

UNITED STATES OF AMERICA

NUCLEAR REGULATORY COMMISSION OFFICE OF INVESTIGATIONS

FOIA

MEMORANDUM TO: The File (Case No. 1-2003-051F)

FROM: S/A E. Neff
Office of Investigations

SUBJECT: TELEPHONIC CONTACT WITH [REDACTED] 7C
[REDACTED] 7C

[REDACTED] 7C was telephonically contacted on February 24, 2004, in regard to the Region I inquiry into the Safety Conscious Work Environment (SCWE) at Salem/Hope Creek. [REDACTED] 7C explained that he worked at PSEG from [REDACTED] 7C and directly reported to [REDACTED] 7C and [REDACTED] 7C

[REDACTED] 7C directly reported to [REDACTED] 7C at [REDACTED] 7C and permanently resides in [REDACTED] 7C He was reached at tel. # [REDACTED] 7C

[REDACTED] 7C produced quarterly QA reports in 2000 that regularly disclosed problems in the Operations and Maintenance organizations and were perceived by others, particularly [REDACTED] 7C as "hammering" [REDACTED] 7C offered that the [REDACTED] 7C problems that emerged in those areas indicated that those [REDACTED] 7C did not listen to or develop their employees. Labor/management relations issues were not being handled appropriately and [REDACTED] 7C stated that [REDACTED] 7C and [REDACTED] 7C treated the union as adversaries. [REDACTED] 7C thought it was during the first quarter of 2001 that his quarterly QA report [REDACTED] 7C indicated they were not making progress and [REDACTED] 7C left him a voice message indicating that he [REDACTED] 7C wanted [REDACTED] 7C to "kill that report". [REDACTED] 7C believed he saved that message and [REDACTED] 7C might be able to provide it if needed.) [REDACTED] 7C did not want to keep reinforcing "bad news." At [REDACTED] 7C this point, they changed the format to a monthly status report that effectively removed the trending and reasons for the QA analysis. He believes this was a significant move on [REDACTED] 7C part to "get control of the airwaves" and led to "no truth on site" among the [REDACTED] 7C and site management. [REDACTED] 7C decided to leave PSEG at this point and emphasized that the [REDACTED] 7C company was good to him and he left on his terms when he saw he could no longer help them. He claimed that he wrote a letter to [REDACTED] 7C at the time he left with his concerns about the [REDACTED] 7C QA program, but never sent it. 7C

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[REDACTED] recalled a meeting at which [REDACTED] told his managers "you don't get it" and [REDACTED] believed this meant that no one understood what [REDACTED] understood. He believed that GAP [REDACTED] consultants "traumatized" managers and "belittled" people while they worked on-site. They were brought in to address the change to SAP computer programming (around 1999-2000). They have since gone and that is good. [REDACTED] held the philosophy that it did not pay to [REDACTED] develop people, "just fire them." [REDACTED] indicated that when the company started to de- [REDACTED] staff, it was unclear how that was accomplished and whether the performance appraisal system was used appropriately. He also thought they did a good job gathering information with ECP surveys, but did not do anything with the information. [REDACTED] identified people that he [REDACTED] expected would be of interest in this inquiry as [REDACTED]

[REDACTED] and [REDACTED] a [REDACTED] who was replaced.

[REDACTED] believes that based upon what he has heard lately, the company is probably getting better, but he had no knowledge of what they might be doing to change. They have to fight a "long cultural memory" and have lost the trust of the union. He opined that [REDACTED] was one of the smartest men in nuclear power and "he could not get hold of the culture" at Salem/Hope Creek. He also stated that if there was going to be an accident, he would look to the stations at Cooper, Cook and Salem/Hope Creek based upon the events they have had and their similar management styles and he thinks the Salem/Hope Creek environment is similar to Davis-Besse.

[REDACTED] was advised that he would be contacted in regard to arranging an interview in person, if deemed necessary.

Agent's note: The writer was contacted on February 25, 2004, by [REDACTED] indicating that [REDACTED] would like representation in any further interviews by [REDACTED] the NRC. [REDACTED] was advised that it was unclear whether [REDACTED] would be contacted for additional information and it [REDACTED] would be coordinated through [REDACTED] if necessary. Sr. Project [REDACTED] Engineer Barber subsequently decided it was not necessary to meet with [REDACTED]

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