

ORIGINAL

UNITED STATES OF AMERICA NUCLEAR REGULATORY COMMISSION

In the matter of:

TEXAS UTILITIES ELECTRIC
COMPANY, et al

(Comanche Peak Steam Electric
station, Units 1 & 2)

Docket No. 50-445-2
50-446-2

Deposition of: Debra Lea Anderson

Location: Glen Rose, Texas

Pages: 73,000 - 73,042

Date: Tuesday, July 31, 1984

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1 UNITED STATES OF AMERICA
2 NUCLEAR REGULATORY COMMISSION

3 BEFORE THE ATOMIC SAFETY & LICENSING BOARD
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6 In the matter of: :
7 :
8 TEXAS UTILITIES ELECTRIC :
9 COMPANY, et al. : Docket Nos. 50-445-2
 : 50-446-2
10 (Comanche Peak Steam Electric :
11 Station, Units 1 and 2) :
12 -----x

13 Room No. 38
14 Glen Rose Motor Inn
15 Glen Rose, Texas

16 July 31, 1984

17 Deposition of: DEBRA LEA ANDERSON
18 called by examination by counsel for the Applicants,
19 taken before Margaret Schneider, Court Reporter,
20 beginning at 10:15 a.m., pursuant to agreement.
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22
23
24
25

APPEARANCES:

For the Applicants, Texas Utilities Electric
Company, et al:

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I N D E X

| <u>DEPONENT</u> | <u>DIRECT</u> | <u>CROSS</u> | <u>REDIRECT</u> | <u>RECROSS</u> |
|--------------------|---------------|------------------|------------------|----------------------------|
| Debra Lea Anderson | 73,003 | 73,008 73,016 | 73,021 73,041 | 73,022 73,039 73,041 |

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E X H I B I T S

| <u>NUMBER</u> | <u>FOR IDENTIFICATION</u> |
|------------------------|---------------------------|
| Anderson Exhibit No. 1 | 73,022 |

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P R O C E E D I N G S

10:15 a.m.

Whereupon,

DEBRA LEA ANDERSON

the Deponent herein, having first been duly sworn, was examined and testified as follows:

DIRECT EXAMINATION

BY MR. BELTER:

Q. Would you state your name?

A. Debra Lea Anderson.

Q. And by whom are you currently employed?

A. Texas Utilities Generating Company.

Q. In what capacity?

A. Supervisor, QA audits.

Q. Ms. Anderson, have you read the August 1983 report prepared internally by TUGCO entitled "Report on Allegations of Cover-Up and Intimidation by TUGCO, Dallas Quality Assurance"?

A. Yes, I have.

Q. And were you a witness to any of the events discussed in the second part of that report involving an allegation of intimidation?

A. Yes, I was.

Q. Would you tell us, please, in your own words what you witnessed?

1 A. Okay. I was on site on a Friday and had
2 walked out of the auditors' office going down the hall past
3 Mr. Tolson's office.

4 Q. Excuse me. What building was this in?

5 A. The Construction Administration building.

6 Q. All right. What happened?

7 A. I passed Mr. Tolson and Brandt. They were
8 going the opposite direction, and I stopped at another
9 individual's office to talk. I had been there for just a
10 few moments, and one of my auditors came and stated that he
11 felt that I should come back down to the office.

12 I turned around immediately and went with him.
13 We have two offices there, a conference room and a larger
14 office. I went through the larger office into the conference
15 room.

16 Q. These are -- excuse me. These are what
17 offices, the auditors' office?

18 A. Right, the auditors' office that we work out
19 of. As I went in the small conference room, there were
20 several individuals in there -- Mr. Tolson, Mr. Brandt, Mr.
21 Cote and Mr. Rillera. And they were having a discussion
22 over a particular finding that had been identified in the
23 audit.

24 Q. And were any of their voices raised?

25 A. At some point during the conversation,

1 Mr. Cote's voice was raised.

2 Q Was anyone else's voice raised?

3 A Not that I recall.

4 Q And what happened when you entered?

5 A Basically, they were discussing a concern
6 over a finding and how it had been identified and was being
7 resolved in the field.

8 Q In the course of this conversation, did you
9 recall hearing Mr. Tolson make the statement which is
10 indicated in the report to the effect that "someone might
11 get hurt politically or physically"?

12 A Yes, I did.

13 Q Do you recall whether this statement was
14 directed at anyone in particular?

15 A I don't recall.

16 Q What happened after he made this statement?

17 A We had a few more moments of conversation
18 and then he and Mr. Brandt left the room.

19 Q Did you consider Mr. Tolson's conduct to be
20 inappropriate?

21 A Yes, I did.

22 Q In what respects?

23 A The fact that he was discussing how the
24 audit team was conducting itself directly with the auditors.
25 He should have come through me, as their supervisor.

1 Q Did you consider his language to be
2 inappropriate?

3 A I thought that it was an exaggeration.

4 Q In what respect was it an exaggeration?

5 A Basically, anytime that you're in a QA/QC
6 position wherein you're making a judgment on someone's work,
7 there is always an inherent tension involved.

8 I felt Mr. Tolson was overstating a point
9 trying to make a point with his statement on physical threat.

10 Q How did you interpret his statement on
11 getting politically hurt?

12 A I didn't interpret it any way. I didn't know
13 what he meant.

14 Q What occurred after Mr. Tolson and Mr. Brandt
15 left?

16 A I met with the individuals that had been in
17 the room to find out what had occurred prior to my coming
18 into the room, and then we went to lunch.

19 Q What was your primary concern regarding Mr.
20 Tolson's conduct?

21 A The fact that he had gone directly to the
22 auditors, that he was -- it was inappropriate, and he should
23 have come and talked with me. And I would have discussed it
24 with him and we would have handled it in a proper way.

25 Q Did you have occasion to relay that concern

1 to Mr. Tolson?

2 A. Yes. I certainly did.

3 Q. And when was that?

4 A. It was on the following Monday. I attempted
5 to talk with him that afternoon but he was tied up in
6 meetings all afternoon. So the first thing Monday office,
7 he was in the Dallas office and I sat down with him and my
8 supervisor and expressed to him my concern on the fact that
9 he had gone straight to them.

10 Q. What was his response to that expression of
11 concern?

12 A. He acknowledged it and basically agreed
13 that in the future he would come through us.

14 MR. BELTER: That's all I have.

15 MS. GARDE: That was short.

16 MR. BACHMANN: The Staff will re-exercise its
17 prerogative to go last.

18 MS. GARDE: Could I have just a minute or
19 two off the record?

20 MR. BACHMANN: Off the record.

21 (Whereupon, a short break was taken.)

22 MR. BACHMANN: On the record, please.

23 //

24 //

25 //

CROSS-EXAMINATION

1
2 BY MS. GARDE:

3 Q Okay. Ms. Anderson, I have just a few
4 questions, depending on your answers. And the first several
5 questions deal with the report, itself. And I believe the
6 name of the report that you identified that you're familiar
7 with was a report on allegations of cover-up and intima-
8 tion by TUGCO, Dallas quality assurance, is that correct?

9 A Yes.

10 Q And you have read that report in its entirety.

11 A Yes.

12 Q Have you read it recently?

13 A Yes.

14 Q When was the last time you read it?

15 A This morning.

16 Q Were you involved in the writing of the
17 report?

18 A No.

19 Q Were you involved in the editing of the
20 report?

21 A No.

22 Q Were you interviewed during the writing of
23 the report?

24 A Yes.

25 Q And were you interviewed by Mr. Keeley?

1 A. Yes.

2 Q. Was the interview by Mr. Keeley conducted
3 with you alone, or were either Mr. Kahler or Mr. Spangler
4 there?

5 A. I believe Mr. Spangler was there.

6 Q. In regards to the incident which you
7 described with Mr. Tolson, you indicated that the voice of
8 Mr. Cote --

9 A. Cote.

10 Q. -- was raised at times. He's the only person
11 who you heard raise -- with a raised voice?

12 A. As I recall.

13 Q. How would you describe Mr. Tolson's -- I
14 can't think of the -- attitude during the meaning? That's
15 not really the word I'm looking for but I can't think of a
16 word.

17 MR. BELTER: I'm not trying to give you a
18 hard time, but I'm not sure I understand what "attitude"
19 means either.

20 MR. BACHMANN: Reaction?

21 MR. BELTER: Reaction.

22 MS. GARDE: Reaction. Thank you, gentlemen.

23 A. I'm not sure what you mean by "reaction."

24 Q. Okay. Well I'm trying to understand the
25 dynamics of the meeting as you found it. You've indicated

1 that just Mr. Cote's voice was raised. Would you describe
2 the situation itself as tense?

3 A. Slightly tense, uh-huh.

4 Q. How many other people were in the room
5 besides Mr. Cote and Mr. Tolson and Mr. Brandt?

6 A. Mr. Rillera and myself, as I remember.

7 Q. And that was all?

8 A. I think so.

9 Q. Uh-huh. And did you hear Mr. Rillera say
10 anything?

11 A. Yes. He and Mr. Tolson were discussing the
12 item in question.

13 Q. Now I did not conduct the deposition of Mr.
14 Keeley and Mr. Spangler or Mr. Kahler, so I'm not as familiar
15 with this report as either you or Mr. Belter.

16 MR. BELTER: I didn't conduct it either.

17 MS. GARDE: Okay.

18 MR. BACHMANN: Neither did I.

19 BY MS. GARDE:

20 Q. Well then, is this the incident that you're
21 describing? Is this the incident where the auditors found
22 a hardware problem in the field?

23 A. They identified what they felt was a poten-
24 tial hardware problem.

25 Q. And had to -- told the craftsmen to fix it

1 or something. Is that -- I'm not trying to mischaracterize
2 the event. I'm just trying to make sure I understand what
3 they were discussing.

4 A. That was part of the communication problem.
5 They had identified what they felt was a potential problem,
6 and the craft that was there, from what I understand -- I
7 was not there.

8 Q. Uh-huh.

9 A. -- basically said, "Well, we'll fix it."

10 Q. Okay. I see. And what was Mr. Rillera saying?

11 A. Mr. --

12 MR. BELTER: Are you asking what was Mr.
13 Rillera saying that she overheard?

14 MS. GARDE: During the meeting that she over-
15 heard, yeah.

16 A. He was explaining to Mr. Tolson what had
17 occurred.

18 Q. Okay. Okay.

19 (Whereupon, Mr. Roisman entered the room.)

20 MS. GARDE: A short break. I've only got
21 about three more questions.

22 MR. BACHMANN: Off the record, please.

23 (Whereupon, a short break was taken.)

24 MR. BACHMANN: On the record, please.

25 MS. GARDE: Okay. I don't have any further

1 questions about the meeting, but I do have a question
2 regarding Mr. Cote.

3 BY MS. GARDE:

4 Q Have you ever had an opportunity to see Mr.
5 Cote's exit interview?

6 MR. BELTER: I object.

7 MS. GARDE: On what ground?

8 MR. BELTER: It's way beyond the scope of
9 direct examination. Do you want to call her as your own
10 witness sometime later this week?

11 MS. GARDE: No. I have about two more ques-
12 tions, if you'll let her ask -- answer them.

13 MR. BELTER: Let's take a break.

14 MS. GARDE: Okay.

15 (Whereupon, a short break was taken.)

16 MR. BACHMANN: Back on the record.

17 The state of the record at the time we took
18 our last break was that a question had been answered (sic) and
19 an objection stated by Mr. Belter.

20 MR. BELTER: Yes.

21 MS. GARDE: But no response to my question.

22 MR. BELTER: No, no response. Let me --

23 MS. GARDE: Well, I think it would help if
24 you would let me say what I want to say.

25 MR. BELTER: Sure.

1 MS. GARDE: I want to withdraw the question
2 and ask a different question.

3 MR. BELTER: Okay.

4 BY MS. GARDE:

5 Q Okay. Ms. Anderson, are you aware that Mr.
6 Cote filed a complaint as a result of the incident which
7 you've described?

8 MR. BELTER: A complaint with whom, where?

9 MS. GARDE: With TUGCO in the form of an exit
10 interview.

11 MR. BELTER: I'm sorry. Your question is
12 ambiguous.

13 MR. BACHMANN: I don't think so. She asked
14 if she was aware --

15 MR. BELTER: All right.

16 MS. GARDE: I want to know if she was aware.

17 MR. BELTER: That?

18 MS. GARDE: Mr. Cote filed a complaint in
19 his exit interview.

20 MR. BELTER: About?

21 MS. GARDE: About the incident that you've
22 just testified about.

23 A I'm aware of the exit interview. I don't
24 recall if that particular item was identified in there or
25 not.

1 BY MS. GARDE:

2 Q Okay. Have you seen the exit interview?

3 A Yes.

4 MS. GARDE: No comment?

5 MR. BELTER: Well, this is beyond the scope
6 of direct at this point.

7 MR. BACHMANN: Now, she -- I --

8 MR. BELTER: Do you want to take a discovery
9 deposition? I do object that it's beyond the scope, but go
10 ahead and ask your next question.

11 MR. BACHMANN: I would tend to think that the
12 fact that Ms. Anderson has testified to this incident,
13 testified to the fact of Mr. Cote's presence, there may be
14 some relevance as to --

15 MR. BELTER: I don't have a --

16 MR. BACHMANN: -- her awareness.

17 MR. BELTON: -- standing objection.

18 MR. BACHMANN: Okay.

19 MS. GARDE: Okay.

20 MR. BACHMANN: Depending, of course, upon
21 Ms. Garde's next question.

22 BY MS. GARDE:

23 Q Were you interviewed by Mr. Chapman following
24 Mr. Cote's departure in regards to the complaint that he
25 filed?

1 MR. BELTER: But it hasn't been established
2 that he filed a complaint.

3 MS. GARDE: Okay. Mr. Belter, I don't want
4 to --

5 MR. BELTER: You've stated a predicate in
6 your question that simply hasn't been established and I'm
7 not aware is true.

8 MS. GARDE: Okay.

9 MR. BELTER: But go ahead and -- if you ask
10 a question that we don't disagree with the predicate, then I
11 won't object.

12 MS. GARDE: I don't want to belabor the
13 point nor delay this witness.

14 MR. BELTER: Sure.

15 MS. GARDE: Her direct testimony was very
16 brief, and I don't feel a need to ask a great many questions.
17 I do want to establish if this witness is aware of the
18 comments that Mr. Cote made to the company through his exit
19 interview.

20 MR. BELTER: I think she's already indicated
21 she has seen --

22 MS. GARDE: All right. Yes, she has. Now
23 what I want to establish is if this witness was interviewed
24 by management, and I specifically named Mr. Chapman. And I
25 named Mr. Chapman because he's the one who responded to

1 Mr. Cote's exit interview in relation with his complaint.

2 MR. BELTER: In relation with the subject
3 matter of his exit interview?

4 MS. GARDE: Yes.

5 MR. BELTER: Fine. Now what was your ques-
6 tion?

7 MS. GARDE: I'll state it that way.

8 BY MS. GARDE:

9 Q. The subject matter of his exit interview.

10 A. Yes, I discussed the exit interview with Mr.
11 Chapman.

12 MS. GARDE: That's all the questions I have.

13 THE WITNESS: Okay.

14 MR. BACHMANN: I have just a few brief
15 questions, and they do not relate to the specific incident
16 but just in general.

17 CROSS-EXAMINATION

18 BY MR. BACHMANN:

19 Q. Do you know Mr. Gordon Purdy?

20 A. Yes.

21 Q. In your job -- I'm setting the stage. In
22 your job, would you feel relatively free to go to Mr. Purdy
23 if the supervisors that you worked for caused you problems
24 in the quality control area?

25 In other words, does -- Mr. Purdy indicated

1 that it was okay to come to him if you had problems. They
2 couldn't be resolved one or two steps up.

3 A. I'm not sure I understand.

4 Q. Okay. I'll try to make it as clear as
5 possible. I'm trying to get at the fact that, as best I
6 can remember Mr. Purdy has indicated that he had a "open-door
7 policy," that people could come to him if they had problems.
8 Were you aware --

9 MR. BELTER: But Ms. Anderson doesn't work
10 in Mr. Purdy's organization.

11 MR. BACHMANN: If so, that is -- I apologize.
12 I withdraw the question.

13 MR. BELTER: Do you want to clear this up?

14 MR. BACHMANN: I think --

15 MR. BELTER: Well, why don't you ask her,
16 "What is your relationship with Mr. Purdy, if anything?"

17 MR. BACHMANN: Thank you.

18 BY MR. BACHMANN:

19 Q. I'll accept the answer to that question.

20 A. I work for Texas Utilities and Mr. Purdy works
21 for Brown & Root.

22 Q. In previous depositions, and I'm saying this
23 more to Mr. Belter than anyone else, that we have found they
24 have what they termed a "matrix" organizational system
25 wherein who you work for is not that important as to the

1 functional parts of one's job. So I've been tripped up on
2 this more than once.

3 Would you, in the course of your job func-
4 tions, forgetting the administrative superior, be anywhere
5 in Mr. Purdy's chain of command?

6 A. No.

7 Q. Okay.

8 MR. BACHMANN: Then I withdraw that line of
9 questioning, and the Staff has no further questions.

10 MR. BELTER: Before I do redirect, I'd like
11 to take a short break.

12 MR. BACHMANN: Shall we go off the record?

13 MR. BELTER: No, no. I want to put this on
14 the record because it relates to things that have been
15 happening in a lot of depositions.

16 Billie, you've asked a question about a
17 document. Do you now or do you ever intend to offer that
18 exit interview of Mr. Cote into evidence?

19 MS. GARDE: I believe we --

20 MR. BELTER: Let me put it straight. Are
21 you going to put it in with your findings of fact and just
22 attach it and submit it to the Board?

23 MS. GARDE: Although that supposes that I
24 have understanding of what our findings are actually going
25 to include, insofar as the exit interview is one of the

1 incidents in the QA incident file, it will probably find its
2 way into the findings.

3 MR. BELTER: Let me state my position on that.
4 Obviously, anything in that exit interview is going to be
5 hearsay. If it's relevant at all, it's only relevant in
6 terms of what management's reaction to it might have been.

7 And you've got part of management's reaction
8 here by asking Ms. Anderson whether she was interviewed in
9 response to this, and she was.

10 MS. GARDE: Uh-huh.

11 MR. BELTER: And I assume that there's
12 another document that you've indicated that responds to it
13 that is attached to it.

14 MS. GARDE: Uh-huh.

15 MR. BELTER: It's my position that if you
16 intend to use documents in support of your findings of fact,
17 you have an obligation to offer them during the course of
18 the hearings. And that's my position on it.

19 And we're going to object to throwing docu-
20 ments in at a later stage that have not been identified or
21 put in during the course of the hearings.

22 MS. GARDE: Mr. Belter --

23 MR. BELTER: And I want to -- yes.

24 MS. GARDE: There has been some discussions
25 throughout the last several days with Mr. Downey regarding

1 the acceptance by Applicant of the incident file in those
2 that were not identified during a particular deposition,
3 this being one of them, being accepted by Applicant for
4 identification and introduction into the record.

5 It's not a large number of documents that
6 fall into that category because some of them, we have had
7 the author of the document in these depositions where we
8 have not -- and I don't think Mr. Chapman was asked about
9 this particular document.

10 MR. BACHMANN: I can state for the record
11 that I was present at Mr. Chapman's deposition, and he did
12 not -- he was not asked about this.

13 MS. GARDE: I didn't think so. Okay.

14 MR. BELTER: Well, this creates the problem
15 for me. I think -- well, my position is clear that I don't
16 think you're entitled to do it. But if you are going to
17 do it, I think elemental fairness dictates that you let us
18 know what documents you intend to put in before the hearing
19 is closed so we have a chance to explain or respond to
20 those.

21 MS. GARDE: I'm working with Mr. Downey on
22 that.

23 MR. BELTER: All right. As long as you
24 understand where I'm at, let me take a short break and we'll
25 be ready for redirect.

1 MS. GARDE: Do you -- off the record.

2 MR. BACHMANN: Off the record, please.

3 (Whereupon, a short break was taken.)

4 MR. BACHMANN: On the record, please.

5 MR. BELTER: Back on the record.

6 REDIRECT EXAMINATION

7 BY MR. BELTER:

8 Q Ms. Anderson, do you know where Mr. Rillera
9 is today?

10 A He has left the company and he's somewhere
11 in the midwest, I believe.

12 Q Do you know where Mr. Cote is today?

13 A He has left the company and, no, I do not.

14 Q With respect to the exit interview that you
15 read of Mr. Cote's, were Mr. Cote's statements in that
16 exit interview accurate?

17 A No, they were not.

18 Q Did you read Mr. Chapman's response to Mr.
19 Cote's exit interview?

20 A Yes, I did.

21 Q Were Mr. Chapman's statements accurate?

22 A Yes, they were.

23 MR. BELTER: That's all I have.

24 MS. GARDE: Well, that necessitates a couple
25 of questions on my part.

1 (Laughter.)

2 RECROSS-EXAMINATION

3 BY MS. GARDE:

4 Q Ms. Anderson, I'm going to show you the exit
5 interview.

6 MS. GARDE: And I think at this point it's
7 probably appropriate to mark it for identification purposes --

8 MR. BELTER: You can mark it.

9 MS. GARDE: -- for this deposition. So let
10 me first let the Reporter...

11 MR. BELTER: Let's identify what you have.
12 It's one or two --

13 MS. GARDE: Two documents. Maybe we should
14 mark them -- as one? Okay.

15 MR. BELTER: It's a five-page document, the
16 first page of which is Office Memorandum to File--Ron Cote,
17 Date September 22nd, 1983.

18 And attached to it -- that consists of two
19 pages.

20 And attached to it is a three-page Office
21 Memorandum, Date October 3, 1983, to File - Ronald (Ron)
22 Cote.

23 (The document above referred
24 was marked Anderson Exhibit
25 No. 1, a copy of which is
attached hereto.)

1 MR. EACHMANN: And that would be Anderson
2 Number 1, which I see the Reporter has already anticipated.

3 BY MS. GARDE:

4 Q Ms. Anderson, what in his exit interview is
5 inaccurate?

6 A Statements that he made --

7 Q Would you identify the paragraph?

8 A Okay. The fourth paragraph and his statements
9 about his immediate supervisor.

10 Q Okay. And would you read them more because
11 I can't read upside down.

12 A Okay. "Ron was uncomplimentary of his
13 immediate supervisor by saying that she was not really a
14 supervisor, had no management experience and was either
15 incapable or not allowed to make any decisions. He summed
16 up his remarks by saying that he wasn't surprised that Ms.
17 Anderson was not an effective supervisor, after all what can
18 you expect from a QA secretary."

19 Q Now your -- those comments are made about you,
20 aren't they?

21 A They certainly are.

22 Q Now when you say that those comments are
23 inaccurate, you're referring to the substance of what his
24 comments were, not the fact that he said that.

25 MR. BACHMANN: I intend to object to that

1 question.

2 MS. GARDE: Okay. Let me rephrase the
3 question. I agree that was a confusing question.

4 Q. Okay. I'm going to ask you a few more
5 questions on your -- on the statement that you just made.
6 Okay. Were you present during Mr. Cote's exit interview?

7 A. No, I was not.

8 Q. Did you hear him make those comments?

9 A. No, I did not.

10 Q. Did Mr. Cote ever make those comments to you
11 directly?

12 A. No, he did not.

13 Q. Okay. So you have no personal knowledge on
14 whether or not what this document says Mr. Cote said was
15 what he said.

16 A. That's true.

17 Q. Okay. Now you disagree with his complaint
18 about you, is that correct?

19 A. I disagree with his opinion, yes.

20 Q. Okay. And his opinion was, I believe, first
21 that he said that you were not really a supervisor.

22 A. Yes.

23 Q. All right. And you disagree with that.

24 A. That's true.

25 Q. Were you, in fact, a supervisor?

1 A. That's true.

2 Q. And do you understand that comment to be a
3 disagreement with the fact that you were his supervisor or
4 with the type of supervisor you were?

5 A. I don't know.

6 Q. Okay. Now his second statement is that you
7 had no management experience. Is that true?

8 A. No, it's not.

9 Q. Do you have a resume?

10 A. Yes.

11 MS. GARDE: Mr. Belter, would it be appro-
12 priate to ask if she could provide her resume?

13 MR. BELTER: I don't have it with us.

14 MS. GARDE: I understand that.

15 MR. BELTER: Why don't you ask her for her
16 background and experience, if you want to get into it a
17 little bit.

18 BY MS. GARDE:

19 Q. Could you give a brief background?

20 MR. BELTER: Why don't you -- let's relate it
21 to the subject at hand in the interview, your management
22 experience.

23 Q. Management experience.

24 A. Okay. I became a supervisor of the audit
25 group in April of '81.

1 Q Okay. Prior to that timeperiod, what was
2 your position?

3 A Quality assurance auditor.

4 Q And how long had you had that position?

5 A Since approximately mid-1979.

6 Q And prior to that, what were you doing?

7 A I was administratively involved in quality
8 assurance.

9 Q And how long were you in that position?

10 A I don't recall the exact dates.

11 Q Now when you said you were administratively
12 involved in the QA, were you performing this secretarial or
13 administrative function in this same office?

14 A Yes.

15 Q And how long were you in that position?

16 A I don't recall the exact time.

17 Q A few years or --

18 A Approximately two years.

19 Q And prior to that, what were you doing?

20 A I worked for Texas Utilities in administrative
21 functions in the nuclear area.

22 Q May I ask how old you are?

23 A 27.

24 Q Okay. His next complaint as I am reading
25 this is that you were either incapable or not allowed to make

1 any decisions. Is that accurate?

2 A. No, it's not.

3 Q. Why is that inaccurate?

4 A. Because I was capable and I made decisions.

5 Q. Do you have any idea why he made that comment?

6 A. I --

7 MR. BELTER: Are you asking for speculation?

8 MS. GARDE: I'm asking if she has any basis,
9 personal basis, as to why Mr. Cote would say that.

10 BY MS. GARDE:

11 Q. Was there ever an occasion that you can recall
12 where he asked you to make a decision and you either didn't
13 or couldn't make that decision?

14 A. I don't recall any such incident.

15 Q. Okay. The last sentence of that paragraph
16 says that you were not an effective supervisor. After all,
17 what can you expect from a QA secretary.

18 MS. GARDE: I would like the record to reflect
19 that I was also a secretary, so I'm not going to pursue that
20 particular comment except to the fact to ask you if you
21 believe the comment is inaccurate as to whether or not you
22 were an effective supervisor.

23 A. Yes, I do believe it was inaccurate.

24 Q. And why?

25 A. Because I believe I'm an effective supervisor.

1 Q. How many people do you supervise now?

2 A. I believe 11.

3 Q. Other than Mr. Cote, have you ever had any
4 of the employees that you either supervise now or have
5 supervised in the past make complaints about your super-
6 vision, if you're aware of them?

7 A. I'm sorry. Could you ask the question again?

8 Q. Okay. Have -- to the best of your personal
9 knowledge, have any of your current employees that you
10 supervise or employees that you have supervised in the past,
11 other than Mr. Cote, made a complaint about your supervision?

12 A. Not that I'm aware of.

13 Q. Have you ever been counseled by your superior
14 about being an ineffective supervisor?

15 A. No, I have not.

16 Q. Do you receive annual performance reports or
17 scheduled performance ratings?

18 A. Yes, I do.

19 Q. Are they on an annual basis?

20 A. Yes.

21 Q. What was your rating in supervision, manage-
22 ment supervision last time?

23 A. I don't recall.

24 Q. Do you recall any of your ratings in super-
25 vision, if that is a category? I don't know that it is.

1 A. They've all been at least competent.

2 Q. Is there anything else in Mr. Cote's exit
3 interview that is inaccurate?

4 MR. BACHMANN: I will have to interject an
5 objection at this point as to the form of the question. I
6 think we need only state it as relates to the incident
7 which was described on direct.

8 MR. BELTER: Well, his exit interview doesn't
9 say anything about the incident that was described on direct.

10 MS. GARDE: I think it does. I think it
11 specifically refers to it in the second paragraph.

12 MR. BELTER: And would you give us a specific
13 reference, Ms. Garde, what you contend relates to this
14 incident?

15 MS. GARDE: Well, I will read into the record
16 the whole second paragraph, but I think since we've marked
17 it for -- as an exhibit, I think -- well, the third full
18 paragraph on the exit interview.

19 MR. BACHMANN: I don't think it's necessary
20 to read it into the record.

21 MS. GARDE: All right.

22 MR. BACHMANN: My objection goes to the fact
23 that -- I've held silent until this point, but I think that
24 just looking over in general and asking for comments on the
25 exit interview is really getting very far beyond the scope

1 of direct testimony.

2 MS. GARDE: Well, Mr. Belter asked this
3 witness if Mr. Cote's exit interview was inaccurate, and she
4 said it was. I've identified the inaccuracies. There's
5 only a paragraph on the next page, which probably doesn't
6 have any inaccuracies because it just has his forwarding
7 address.

8 MR. BACHMANN: Now on that, if you are merely
9 asking her to look at any of the rest of it, I will withdraw
10 my objection at this point.

11 MS. GARDE: All right. Now --

12 MR. BELTER: Before you finish, let me make
13 clear that, of course, my questioning of her on it was
14 based upon the knowledge that Ms. Garde gave me, that this
15 document was going to be submitted to the Board in any
16 event.

17 I think the document is clearly incompetent
18 evidence in this case, and it would be unfair to just list
19 it as an incident. You don't have the witness involved,
20 and he makes no allegations of specific incidents.

21 There's nothing in here that even uses the
22 word "undue pressure, harassment or intimidation." It's
23 totally irrelevant, but I'm reluctant to let it sit there
24 knowing from Ms. Garde that it's going to come in without
25 allowing Ms. Anderson to respond, and that's why we're

1 responding.

2 MR. BACHMANN: That's correct, Mr. Belter.
3 However, as I recall your question on redirect to Ms.
4 Anderson, it was, "Is there any inaccuracies."

5 MR. BELTER: That's right. And I don't have
6 an objection to her going through it.

7 MR. BACHMANN: All right. Then I withdraw
8 my objection.

9 BY MS. GARDE:

10 Q All right. In response to Mr. Belter's
11 comments about it not being related, it is included in the
12 discovery files provided by you as incidents which deem
13 management investigation.

14 There certainly is on its face of reading
15 the exit interview comments which indicate that decisions
16 were made politically, and that there were serious manage-
17 ment problems.

18 MS. BACHMANN: Ms. Garde, could we just ask
19 the witness the question, please?

20 MS. GARDE: Fine.

21 Q During -- on Mr. Chapman's response to the
22 exit interview, I only want to ask you about one or two of
23 these things. Have you read statement number ten and the
24 response regarding whether or not you were an effective
25 supervisor?

1 A. Yes, I have.

2 Q. Okay. Is that accurate?

3 A. Can I reread it?

4 Q. Yes, please do.

5 (Pause.)

6 A. Yes, it is accurate.

7 (Pause.)

8 MR. BELTER: Are you finished?

9 MS. GARDE: No, I have two more questions.

10 THE WITNESS: Can I ask --

11 MS. GARDE: Do you want to talk to your
12 counsel?

13 THE WITNESS: Yes, please.

14 (Whereupon, a short break was taken.)

15 MS. GARDE: Back on the record.

16 BY WITNESS ANDERSON:

17 A. I'd like to look at the exit interview again,
18 as far as your question goes, if there's any other things
19 that were inaccurate. I wasn't through.

20 Q. I'm sorry, Ms. Anderson. I thought you were.
21 And then counsel got into a harangue.

22 MR. BACHMAN: Dialog, please, Ms. Garde --
23 dialog.

24 A. Do I need to read what I'm talking about here,
25 the paragraph?

1 MR. BELTER: If you can paraphrase it, just
2 give us a reference to what you think is inaccurate.

3 MS. GARDE: Yeah.

4 A. The statement that's made that an investiga-
5 tion had been performed and uncovered a number of serious
6 management problems, I believe that's an inaccurate state-
7 ment based on the investigation report that I've read.

8 Q. And that is the report that we've mentioned
9 before in this deposition.

10 A. That's correct. Also the statement he makes
11 about --

12 Q. And that's in paragraph three?

13 A. Yes. Also in paragraph three, the statement
14 he makes about TUGCO being very political in most decisions
15 with little regard to the facts. I believe that's an
16 inaccurate statement.

17 Q. And both of those comments that you've just
18 made in terms of being inaccurate are based on your personal
19 experience with the company.

20 A. That's true.

21 Q. And your personal knowledge of what's in the
22 audit report.

23 A. Yes.

24 Q. You're not disagreeing with the fact that
25 that was his opinion as stated in the exit interview.

1 Q. Is there anything else?

2 A. I --

3 MS. GARDE: Counsel, I do object to your
4 pointing out some sentences.

5 MR. BELTER: I'm reading the rest of the --

6 MS. GARDE: All right.

7 MR. BELTER: -- the exit interview.

8 A. In the second paragraph, the statement with
9 regard to "decisions that were morally and eth -- I'm sorry
10 -- morally and ethically wrong." I feel that's an inaccurate
11 statement.

12 Q. And is that based on your personal experience
13 with working with the company?

14 A. Yes.

15 Q. Is there anything else?

16 A. I don't see anything else.

17 Q. All right. Going back to --

18 MS. GARDE: Off the record.

19 (Discussion off the record.)

20 MS. BACHMANN: On the record, please.

21 BY MS. GARDE:

22 Q. All right. Looking at the last three pages
23 of Anderson 1, which has been marked for identification.
24 We were to ask a few questions about that before, so we're
25 returning now to that document. Now --

1 MR. BELTER: This is Mr. Chapman's?

2 MS. GARDE: This is Mr. Chapman's response
3 to Mr. Cote's exit interview --

4 MR. BELTER: Thank you.

5 MS. GARDE: -- in which she goes through each
6 of Mr. Cote's statements or opinions, as you've identified
7 them, and responds to them.

8 BY MS. GARDE:

9 Q Now I ask you specifically about number 10
10 which related to you individually, and I would ask, you
11 know, also look at numbers eight and nine which relate to
12 you individually.

13 Now I'd like you to read them and respond,
14 please, for the record on whether you agree that those
15 responses by Mr. Chapman are accurate.

16 MR. BACHMANN: To the best of your knowledge.

17 MS. GARDE: Thank you, counsel.

18 (Pause.)

19 A They're accurate to the best of my knowledge.

20 Q Now looking at number seven, it's the comment
21 that you identified it was inaccurate regarding TUGCO was
22 very political in most decisions with little regard for the
23 facts. Would you please read Mr. Chapman's response?

24 MR. BELTER: Don't read it out loud. Just --

25 Q No.

1 A. Okay.

2 Q. Do you agree with Mr. Chapman's analysis of
3 Mr. Cote's using the term "political"?

4 A. Yes, I do.

5 Q. Is this one of the things that you discussed
6 with Mr. Chapman, when you were talking to Mr. Chapman
7 regarding Mr. Cote's exit interview? If you recall.

8 A. I don't recall the specifics.

9 Q. Okay. An item, statement number five regard-
10 ing the definition of the audit initiated by Mr. Clements,
11 would you please read the response and tell me if you agree
12 with Mr. Chapman's characterization of the audit as an
13 investigation into allegations?

14 A. Yes, I do.

15 Q. So the audit that we've all been referring
16 to entitled "Report on Allegations of Cover-Up" was really
17 not an audit in your estimation.

18 A. Yes, that's true.

19 Q. It was an investigation?

20 A. Correct.

21 Q. Had your -- does your division -- I don't know
22 if that's the correct word to describe you and the people
23 that work for you -- conduct investigations into allegations
24 on a regular basis?

25 A. No, we don't.

1 Q Have you ever conducted any other investiga-
2 tions into allegations besides this particular audit?

3 MR. BELTER: There's no indication in the
4 record that her group conducted this investigation.

5 MS. GARDE: Okay. Let me rephrase the
6 question.

7 BY MS. GARDE:

8 Q Has your audit team -- is that the correct
9 terminology to refer to you and the auditors?

10 A Audit group.

11 Q Okay. Has your audit group ever conducted
12 investigations into allegations, as opposed to doing an
13 audit?

14 A I'm trying to recall.

15 (Pause.)

16 Can I have a few moments to think?

17 Q Uh-huh.

18 (Pause.)

19 MR. BELTER: Do you have the question in mind?

20 MS. GARDE: Pardon?

21 MR. BELTER: Do you have the question in mind?

22 MS. GARDE: I asked her the question.

23 MR. BACHMANN: The question was whether or
24 not her group ever performed an audit.

25 MR. BELTER: No.

1 MS. GARDE: No. I asked her whether or not
2 her audit group had ever performed investigations into
3 allegations instead of doing their normal audit functions.

4 MR. BACHMANN: Okay.

5 A. Not instead of doing the normal audit
6 function. I have participated with Mr. Vega before in
7 investigations.

8 Q. On one occasion?

9 A. As I recall, one.

10 Q. I'm not going to pursue questions into that
11 investigation, but can you identify for the record what
12 investigation it was, if you recall?

13 MR. BELTER: I'm going to object to it because
14 the question is ambiguous. Why don't you ask her whether
15 Mr. Vega's name is on the investigation? And we've got all
16 of his.

17 Is it something that Mr. Vega would have
18 signed a report on?

19 THE WITNESS: Yes.

20 MS. GARDE: I assume it would be.

21 THE WITNESS: Yes.

22 MS. GARDE: But there are not --

23 MR. BELTER: There are not many.

24 MS. GARDE: -- many.

25 Q. Do you recall what it was into?

1 MR. BACHMANN: I would like to ask counsel
2 for CASE as to what is the relevance of this line of
3 questioning.

4 MS. GARDE: That's why I said I was only
5 going to ask one question.

6 MR. BACHMANN: Okay.

7 A. Am I ready to answer that?

8 Q. Yes.

9 A. I believe it was J. R. Dillingham.

10 Q. I'd ask you a question about the cat, but I
11 won't ask that question.

12 MS. GARDE: Strike that from the record,
13 please.

14 All right. I have no further questions on
15 the exit interview. And I have no further questions.

16 MR. BACHMANN: The Staff has one question
17 perhaps subject to the inevitable objection.

18 RE-CROSS-EXAMINATION

19 BY MR. BACHMANN:

20 Q. Ms. Anderson, you have stated that you at
21 one time were Mr. Cote's supervisor, is that correct?

22 A. That's correct.

23 Q. What is your opinion as to Mr. Cote's
24 attitude towards having a woman, female supervisor?

25 MS. GARDE: I'm going to object to that

1 question.

2 MR. BACHMANN: I think it is absolutely
3 relevant. And since I've said that, I'd like you to state
4 your objection for the record, Ms. Garde.

5 MS. GARDE: There's no indication in this
6 record at all, other than Mr. Cote's comment about a
7 secretary --

8 MR. BACHMANN: That's correct.

9 MS. GARDE: -- that he has any opinion about
10 whether -- what he thinks of women supervisors in general.

11 MR. BACHMANN: I think --

12 MS. GARDE: His comments were about Ms.
13 Anderson in particular.

14 MR. BACHMANN: I think it is a fair inference.

15 MS. GARDE: Why don't you ask her -- why
16 don't you ask the witness if she has any idea.

17 MR. BACHMANN: I asked the witness a question,
18 and she can answer. Your objection has been noted for the
19 record.

20 BY MR. BACHMANN:

21 Q. Would you please answer the question? What
22 is your opinion, your opinion or your impression as to Mr.
23 Cote's attitude towards having a female as a supervisor?

24 A. My opinion is that he resented it and had an
25 ego problem with it.

1 MR. BACHMANN: Thank you very much. I have
2 no further questions.

3 MS. GARDE: I have one further question.

4 FURTHER RECROSS-EXAMINATION

5 BY MS. GARDE:

6 Q. How did he get along with Ms. Kessler?

7 A. Initially, they did not get along too well
8 and eventually through time managed to work things out.

9 MS. GARDE: No further questions.

10 MR. BACHMANN: Re-redirect, counsel.

11 MR. BELTER: Off the record.

12 (Discussion off the record.)

13 MR. BELTER: Back on the record.

14 FURTHER REDIRECT EXAMINATION

15 BY MR. BELTON:

16 Q. Ms. Anderson, in view of the questions asked
17 about Mr. Cote, what was your general opinion of Mr. Cote,
18 particularly as it relates to his job performance and
19 ability to get along with co-workers?

20 A. I believe that Mr. Cote acted at times
21 unprofessionally and immature and had difficulty in dealing
22 effectively with the personnel that he had to deal with.

23 MR. BELTER: No further questions.

24 MS. GARDE: No questions.

25 MR. BACHMANN: No questions from the Staff.

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MR. BELTER: Thank you very much.

MR. BACHMANN: Thank you very much, Ms.

Anderson.

THE WITNESS: You're welcome.

MR. BACHMANN: Off the record, please.

(Whereupon, at 11:17 a.m. the deposition was
concluded.)

DEBRA LEA ANDERSON

CERTIFICATE OF PROCEEDINGS

1 This is to certify that the attached proceedings before the
2 NRC COMMISSION

3 In the matter of: TEXAS UTILITIES ELECTRIC COMPANY, et al
4 (Deponent: Debra Lea Anderson)

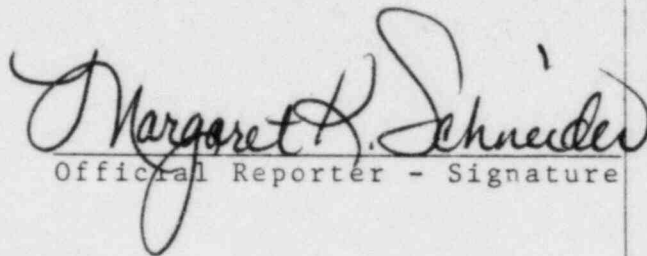
5 Date of Proceeding: July 31, 1984

6 Place of Proceeding: Glen Rose, Texas

7 were held as herein appears, and that this is the original
8 transcript for the file of the Commission.

9 Margaret K. Schneider

10 Official Reporter - Typed

11 
12
13 Official Reporter - Signature

TEXAS UTILITIES SERVICES INC.

OFFICE MEMORANDUM

To File--Ron Cote

Dallas, Texas September 22, 1983

Subject EXIT INTERVIEW - RON COTE

On Monday, September 19, 1983, Mr. Ron Cote came to my office for an exit interview and to conduct final Company business.

Mr. Cote told me that he had resigned to accept a position as Project Manager with LEC Corporation at Limerick, Nuclear Station. He said he had been contacted about the position quite some time ago. Mr. Cote said that LEC Corporation provides materials and spare parts management services to utilities. He said that he had decided to accept the position because it offered him the opportunity to assume management responsibilities and will also allow him the time to pursue a college degree. Ron told me that another reason for his resignation was his unhappiness with the Quality Assurance Department and TUGCO in general. He explained this comment by saying that he and QA management had a considerable difference of opinion on how codes and standards apply to the construction and operation of CPSES. Ron said he was very uncomfortable with many of the decisions made by QA management and felt he was involved in decisions that were morally and ethically wrong. Ron said that he realized when confronted with this situation that he had a chance to (1) conform, (2) attempt to make changes or (3) leave the Company. He chose the latter.

Ron also mentioned that he had participated in an audit initiated by Mr. Clements relating to audit records and reports and he believed the investigation had uncovered a number of serious management problems. He said he had been delaying his plans to accept this position hoping that the audit would cause some positive changes in the QA organization. Ron said he now doubts that any changes would occur. He said that in his opinion, TUGCO was very political in most decisions with little regard to the facts.

Ron was uncomplimentary of his immediate supervisor by saying that she was not really a supervisor, had no management experience and was either incapable or not allowed to make any decisions. He summed up his remarks by saying that he wasn't surprised that Ms. Anderson was not an effective supervisor, after all what can you expect from a QA secretary.

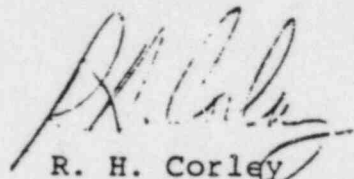


Exit Interview - Ron Cote
Page 2

Ron gave me his PCS card, but did not have his Company I.D. card. He also gave me his Avis credit card, Southwestern Bell Calling Card and PTP membership card. He asked that his final check be given to his wife and left the following forwarding address for all future communication.

Mr. Roland Cote
5 Arrowhead Ct.
Sugarland, TX 77478

Mr. Cote specifically asked that his W2 Form be sent to this address next year when they are mailed.


R. H. Corley
Supervisor - Employment

RHC:tnm

TEXAS UTILITIES GENERATING COMPANY

OFFICE MEMORANDUM

To File - Roland (Ron) Cote'

Dallas, Texas October 3, 1983

Subject EXIT INTERVIEW - RON COTE'

During his exit interview with R. H. Corley, Ron made several statements which should be addressed for the record. They are summarized and addressed as follows:

1. STATEMENT: He was unhappy with the QA Department in particular and with TUGCO in general.
RESPONSE: Unhappiness is a natural by-product of an attempt to manage an essentially unmanageable individual.
2. STATEMENT: He and QA management had a considerable difference of opinion on how codes and standards apply to construction and operation of CPSES.
RESPONSE: This is a correct representation.
3. STATEMENT: He had to (1) conform, (2) attempt to make changes, or (3) leave the company.
RESPONSE: This is a correct statement.
4. STATEMENT: He felt he was involved in decisions that were morally and ethically wrong.
RESPONSE: This is an incorrect statement. Cote' (as all auditors) had been told to document his dissenting views on any audit matter for the record. He had been assured that doing so would absolve him of any responsibility for the altered contents of the final audit report.
5. STATEMENT: An audit initiated by Mr. Clements relating to audit records and reports uncovered a number of serious management problems.
RESPONSE: The "audit" was really an investigation into allegations of serious management problems. This investigation (by personnel outside the QA Department) did not uncover any serious management problems.

6. STATEMENT: He had hoped that the "audit" would cause some positive changes in the QA organization.

RESPONSE: According to Bob Corley, he did not elaborate on what specific changes he wanted. I assume he meant the removal of one or more of his supervisors or managers. If this is the case, he was correct in assuming that no such action would be taken based on his perception of the situation.

7. STATEMENT: TUGCO was very political in most decisions with little regard for the facts.

RESPONSE: Here Cote' confuses the work "political" with the word "tactful". He could never bring himself to accept the need for writing audit findings in both a factual and a diplomatic manner. Neither could he see a need for restraint on his part when verbally telling others how bad they were. His supervisor, Debra Anderson, had numerous counseling sessions with him on this subject to no avail.

8. STATEMENT: His immediate supervisor, Debra Anderson, had no management experience.

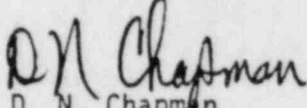
RESPONSE: Debra has been supervising the QA auditing group for 2½ years.

9. STATEMENT Debra Anderson was either incapable of making decisions or was not allowed to do so.

RESPONSE: This is an incorrect statement. Debra has been in the QA Department for more than seven years. During this time I have had many opportunities to evaluate her decision-making capability and have found it to be good. As a matter of fact, one of the most important elements of a decision to write an audit finding is the assurance on the part of the decision-maker that the deficiency is a valid one. Auditors and auditors' supervisors are frequently involved in technical areas in which they are not experts. In such instances it is only prudent to benefit from the synergistic effects of seeking others' opinions before making a final decision. In fact, Cote' could have avoided a lot of his troubles had he been more inclined to do so.

10. STATEMENT: Debra Anderson was not an effective supervisor, but, after all, "What can you expect from a QA secretary."

RESPONSE: Debra's supervisor, Tony Vega, has repeatedly rated her performance as very good. I have agreed in each instance. She spent an inordinate amount of time in one-to-one discussions with Ron Cote' relative to his performance. She has kept Tony and me informed as these meetings take place. I view this as one example of a good supervisor at work, viz., devoting the most resources to the biggest problem and communicating the results upward. As for Cote's crass opinion of someone who was at one time employed as a secretary, I submit that such a statement is simply a demonstration of the man's boorishness.


D. N. Chapman
Manager, Quality Assurance

DNC:ln