

12/16/03 9:40A - 12:15

[REDACTED] 1C

✓ EXPLAIN INQUIRY - NOT SUBJECT - VOLUNTARY - OATH  
ID - BACKGROUND - SALEM SIDE -  
WORK EXP @ SALEM 1C

PEOPLE WORKED FOR:

PEOPLE WORKED WITH:

INFORMATION DEVELOPED  
INDICATES SOME PROBLEMS

✓ EXPLAIN WHAT GOES INTO SCWE - INTERESTED IN: SAFETY  
3 1/2 yrs SM: HAVE THERE BEEN ABILITY TO RAISE CONCERNS, w/o  
HOW WOULD YOU DESCRIBE THE FEAR OF RETAL - HOW THOSE CONCERNS  
ARE RESPONDED TO - AND AT YOUR  
LEVEL IN PARTICULAR - THE  
DECISION MAKING IN TERMS  
OF PLANT OPERATIONS -

IN TERMS  
OF THAT:

✓ HAVE YOU ~~SEEN~~ OBSERVED ANY CHANGES FROM THE  
YOU CAME ON AS SM (OR SRO) SCWE

HOW WOULD YOU RATE THE ENVIRONMENT

3 1/2 yrs - Sms -

[REDACTED] 16 yrs.

1C

N-30

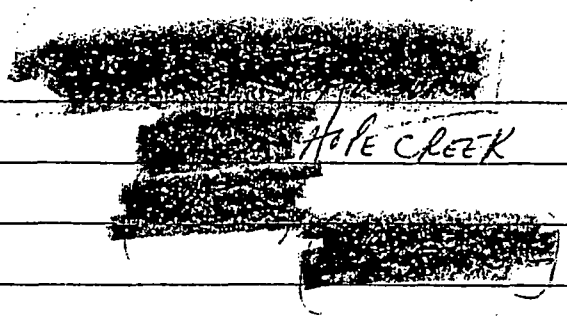
10:09

TIME / DATE PLACE  
PRESENT

SUBJECT  
SR. PRES

INTVW WITH -  
SUBJECT

DOB / SSN  
ADDRESS



- EQUIPMENT
- PROCEDURE COMPLIANCE -
- PROGRAM ISSUES

OPERABILITY NOT A CONCERN - HAD MORE TIME ON THAT

NOTIFICATIONS - 3.2.4

SHOP 103 - no improvement

a committee

schedule pressure

CRS - through, conservative  
OS - more push to get things done

Comfort level w/ passing concerns -

Unin -

Sept. outgo - improved ->

in feed breaker 18 Sept 02  
Counsel person Sept. 03

2 outgoes in 12 mos - opportunities

Work Control CAP  
doesn't understand

all

1/7/04 @ [redacted] - Location [redacted]

DLTS - Present

Education -  
work history -

[redacted] 7C

[redacted]

[redacted] 7C

at

Ontario NCO before 2001-2002 Ontario NCO

- a shift B - [redacted] prior to Ontario [redacted]

7C

off-gas issue -

40 cfm. - 50+ when had concern

about 1 yr. ago -

[redacted] 7C

potential release - something could be wrong

FSAR procedure said 75 - believed higher than 75

[redacted]

not sure who 7C

7 weeks later heard made wrong decision

ability to  
raise concerns

[redacted] 7C

[redacted] 7C

[redacted] - "london"  
early 2002 - "concern" 1st time - angry

2002 time

ERS - [redacted] 7C walked off site [redacted] 7C  
told to monitor historian

[redacted] removed from shift -

[redacted] 7C on control rods - not involved in briefing  
disciplined re March event

[redacted]

7C

10/26/03

7C

3/31/03 OFF-CAS ISSUE - HC

NCOs -

need  
to check  
records

Shift Supv. - what was their response -

Sr. - Thought not getting attention needed -

[redacted] - got involved

[redacted] 7C

told Sr. - [redacted] C AC  
S

Understood it as issue - TARP team looking at it  
[redacted] not comp. - wrote notification saying "shut down"  
gave to [redacted] - response "does not need to be a Level 1"  
disagreed - [redacted] AC  
[redacted]

STA - strongly saying outside of design - did not say to shut down

Engineering load. - flow OK to 150 (at 75)

[redacted] 7C called - asked what concern was - "said  
looking into it" - not ordering

~~diezel leak - Gene~~

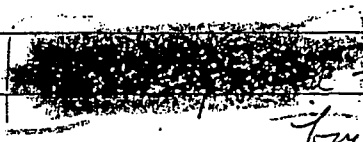
[redacted] 7C  
[redacted] (left - Environment Lab (Hys.))

[redacted] parts missing to fix the diesel -

7C

(2)

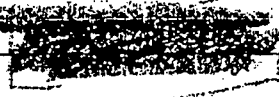
undue pressure to keep diesel gun from being declared inoperable -



7C

pinchpoint

bypass interlocks to continue pressure on safety key.



7C



not present

when raise

Expenditure level of some supervision -

since deregulation - risk assessment + acceptable risk

1 Shift diesel

7C

7C

1-200-70318

Ind tape  
cover position

10/23/07

[REDACTED] (7C) SACOM

3A digital feed  
reg valve stuck & non-responsive

530 RCT-

stack 74% open -

[REDACTED] 7C

[REDACTED] 7C

[REDACTED] 7A - turn over  
Still potential controls issue

[REDACTED] 7C

Coming offline

[REDACTED] told him when he came in that he  
was not comfortable with time period

[REDACTED] 7C  
[REDACTED] recognized valve stuck

pressure?

[REDACTED] 7C  
[REDACTED] conversation re [REDACTED] instructions

p. 123

p. 127 - p. 128

re KH

AL

? interviewed [redacted] during ECP investigation of KH decision alleg.

? did he have input into her deal 1/03 -  
90% <sup>MSR</sup> did not trust or value KH <sup>person</sup>? believe why?

✓ rev. 2 [redacted] <sup>AL</sup> intrus + list of 10 grievances

- [redacted] <sup>AL</sup> re 3/18 incident

- 2 incidents re [redacted] involved with per KH  
original package

✓ SCWE issues (for DV/F)

ECP statement:

[redacted] "felt blackballed"

[redacted] not positive relationship in past year

AL [redacted] not able to get through to [redacted] re WCM issue  
per to RF09 - no recollection of negative/criticism of [redacted]

[redacted] position - [redacted] comments

move to WMB - discussed with [redacted]  
loss of license for [redacted]

TK

ALL

7C



March 03

- During forced outage -

Debate between licensed operators & corporate (redacted) in middle)

Decision made to continue operating rather than fix the valve

End dec. - valve fixed

Oconee visit - comparison to HC "unsafe" asked to do anything unsafe?

6/28/03 incident involving EDG Leboer exceeding LCO time - pressure to avoid shutdown - (redacted) 1C

Aware of any unsafe (nuclear safety) requests to licensed operators or Shift Mgrs - at HC

Change of power w/ (redacted) - affect on ops -

1C

(2) year, why purpose

did not go into management

1996 - opportunity

didn't like

hassle

OT removed

1999 - 2000

Training & Regual

also

awareness of m. management

OS-OM change direction from CRI conservative call

Examples of that -

Examples of opposite

ops didn't show  
all production

startups - offgas issues

had seen that before

Softly 1st - if not offgas generation / production

on schedule - don't make people

- possible other incidents re push non-conservative

- " incidents for Conservative decision making

Appropri incidents -

IRMs resolved -

SRMs not  
APRMs - as low

rod  
"to '78" "rod that took it critical"

Could not recall other OS who he gave concern  
to re. start up of degraded equipment

ok

9/9/03 INTV K. HARVIN

When did [redacted]  
get there >  
to "focus on  
people side" of  
Business

## References

7C

[redacted] Starts Summer 2000  
operated leadership forum  
led outage - transitional period at S/H

INPO performance - #'s re plant performance  
noted 3 - poor

7C → [redacted] makes  
progress - then  
stays at summer  
2002 re INPO "3 notes"  
"offended attitude  
toward workers -

7C - they are the problem  
[redacted] broke "decentralized  
with leadership team

After 2002 meeting

[redacted] pressured to make change happen  
to improve operating and efficiency performance "put the blame  
to the union

then [redacted] moves - [redacted] has to deal  
"inside the fence" 7C

## INSTANCES

① [redacted] ballistic over N/A a line in a procedure from  
to restart - from [redacted] - 2002

7C [redacted] thought [redacted] should be removed from [redacted]

"message to operators 'production over safety'" [redacted] 7C

15+ known instances of distrust between (Sr. Management  
and Ops leadership) - and (licensed SRO. & Sr. Management)  
re pressure to make non-conservative decisions

1- [redacted] p. 47 - did not trust [redacted]  
(p. 47-48) 2- [redacted] 7C  
reiter

(2)

96-97 discussion <sup>100</sup>

Hope Creek  
March 2003

p. 89 - Calls to [redacted] to keep  
unit online (March 2003 incident)  
— p. 91 re pressure in [redacted]

from [redacted]

(2) p. 165 working w/ [redacted]

7C

[redacted] placed to form KH position. Please read

p. 181 "They are out to get you" — to Hawaii  
189-190 —

100 day initiatives — KH responsible with directors  
[redacted] for plans from 2003-04 — what happens

7C

p. 184 ? Corporate enterprise

Issues - re safety issues

[REDACTED] - [REDACTED] list of safety issues unresolved  
- "appalled"

fired for not immediately going to PFD test

union firing re technical work not done correctly - CA + miller  
- supervisor + others returned to duty after  
union threatened [REDACTED] 11

7C  
[REDACTED] p. 83

### Incident

p. 39 N/A a step - <sup>summer</sup> 2002 (during outage) (Salem)  
"grip of license" home problem

[REDACTED] position eliminated Sept. 03)  
7C

p. 83 - told [REDACTED] not to commence  
shut down (June 03 event)

direction - not a direct order

7C  
p. 86 - [REDACTED] considerable pressure from [REDACTED]

7C  
[REDACTED] interviewed as part of EOP investigation

0.195 KH "tried to fight back against VP's misguiding the side"

7C

p. 76-77 [redacted] harsh treatment by [redacted]  
re raising nuclear safety issues

p. 88 re "dangerous" comment re 3/03 valve incident  
↓ p. 93 through p. 95

[redacted] present & got upset during phone call  
w/ [redacted] re debate to keep <sup>unit</sup> online

p. 105

p. 148 re ECP investigation re Harvin

Does his testimony to ECP conflict with  
his statements to Harvin?

p. 151 - [redacted] assessment of interview process  
76

p. 164 Harvin believes [redacted] is only one (of 3)  
directors engaged in doing his job 76

p. 182 → [redacted] involvement in her plans for continued  
employment on site  
- 100 day initiative  
76



11/7/03

Thurs. 5P  
w/ Alp

1 1/2 - 2 yrs. ago culture -

change philosophy - money

not fixing equipment -

air start motors  
diesel generators

addressed concern today

NEO rack breaker

conflict in logic control power

ICo - ?

Supr.

Main steam MSD2

BF19 stuck valve

CAP

Since when

tagging errors - wrong components, NEO tagging wrong components

Frustrated over not fixing equipment

1C CRB Def - sti

of 20 3 would be more "call it like it is"

1C

Today's date is \_\_\_\_\_ and the time is \_\_\_\_\_. Speaking is S/A \_\_\_\_\_ with the NRC Office of Investigations, Region I. Also present from the same office is S/A \_\_\_\_\_.

What follows is an interview of \_\_\_\_\_, spelled \_\_\_\_\_, who is currently/formerly employed by \_\_\_\_\_. (Indicate if represented by counsel, \_\_\_\_\_, is also present and will describe the purpose of their appearance today shortly.) As agreed, this interview is being tape recorded (or transcribed by a court reporter, \_\_\_\_\_, for \_\_\_\_\_.) (This interview is being conducted pursuant to a subpoena received by \_\_\_\_\_ on \_\_\_\_\_.) The location of this interview is \_\_\_\_\_.

The subject matter of this interview concerns \_\_\_\_\_ and \_\_\_\_\_ is being interviewed as a witness/subject in this investigation.  
(brief/general)

The allegations involve potential violation(s) of 10 CFR:

(reactor) 50.5-deliberate misconduct.  
(reactor) 50.7-employee protection.  
(materials) 30.7-employee protection.  
(materials) 30.10-deliberate misconduct.  
Or \_\_\_\_\_.

### Oath

As explained prior to going on the record, the interview will be conducted under oath. Do you have any objection to providing information under oath/affirmation?

Would you please raise your right hand to be sworn in. "Do you swear (or affirm) that the testimony you are about to provide shall be the truth, the whole truth and nothing but the truth so help you God?"

\_\_\_\_\_, for the record, please state your full name and spell your last name.

### Counsel

(Atty) \_\_\_\_\_ please describe the purpose of your appearance here today. (Who is atty employed by and are they acting as the personal representative for interviewee in regard to this investigation?)

(Witness) Do you understand the purpose of this representative as described?

(Witness) Does your employer require you to have an attorney present when you are interviewed by NRC-OI?

Were you in any way threatened with any adverse action if you did not request corporate counsel?

WILL REQUEST TRANSCRIPT  
REVIEW  
7C

11/6/03

- Salem

focus of concern -

MANAGEMENT DECISIONS RE FIXING PLANT EQUIPMENT

NUMIS - old system worked -

SAP - cannot follow problems through

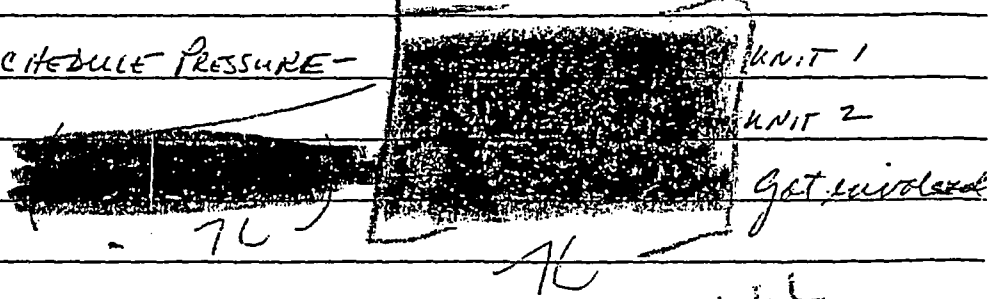
- sometimes have to check "eighteen" places to find notification

RAISING CONCERNS: <sup>ISSUE RE POTENTIAL</sup> DO PEOPLE RAISE ISSUES/CONCERNS REGARDING NUCLEAR SAFETY?  
CONSIDER: VIOLATIONS OF TECHNICAL SPECIFICATIONS/LICENSE REQUIREMENTS

DO YOU PERSONALLY FEEL ABLE TO RAISE A CONCERN/PUSH AN ISSUE  
W/O FEAR OF RETALIATION? HAVE DONE SO?

EVER SAW, FELT, HEARD PRESSURE OR DIRECTIVE THAT PLACED  
PRODUCTION OVER SAFETY? MEGAWATT MENTALITY - PUSHING LIMIT OF  
NON-CONSERVATIVE DECISION  
MAKING

ISSUE RE SAVING TIME & SCHEDULE PRESSURE -  
(OCT 31 OR 11/1 OR 11/2)



UNIT 2 OUTAGE

9:15A - 11:

11/6/03

LEVEL 1 - Root Cause w/TARP  
LEVEL 2 - EVAL - DONE  
LEVEL 3

"X" LEVEL 4

INTVW CALLED TO ADD —

degradation issue - not known -  
operability?

? Loss of OT - amounted to 4 HRS LOSS - maybe  
didn't amount to a loss

12/02, 6/03  
10x SWITCH 12/21/02, 6/14/03 - w/notifications

When procedures not followed - written up. - some don't have issues  
10/24/03 -

"Good guys - do the right thing"  
SKOs - tried & standing up own  
better integrated TC

Problems with -  
Planes on AOM - don't promote right thing  
TC

using Cop. Agreement  
for Sect B - had approx 50.7 - needs more review of issues - "close"

All 74

## OCTOBER 15 UPDATE ON SALEM/HOPE CREEK ALLEGATION

### UPDATE ON OI INTERVIEWS

- OI has interviewed 4 of the key senior managers the allegor pointed to. Overall, while acknowledging there has clearly been increased emphasis and attention to economics, the senior officials interviewed said in no case has production overridden safety. A few were adamant that the allegor's portrayal of an "unsafe" situation is off base. There have been some mixed stories on specific incidents that the allegor has cited in registering her concerns, however, and OI is pursuing these disparities with staff assistance.
- While senior officials say ~~that the plants are safe overall~~ <sup>plant operations are based on safety</sup>, a couple have registered concerns of their own about the environment. One former senior manager said he is considering an employment discrimination case himself, feeling he was let go for having regularly challenged top level management decisions.
- OI has begun review of an extensive investigation performed by Winston and Straun at PSEG's behest in response to previous allegor complaints. The investigation concluded there -- while plant leadership needs improvement -- there was not a "chilled environment" and the allegor was not discriminated. *id'e*

### ALLEGOR STATUS

- The allegor served a civil suit on top PSEG officers on October 10.
- The allegor continues to contact Region I and OI with information and concerns expressed to her by staff (some of which are still on site).

### OFFSITE STAKEHOLDERS

- Congressman Loblondo's staff approached NRC with general questions about this situation indicating information on the allegor's concerns are becoming more widely known.

### PSEG ACTIONS

- PSEG continues to make management changes at the station. For example, Roy Anderson has brought in a new, senior VP of Ops (Chris Bakken, formerly of DC Cook) and a new Hope Creek plant manager (Jim Hutton, formerly of Cooper and EXELON/PECO).

### NRC ACTIONS

- The staff and OI are continuing to pursue this matter as a matter of top priority.