important.

"The most meaningful rotation for someone in the Regions is several years at Headquarters.

"That's why I encourage it — so people really understand and get to know problems from both perspectives. Sometimes it can be difficult for people to move, but if they do, they'll reap the benefits."

Of work in Region V, Mr. Faulkenberry says, "I've been very impressed with this Region. We're a small Region, but I believe we work very hard. People take a good deal of pride in what they do.

"Region V is somewhat unique because of the distance from Headquarters. We have to work hard at communications.

"We encourage people to call their counterparts at Headquarters and in the other Regions often, and I do think they do a good job of staying in touch.

"In the Region our primary responsibility is to fully understand what the licensees are doing at their facilities, and to be sure that what they're doing is being done in a safe manner.

"We ferret out the safety issues that exist, and then we have to ensure that proper corrective actions are taken to resolve these issues.



**DEPUTY  
REGIONAL  
ADMINISTRATOR  
BOBBY  
FAULKENBERRY**  
seems pensive as  
he studies a  
document.  
In the background  
is one of the  
beautiful views  
that is typical  
from the windows  
of the Region V  
office.



"There is a good deal of management focus on safety and the technical significance of issues. We make an active effort to get the utilities to do the same.

"We push good communications with our licensees, especially their top management, to make sure they understand what the safety issues are, so the issues don't get lost somewhere at a mid-level.

"We have frequent meetings with the top managers of the utilities, and these meetings seem to be effective."

Of all the programs in the Region, Mr. Faulkenberry says, "I really take pride in our Resident Inspector program. We put a good deal of emphasis on it. I feel we have a good staff, and we have a very low turnover rate among our Residents."

Region V is the smallest of the Agency's five Regions, and Mr. Faulkenberry says, "From my perspective, I see some benefits derived from being small.

"We have more contact with our licensees, and we get to visit them more frequently. We also probably have more interface and contact with our Resident Inspectors at each of the sites.

"Either Jack [Regional Administrator Jack Martin] or I talk to each Senior Resident Inspector weekly, and, of course, we see the Region-based inspectors in the office frequently. We all know each other, and we have developed a good Regional team. We have confidence in each other. That works well.

"Also, because we have fewer licensees, we have the opportunity

to develop a good understanding of each of them. We get to know their strengths and their weaknesses."

Of course, Mr. Faulkenberry says, because of the smaller size of the Region, "Some things we have to do differently. We have to be efficient, and some people have multiple job responsibilities. For example, in the materials program, people have to perform both materials licensing and materials inspection work. In the power reactor program, some people have to do both operator licensing and reactor inspection work.

"You just have to be a little tighter in everything that you do."

Mr. Faulkenberry is very proud of the recently completed office renovations in Walnut Creek.

"We made some significant improvements in working conditions," he says. "Morale has improved, and people make very positive comments about what's happened."

To help ensure that people were happy with the remodeling, he says, "We got people involved in the renovation. We got their input in things like picking colors and in floor plan design.

"Everyone is very excited about the new offices and the new Incident Response Center. Because of the way we have used glass panels, every office has an outside view. There are no bad offices.

"It was a lot of hard work, but it was worth it."

Continued on Page 14

# Roy Zimmerman: Director of DRSP,

Roy Zimmerman is Director of Region V's Division of Reactor Safety and Projects, a unique division that combines responsibilities that are divided between two technical divisions in the other NRC Regions.

"The combination poses some unique challenges," he comments. "We have to cover a lot of ground, and that means staying on top of a variety of diverse issues, with limited resources.

"We also have about the same number of Agency meetings to attend as the larger Regions do, at Headquarters and elsewhere, with fewer people to provide coverage. Unfortunately, often we can't do everything, and we have to pick and choose what we can attend.

"On the positive side, however, our organizational arrangement allows for good integration of the issues. Issues don't transfer from one supervisory team to another as they are being worked on.

"We are able to put problems that come up with our licensees in focus, and as issues come to light through our inspections, it's easier for us to identify common threads.

"We don't have organizational bounds that could create communication challenges.

"Overall, I think the benefits outweigh the disadvantages.

"If we had more power reactor sites, it might be too difficult for one division to do justice to all technical issues, but for now it's a good organization for Region V."

Aside from its structure, the division, as with other divisions in the Region, has to face special hurdles in its relationship with Headquarters.

"The geography and the time difference between here and Headquarters could hamper communications, but we just don't allow them to become a problem.

"Often, it seems, during the workday, just as we get an issue in focus, the day at Headquarters may be winding down, and we have to appreciate that fact.

"We do try to limit the times we need to contact our Headquarters counterparts at home, after their regular working hours. And all around we get excellent support from the Headquarters staff. We keep in close contact with Headquarters, though. We want to make sure that the distance from Headquarters — and our small size — doesn't allow an 'out of sight, out of mind' mentality to develop."

Mr. Zimmerman believes that while the relatively few number of

reactor sites (translating into the small size of the Region staff) presents some challenges, it also has some benefits.

"I think we do a good job of being aware of plant problems, both licensee-identified and those identified from our own inspections," he says. "We follow licensee corrective actions closely, and we consider ourselves very knowledgeable about the utilities in the Region.

"We have only six sites (including Rancho Seco, which is no longer operating), so we can get very knowledgeable, learn about each facility in depth, evaluate the utilities' strengths and weaknesses.

"Having come from a larger Region, Region I, I can appreciate the benefit we enjoy with a fewer number of sites. Here Regional managers can take several trips to each facility each year.

"We know the character and traits of the management team at each site quite well. We also have management meetings several times a year with the people from each facility. A joint agenda is arrived at that includes current plant problems and licensee initiatives. The Region and the utilities find these meetings very useful.

"All that allows us to make more informed decisions and insightful assessments. We feel very confident that what is said is right."

For the staff members in the Region, the small size of the Region poses some additional challenges, Mr. Zimmerman explains.

"Because of our size, many people have to wear several different hats," he says. "As an example, because our engineering section is small, people have to develop expertise in different areas. A person who specializes in quality assurance and procurement might also have to look at fire protection and welding issues.

"We need our people to be focused in one area one week and another the next. This means that our staff has to receive considerable training, and the time spent in training has to mesh with getting inspections done.

"But this also means that people learn a great deal and have a lot of opportunity for professional growth.

"We try to ensure that people get cross-training opportunities at least once a year so that ultimately we will be able to get the maximum benefit from their talents and they will have new challenges. For example, our operator license examiners are given a chance to participate in different types of inspections, or to fill in for a Resident.

Mr. Zimmerman said that in training inspectors, "We train them

## a Division Unique to Region V



ROY  
ZIMMERMAN

to look early on for the root causes of problems. We stress this, and it's been effective.

"In the engineering area, we also have been stressing that our people should take a look at the basics. Five or ten years ago, we didn't spend a lot of time in this area, but now we know that there are errors in some basic engineering, technical and math errors, faulty assumptions, things like that.

"We've brought some of those to light, and we feel considerable improvement has been made by licensees. But we also feel there's more to be done in this area."

And how does the staff react to the unique challenges it faces?

"Our turnover rate is usually low," he says. "Right now attrition is low, and morale is generally high."

Mr. Zimmerman joined NRC twelve years ago, starting work as an inspector in Region I.

After the Resident Inspector program got underway, he was assigned first to the Millstone plant for several years and then went to Ginna as the Senior Resident Inspector.

(As an aside, he notes that he was at Ginna during the steam generator tube rupture event there in 1982.)

From Ginna he moved West and was the Senior Resident at Palo Verde for three years. Then he moved into the Walnut Creek office as a Project Branch Chief for two years before advancing into his present job in 1989.

A graduate of the U. S. Merchant Marine Academy at Kings Point, Long Island, Mr. Zimmerman started his professional career working for General Electric at the Knolls Atomic Laboratory in Schenectady, New York.

But, despite that background, he says he really is a Westerner. He is originally from Phoenix, and, he says, given a choice, he prefers living in the West.

He met his wife while he was working at GE, and they are the parents of two sons, 7 and 11 years old.

A former ball player himself, he says that outside the office these days, he gets a lot of pleasure coaching his older son's Little League baseball team.

"I'm enjoying the opportunity to relive the years I spent in sports through my son," he says.

"I got a lot of satisfaction from organized sports, and coaching is an opportunity to teach sports skills and character skills as well.

"It's also a good diversion from work.

"Of course, my colleagues have to put up with all my stories. I really like to coach and I enjoy seeing the kids play and develop friendships. I also try to teach them winning isn't everything.

"I think diversions outside of work are important. This is a very hard-working Region, and one of my goals is to limit the amount of overtime people have to work. People need to have an opportunity for a life outside the office."

# After 15 Years, Ken Perkins Now



KEN PERKINS

He's been with the NR ways, Ken Perkins suddenly found himself as kind of the new kid on the block.

That's because, in September 1990, the strictly East Coast Perkins family moved West, as Mr. Perkins became the Deputy Director of Region V's Division of Reactor Safety and Projects.

"We all like California very much now," he says, but, at first, "We had to make a lot of adjustments."

"For a while I found myself craving old buildings," he says. They're a feature of the landscape that's very scarce in California, where so much is so very new.

"When I went back to Headquarters and was invited to dinner in Annapolis, I immediately accepted, so long as we ate at the historic Maryland Inn," he says. "Of course, they also serve a pretty good meal."

The Perkins family had lived in Annapolis, a city that dates back to the 1600s, and one that boasts block after block of houses and commercial buildings that have been occupied since then.

"At first we all missed that a lot," he says, but then, "We began discovering California and the wonders of the West Coast."

Among other places, they've been to Yosemite National Park, in the Central California mountains, the home of Yosemite Falls; Lake Tahoe, in the mountains on the California-Nevada border,

close to fifteen years, but in many ways, Ken Perkins suddenly found himself as kind of the new kid on the block.

a favorite summer and winter vacation resort; Carmel-by-the-Sea, the picturesque seaside village that's home to many movie celebrities and elected Clint Eastwood its mayor; Monterey, just a hillside away from Carmel, where buildings from the Spanish era compete with a spectacular new aquarium for visitors' attention; and the Napa Valley, famed for its wineries.

"There's even a petrified forest not far from Napa Valley," he points out, "but that's not really a highlight."

Now that they've had time to settle in, the three Perkins children also have come to enjoy their new home, although Mr. Perkins says that the adjustment period varied for the children.

In some ways, he says, the oldest, a son, and the youngest, a daughter, seemed to become acclimated quickly, while it took a little longer for their teenaged daughter to feel at home. Of course, he says, his son got his driver's license and joined the high school football team, which helped.

The Perkins family has found some interesting differences in the schools. On the physical side, the most surprising was that many of the schools have no interior corridors. Classrooms are built in modules, with each opening directly to the outside, and for the most part schools are built on pleasant campuses, with lots of grounds surrounding them.

The elementary school program seems to be harder, with lessons proceeding at a faster pace than in the elementary schools back East, with the reverse true of the high schools.

# Is "the New Kid on the Block"

While the youngsters were getting adjusted to the new school system, the older Perkins' found they had to get adjusted to a higher cost of living.

"There's no question, the cost of living is higher here than it is in the Washington area," Mr. Perkins says.

Before they decided on the move to California, they knew that the cost of real estate would be higher.

What surprised them, he says, was that the cost of many other things is higher also.

When they looked for a place to live, he says, they looked at more than fifty houses and made what they considered reasonable offers on five of them, before they were able to buy the home they are now occupying.

Then they got a real surprise when they started to look for a dentist and orthodontist.

Not only are their charges higher than they were back East, "I learned that there are East Coast braces and West Coast braces," he says.

Even though the children were already wearing braces fitted by orthodontists back in Maryland, the orthodontists they contacted in California wanted to start over (for a full fee, of course). The style of braces they use and work with is different from that used back East.

They also found that a visit to the dermatologist costs about twice what it does in Maryland, and that even the services of an auto mechanic cost about twice what they did on the East Coast.

"All this, of course, is a reflection of the high real estate prices in Walnut Creek and in Danville, where we live," he says.

They have discovered that if they drive further inland for about 20 or 30 minutes, they can get the same services for less.

"It's well worth the trip," he says.

(In recognition of the higher prices in the San Francisco area, this past year all non-SES Federal employees there received an extra eight percent cost of living increase.)

But, high prices aside, Mr. Perkins says they really do like living in the area, and "We hope to stay here a while, at least while the two older kids are in high school," he says.

"I also like working in a small office, like this one, where you get to know everyone," he says. "You can become familiar with all the activities of the office, and you know what everyone else is involved in."

As part of his orientation to the Region, he spent a week at each of the five operating commercial reactor sites, a very valuable experience, he says.

He says he particularly enjoys the group he works with, and he's found it interesting that some of the issues he was involved in at Headquarters seemed to have followed him West.

In his last assignment at Headquarters he was Chief of the Operator Licensing Branch in the Office of Nuclear Reactor Regulation. Now, he says, "I'm involved in those issues here."

In handling his new assignment, he says, "It's been extremely valuable to me to have the all the knowledge I gained at Headquarters and to know how NRR as well as other parts of the Agency work."

Mr. Perkins has been at NRC since 1977. He started work in Standards Development, now part of the Office of Nuclear Regulatory Research.

He was a technical assistant on the staff of the Executive Director of Operations and then went on to the staff of the former Office of Inspection and Enforcement, where, among other things, he managed the design, the construction, and the implementation of the Agency's Operations Center in the Maryland National Bank Building.

He next moved to the Office for Analysis and Evaluation of Operational Data, before eventually being assigned to Reactor Projects in NRR.

With such a diverse NRC background, he says, "I like to tell folks what a tremendous experience it is to see different parts of the organization. "I think it gives you a perspective on how your job fits into the Agency and how to perform your job more effectively."

## Bobby Faulkenberry

Continued from Page 9

Another program in Region V that Mr. Faulkenberry feels is important is the performance awards programs.

"We have awards ceremonies three times a year, in conjunction with the Resident Inspectors' meetings," he explains. "About twenty-five percent of the staff gets awards annually. We make an active effort to recognize superior performance."

As to the personal benefits of work in the Region, Mr. Faulkenberry says that, in a Region, "Because you get out to see the end product of your work, you can get a lot of professional satisfaction. You get to ferret out the safety problems and develop the issues. It's not an easy task to be a good inspector — to uncover significant issues you sometimes have to dig through five or six layers of dust — but it can be very satisfying."

Even though he's not a native, Mr. Faulkenberry considers California home.

"I was born and raised in Weatherford, Texas," he says, adding, "Weatherford is Mary Martin's home, and her son, J. R. (Larry Haggman) was one class behind me in high school."

He first moved to California in 1951, to study chemistry at San Diego State, and, he says, "I like the West Coast. I like the climate and the life style."

Of life in Washington, D. C., he says, "I enjoyed that, too. It's busy, and challenging. Washington is a very stimulating area. You can get involved in a lot of stimulating conversations with a lot of people who have strong opinions on a lot of subjects."

After graduation from San Diego State, Mr. Faulkenberry was a research chemist for General Dynamics in San Diego. In 1960, he moved north to go to work for Northrop in Orange County, and did graduate work in nuclear engineering at UCLA.

At Northrop he became the supervisor of the nuclear reactor and radiation environmental laboratory and from there accepted a job with the AEC.

Looking back, he says, "In the late 1960s we thought we were good, but we have made a great deal of progress since then. We're a lot smarter, we have a better understanding of power plant design, and we are more capable of identifying safety issues."

The improvements, he says, have resulted from "A combination of things. For one, the technical training program has given us a mechanism for training our employees and providing them with a good understanding of power plant design and operation. Also, the Resident Inspector program provides a means for inspectors to obtain invaluable field experience and training."

"In 1968, when I came to AEC, there were only fourteen operations and construction inspectors in the country. Now there are hundreds."

And, as to the future, he says, "I'm optimistic. I think there will be another time when we'll be getting involved with new construction, new designs. I think there's going to be a lot of opportunity for new, bright, motivated people."

## Maurine Smith,

Maurine Smith, the secretary to Regional Administrator Jack Martin, is originally from Oklahoma.

But, she came to California to visit relatives in 1944, and essentially, she never went home again.

When she moved West, World War II was at its peak. She says, "It was a very exciting time and place for a young girl. It was all so different."

After she got to California, in those hectic war years, she took a defense job at the Benicia Arsenal.

"I was a 'binner'," she says. That means she would select material from bins in the warehouse, then package them for shipment overseas.

And, when she wasn't at work, she enjoyed life in San Francisco.

"The city was so different then," she recalls.

"The Cliff House was going full swing. There was always so much to do.

"Gas and tires were rationed, so driving cars was at a minimum. We rode buses to get places, and since my uncle drove cabs, we'd get lots of taxi rides, too.

"We'd also take the ferry to go over to Sausalito."

Maurine had studied business in high school, so, after a year in her job as a binner, as the war was winding down, she took a more conventional job as a secretary.

In her early days in California, Maurine did go back home, once, but she says that after a brief stay, she decided she

# the Regional Administrator's Secretary

## *Oklahoma Native Finds You Can't (or Don't Want To) Go Home Again*



**MAURINE SMITH**

definitely preferred California as a place to live.

So, too, did her husband, also a former Oklahoman. (In fact, they first met there when they were both fifteen years old.)

He eventually went to work for the Union Oil Company in California. Later he worked at the Lawrence Livermore Laboratory at Berkeley, retiring from there a few years ago.

Maurine has worked for the government for almost twenty-five years, but her government career was interrupted several times, by both family obligations and by a fifteen-year job in private industry.

She came to the NRC in 1977 when the private firm for which she had worked as the Regional Administrator's secretary was moving from the area.

She joined the NRC as the Region V Regional Administrator's secretary, and that's the job she has held ever since. It's one she says she likes very much.

"I think NRC is a little different from other parts of the government," she says. "This is really a first-class agency, and jobs here aren't run-of-the-mill government jobs.

"The nuclear industry is so important. You have a different class of people here. This is really a first-class act.

"Of course, as a secretary, I think you can only be as good as your boss — and I have a superb boss."

Although her husband has "retired," Maurine says he's not fully retired. He started his own locksmith business, which is very convenient, because it means he can set his own hours.

As far as her own plans are concerned, she says, "As long as I have

my health, I have no plans to retire."

Maurine enjoys traveling, but now, she says, she and her husband have their fifteen-year-old granddaughter living with them, and that slows down her travelling somewhat. However, she quickly adds, "Having her is wonderful. We enjoy her very much. She is involved in so many things — cheerleading, basketball. "She keeps us young."

When Maurine does travel, Hawaii is one of her favorite destinations.

"With my fair skin," she says, "I don't go to the beach. I have to stay out of the sun. But I love to just take a rental car and drive around.

"I like the Polynesian Cultural Center on Oahu. I've visited the military cemetery on Oahu, at the Punchbowl. That's very impressive. And, there's something special about Pearl Harbor.

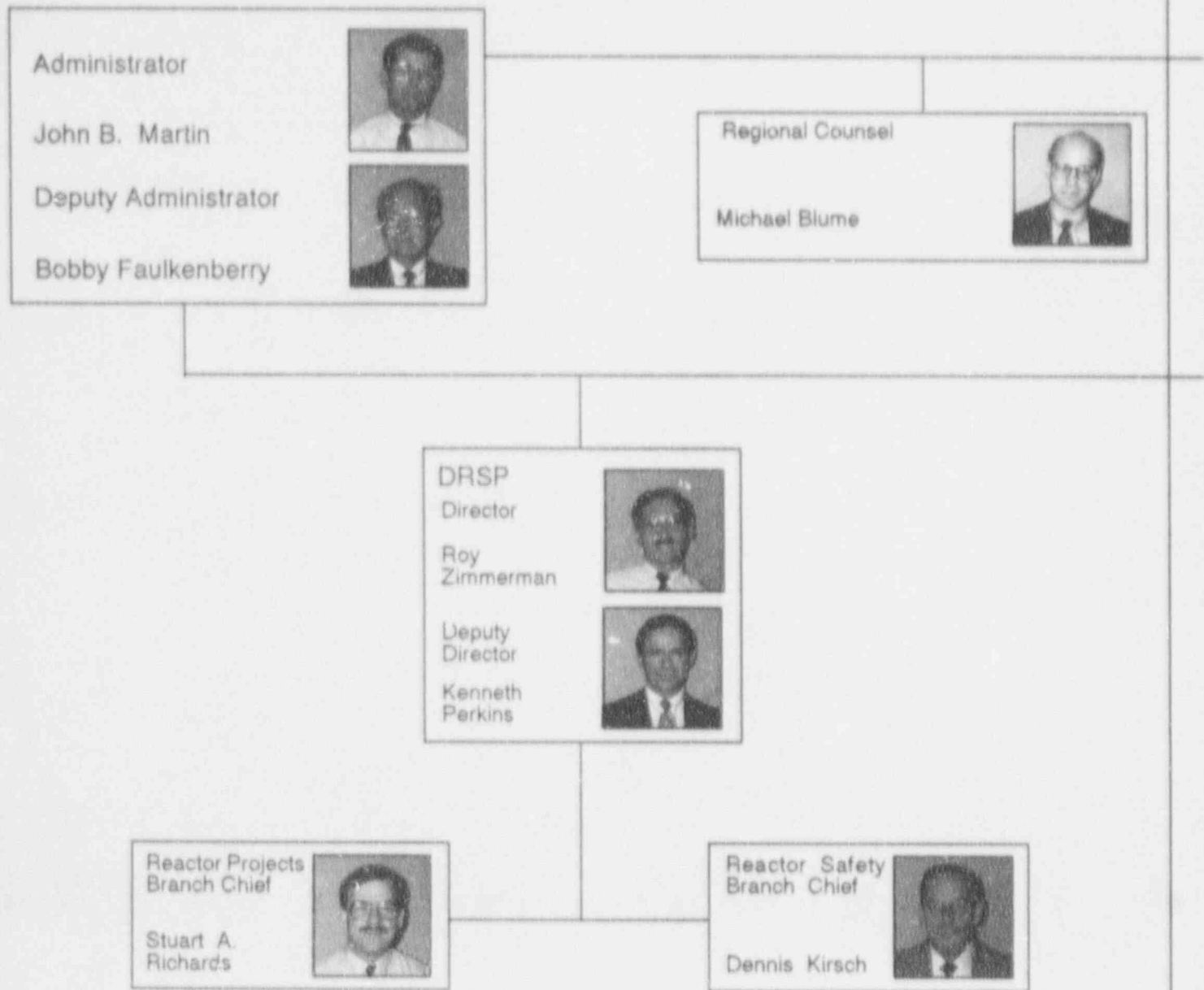
"Maui is also great. There is nothing like driving the 'unusual' road to Hana and seeing the beauty of that island."

Maurine also has travelled and lived on the other side of the world.

While her husband was with Union Oil, they were overseas for a year, in such exotic locales as Saudi Arabia and Iraq, returning to the United States via a cruise ship that went from Copenhagen to Canada.

But, of all her travels, she says, "You know, in all my years with NRC, I've never been to Headquarters!"

# The Region V Organization





Enforcement Officer

Randy Huey



Office of Investigations  
Field Office

Director  
William McNulty



DRSS  
Director

Ross  
Scarano



Deputy  
Director

Frank  
Wenslawski



Reactor  
Radiological  
Protection  
Branch Chief

Gregory Yuhas



Nuclear  
Materials  
Safety &  
Safeguards  
Branch Chief

Robert Pate



Safeguards,  
Emergency  
Prep. and Non-  
Power Reactors  
Br. Chief

James Reese



DRMA  
Director

Kathleen Hamill



Resource  
Management  
Branch Chief

Edward  
Frigillana



Administrative  
Management  
Branch Chief

Terry  
McNally



# Jack Hornor -- the Train Buff

## Model Trains, Train Videos, and the Real Thing -- Agreement States Health Physicist Has a Hobby That Keeps Expanding

Jack Hornor is a train buff.

He has a whole room in his home devoted to model trains, and he says he is continually working on the exhibits there. "I guess the display will never be finished," he says, "But that's what a hobby's all about."

He says the rest of the house is also decorated with lots of train memorabilia, and he collects train videos and trades them with Fred Combs of the State Programs staff at Headquarters.

"I collect Marx toy trains, videos on toy trains, historic trains, anything that's relevant to trains," he says. But, he continues, his real love is *real* trains.

"I like the real ones, especially steam trains," he says. "My wife and I ride on steam trains whenever we can," and going to the recent *Railfair 91* in Sacramento, which featured steam engines from all over the world, was a real treat.

But perhaps the most exciting training adventure for this devoted hobbyist came last year when he actually had a chance to drive a locomotive.

"We found a museum where we could rent a locomotive and learn to drive it," he explains. "It's in Portola, California, about fifty miles northwest of Reno, Nevada."

He explains that when the Western Pacific Railroad was sold to the Union Pacific, the Western Pacific gave one of its retired engineers the material he needed to set up this unusual museum, including several locomotives and rolling stock. The museum includes about one-and-a-half miles of track that runs through a pine forest, as well as a large yard and shops. For a fee, enthusiasts can "rent" the locomotive for an hour or so, get the requisite instructions, and actually drive it around the track.

Jack says he and his wife now are both the proud possessors of certificates that say they have successfully driven a locomotive, though he adds that in this case it was a diesel, not a steam locomotive.

In addition to his travels in quest of his train hobby, Jack also visits the High Sierra every year and an enlarged photo that his son took on one of his trips decorates his office. But, other than those particular trips, he says, he doesn't do much personal traveling.

"I have to travel so much on the job, I don't have the time or inclination right now for much more travel," he says.

As the NRC Health Physicist for Agreement States in Region V, Jack says he was out of the office forty-eight percent of the time last year, including holidays, but not including Saturdays and Sundays.

"I'm gone as much or more than anyone in the Region," he says.

He goes on to explain, however, that his job is quite different from that of a Region-based inspector.

"I'm not an inspector. I'm a reviewer, and State Programs is a different environment. Instead of working in a regulatory mode, we work in a help mode, which I like."

He quickly recaps the background of the Agreement States Program. Originally, States regulated their own public health and safety. Then, back in 1954, when the Atomic Energy Act was adopted, there was no room left for the States. All civilian nuclear materials were to be regulated by the Federal government, through the Atomic Energy Commission.

However, in 1959 the Federal government agreed to give back some of that regulatory authority to the States that wanted it, provided they could and would set up adequate programs for monitoring the use of radioactive materials within their borders.

(This applies to radioactive materials only; the regulation of commercial power reactors remains the responsibility of the Federal government and specifically the NRC.)

Under that legislation, twenty-eight states have become Agreement States, and of the States in Region V, all but Alaska and Hawaii are Agreement States.

(Jack explained that setting up a program to regulate radioactive materials is expensive, and the relatively small number of licensees in Alaska and Hawaii makes radiation control programs not economically feasible for those States.)

The primary responsibility of Jack and his counterparts in the other four Regions is to review Agreement States' programs for regulating radioactive material.

Sometimes it will be Jack alone who reviews a program, and



JACK H. HUNSOR,  
working on his  
model train layout

sometimes, he says.  
"We will go to a State  
with a team to  
determine if the State  
has an acceptable  
program."

But that's only part of  
the job.

"We are also there if  
the States need help,"  
he says.

"That may be pro-  
viding advice, or they  
may need help in  
staffing or training. If  
they do, we step in. We  
will send their people  
to classes or train the in-  
structors."

"Three of us recently  
put on an Inspection  
Procedures Course for  
Materials."

"We put our courses  
in different places. The  
last one was in  
Sacramento. We  
people from California  
and other nearby  
States."

Jack says his relationship with the State regulators is good.

"When people see me coming, they know I may point out some deficiencies, but they also know I can help them. I can talk to their managers about the problems, and very often I may be able to get them, through my relations with State managers, the additional resources they need for their program."

"When we have our exit meetings (at the end of a visit to a State), often that meeting will be with someone far above the Radiation Control Program Director, usually someone right next to the governor, and that can help the program get what it needs."

And what if a State is not doing a good job?

"Then we would have to go to the State Programs Director, who would have to go to the governor," he explains. "If a State doesn't have a stable program, you have a potential problem."

Some of Jack's more recent assignments have come about when States were trying to solve problems. For instance, the State of Oregon called for help when the whole staff responsible for regulating radioactive material quit.

"Both Prange and I went up there to help out," he says. "We helped train new people. It lasts a day for a week."

On another occasion, he went to Atlanta to spend a week writing procedures for the State.

At the National Agency Awards Ceremony last April, Jack received a Meritorious Service Award for his efforts in helping the States of California and Oregon bring their programs up to par.

In addition to his work within the Region, Jack and his counterparts in other Regions help one another from time to time. That help may come in the form of teaching a course in another Region, or it may mean reviewing a program in a State in another Region.

"Some times the management in the States you deal with get used to you, so many or awhile it's good to have a new, blind perspective of a situation," he says. "That extra reviewer may bring a new viewpoint or

Continued on Page 20

# Beth Prange Followed an Interesting,

Beth Reidlinger Prange came to the NRC as an intern fifteen years ago, and even though her career has not followed exactly the path she once expected, she's still here, and she is happy that she is.

For one thing, Beth says, she expected she would end up working for the NRC in Region III, close to her home in Central Illinois.

For another, at one point before she joined the Agency, she interviewed for a job with Security at Headquarters.

Neither of those possibilities came to fruition. Instead she is a senior health physicist in the materials licensing area in Region V, and she and her husband of about a year recently moved into a new home, just a mile-and-a-half from the Region's Walnut Creek offices.

Beth came to NRC directly from graduate school at Michigan Tech in Houghton, Michigan.

She started out working as a materials inspector on what are considered low-priority licenses, that is licenses for such uses as portable gages, industrial gages, and small laboratories, which

have radioactive devices with low levels of radioactivity. From that position, she advanced to become what she describes as a "full-fledged materials inspector," a job she held for the next three years.

Then, she says, "I said, 'Enough. I want to get a different job as soon as possible.'"

Like the typical Region-based inspector, she found she was on the road from one-third to one-half of the time, and, she says, "I didn't like that much travel."

That was about ten years ago, about the time the Agency regionalized the licensing program for materials licensees.

"That was appealing to me, and I got into the program at the start," she says.

Being in on the ground floor, so to speak, was exciting.

"We had nothing to start with," she says. "It was fun setting up the program, setting up files and file systems, and setting up our

## Jack Hornor

Continued from Page 19

be able to share other experiences in staffing and guidelines."

In all, eleven people work in the State Programs area, one in each of the Regions and six at Headquarters. They are part of the State Programs staff, under the direction of Vandy Miller, the A/D for the State Agreements Program.

The Agreement States Officer positions are different from the Regional State Liaison Officer positions.

The latter positions, which also are part of the State Programs staff, tend to focus on political and nontechnical issues rather than technical ones. And, the State Liaison Officers deal with all the States, not just the Agreement States.

Of course, says Jack, "Our paths do cross a lot and sometimes we go places together."

He also points out that in his dealing with the States, he has the rest of the Agency there to help out in case help is needed.

"For example," he says, "Washington State has uranium milling facilities. If a question comes up regarding them, I can contact Vandy, who would relay it to NMSS."

"In the case of these facilities, we also work closely with the NRC Uranium Recovery Field Office in Denver."

Jack came to the NRC from the University of California at Los Angeles, where he taught and was supervisor of a research reactor for a total of twenty-one years.

He started as a reactor inspector in Region V in 1981 and eighteen months later moved into his present position.

In many ways, Jack says, he feels his present job is an extension of his work at the university.

"I'm still teaching," he says. "I enjoy the relationship with the States, and they appreciate what we do for them."

"It makes you feel good. It makes you feel that you're doing a public service."

# If Somewhat Unexpected, Career Path

BETH PRANGE

own procedures."

She has stayed in the licensing area ever since, and she feels that in Region V in particular it's a most interesting area in which to work.

Generally her work cycle starts with the review of incoming correspondence from licensees (or applicants). Most likely they are requesting some change in an existing license.

She reviews the request and then drafts a response. That response may take the form of a deficiency letter, explaining why the request can't be granted at that time and delineating what has to be done. Or, Beth's response may take the form of a license renewal or a license amendment.

Beth then gives her draft response to Licensing Assistant Joan Garcia. Joan does all the tracking of the licensees' correspondence and sees that the draft goes to word processing and gets properly filed. In short, Joan handles all of the administrative details of the process.

"Joan and I see a lot of problems before other people do because we see the whole process," Beth says.

"In other Regions," she explains, "no one or two people are that close to the whole materials licensing process. In larger Regions, different people would have responsibility for the different steps and not see the whole thing. But, because we are so small, we see everything, the whole picture, first hand."

Beth's ability to see the big picture can pay off for the licensees themselves sometimes.



"For instance, in the matter of the Decommissioning rule, when that came out I looked at it and realized that it applied to many of our licensees, and that they would be affected by it," she says.

"So, I got on the phone and made a lot of calls, reminding them what they had to do.

"Those calls paid off. Everyone who had to submit something got it in on time, before the June 1990 deadline."

Of course, as do many of her Region V colleagues, Beth acknowledges that the Region's small size can present some professional disadvantages along with advantages.

"Jim Montgomery and I do all the materials licensing, and if one of us is out, the other really feels it," she says.

"In a Region this size, there's no room for someone who doesn't work hard, who doesn't do his or her share. You really have to work hard — and work together."

Although she no longer has to travel as much as she did in her inspector days, Beth's job does require some travel. She says she does some pre-licensing visits, which involves visiting someone who is going to apply for a materials

license to meet the people involved and instruct them on how their license should be structured.

She also travels occasionally with Jack Hornor, the Agreements States Officer, to work on reviews of Agreement State licensing issues, and she travels to attend various workshops and NRC meetings.

Outside the office, Beth says that these days she has been busy moving and getting settled in her new home. Before she was married, she was involved in a singles group that pursued such activities as white-water rafting, camping, and hiking. But no, that's not how she met her husband (they met through some of her former NRC colleagues), and while she sees maybe an occasional camping trip in the future, she doesn't expect that those activities will be a major focus in the future.

Her other hobbies include crafts, needlepoint, drawing, and painting, and she likes photography, taking pictures of both people and scenery.

And she is very happy with her job, saying, "I like what I'm doing, the people I work with, and I particularly enjoy the State programs area.

"I also know management is not for me."

## A Look at Two Residents

# Mary Miller of Diablo Canyon -- a Navy Nuke with a Difference



MARY MILLER

An engineer whose first professional experience in nuclear power came through the Navy's nuclear power program certainly is no rarity at NRC.

An engineer who takes time off each year to serve on active duty with a Naval Reserve unit certainly is no rarity either.

Nor is the engineer who can regale an audience with tales of a harrowing interview with the father of the Navy's nuclear power program, Admiral Hyman Rickover.

But when the engineer who's had those experiences is a woman, that's unusual.

In this case, the woman who's had those experiences is Mary Miller, who last summer left an assignment as an engineering inspector based in Region V's Walnut Creek office to become a Resident Inspector at the Diablo Canyon nuclear plant on the California coast.

"I have been looking forward to the opportunity to become a Resident Inspector for more than a year," Mary says. "As for being assigned to Diablo Canyon, it's as if everybody in the world wants to live on the Central California coast, it's such a beautiful area."

(She and her husband are living in Nipomo, California, about a

twenty-mile drive south of the plant.)

Mary has been with the NRC for three years, and all of that time she has been assigned to Region V.

She prepared for her career earning an engineering degree at Rice University, which she attended on a Navy scholarship.

Originally she had her sights set on becoming a Navy pilot. To help ensure that her sex wasn't a detriment during the application process, she used her first and middle initials, "M. H.," instead of "Mary," on her official papers. But while she was in the middle of applying for flight school, she experienced "the nuclear draft."

At that time, every engineering graduate in the Navy scholarship program who had a certain grade point average was "volunteered" for duty with the nuclear navy and ordered to report to Washington for screening — and a Rickover interview.

"I tried to tell people there had been a mistake, but I was told on no uncertain terms to show up, so I did," she says.

"I think they were appalled when they found out I was a woman."

Nonetheless, she says, the interviews went on as scheduled.

"Because I knew the whole thing was a mistake, and because I knew that women didn't get into the program, I wasn't worried," she recalls.

"I felt it was definitely going to be a memorable experience.

"There was one tense moment in my interview with the Admiral. He asked 'What is your father doing?'

"I told him in a very matter of fact way, that I didn't know, and he didn't like that answer.

"But, my father, who had been killed while testing aircraft as a test pilot, was dead, and I couldn't really say what he was doing."

That difficult moment aside, she continues, "It turned out I was accepted into the program. Life hasn't been the same since.

"Seriously, though, the naval reactors program instilled the very highest sense of awareness for plant safety. My three most important priorities are still safety, safety, and safety."

Her Navy assignments included working in the naval reactors

Continued on Page 24

# Fred Ringwald of Palo Verde -- Always Aware He's with NRC

"My job as a Resident Inspector at the Palo Verde nuclear plant is one of the most substantial challenges I've ever had."

That's the quick assessment of his assignment from Fred Ringwald, one of three NRC Resident Inspectors assigned to the plant, the free world's largest commercial nuclear generating facility, located in the middle of the desert some fifty miles west of Phoenix, Arizona.

"I'm on all the time," he says. "I always have to be alert and I always have to be aware that I'm with the NRC."

"That means I walk with a very deliberate balance. I work with the people here every day, and I try to be friendly."

"Yet I can never forget that I am a Resident. I am a Federal inspector. I have to keep that in sight at all times."

"We always have to think how we are perceived by the licensee."

"We can't give the licensee conflicting signals, being free and easy one minute, and then overly strict the next."

Keeping the right distance between himself and the people he regulates was one of the prime considerations when Fred and his wife decided where to live.

They opted for a house in Liberty, an unincorporated area Fred describes as "six miles east of Buckeye."

"I didn't want to live near a lot of the licensee's employees," he says. "It can be difficult to regulate people during the day and socialize with them at night."

Most of Palo Verde's 2900 employees and contractors live in West Phoenix, about an hour's drive from the plant. (Van pools are popular; the Palo Verde parking lot looks like that of a Ford distributor, with row after row of identical vans.)

"So far I haven't met anybody in Liberty who works here," he says.

Liberty is also about halfway between his job at Palo Verde and his wife's job in Phoenix.

"It's a decent commute for both of us," he explains.

She teaches weaving at Project Arts, Inc., a private nonprofit rehabilitation program for adults with psychiatric disorders, where people with chronic mental illnesses receive instruction in various forms of arts, music, and crafts in a health-oriented environment.

"The idea is that while patients develop their artistic abilities, they also improve their self image, which will help their overall



FRED RINGWALD

mental health," he explains.

While for many people living in a small town in the middle of the desert wouldn't be terribly appealing, Fred says, "I really like it here. I grew up in the desert, in Barstow, California, so coming to the desert was like coming home."

His wife is from Stockbridge, Massachusetts, but at one time lived in Barstow, where they met.

"I first met her there when I was 16," he says.

Subsequently, however, they both married other spouses, moved from Barstow, and were divorced. Both ended up living in Connecticut and, he says, "A friend kept getting us together."

Eleven years after their first meeting in California, they were married in Connecticut, in an old-school-house-turned-home.

How did such a dedicated Californian like Fred ever get to Connecticut in the first place?

A graduate of the University of California at Berkeley, he entered the

Continued on Page 24

## Mary Miller

Continued from Page 22

program on Admiral Rickover's staff, as well as shipyard duty and duty at the Bettis Laboratory in Pittsburgh.

When she got out of the Navy, she stayed in the East. She worked for a while for a contractor to the Naval Sea Systems Command, on the Trident submarine project. Later, she did some computer consulting, and started a home remodeling business. And, she got married to a man she'd known for thirteen years.

About that time, they both decided they didn't like living on the East Coast, and they started looking for opportunities out West. That led to her job with NRC in Region V.

Her husband has his own business, with computer consulting contracts that are independent of site. This allows him to work out of their home, flying to a job site when necessary.

Mary has stayed in the Naval Reserves, going to regular drills in San Jose. For her active duty stint this summer, she went to the Puget Sound Naval Shipyard, leading a Total Quality Leadership team to improve turbine generator repair on Navy ships. The Navy is implementing the recommendations that the TQL team made.

Mary says she found her work as a Region-based engineering inspector challenging, particularly with the scope of work for which she was responsible.

"As an engineering inspector, I would evaluate such things as mechanical components, fire protection, design changes, and electrical distribution, pretty varied responsibilities," she says.

"I led the Appendix R fire protection team inspection at the Trojan Nuclear plant, and participated in the diagnostic evaluation team at Fitzpatrick. Team inspections are tremendous opportunities to assess plant safety and gain professional development at the same time.

"Now, as a Resident Inspector, my focus is much more on safety of operations and effectiveness of plant management. It's a very rewarding challenge."

Outside the office Mary has hobbies that vary from windsurfing ("on a lake, not the Pacific, it's too cold") to raising orchids.

How does she do it all?

"You have to be brutally organized," she says.

## Fred Ringwald

Continued from Page 23

Navy's nuclear power program in 1977, and once his service was completed, he went to work for Northeast Utilities in 1983. He worked first at corporate Headquarters in Berlin, Connecticut, then at the Connecticut Yankee plant in Haddam Neck, and then back at corporate Headquarters.

His work at Northeast helped reinforce his long-held conviction that engineers have to learn how to write well.

"I first developed that belief when I was at Berkeley, and it certainly carried through to the nuclear power school in Orlando, when every test was an essay question," he says. "When I was at corporate Headquarters, I made weekly trips to the plants, and my primary output was a report.

"I believe that there should be a terminal at every desk at NRC, to make report writing easier."

One of Fred's primary interests outside the office is singing (he is a baritone, his wife a soprano), and while he lived in New London, he sang with the Southeastern Connecticut Symphony and the Hartford Chorale. But, as much as he enjoyed those groups, the music wasn't enough to sell him on the area as a place to live permanently.

"Connecticut has too many people per square mile," he says. "When you grow up in the openness of the Southwest, it becomes part of your life. I like to live somewhere where I have elbow room."

Fred came to NRC in 1989, because, he says, "I was ready for a new challenge, and I knew the NRC would offer me more opportunities for personal growth. Since I had worked at Connecticut Yankee and visited a lot of plants, I knew what the Resident's job would be like."

He hasn't been disappointed in his assignment at Palo Verde.

"I like the kind of environment we have here," he says. "With a young utility, like the one here, we've been challenged more than we would be at a seasoned plant, which makes the job very interesting."

He also has found outlets for his cultural interests in the area. He sings in the choir at the Buckeye Community Church, where he is also involved in a number of activities.

He is a member of the West Valley Fine Arts Council, and he and his wife hold season tickets to the Phoenix Opera.

To complement his interest in music, he says he has developed a good quality sound system in his home; to complement his interest in photography, he has his own darkroom; and to complement his interest in computers (he has a master's in computer engineering science), he has a 386 personal computer at home.

With that, he says, he does his correspondence "and some financial things," but "I also like to play with computer languages. I've never focused on developing a big program, but I like to do things and understand the differences between programming languages."

With these activities, Fred says there is one hobby he's had to give up. "I have had to let flying rest," he says.

He got his license and instrument ticket when he was in Connecticut, he explains, but he doesn't have the time to fly now.



# Greg Yuhas: Not an Ordinary Recruiter

## He Sells the NRC and Its Mission

When you hear Greg Yuhas talk about working for NRC, he doesn't sound like an ordinary recruiter, talking about the benefits of a job. Rather, he sounds almost like a missionary, pointing the way to a career that can truly serve the world.

"I try to tell people that even if they go to work for the best utility, what they do there can affect only one area, but if they go to work for the NRC, what they do here can affect the entire technology," he says.

Other people and organizations — such as INPO and NUMARC — have safety concerns and can make recommendations to utilities, he says. "But it's the NRC that is responsible for ensuring the public health and safety.

"If we were to have another TMI or another Chernobyl, it could be the death knell for a technology that, properly run, can be an asset to society.

"I hope I can convince qualified people out there who want to make a contribution to society to think about coming to work for the NRC."

Mr. Yuhas, who is Chief of the Reactor Radiological Protection Branch, is very much concerned about the future of NRC and about getting the right people to come to work here.

As he sees it, just as the Agency is about to be confronted with a new array of complex problems, it is also likely to lose many of its most experienced and talented people.

"Starting in about three years (when the recent Senior Executive Service pay raise will be fully reflected in retirement pay calculation), we will see a major exodus of employees," he says.

That exodus may continue for as long as ten years, as those who began their careers in the 1970s start becoming eligible to retire.

"Who will fill their slots?" he wonders. "Where will we find people with all of the necessary qualifications who want to come to work for the NRC and stay working for the NRC?"

Unfortunately, he continues, because of the decline in the



GREG YUHAS

nuclear industry over the past decade or so, there are fewer and fewer qualified people becoming available. For instance, he points out, in 1989, only a hundred and fifty master's degrees in health physics were awarded nationwide, not an encouraging number for an agency that has a need for well-qualified health physicists!

So, to help meet that need, Mr. Yuhas has made a personal commitment to aggressively seek those who might be qualified to work for NRC.

Just recently he sent letters describing career opportunities at the Agency to twenty-four colleges and universities, and he also spreads the word through phone calls and attending meetings of professional societies, such as the Health Physics Society.

But even when he does find qualified people, Mr. Yuhas acknowledges, working for the NRC, particularly in a Regional Office, is not for everyone.

"They have to be prepared to do everything," he says. "Here in Region V they have to do everything." In his own Branch, he says, they have to be prepared to deal with occupational safety, waste treatment systems, effluents, chemistry, and environmental monitoring.

"They can't specialize; they have to do everything because we're so small," he says.

And they have to be willing to handle the special burdens of a Region-

Continued on Page 26

## Greg Yuhas

Continued from Page 25

based inspector's job.

"It is hard for some people to travel every third week, and then to have to worry about getting reports out between trips," he says. "People have come in here from other agencies and they have felt our folks work too hard. Once they're here, some people find they can't handle the load, and we lose them."

Still others have been hired away by more lucrative offers from consultants.

"A consulting firm just took one of our good people," he continues. "If consultants can lure people away, chances are their replacements won't be as good as they were and maybe our resulting regulation won't be as good."

Good regulation is, after all, what it's all about, and good inspectors are a key to good regulation.

"When I recruit, I show prospective employees a picture of the Commission," he says. "I tell them to think of NRC as a diamond with the Commission at the top point, and with the bottom point focused on a single person, the inspector."

"It's the inspector's responsibility to identify safety violations, and it's the inspector who has to be focused on doing the right job. An inspector inspects by being there, making measurements, doing the calculations, and then looking at what the licensee is doing. Through close inspections, the inspector finds weak points.

"When we look for new inspectors, we need to look for talent that's going to be questioning, for people who are concerned about safety and want to do something about it. But inspectors are not policemen. Their job is to bring back the facts.

"If a utility performs only to meet the requirements, that would be a poor utility. The inspector has to determine not only if the regulations are being met but also if there are other safety issues that need to be addressed.

"The inspectors' diligence will affect the utilities' efforts. If we don't have good inspectors, only the exceptional utility will do well. The inspectors are at that pressure point of the diamond, but the rest of the diamond is there to support them. The rest of the people at the Agency are working hard to make life at the pressure point easier."

"Thirty years ago," he recalls, "President Kennedy talked about 'the best and the brightest' going into government work," but, he says, "In the last 10 years or so, that hasn't necessarily been true."

And that's a trend he wants to change, and why he devotes as much time as he possibly can to recruiting.

What he looks for, he says, are well-rounded people with varied experience.

"We don't want people with just regulatory experience," he says. "We need a mix of people. We need hands-on people, who have

had experience in the industry, and we need people with lots of academic experience."

When Mr. Yuhas himself came to the NRC in 1977, he had already seen several different aspects of the use of nuclear power, experience that, he feels, gives him a good perspective when he is dealing with licensees.

Just three days out of high school, he joined the Navy and became part of its nuclear power program, eventually teaching at the Navy's prototype reactor in upstate New York. That was not long after the loss of two nuclear-powered submarines, the USS Thresher and the USS Scorpion, and it was a time when Admiral Rickover, "the father of the nuclear navy," was looking for ways to improve the program.

"He recognized that you couldn't just rely on the journeyman approach, that you had to have procedures for everything," Mr. Yuhas recalls. "So we had to write down, step-by-step, everything that we did, and then that was reviewed to determine the best way to do it."

That kind of discipline brought success to Admiral Rickover and the nuclear program, and, Mr. Yuhas believes, some of the benefit has spilled over into the civilian nuclear power industry.

After he left the Navy, he worked for a while at Lawrence Livermore Laboratory and then for General Electric before he decided that the NRC was the place for him to be. Mr. Yuhas began his NRC career in Region I where, at the time, some utilities were quite surprised to see an inspector arrive inside the radiologically controlled area, dressed in protective clothing, instrument in hand.

Looking back, he says, that was an exciting time. There was a lot for an inspector to do, and his colleagues included many who have become well-known at NRC: "Tim" Martin, the Regional Administrator for Region I; Carl Paperiello, Deputy Regional Administrator for Region III; and Ed Greenman, the Director of the Division of Reactor Projects in Region III.

"That was a period of expansive growth, with a lot of plants under construction and just coming on line," he says. "It was a lot of fun, it was a totally different era."

But soon a lot was to change. The major precipitator of change was the accident at Three Mile Island, and Mr. Yuhas was one of those who was assigned to the NRC investigation team.

"That was an interesting experience," he says. "We found a lot going on, and anyone who looks at the industry will find that we all learned a lot from TMI. There is so much more awareness now, particularly more awareness of emergency planning needs. The amount of energy going into training has changed, and the utilities have improved."

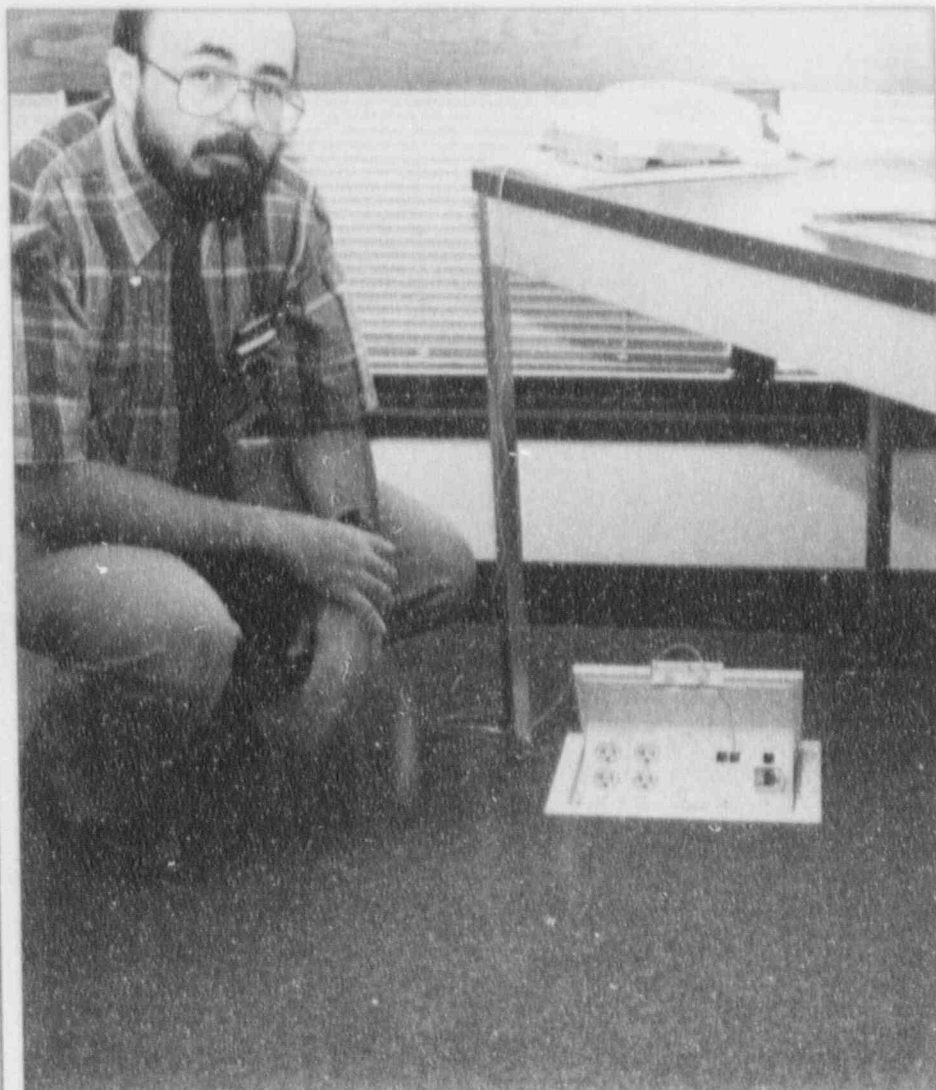
Despite the decline in the nuclear industry, Mr. Yuhas believes that in 2000 and beyond, "It will have to expand," and the NRC will have to have qualified people available to regulate it.

"Whether we get in qualified people or develop our own people, we've got to realize that our only resource is people," he says.

## Emilio Garcia Is Pleased with New Response Center

### Redesigned, Relocated Center Is a Principal Feature of the Region V Remodeling Effort

It Offers More Space, Incorporates Lessons Learned, "Borrows" Ideas



**EMILIO GARCIA SHOWS ONE RESULT OF LESSONS LEARNED:** telecommunication and electrical connections located under the raised floor.

One of the principal features of the recent renovation of the Region V offices at Walnut Creek is the new Incident Response Center. No one is more pleased with the new IRC than the Emergency Response Coordinator, Emilio Garcia, who coordinated its design.

"With the renovation, we had the opportunity to rebuild the IRC," he says at the start of a tour of the facility. "Not only were we able to increase the floor space from eleven hundred to about seventeen hundred square feet, more importantly, we were able to incorporate some 'lessons learned' into the design.

"For instance, we have raised floors, with the electrical and communications connections located under the floors, and the floors themselves built of two-foot by two-foot modules. This means that you can just lift up the carpet tiles and work on connections or move them without any great disruption.

"The light fixtures may not be the most attractive, because they don't have covers over the lights, but we picked this particular design so we get less shadow and glare. After all, who looks at the fixtures?"

Some parts of the IRC, such as the offices for the State Liaison and Public Affairs Officers, are walled off from the rest of the center.

"But," Emilio says, "every space that is closed off has windows between it and the main part of the center. That way the people working in those spaces have

Continued on Page 28



**STATUS SUMMARY BOARDS** are clearly visible through the glass partitions that separate various parts of the center. Notice that in this view the partitions have been opened to allow for direct communication between those working in the center.

Continued from Page 27

privacy and the noise level is lower, but they still can see into the rest of the center.

"The same is true of the base team manager's office. There the windows slide back so it's also easy for someone in there to talk to people outside.

"We wanted the manager's office to be separated, so the manager would stay focused on the big picture instead of being distracted by concerns with details, but we also wanted the manager to have direct access to the other people in the center when needed.

"So far, in the drills we've had, this has worked out well. People are using these windows correctly; that is, they're opening them only when they have to.

In addition to the workspace for the base team manager, that office also contains chairs for each of the primary team managers, so they can work in there when needed. However, the primary team managers also have chairs in the areas designated for their particular teams, as well as assigned phones in both spaces.

"It works out well to have the team managers able to work in both spaces," Emilio says, "because in managing an emergency it's vitally important that they keep the base team manager fully informed of all aspects of the situation at all times."

The IRC also has a small area set aside as a "reactor safety think tank," where reactor safety specialists (possibly an operator license examiner and nuclear engineers, led by a Section Chief or Branch Chief and tasked by a Division Director or Deputy) would gather to look beyond the immediate situation to consider what might happen next.

Nice as the present center is, Emilio says "We're also looking at some further improvements.

"We have four PCs now, but we hope to get more and network them to improve our communications system. We will add an emergency response data system (ERDS) terminal for the protective measures people. We have five ERDS terminals at Headquarters, and one per Region, but very early on I, and my counterparts in the other Regions, realized that one station per Region would not be enough. So eventually we will have one for the protective measures people and one for the reactor safety people."

The IRC also has its own fax machine, a photocopy machine and a teleconferencing capability that includes four teleconferencing "bridges."

Three of the bridges can have up to seven people on lines linked together at one time, while the fourth can handle three at a time.

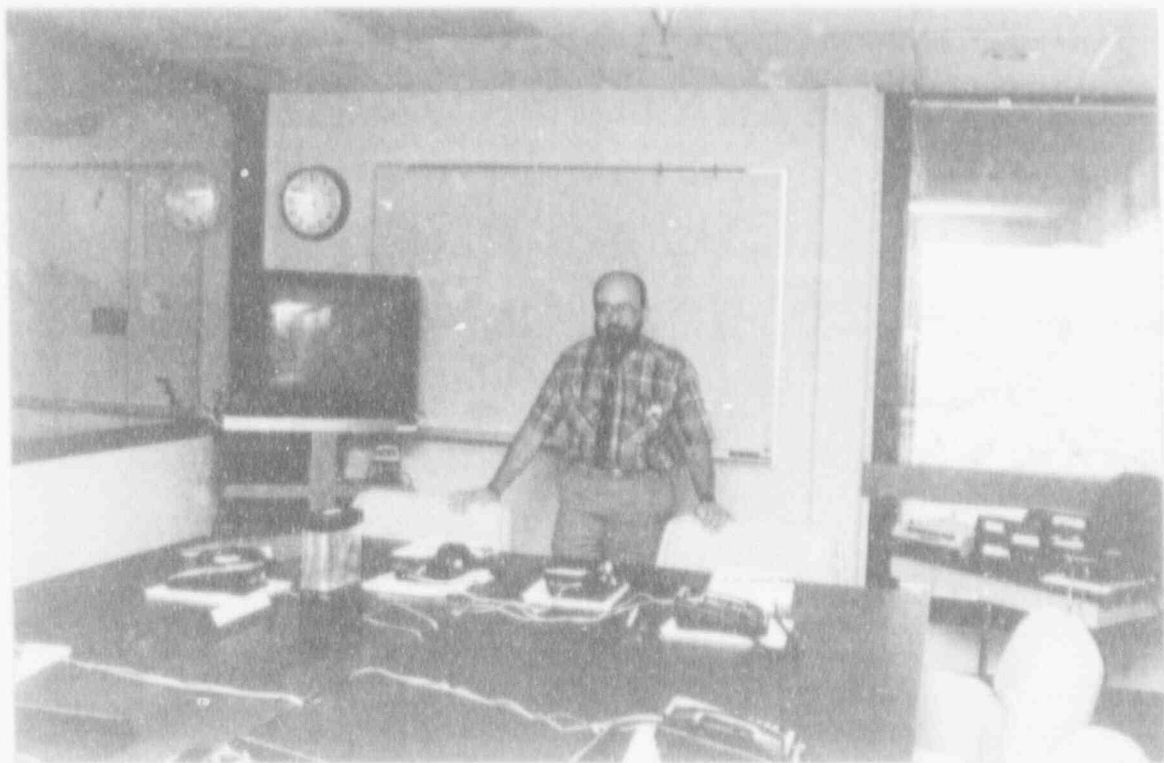
"It used to be that in some of our busiest areas the phones were just extensions of one line, so when several people picked up on the same line you had a noticeable drop in quality," he says. "The bridges ensure that the clarity and volume are better.

"So far our system has worked so well that staff members from AEOD have suggested that our bridges could serve as a backup for the Headquarters system."

Because communications are such a vital part of the incident response process, Emilio explains that communications drills are held quarterly.

"They used to be a hassle," he says, "but now we use our voice mail system to facilitate the process. I call our voice mail and

HERE I AM TO SHOW THE CONFERENCE TABLE where much of the work would take place during an exercise or incident.



leave a "paging" message providing the details about the simulated emergency.

"I can dial it in my telephone. Dick Page and managers using the "group page" and leave the voice mail number for them to call back. When they call back, they get the information and leave me a message about when they will arrive at the IBC."

"This procedure speeds up the process of contacting people. You give them the information they need and get their response back very efficiently."

The new IBC became operational in January 1991, but Landis says, at first working there was difficult.

"We didn't have direct access to PHS yet, and that was a challenge, especially for trying to have our computers communicate with those at Headquarters," he says. "But Terry McNally of the Division of Resource Management and Administration was able to setup PHS to talk but as soon as it would work."

"Her help was typical of the kind of help received from the rest of the staff. Actually, the whole departmental (the IBC) has been a team project. One ERMA has been a big help, and Bill Harris of the Headquarters Office of Administration came out here and helped us get our wires into workable systems."

"We also transferred designs that started in Region I and Region IV and incorporated them into our center. You'll definitely see some commonalities between our center and the one in Region I. But you'll also see some differences. We even borrowed ideas from some of our neighbors. For instance, the blood flow is copied from the one at the Tripp emergency operations facility. The second publishing status summary of the right to life is the basic one

manager's office came from both Region I and the San Onofre station.

"In the IBC community, we trade ideas all the time. That way we don't waste time re-inventing the wheel."

Landis has been with the NRC for eleven years, and has spent all of that time in Region V. He started as a radiation specialist and, with the exception of several temporary assignments, has been in charge of the IBC since March 1985.

He has a bachelor of science degree in chemistry with a concentration in radioisotopes and nuclear chemistry, but says he has always worked on the nuclear side. He started his professional career at the nuclear facility at San Jose State, then worked as a radiation safety officer for Lawrence Livermore, overseeing its work on waste solids used in cancer therapy. From there he went to work at the Rancho Seco plant as a chemist and radiation technician. When the opportunity arose, he came to NRC.

A native of Cuba, Landis and his entire family moved from Havana to the United States in 1960. They lived in Florida briefly, but moved up to California in 1961, living first in Berkeley and then in San Jose.

Now he and his wife, Bobbie, a fourth generation Californian, live in Davis with their children, Yveta, 13, and Zoe, 5. (Both children's names mean "life," Yveta in Spanish and Zoe in Greek). The family goes on many bicycle trips, using two tandem bikes, and travels on many camping adventures.

This quiet family and his Region V colleagues Frank Wozniakowski and Jim Reese combined their athletic talents and participated in a team in a marathon.

## Gail Good, on Working in Emergency



GAIL GOOD

Gail Good loves her job as an emergency preparedness specialist.

"It's a job I never dreamed I'd have," she says.

She joined the work force right out of high school and has risen to be a well-qualified, professional-level technical employee, one of only four women in that category in Region V. And, she has had such challenging and exciting professional assignments as serving on one of the special teams that investigated emergency preparedness plans at the Pilgrim Nuclear plant.

On the other hand, she's frustrated.

"Without more education, I've probably risen about as far as I can go," she explains, but, she adds, "With the demands of my work schedule, I haven't been able to find a feasible way to go back to school to get my degree."

As an emergency preparedness specialist, Gail's primary job is to inspect emergency preparedness plans and activities at commercial nuclear power plants. Currently she is responsible for overseeing that aspect of operation of four plants in the Region.

That means that over the course of the year, she will spend two to three weeks at each plant, performing routine inspections.

"We use various inspection modules," she says. For example, "We interview the shift supervisors to ensure they're

knowledgeable about the emergency plans.

"We will give the supervisors some hypothetical situations and ask them to classify them. We would ask what level event a situation would be, and what actions they would take in that situation."

In addition to that routine work, Gail has to cover emergency exercises at the four plants. Typically each plant holds an exercise each year, with an Emergency Response Facility activated to expedite communications.

Gail will be one of an NRC team of three to five persons that will observe the exercises. She also will participate in some training drills as well as any full-scale exercises that are held at the plants.

When she's not travelling, Gail may be in the office reviewing emergency plans, a review that must be performed annually for each plant. She also reviews changes to emergency plans and implementation procedures as they are proposed.

In getting ready for an emergency preparedness drill, a licensee must submit the plans and scenario for the event, as well as the objectives to be accomplished. Gail will assess the objectives and determine whether the proposed scenario is realistic and whether it will enable the licensee to meet the stated objectives.

"A scenario has to be challenging and realistic," she notes, "not something unrealistic or something that could be classified as 'an act of God.'"

To get all this done, Gail says she normally travels about one week a month, and spends the rest of the time at the office.

Over the past year, her special assignment of the Pilgrim task force gave her even more responsibilities and had her on the road even more.

The NRC had agreed to allow the shutdown Pilgrim nuclear plant to restart. This was a move that evoked a considerable amount of negative reaction from a number of sources, including individuals, government officials, and the Federal Emergency Management Agency, which felt Pilgrim's emergency plan did not provide the "reasonable assurance" of adequacy FEMA requires.

At a public meeting in September 1990, issues were raised regarding the way NRC had come to its conclusion to allow restart.

A task force was formed to resolve those issues.

The task force took the transcript of the September meeting and looked into each of the negative issues that was raised.

Three separate teams were formed, with each including one member from the Headquarters emergency preparedness staff, one member from FEMA, and one emergency preparedness specialist from a Region (Regions II, IV, and V were represented).

Over the course of the following nine months, Gail says, the team

## Preparedness: "...a Job I Never Dreamed I'd Have...."

made a number of trips to the Pilgrim area. "We talked to State and local officials," she explains. "We really did an inspection of all the negative issues.

"It's been a very sticky situation, and a lot of people around the plant are very unhappy.

"Our purpose was to sort through what had been said, determine the state of emergency preparedness and make a recommendation to the Commission.

"There were so many interesting issues involved.

"It was a wonderful professional experience to be involved in this task force, and it's given me a better understanding regarding offsite emergency preparedness.

"I spent six to eight weeks on the East Coast last year, but I was still expected to keep up with my regular schedule."

That was quite a challenge, but, overall she says, "I enjoy my job and I'm pleased with the way NRC has allowed me to grow."

Gail has been with the NRC since September 1980.

When she started, she worked with the mobile lab the Region then had in operation. She was classified as a technician, responsible for running computer equipment and measuring radiological samples.

She and a staff chemist would take the van that housed the mobile lab on the road and visit various plants in the Region.

"We would go to a plant, take a sample, and then split it with the plant staff," she says.

"Then we each would do the same tests to see if our results matched up.

"Usually they did, and when there were differences, they usually were readily explainable."

If the differences couldn't be readily explained, it was time for further investigation.

Gail was in that job for about three years, until the funds for the mobile lab were cut.

That ended up being something of a plus for her.

"I got to be an inspector, which was a promotion," she says. "That was in 1983, and I was the second woman on the Region's technical staff. Now there are four women in technical positions."

"All the time I've been at NRC I've been allowed to grow a lot," she says.

In fact, it was her interest in career growth that led her to NRC in the first place. Right out of high school, she went to work for a laboratory as a technician, doing what she describes as "very, very manual" measurements work. Eleven years later, she had

advanced into a senior technician job there, using a computer to do much of that work, but she wanted still more career growth and felt that the NRC would provide that opportunity.

In that regard, in many ways, she says she has not been disappointed.

She has gotten a lot of NRC training. She has been able to complete perhaps fifteen or twenty job-related courses in all, she estimates, including all of the boiling water reactor and pressurized water reactor fundamentals courses.

In 1985, on the basis of what she described as "a very grueling exam," she became a member of the National Registry of Radiation Protection Technologists. That designation is considered preliminary to earning the designation of a health physicist, and the American Council on Higher Education considers earning the designation the equivalent of completing a year of college.

Gail did, in fact, complete one year of college at night, but, she says once she became an inspector she found it was impossible for her to continue in a degree program.

And that has led her to be somewhat frustrated about her future.

"Right now I can't go much farther without more education," she says, "But going on to finish school would be very difficult with my inspection schedule."

Unlike some subjects in some areas, there just aren't that many schools around that offer the courses she needs, particularly on the kind of schedule she would have to follow.

"I've gotten quite a lot of support from my management in trying to find ways that I can continue my education that would benefit the Agency as well, but so far we haven't come up with a solution," she says. "Still my goal is to finish my degree."

Gail's husband also is in the nuclear field, working as an independent consultant in nuclear engineering.

"There's no conflict of interest," she explains. "He works on the government side."

He also travels frequently, to plants around the country, and, she says, "We both spend a lot of time at airports."

It's not unusual for him to go on a two-week trip, only to find her on one when he returns.

"So," she says, "we try to make the most of our time together. We enjoy visiting art galleries, we like the beach, and we like looking at animals in their natural habitat." The rest of her free time, she says, she spends running the house.

They have an 18-foot trailer, and this past spring, they spent three weeks pursuing some of their favorite pastimes on a trip along the California and Oregon coast.

It was a most enjoyable trip, she says, with seeing lots of osprey one of the highlights.

## Frank Wenslawski

### Deputy Division Director Is Glad To Be Home



FRANK  
WENSLAWSKI

"It was interesting while it lasted, but I was glad to return."

That's how Frank Wenslawski sums up the year he spent working for the International Atomic Energy Agency in Vienna, Austria.

Frank, who is the Deputy Director of the Division of Radiation Safety and Safeguards, served as IAEA's emergency preparedness expert during the time he was in Vienna, and, he says, his experience made him come to really appreciate the NRC.

His IAEA job responsibilities included overseeing the development of guidance in the emergency preparedness area for member states and providing direct assistance to developing member states that needed help with their programs.

Before taking the IAEA assignment, Frank had been the Chief of Region V's Radiation Protection and Emergency Preparedness Branch, so he had just the right experience for the job.

Before going to Vienna, he also studied German, the native language of Austria. However, he says he never really conversed successfully in German. But, since English is the official working language of IAEA, language was not a barrier to the job.

Frank says that he decided to take the job in Vienna because "I had been working in Region V for fourteen years and I decided I needed a change in routine. That objective was certainly

accomplished.

"The experience gave me a new perspective on NRC and a new appreciation of our efficiency.

"When you see how international organizations work, you quickly realize that the NRC is pretty good.

"Sometimes at NRC we get frustrated because we don't see our job product, or it takes so long to finally see it.

"At IAEA things take even longer, much much longer. Compared to here, they really work in slow motion."

Frank found there were other drawbacks to his Vienna assignment.

"Vienna is an international city, but even so there is a perception that all Americans are rich, so it seems you pay much more for housing than an Austrian would pay for the same thing," he says.

Frank and his wife also found that clothing for their four children was particularly high.

"It was actually cheaper for us to have our parents send things from the States than to buy similar things in Vienna," he says.

They also had some interesting car problems.



## After a Year in Vienna, Austria Working for IAEA

When they moved to Vienna, Frank says, they took about two-thirds of their furniture (storing the rest) and a car.

"We took a Volkswagen, figuring it would be easy to get service," he says.

Unfortunately, their VW had a California exhaust emissions package.

"There were a lot of cars in Vienna that looked like ours, but they had totally different emission packages," Frank says.

With the different emission systems and the language barrier, trying to get the car running well was quite a problem.

However, the stay in Vienna also had many pluses.

"Vienna is a beautiful city and very safe," Frank says.

"Public transportation is so easy. We felt comfortable with letting our kids just hop on a street car to go visit friends across town."

The entire family had a lot of opportunity to travel, both as a family and individually.

The children attended the American International School in Vienna, which offered some rather amazing field trips.

"The first week of school our eighth grader went on a five-day get-acquainted hike in the Alps," he says.

Before they moved to Vienna, Frank and his wife had been concerned about their older son. He was going into his senior year of high school and was not outgoing by nature.

"It turned out to be a great year for him," Frank says.

"It actually made him better prepared to go off to college."

The son likes to play baseball.

Very shortly after their arrival in Vienna, he was able to join a local team and within three weeks he was with the team in Czechoslovakia, playing against a Russian team.

Because sports teams from the American International School in Vienna routinely competed against teams from other American International Schools throughout Europe, it was not at all unusual for the children to travel to foreign destinations for sports events.

"That was fun," Frank says, "but it did get to be expensive."

As far as the children's view of the entire experience, Frank says, "We had to drag the kids to Vienna when we went, because they didn't want to leave California.

"Then we decided to go back to California, we had to drag them

away from Vienna."

One of the things the youngsters liked best about living in Vienna, he says, was the sense of freedom they felt because of the easily accessible public transportation.

"They could come and go with so little effort," he says. "It was not like in California where they have to drive or be driven everywhere."

Frank says he thinks any of his children would go back in a minute if they were given the opportunity.

However, he says, as a parent, he would advise anyone with children to think carefully before taking a Vienna assignment.

"Because of the high costs, it's hard to do it with kids, particularly with four kids," he says.

When they returned from Vienna, the family moved back into the home they had left a year before.

"We kept the house because we knew we'd be coming back," Frank says.

"It was a good thing, too, because the way prices were going up, we probably wouldn't have been able to repurchase it.

"I was ready to come home after a year, but, all in all, it was a good experience.

Before Frank joined the AEC in 1972, he worked at the Mare Island Naval Shipyard.

"I would have liked to start my AEC career right here, in Region V, but I was assigned to the Headquarters Radiation Protection Branch instead," Frank says.

"I was part of that large influx of people who came after the courts ruled that the AEC had to do environmental reviews as part of the licensing process."

He transferred to Region V in 1974, and, except for the year he spent working at IAEA in Vienna, Frank has been there ever since.

In Region V, the major portion of the work of the Division of Radiation Safety and Safeguards is in radiation protection, emergency preparedness, safeguards, and security at reactors, Frank explains.

"But we also have responsibility for materials licenses, which makes up about a third of the overall work load," he continues.

"And here in Region V we are organized so that the Agreement State Program and State Liaison are in our division, so we have a pretty complete agenda.

"It keeps us busy. We certainly never have a dull moment."

# *On the Western Front*



SAN FRANCISCO'S FAMED UNION SQUARE BY DAY, as seen from the venerable St. Francis Hotel where, if you reserve early enough, government rates are available.

by Greg Cook  
Region V Public Affairs Officer

## *Region V -- on the Western Front*

The Far Western States present dramatic contrasts and rapid change ...

from well-logging sites above the Arctic Circle to the Palo Verde Nuclear Generating Station in the Arizona desert

... and, throughout, the people of Region V work to protect the public.

### *Walnut Creek, California.*

the home of the Region V office, is centrally placed in this far-flung Region.

Located about thirty miles east of San Francisco, Walnut Creek sits in the middle of the Contra Costa Valley.

Sheltered by the Oakland Hills from the Pacific Ocean winds that swirl through much of the San Francisco Bay area, this small valley contains one of the warmer, and drier, of the area's remarkable "micro-climates."

The development of today's city of Walnut Creek began in 1849.

While others dashed from San Francisco to the gold country in the nearby Sierra Nevada mountains, William Slusher built a cabin on the banks of what was then known as "Nuts Creek," near the intersection of two old roads leading to Martinez to the north and Oakland to the east. About six years later, an enterprising investor built a hotel, a blacksmith shop, and a store at what had come to be known as "The Corner."

This long-used natural crossroad was surrounded by a town by 1859, and by 1862, when growth led to the establishment of a U. S. Post Office, the town had been renamed "Walnut Creek."

The utility of the old crossroad remains apparent today, although its working location, originally at the corner of what is now Mount Diablo Boulevard and North Main Street, has slipped west about a quarter of a mile to the junction of Interstate 680 and State Highway 24.

The excellent yet recurrently overcrowded freeway network and BART -- the Bay Area Rapid Transit light rail system which links Walnut Creek with San Francisco and runs most of the length of the eastern shore of the bay -- are the arteries that feed the continuing growth of the area.

During the 1980's the nine-county bay area grew by more than sixteen percent, to more than six million people. The Association of Bay Area Governments, a regional planning organization, projects the area's population will exceed seven million in the next fifteen years.

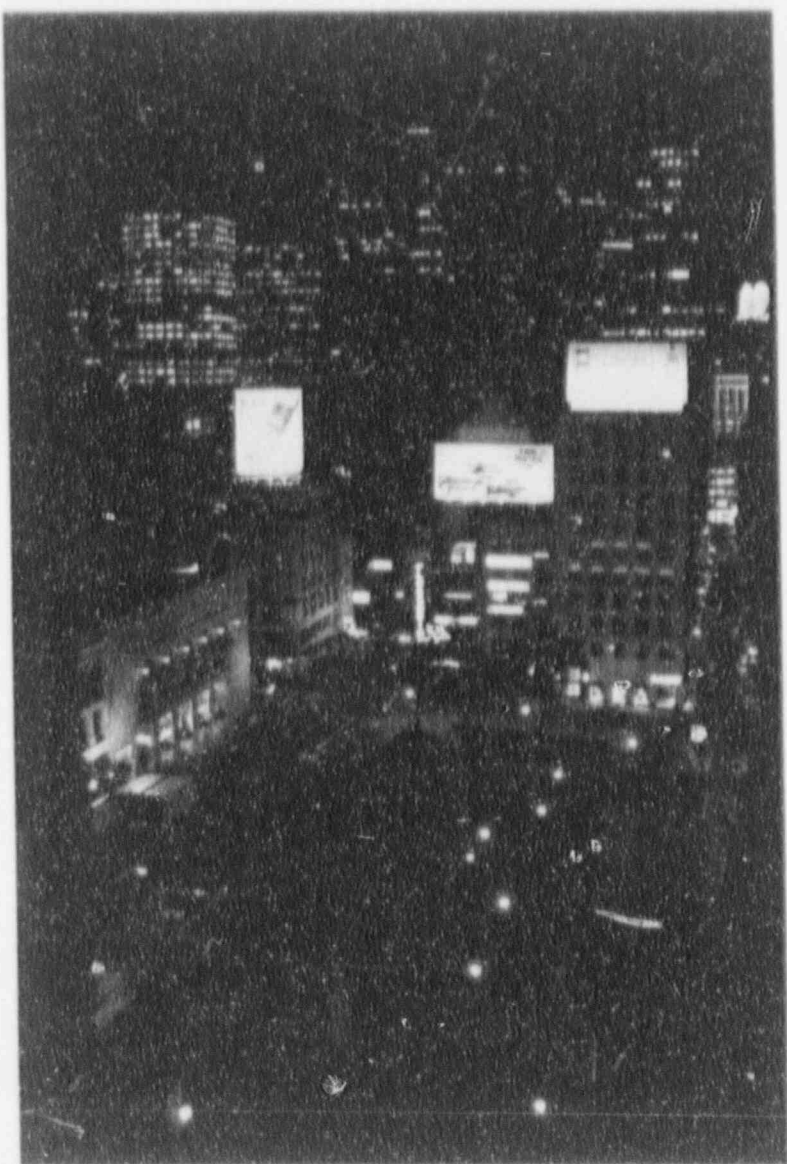
### *Walnut Creek.*

and its neighboring city, Concord, have grown even more rapidly.

Where artichoke farms and walnut groves stood twenty-five years ago, mid-rise office buildings and one of the country's largest shopping centers stand today. Between 1981 and 1988, jobs increased fifty-eight percent in the rapidly urbanizing valley.

Of course, rapid growth in Region V is not limited to the Walnut Creek area. Las Vegas, Nevada, the fastest growing city in the United States, is a part of Region V. So are the sprawling Phoenix and Orange County areas. Yet some of the least inhabited parts of the U. S. are also in the Region.

The sparse population of northern and eastern Nevada offsets Las Vegas' growth, giving the State only about eleven people per square mile. And it's hard to beat Alaska, with a total population of only 550,043, for truly wide, truly open spaces.



**UNION SQUARE AND PART OF THE SAN FRANCISCO SKYLINE BY NIGHT.** Just a few blocks from the square, you can board a BART train for the trip to Walnut Creek.

Sheer distance becomes a factor in inspection planning. It takes eight hours of flying time to get to Barrow, Alaska. Honolulu is five hours by plane, and getting to work sites on the other islands can be dependent on sporadic light plane and boat schedules.

Getting from Honolulu to Guam or American Samoa, the western-most points in the Region, is another five-and-a-half hours by jet and involves crossing the International Date Line.

From the heights of Mount McKinley to the depths of Death Valley, from rainy Portland to bone-dry Yuma, the "smallest" Region is big on diversity.

## Greg Cook, Region V Public Affairs Officer



GREG  
COOK

Greg Cook, the Region V Public Affairs Officer, has spent most of his professional life working in government and energy public affairs.

A native Californian, Greg is a booster of his native State and he's very enthusiastic about the cultural activities offered in the San Francisco area.

However, he says, at this point in his career and his life, he wouldn't mind working in the Washington, D. C. area for a while.

One strong motivator for making such a move, he says, is what he perceives as a change in the quality of the public schools.

With three school age children, the quality of the public schools is a big concern to him and his wife, and he feels that the Washington area might offer the children some advantages in that regard.

But he doubts that any move East would be permanent.

A true Californian, "I'd eventually want to come back to California," he says.

Greg describes handling public affairs chores for the Region as a challenging and stimulating job that also offers a few light moments.

The major task of the job, he says, is disseminating information about the Agency and its actions.

When the NRC releases material that is of direct interest to the Region, Greg has to ensure that it gets to all the right people at the right time.

For instance, when a report on Diablo Canyon was published last summer, he had to fax a report summary and a related press release to eleven news outlets in the Diablo Canyon area. Those included the small local papers that serve the Region, as well as the wire services.

In addition to disseminating news that the NRC wants to release, the Public Affairs Office handles requests that come in from the general public. These include requests for all kinds of information, many of them coming from high school students.

Greg says he tries to respond to them all, giving the requesters what they need when they need it.

Sometimes, however, that can be difficult.

One of his favorite stories recalls the instance in which he received a call from a student who was a member of a high school debate team. The student wanted a lot of detailed information about nuclear power to use in a debate contest.

"No problem," was Greg's first reaction, thinking about the materials he could assemble to send to the student.

But then the student added that this wealth of background material was needed for a debate that was to begin in an hour!

## Terry McNally, Region V FWP Coordinator



TERRY  
MCNALLY

By the nature of her assignment, Terry McNally, the Coordinator of the Federal Women's Program in Region V, is concerned about the issues traditionally considered "women's issues." However, in her mind, "women's issues" is sometimes a misnomer. Quite often, she says, those "women's issues" are actually "family issues" or "social issues" that should be of interest to society as a whole.

"Child care, health care for the aging, and financial planning are not just 'women's issues'," she says, emphasizing that she wants to plan programs in the Region that reflect their broader importance.

As an example, she cites a recent FWP-sponsored program on "estate planning for women."

"I promoted it as being geared to a women's needs," she says, "but we added that everyone was welcome."

To her great satisfaction, there was a good turnout of both men and women.

At that program, an attorney discussed different aspects of very basic estate planning, including wills and community property laws in California. It was material that many of the men in the audience found informative.

"I know we spurred some women — and men, too — into action," she says, adding that she and her husband were prompted to check their own wills and the title to their home.

"I decided we needed this kind of program after I attended a local seminar on women's issues," she says. "I realized how few women are prepared to be alone. Most of us find out what we should have known only after we face a divorce or widowhood."

Terry, who has been FWP coordinator for the past year, says she would like to schedule some kind of activity or program about once a month, although the recent move and remodeling of Region V offices was somewhat disruptive to last year's program.

"Now that we're settling in, we'll be able to emphasize our activities," she says. "I'm also still learning about the FWP is all about."

One area of focus for the Region V program is communication.

Terry herself appears to be a confident, enthusiastic, and articulate speaker, but, she says, "I'm still a basket case any time I have to speak before a group.

"I've been urging women to speak up. Many women have never spoken in public, and I believe that the ability to speak before a group is an important job skill. So I'm encouraging the women in Region V to speak — on any subject — because it's so important to be able to make your thoughts known. One woman spoke to a group of us about her volunteer work with the local AIDS task force. That was interesting and very educational, and I'm pleased to say it was also well attended by the Regional staff.

Continued on Page 38

## Terry McNally

Continued from Page 37

"But if a woman only feels confident enough to speak to the other women about her needlepoint, I'll encourage that too. It's a place to start. The important thing is for women to become comfortable communicating."

Communicating to groups is not the only focus of interest, however. Terry also is arranging workshops and speakers that encourage women to be better one-on-one communicators.

She recently located someone who could present a workshop entitled "Mastering the Gentle Art of Verbal Self-Defense." In this case, that means helping women who aren't as assertive as they might be to deal with verbal abuse, intended or unintended — another issue that sometimes can become important in the workplace.

Terry also was involved in generating Regional interest in training on equal employment opportunity, sexual harassment, and cultural diversity.

In the area of cultural diversity, she explains, "We wanted to sensitize managers and other staff members to help them to realize the value of understanding cultural differences, and how they can affect what goes on at work. People don't have to be of a different race or come from a different ethnic background or speak another language to have cultural differences. Even though we have few obvious problems in the Region that are caused by cultural diversity, we want to teach people at all levels to reach outside their own cultures. I hope the training will help people to expand their minds."

Terry also is keenly aware of problems caused by sexual harassment.

"Sexual harassment is sometimes so subtle it is not recognized at all," she says. "I want everyone in Region V to be aware of what it is so we can avoid any problems."

As FWP Coordinator she is sometimes made aware of potential sexual harassment concerns and can often help resolve the situation before it becomes serious.

"It's most often a case of behavior that someone doesn't realize is offensive until he is told," she says. "That's why one-on-one communication is so important."

Terry says she would like to be able to have at least occasional programs that feature professional women in the nuclear industry as speakers, but those speakers are hard to find.

"There just are not a lot of women in this area in the nuclear sciences who are willing to speak to groups like ours," she says. "It's also difficult to have someone speak to a group as diverse, career-wise, as the women in Region V are."

The shortage of women in technical professional fields in the Region V area has also manifested itself in the make-up of the Region V staff.

"We have only about a hundred people on the staff, and about a

third of them are women," she says. "However, only four women are in technical positions, with the rest in various administrative positions. We have a hard time recruiting women with good technical backgrounds, and when we do get them, it's hard to keep them. They have so many other options. We have to compete not only with private industry but with everyone else in government to hire qualified minorities and women with technical backgrounds. Unfortunately, also, it's not easy for anyone who doesn't have a technical background to get ahead in the Region.

"Our technical qualifications are so tight! At Headquarters — or any larger organization — there is more opportunity for movement within the organization. There is also more likelihood of 'crossover' positions, where someone without a technical background can move from a clerical or administrative position to one offering technical training, a para-professional position. That's generally not possible in the Region, where there are so few positions to begin with.

"That's a big disappointment for some women, but it's something you have to deal with when you work in a small office. It doesn't mean that advancement can't happen, or that things will not change. They're just going to move more slowly, and it will take more work to make them happen."

In Terry's case, advancement came quite recently, when she was named Administrative Management Branch Chief. Before that, she was a management analyst in DRMA, a job that, she says, changed all the time. She laughingly estimates that she spent about fifteen percent of her time on the duties defined in her critical elements and the rest "fighting fires."

"If it had anything to do with computers, I probably did it," she says, "along with management information reports, statistics, and management analyses."

Terry, who has a bachelor's degree in social science and a master's in public administration, started her Federal career in 1980 in the Presidential Management Intern Program. She began working with the General Services Administration in San Francisco through the program and stayed with GSA until 1984 when she came to NRC.

"I had one child and plans for another, and I just wasn't willing to put up with the commute into San Francisco, which is hard when you have a family," she says. She says that she realized when she left GSA for a smaller office that her career opportunities would be more limited.

"I recognized that for someone with an administrative background, there's really only one career path in a small Region," she says. "I had to accept the fact that promotions would be fewer and farther between."

Terry has a good perspective on her efforts as FWP Coordinator. She doesn't expect to change the world, but, as she says, "If a program doesn't do more than get you to change one habit, it's a success." She says her aims are consciousness-raising and helping people to be happier in their careers, because, "unhappy people don't get things done."

Terry is married to Doug Schuster, a Safeguards inspector in the Region, whom she met after her move to NRC. She has two sons and finds herself with one more demanding role, "soccer mom."

## Dyle Acker Sees Career Enhancement at NRC

Dyle Acker spent twenty years working for the Navy at the Mare Island Naval Shipyard before he joined the NRC as an inspector in Region V about a two years ago.

"In some ways the work is similar, and in others it's quite a change," he says, "but I find I like it a lot."

"The work at NRC is not so heavily regulated as the Navy work," and, he says, he sees a lot of opportunity for career enhancement at NRC.

An electrical engineer, at Mare Island, he worked primarily in the control and instrumentation area of the repair and maintenance of the Navy's West Coast nuclear-powered submarines.

Making the change to NRC wasn't too difficult, he says, because, "It's pretty much the same kind of equipment."

"The challenge for me was learning 10 CFR Part 50 (Title 10 of the Code of Federal Regulations, Part 50, which spells out the regulations for operating nuclear power plants). Then I had to learn how to apply the regulations, and how to deal with a problem once I found it."

There was also a challenge in learning how to deal with a variety of plants.

"In the Navy, all of the submarines of any class were the same, and you came to understand everything about that class of submarines very well," he says.

"Here, in Region V, when you go to visit the five sites we have here, you find that all the plants are different, no two are alike."

In part because of the standardization of designs, he says, the Navy has been able to develop a good data base of causes and solutions to the problems the submarines experienced. In contrast, he says, NRC has a good data base covering major items, but for smaller concerns, such as small electrical problems, "The data base just isn't there."

In the time he's been at NRC, Dyle says much of his time has been spent on team inspections, where he focuses on the electrical engineering concerns.

"We're a small Region," he says, "and there are only two of us who specialize in the electrical engineering area, so we both get involved in a lot of team inspections."

Dyle says he spends about thirty-five percent of his time travelling, and, he says, "as long as the airlines don't break down [and force schedule changes], travel's fine."

With two children — aged 11 and 13 — Dyle says he tries as much as possible to arrange his travel schedule so that he can be at home for important events in their lives.

Dyle was born and raised in Nebraska, and he moved to California in 1969.

His motivation, he freely admits, wasn't career opportunity.



DYLE ACKER

"It was the weather," he says. "I didn't want any more of those bitter cold Nebraska winters, so I decided to move to a place that had nice warm weather year round. Finding the right job came later."

(Dyle's sister also moved west and now lives in Los Angeles.)

Besides enjoying the California climate as a place to live, Dyle also takes advantage of the weather to engage in a variety of outdoor activities. He likes to back pack, he says, particularly enjoying going out into the desert, hiking with friends and exploring desert canyons.

"You have to be careful, though, and watch the weather," he warns, "because a sudden rainfall can send torrents of water raging through those canyons, wiping out everything — including hikers — in its path."

For a quieter, family vacation, Dyle favors renting a houseboat on Lake Powell in Utah for a very peaceful change of pace.

Dyle also likes to play golf, but, he says, "I played a lot more golf before I came to NRC. Travel does cut down on that sort of thing."

His work as an inspector should prove to be challenging for quite a while to come, but, Dyle says, "I'd also like to be promoted some day, and, if that means moving to Headquarters in Washington, or moving out to a site, or moving to another Region, I'll be ready."

# Busy Frieda Taylor Juggles the Duties of

Frieda Taylor is a busy lady.

Not only is she a new mother, juggling that set of responsibilities with those of her new job as a radiation specialist and radiation safety officer in Region V, she also is hard at work on her master's degree in radiological health physics.

And, to complicate her life even further, the nearest available graduate program is almost fifty miles from her job — and ninety-two miles from her home! Fortunately, she and her husband and her parents are very supportive.

For her husband, that support isn't too surprising. He, too, is in the nuclear field and knows the demands. In fact, they met on the job, as it were. He was one of her instructors in the training program she completed at the Mare Island Naval Shipyard, where she worked just after earning her undergraduate degree in health science.

And, of her parents, who handle a lot of the baby sitting chores generated by her busy schedule, she says, "They love it!"

Young Alfred Tomas, nicknamed AJ, who was born last February, is a happy, smiling baby, and whenever they can, Frieda and her husband like to take him wherever they go in their leisure time. But, these days, that leisure time is limited.

Normally Frieda leaves home by 5:30 am for the hour-and-a-half drive to work, which includes bypassing Region V to drop her son at her parents' home and the return trip. When she has a class, she faces another hour-long drive (from Region V) to San Jose State University, where she is enrolled in the radiological health physics master's program.

Frieda joined the NRC in July 1990, after five and a half years at Mare Island. She started her studies at San Jose State in the fall of 1990, trying to fit her course work in with her training to become an NRC inspector.

For the most part, she says, she makes the demands of these competing schedules gel pretty well, but on one occasion she had to take a final exam just after she came back from a two-week training course at the NRC's Technical Training Center in Chattanooga.

"Usually I juggle things with the school a little better than that," she says with a smile.

Frieda is pursuing a schedule that she hopes will lead to her master's in three years (by the spring of 1993). However, she did relax a little and only took one course spring semester 1991 — because her baby was due in March.

Frieda grew up in Oakland, California. After her graduation from Loma Linda College, when she heard that the nearby Mare Island Naval Shipyard was hiring, it seemed logical for her to apply there, even though at the time she knew very little about the nuclear field, civilian or military.

Two concerns did make her think twice about taking the job.

"I thought it was strange there were no other women around when I went in for my interview," she says, but that wasn't a real deterrent.

Then, after she was offered the job, she saw the movie *Silkwood*, which paints the nuclear industry in a bad light. "I almost turned the job down," she says.

But her parents encouraged her to take the job and see if she liked it. She very quickly began to find the job itself interesting, but she says, "Joining the nuclear industry for a woman is kind of like joining an all boys' club."

"It's hard at first. A lot of your co-workers try to intimidate you."

But, she continues, she was able to take it in stride.

She went to work at Mare Island in December 1984 as a radiological control technician, and then became a supervisor in that area. She also worked in Mare Island's equivalent of an ALARA program (maintaining radiation dosages "as low as reasonably achievable") for approximately one year.

Even though she was enjoying her work at Mare Island, the future didn't look too promising. Generally the shipyard was undergoing a reduction in force, so promotion opportunities were scarce.

To help those employees whose jobs were being eliminated, the shipyard held onsite job fairs, inviting employers who might be interested in hiring some of those to be let go. (Because her job wasn't really in jeopardy of being cut, Frieda says she couldn't legally go to a job fair during work hours, so she took leave to go on her own time.)

At one of those fairs, Frieda met Kathleen Hamill (Director of the Region V Division of Resource Management and Administration), who was recruiting for NRC.

Kathleen liked what she saw in Frieda and invited her to come back the next day for an interview with Frank Wenslawski, (Deputy Director, Division of Radiation Safety and Safeguards). Frieda did, and she accepted an offer from NRC within a month.

Of her job at NRC, "It's been a real growing experience," Frieda says. "The NRC is even a bigger challenge than Mare Island."

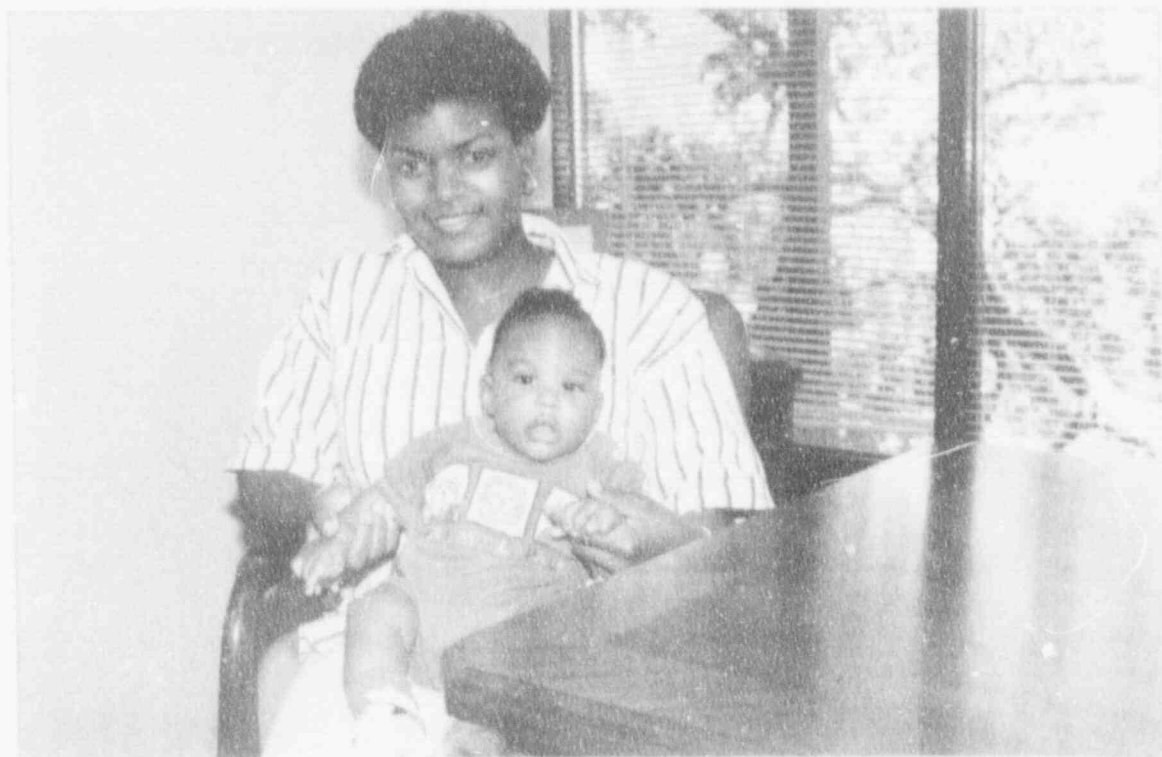
Frieda had been accepted into the master's program at San Jose State before she came to NRC, and she was delighted that her new employer was willing to help her pursue the program.

"I have a lot of years to go until I retire," she says. "Between the opportunities at NRC and my master's program, I really feel I have an excellent future."

So far, she says, management has been very flexible in her work assignments, helping to tailor them to minimize conflict with her school schedule. During the school year, while she is taking classes, she generally doesn't travel, although she does travel during the summer and semester breaks.



## Job, Grad School, and Motherhood



FRIEDA  
TAYLOR  
AND AJ

The Agency is paying her tuition at San Jose State, although she has to pay for her own books. In return, she has to repay the Agency in time once she has earned her degree (in general, agreeing to work two years for every year of schooling the Agency sponsors).

Originally Frieda wasn't looking for a master's program, but rather for a way to become board-certified as a health physicist.

"I called the Health Physics Society to find out the requirements for certification," she says. "When I looked at the material they sent, I determined I needed more concentrated study. After further discussion, I discovered that there were master's programs in the field of health physics. I received a list of schools that had such programs, and, to make a long story short, I'm now attending San Jose State."

As typical of her schedule, last fall Frieda took classes one evening a week, had an eight-hour seminar on two consecutive Saturdays, and started work on her thesis project at Lawrence Livermore Laboratory.

Before AJ was born, Frieda says she and her husband had a lot of fun travelling, including trips to the Bahamas, visits to Lake Tahoe, and a four-day Mexican honeymoon cruise, as well as frequent visits with friends and family in Akron, Ohio, Detroit, Michigan, Chicago, Illinois, and Los Angeles and San Diego.

They still like to travel, and while they take AJ most places, sometimes they leave him at home, like when they didn't take him along when they went to a winery for a concert and wine

tasting. But, even though AJ tends to get a little restless in church, he always attends church services with Frieda and her husband.

Frieda says, "Although I have a very demanding schedule, I don't like being bored and unchallenged. And, if I don't get my master's now, I don't think I'll have the energy to do this later. Sometimes I think I must be a little crazy, but prayer and my family — which includes a very supportive, understanding, loving, and tolerant husband — and staying focused on my ultimate goals, regardless of obstacles, keep me striving forward."

Frieda's schedule at NRC has moved at a rapid pace from the very start — so much so that she had to be sworn in on a Sunday before starting official travel for the agency.

"I was sworn in by Greg Yuhas (Chief, Reactor Radiological Protection Branch) at the original California State Capitol Building in Benicia," she says (making her the first Federal employee ever to have this unique and memorable experience.)

Frieda says that the training she has had with NRC to date, although extremely intense, has been beneficial. In addition, she says, it has given her the opportunity to interact with other inspectors from other Regions.

She admits that her life isn't easy, but, Frieda says, it does have some hidden benefits.

Besides enjoying her job and being pleased that she's furthering her education, she says, "I'm being forced to become organized, more efficient, and intimately familiar with time management."

## Lew Miller – a Man on the Move, Literally

*"I've moved all my life, and I'll probably move again ...."*

If there's a single word to describe Lew Miller, it's probably "mobility."

"I've moved all my life," he says, "And even though California is home, I'll probably move again."

"Until my last move (to the Region V office in 1983), I've never lived anywhere more than three years."

"The problem is that it takes you about three years of living somewhere to learn the good places, and it takes about five years to really have it all sorted out. Then, when you move, you have to start all over again."

Lew, who is the Operator Licensing Section Chief, has been moving for quite a while. In fact, he says, after an academic career that included getting an undergraduate degree from the Massachusetts Institute of Technology, and studying astronomy at Cal Tech and nuclear engineering at Berkeley, "I joined the Navy (as a nuclear submarine officer) to see the world."

Then, when he left the Navy in 1978, he joined NRC. While that hasn't necessarily shown him the world, he has seen a lot of Region V from a number of different perspectives.

His first year and a half at NRC were spent as a Region-based inspector in Region V. In those early years at NRC, he says, he also had the memorable opportunity to stand inspection watches at Three Mile Island for three weeks after the accident there.

In his next assignment, he was a Resident Inspector at SONGS, the San Onofre Nuclear Generating Station, on the California coast, just north of San Diego.

It was an exciting time at that facility, he comments wryly.

"One day the safety injection system was called on — but it didn't work," he says. "That was before you had to functionally test emergency safety features. Fortunately, in this transient, the SIS wasn't needed to cool the reactor."

"Then there were problems with the steam generator tubes."

"It was a time when there was a lot to do at that site."

Things became somewhat calmer, although perhaps even more challenging, when he and Bob Pate (now the Chief of the Nuclear Material Safety and Safeguards Branch) were moved back to the Region V Office as the Region's first and second operator licensing examiners.

"The whole process was being regionalized at that time, and we

set up the Operator Licensing Section," he says. "Things have changed a lot since then."

"Years ago operator licensing was kind of done out of the hip pocket of the examiner."

"Topics were defined, but the examiners could pick the questions."

"We were just starting to talk about basing our exams on skills."

"Eventually, thanks to the efforts of a lot of people, what an operator *needs* to know was cataloged, and the exams today try to really test them on those things."

"Today we are placing greater emphasis on ensuring that the operator knows the emergency operating procedures for the facility. The concept of the emergency operating procedures as we know them today was one of the lessons that came out of TMI, but it took a while for licensees to refine their procedures."

"Only fairly recently has the NRC gotten serious about expecting operators to know them well."

"We've also changed the way a licensed operator has to requalify. The initial effort on requalification was pretty much a duplicate of the initial examination process."

"Among others, the industry felt the process wasn't appropriate, so some efforts were made to change that. That started in about 1984."

"By 1987, we started getting into some pilot programs, and by the end of 1988, we finally got our programs into their present form."

However, Lew didn't stay put in the Operator Licensing Section.

After his first assignment there, in 1984 he moved on to become the Projects Section Chief for the Palo Verde and Rancho Seco plants, both of which presented challenges.

For the first few years in the job, much of its focus was on the initial licensing of Palo Verde Units 1 and 2.

During his time as Projects Section Chief, Rancho Seco had a major operating event (overcooling) that led to a long-term shutdown of the plant.

"After a year of balancing various jobs from the Regional office, I went full time on Ranch Seco for two years," he says.

"There was a lot involved, but the problems got taken care of, SMUD (the Sacramento Municipal Utility District) got a good

LEW  
MILLER



management team in place, and Rancho Seco was finally running well.

"Then there was the referendum, and, in a close election, the public voted to shut down the plant permanently.

"It was kind of sad."

Rancho Seco was shut down two years ago, the week after Lew took over his present job as Operator Licensing Section Chief. The Section includes five examiners and one licensing assistant.

Of working in Region V, Lew says, "It's true that we have fewer reactors and fewer sites, but usually we make more than our share of meetings, even though our travel requirements can be tough.

"Most of the power reactors in the Region are at least a half-day trip away from the Regional Office," he says.

"Typically it takes about six hours to get from the Regional Office to a site, and lots of the time, because of location, it's just as fast to drive as it is to fly.

"Because we have fewer people and a large geographic area, the materials inspectors really have to plan their route when they go out on inspections, just like Fuller Brush men.

"Otherwise, they'd end up wasting a lot of time.

"But what really hurts us on travel is the out-of-Region trips.

"Because of the distance and the time difference, for an East Coast meeting that starts at one in the afternoon, we have to leave the day before."

Some of the time when Lew flies to a job site, he uses his own plane, one that he built a few years back.

"It took me four years to get it finished," he says.

Unfortunately, during the time he was building the plane, he was transferred from San Onofre to Walnut Creek.

"So I had to move an unfinished plane..." he says. "That was kind of tricky." (A flatbed trailer eventually did the job.)

The plane is an all-fiberglass plane that can carry two people at 180 miles an hour over 1200 miles nonstop. It was built from plans supplied by Burt Rutan, who designed the long-winged blue Voyager aircraft many have seen hanging in the south entrance of the National Air and Space Museum.

Lew also uses his plane on vacation trips, going as far afield as Wisconsin and Missouri.

(Actually on the latter trip, Florida had been his original destination, but plane troubles in Missouri curtailed the trip.)

In all, even though he says he expects he'll move again some day, Lew says he finds California an interesting place to live.

"Because of its size and the way it stretches along the coast, California is a different kind of state" he says. "The northern and the southern parts of the state are very different from one another, and if you get out of the cities and into the country, you find big differences there, too.

"Northern California is a good place to live. Housing costs can be extreme, but the climate is great."

## Two Dedicated Californians

### Tom Meadows Says He's Married to "a California Girl"



TOM  
MEADOWS

Move to Headquarters?

Oh, that's a question that's been posed often enough to Tom Meadows, an operator license examiner in Region V.

And, so far, he's always said "no."

"I think they've decided to stop asking me to move back to the East Coast," he says.

"I always have the same answer. I tell them, 'If you can convince my wife....'"

It's not that Tom doesn't have ties to the East Coast. He was born in North Carolina, grew up on the East Coast, and attended the Citadel, in Charleston, South Carolina. His father owns a farm on the DelMarVa Peninsula.

"But I'm married to a California girl," he says.

"In many ways, living in the Washington area might seem to be similar to living in California, but if you're married to a California girl ... you live in California."

Tom was in the Naval Reserve Officer Training Corps program at the Citadel, and after graduation, he entered the Navy's nuclear power program — but only after going through one of those famous, or infamous, interviews with the father of the Navy's nuclear program, Admiral Hyman Rickover.

At one point in the interview, Tom recalls, the Admiral "threw me out of his office. I was a physics major, and he asked me to name five outstanding American physicists. I couldn't. The only physicists who came to mind weren't Americans, so he threw me out."

Eventually he was allowed back in to finish the interview and subsequently spent six years in the Navy's nuclear program.

After he left the Navy in 1982, he went to work for General Electric out of an office near the Dresden plant in Illinois for four years.

Then, in 1986, he says, "My wife finally got me to come West."

That year he joined the NRC as an operator license examiner, a job he considers vitally important.

"The job's a challenge," he says. "I've really enjoyed it."

"Examiners go one-on-one with the potential reactor operator. Examiners are the ones who make the initial evaluation if the applicant will become an operator.

"That's important. The recommendations we [examiners] make are important.

Continued on Page 48

## D. C. Native Ed Frigillana Now Calls Walnut Creek "Home"



ED  
FRIGILLANA

Washington, D. C. area is his birthplace, but Ed Frigillana says the Walnut Creek area is now his "home."

He transferred there from Headquarters in 1983, and, he says, "I enjoy living here. It is a cosmopolitan metropolitan area that allows me to pursue so many different interests."

"City growth here has been slower than it's been in some other places. Here, the people seem to be more conservative as far as growth is concerned. They take it slowly. They want to make sure growth is compatible with planning. They also demand the best in education and social amenities."

In addition to liking the area, Ed says he finds his job as Chief of the Resource Management Branch very challenging.

In general, he says, jobs in Region V are more demanding and interesting than elsewhere because of the smaller staff size.

"Here we are responsible for many different things, and when we work on a project, we do hands-on work from start to finish. You can see it all the way through."

In contrast, he says, "At Headquarters you generally have only a part of a project."

One of his major responsibilities is development of the Region V budget, which gives him an opportunity to work closely with the technical offices and individual branches.

"You get to see all the program activities," he says. "Each one is different from the rest, and you can view the bigger picture, almost like a controller would in a larger organization."

Ed's branch also handles contracts, travel, accounting, requests received under the Freedom of Information Act, management information reports, and data processing, including microcomputers. A very significant new project for him is the Region V LAN (local area network).

Getting all the LAN equipment in place in each office has been a major chore in itself, and Ed says he and his staff are looking forward to the day it will be totally operational.

The LAN has Word Perfect as its word processing program, replacing the 5520 system, and it has Word Perfect Office, with E-mail, Scheduler, etc.

"Part of the challenge is to be sure that we implement the LAN in a way that makes it an asset to its users, so it provides a tool to make everyone more efficient," he says.

"To do that, we have to include the customized features each office needs and then retrain the staff to meet the changes."

"We have to make sure that we constantly challenge ourselves by asking, 'How do I use this device to make my job easier?'"

Continued on Page 49

## Howard Wong Found Move to West "Exciting"



HOWARD  
WONG

"I enjoy living in the San Francisco Bay area," says Howard Wong, Reactor Projects Section Chief, who supervises the Resident Inspectors at Palo Verde and Rancho Seco and a project inspector, "but I do miss the seasons.

"However, I *don't* miss the traffic jams, the pressures, and the anxieties of life in Washington."

Mr. Wong moved to Region V last year, after spending most of his first twelve years with the NRC at Headquarters, and he has found the change exciting from a personal and a professional point of view.

He is originally from the Los Angeles area and his wife, who was born in Hong Kong, went to college in San Francisco, so moving to California was like going home.

And, they enjoy the climate, and the fact that their two young children, aged four and one, can play outside year round.

"I find the climate makes a real difference in attitudes," he says. "People here are less on edge."

Professionally, he has found that the Region presents new and exciting challenges.

"The biggest difference I find working in the Region is that you are dealing with day-to-day issues, and you have to deal with things as they come up.

"At Headquarters issues take longer to develop and to be

resolved, and you don't have the sense of immediacy you do in the Region.

"At Headquarters issues don't have the same sense of urgency they do in the Region.

"At Headquarters you get an overview of an issue. In a Region you get a detailed, close-up view."

Mr. Wong has been with NRC since 1977, shortly after his graduation from the University of California at Los Angeles with a master's degree in structural engineering.

He started as an intern at Headquarters, in the former Office of Inspection and Enforcement, which included a six-month rotational assignment in Region I. That gave him the opportunity to see the inspection side of NRC first hand.

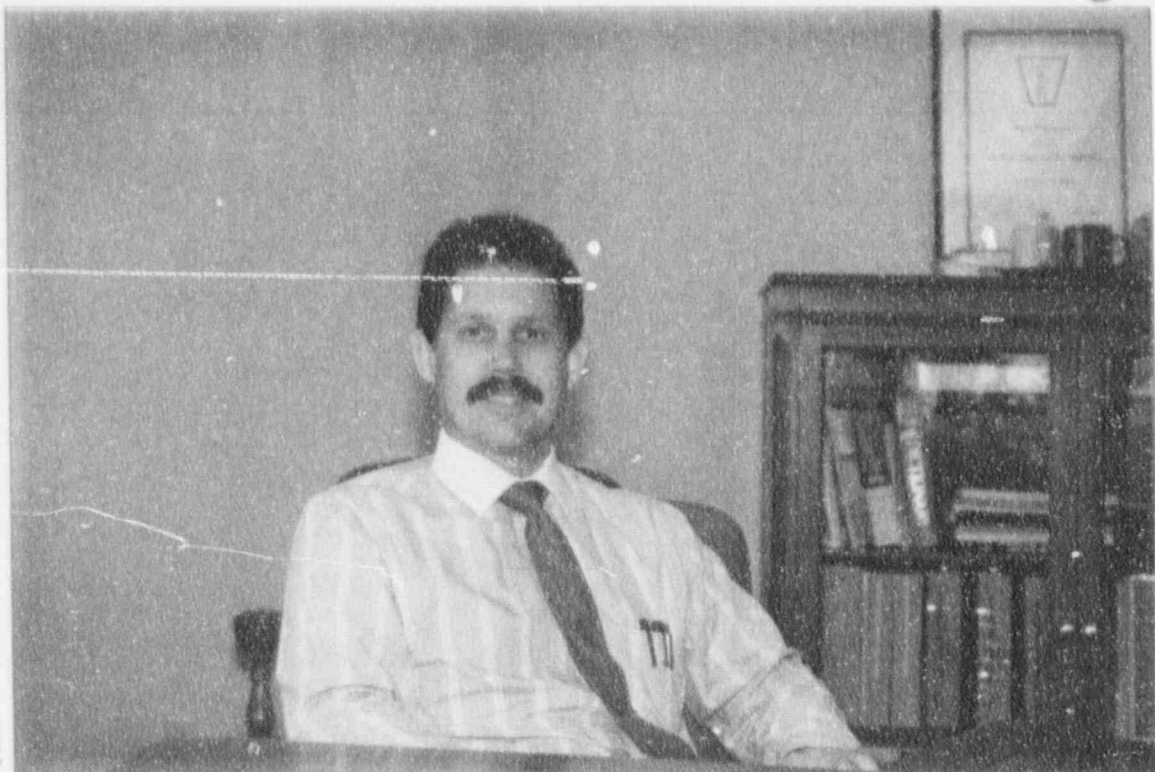
After his tour in Region I, he went back to I&E, and, during what he describes as the "construction heyday of the industry," led and participated in a number of construction team appraisal inspections.

After the reorganization of NRC and the elimination of I&E, he moved to the Office of Enforcement to eventually become the Deputy to Office Director Jim Lieberman. He moved to Region V in November 1989.

"I think that one of the things that's good about NRC is the

Continued on Page 48

## Jim Reese Found Move to NRC "Amazing"



JIM  
REESE

"I moved from utility to utility and I didn't find much of a difference, but the change when I came to NRC was just amazing."

That's how Jim Reese, the Chief of the Safeguards, Emergency Preparedness, and Nonpower Reactors Branch, describes his reaction when he started to work for the NRC New Year's Eve 1990.

Jim was already a nuclear industry veteran when he came to the NRC. A graduate of Virginia Tech, he had worked first at the Surry plant, spent several years working at Three Mile Island, and had been at the Rancho Seco plant in Sacramento for nine years.

His decision to come to the NRC stemmed from a combination of circumstances. First of all, he says, he had always wanted to work for the NRC. Operations at the Rancho Seco plant have been shut down, the result of a vote by the population in that area, and jobs there are being phased out. And, his wife, a Californian with family in the area, didn't want to relocate to another part of the country.

"So when the NRC position opened up, it was a great opportunity," he says.

He just wasn't prepared for the change.

"I'm doing the same type of work that I was doing at Rancho Seco, but it's so different," he says.

"At a utility you are looking at one program, and you have a whole

plant staff working with you.

"Now at NRC we are looking at five programs — one at each of the operating plants in the Region — and they are all a little different.

"You also have to know so much more about the regulations. I thought I knew the regulations when I was at SMUD (the Sacramento Municipal Utility District that operated Rancho Seco), but I found out I had so much more to learn.

"For one thing, at the NRC the emphasis is not on implementation of systems or programs but determining if they are being implemented to protect the health and safety of the public.

"You can't really prepare for the changes in attitude.

"I really thought it wouldn't be that much of a change, but it was."

And, he continues, "Not having any prior experience in government has made it even more of a challenge.

"But my co-workers have been very helpful."

"I was truly amazed," he says, "at the level of concern of the people at NRC. I was also amazed at the attention paid to detail, and I had to learn what can be in an inspection report and what can't.

Continued on Page 49

## Howard Wong

Continued from Page 46

opportunity to make career moves," he says.

"There are always positions open, and they represent opportunities."

Even though he has been in Region V for more than a year and a half, Mr. Wong says, "I'm still learning the job, finding ways to do it better, and more efficiently."

"My goal is to get firmly settled in in my position, do the best I can, and then see what career opportunities are available."

"Since I've been here, I've seen that we have to deal with the routine business, as well as with the unexpected."

"There are very interesting day-to-day challenges."

"Overall there are different challenges than you have at Headquarters. It's exciting and challenging at the same time."

"There are so many issues. It's technically very challenging."

"You always try to do your best, and then you always look back to see if there's a better way or a better decision or conclusion."

As part of his effort to get to know the Resident Inspection program, Mr. Wong last summer spent two weeks filling in for the vacationing Senior Resident Inspector at the Palo Verde site.

That gave him a chance to know the site and to get some additional operations experience.

Palo Verde is a large plant, the largest in the free world. The three-unit plant looms up in the middle of the desert, about an hour's drive west of Phoenix. The NRC has three Resident Inspectors assigned there, as well as a part-time Office Assistant.

Mr. Wong describes the job of the Resident Inspectors as a difficult one.

"When you're an inspector, you're on the line," he says. "You have broad guidelines to follow, but you make the first recommendation or conclusions on a number of issues. And, to a degree, the depth you get into issues is your choice."

"When we do find weaknesses, we continue to probe deeply to assure ourselves we've found the full extent of the problem."

"That's not easy."

"There is so much going on at a plant, particularly one as large as Palo Verde. In the work of a Resident Inspector, there's a judgment factor that comes with experience."

"That's why we have Senior Resident Inspectors, who help the newer Resident Inspectors benefit from their experience."

There are Residents assigned to the five operating nuclear power plant sites in Region V.

"Until recently there also was a Resident Inspector assigned to Rancho Seco, which has been shut down permanently by the utility district that owns it. That inspector is in the process of relocating to the Regional Office."

"There had been some talk of the restart of Rancho Seco, but each week that goes by, that gets harder and harder, and the people who want restart have to keep asking if it's going to be economically feasible to do so."

The Wongs live just south of Walnut Creek, enjoying living in the suburbs, with the city of San Francisco within a short drive.

Since their move to California, their second child has been born and his wife has decided to stay home for a few years to raise the children.

"She finds she enjoys being home with them," he says.

"As she is trained as a Montessori pre-school teacher, we find that the benefits of having her home outweigh the small net economic differences that result (once the expenses of her working, such as child care are paid)."

"We both feel it is a reasonable sacrifice to make while the kids are young."

Mr. Wong says he firmly believes that "NRC is different from any other Federal agency."

"NRC has a higher caliber of people, people who are a step higher in professionalism, who have a willingness to do conscientious work."

"Some other agencies may give outsiders a negative perspective of the Federal workforce, but that's not true of the NRC."

"NRC is an exciting place to work. If I didn't find it exciting, I wouldn't have stayed with NRC as long as I have."

## Tom Meadows

Continued from Page 44

"Our jobs are some of the most important jobs in the NRC."

When he and his family moved to California five years ago, Tom says he became "an adopted Californian."

He and his wife have three sons, and, Tom says, they all look like real Californians, with typical California blond hair, healthy, and full of life.

"We're really happy here," he says.



## Ed Frigillana

Continued from Page 45

"Since I've been with the NRC we've gone from mag cards, to the 5520, with a few steps in between, and now the LAN. We've come a long way."

Ed's first job with the NRC was, in fact, working as a typist with the old CRESS (word-processing) unit while he was in college.

That was in October 1973, just after he left the military where he had been assigned to a special forces unit on Okinawa.

From the military, he went to the University of Maryland where he earned a bachelor of science degree in business administration in 1975 and a master's of business administration degree in 1978.

He then worked in the former Office of Inspection and Enforcement as a budget analyst, as part of the NRC intern program.

Three years later, he moved to the Federal Energy Regulatory Commission. He was the Assistant to the Secretary, in the Office of the Secretary, a job he describes as "very exciting and very enlightening. It taught me the inner workings of our government."

In September 1981, Ed returned to NRC, this time as a management analyst working for Dick Vollmer in the Office of Nuclear Reactor Regulation.

In October 1983, he moved to Region V as a budget analyst. He later became Acting Chief of the Resources Management Branch and advanced to his present position in 1984.

Outside of the office, in the fall his major interest is football. A former college player for Frostburg State College in Maryland, he has assisted Dean Kunihiro (also of Region V) coach the Loe Lomas High School freshman football team.

That occupies much of his free time from July through October. The rest of the year, he spends his free time golfing, skiing, or bowling with his wife and children.

Last spring, he started to develop a totally new hobby, oil painting, and he and his wife took painting classes together.

For now, he says, "The job provides challenge and I enjoy it."

For the future, he says, when he first started college at Frostburg, he majored in history and political science with an idea of teaching. Now he uses his teaching skills in his work at NRC as well as on the football field, and he says, "Some day I might like to become a college instructor."

## Jim Reese

Continued from Page 47

"I was surprised too, for instance, at the detailed background work that is done before the NRC issues a notice of violation.

"I was surprised that the NRC does so much.

"But I think it's paid off in the safely operating plants the country has today."

Mr. Reese says he also was surprised at some of the pressures and cautions of his job at NRC compared to that at a utility.

"There is a lot more political pressure," he says, and, "You have to be very careful how you interact with the licensees.

"I'm very cautious when I talk to them."

In many ways, he says, "This job has been pretty much like starting over. I had moved from utility to utility with no real change, but this is so different. And, I love the job here."

The responsibilities of his branch include inspections and the operation of the Region's Incident Response Center. The staff includes six inspectors as well as the Emergency Response Coordinator and himself.

"We do a lot of different things," he says. "It's certainly hard to get bored around here."

Mr. Reese is originally from Richmond, Virginia, and his decision to move West originally was an economic one.

"I was working at TMI and heard that SMUD was looking for a health physicist," he says.

The salary offered represented a big pay raise, so he applied for and got the job. Then, once he was living in California, he married a Californian, and, for now, California is home, although he doesn't rule out the eventual possibility of a move to Headquarters.

He and his family still live in Sacramento, and he commutes to Walnut Creek daily with Emilio Garcia, the head of the Region's Emergency Response Center.

They eventually plan to move near Walnut Creek, but the economics of housing is a deterrent for now.

"Housing around here is about twice as expensive as it is in Sacramento," he says. He adds that even in the general Walnut Creek area, prices vary tremendously, depending on the specific area. "We'd love to live right on the coast," he says, "but houses there are out of sight as far as price is concerned."

Mr. Reese's wife is a travel agent, specializing in meeting planning for corporations.

One of the benefits of her working as a travel agent, he says, is that she is offered a lot of perks in the form of low cost travel.

Unfortunately, for now, with two young sons and one son in high school, they're not in much of a position to take advantage of them, but travel is something that's definitely on their agenda for the future.

## Employees in Region V Celebrate the



REGION V EMPLOYEES AND THEIR GUESTS paid tribute to retiring Al Johnson and celebrated the holiday season in a gathering decorated during a week at a restaurant near Lee, Iowa. The Region V Walnut Creek office.

The photo at the top of the page shows a portion of the crowd, which included a number of the Kasibart he partners, who were at the Regional Office for part of their regular meeting.

Chatting in the photo at the left are Al Johnson, Retiree, and Gene Miller, Clerk.

# Holidays, a Retirement in Fine Style



GUEST OF HONOR AL JOHNSON AND HIS WIFE, ELLEN, are shown seated at the head table in the photo at the top right. In the photo above are, from the left, Evelyn Paisley, Joan Zollicoffer (now, with the recent retirement of Ida Alexander, the Region V employee with the longest tenure at AEC/NRC), Rosemary Cosso, and Judy Keast. To the right are, facing the camera, Michael Blume, Rob Barr, and Paul Narbut. Below are Maurine Smith and Joann Hooker, while below right are retiree Jesse Crews and Greg Cook.



## Region V Presents Awards at Recent Ceremony

Regional Administrator Jack Martin presented awards to a number of Region V employees in a recent ceremony at the Region V Office in Walnut Creek, California. Pictured below, with Mr. Martin, are some of the recipients. They are, from left to right, top row, David Corporandy and Gene Moller-Duck; middle row, Maurine Smith and Dean Kunihiro; and bottom row, Dot Riley and Joan Zollicoffer.

