

18/04 oppo 19-20  
as not  
aided in  
my detection  
notification  
process (means)

USA briefing  
Brutally honest  
no stone unturned - on target

Corrective action  
Notification process  
activity management - 3/03 "not within industry standards"  
- 10/03

(subcritical) preceptone that they even had an issue  
where? - not stated  
#CRODs (fast chs)

slip pumps,  
QA - decent grade for attempting, <sup>basic</sup> internal oversight positive  
not as solid for pushing issues - closing issues  
→ looking aggregate problems

Work Management - beating - not fixing core problems

37% corrective ment - last few weeks  
oil leaks in diesels - not meeting aggressive  
goals - (should show what done compared to CM available)  
performance trending - no technical basis for some

information in this record was derived  
in accordance with the Freedom of Information  
Act, exemptions 2C  
FOIA - 2005-199

Not focused on T. Perry - (answers his previous comments  
p. 2 interview)

Mr. Why - some not aware - not being honest at each level  
Can build a morale indicators to make yourself look good

did not specifically say "unsafe to operate"  
in Co. would operate H in current condition

not yet aware of actions taken

10 min. of meeting - spoke of [redacted] - go for routine checking - don't expect  
8' pole up "that had"

head down, rejected

[redacted] put on spot - [redacted] - in processing materials still here  
more - question message sent per USA  
Mix of people present - 101 or so

union, not - mid not - sign. staff  
Sales circulation - parallels to Davis-Besse  
lack of OE - lack troubleshooting -

found new leadership getting engaged

noted that  
under previous  
leadership - CNO-V  
QA reports fell  
down -

told change working  
negative reinforcement  
not good

107C

① treatment of people - hours, no comp.

② trust w/ upper management - replacement of old performer - Cellmer  
questions the recent actions taken - if the right thing to do  
or just to appease the NRC

Backlog in outage planned correction

if problem lies w/ online work - let's fix that  
not getting done

wants to see long term fix -

Bedevis parallels to Donis-Besse at B&B  
people argued with him <sup>either still could see it -</sup>  
that the letter was good because  
it brought the issue to ~~the~~ where it

Credibility - offered that <sup>the credit</sup> some people who have claimed they saw & fixed  
management ~~(the)~~ now, were planning to bring him back  
shown on org chart.

Questions why no notifications were written <sup>and</sup> hold themselves  
to same requirement & when mgt. recognized problem -  
considered where survey results - why  
after Gallup (no results) stand - then heard Gallup  
not accurate, were going w/ Agency -

2 surveys - no results given

2

Paperwork re [redacted] coming back -  
on org chart

Followup

[redacted] - July, [redacted]

7C

USA intro (2 people)

Trng. - 2003

2 people - "write of time" - would not say/only  
not recorded - not at very high level

[redacted] - operator trng.

3/3/04

Notification process -

2003 present

1800 rpm w/o work orders assigned - 1/2 Allen as very minor issues

SWIN team - main maintenance - 25% of remainder seen

assigned to particular shop as safety or tech spec issue

Im - criteria re corrective maintenance backlog

Safety related equipment - diesels  
- governor oil leaks

Concern

operability screening re batteries, low water  
not below tech spec.

Work Mgt. - aware of - going back to review

Pms - not coded properly  
- exceeding time frame

per Dave V. 3/4/04  
Level of knowledge  
H. co. -  
re specific # -  
go through allegor  
checklist

W/

(3)

4 source rings

not start up w/o SLM - (insuperable)

review - go out to say it's, not - robust operable, but degraded

issues

Widespread thinking re bypass valve was, they should not  
have been controlling pressure by valve jack -

Not in procedures -

Knowledge base method - now removed

RPV pressure needs 150 - RCC not ready  
only at 130

Critical 110 ps range

90° hr. - passed at 60° hr.

went sub critical - fell out <sup>was</sup> RCC should have been ready

there is no ability to control RPV pressure between 0-150

EHC leak - Oct. 03 -

Known EHC leak?

leak known but OK -

& who did OK

accountability problem - where? HK questions

4

stations taking out head spray stations to cool  
fill vessel up & let down

140" to 400" steel concern  
151 vessel engineer

flood up & let down saving 16 hrs  
Engineering

water ader cost \$24,500 for analysis

received:  
voice mail

looking for Ops / Outage Mgr. & support

press not to let <sup>level</sup> stand in the way -

day promises of reward -

freely & voluntarily -

intentional - meeting place

Oct. 3/16

Anonymous caller — PS&G imp. Marut?

22 records Confidential  
revised nat. procedures — "for whatever reason"

need to report to supv. —  
trying curtail nat. process

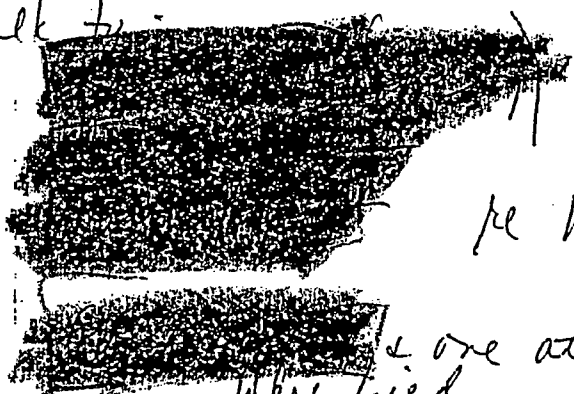
most are safety related — people told not to write them  
+ if they do, they follow new process

(past 2 months)

I, II, III — X — most industrial safety  
some equipment failures  
not everyone can write by themselves —  
need supv. approval —

2 people said not accepted by supervision (2x - least)

Talk to



re notifications

one other trying made a difference  
were fired

Outage in progress (6 mos ago to now)

Orientation process — cutting site specific try - cut  
down & eliminated — expect will hurt people  
later.

Check in progress — credentials checked re abilities  
qualifications

- ① Tritium wells
- ② Gap at Aux. bldg.

3 yrs - feedwater kkk  
stabilize plant - low power - "hairy"

UNION questioned health hazard -

CHANGES IN ENVIRONMENT - ① UNION MGT.  
ATTRIBUTED TO -

CONTAINED SPACE ISSUE -

\* GRIEVANCE RESPONSE RE CONCERN BEING RAISED  
WV. [REDACTED]

CONSERVATIVE  
DECISIONS

① MISSING SPRING O.

BFI9 valve  
[REDACTED]

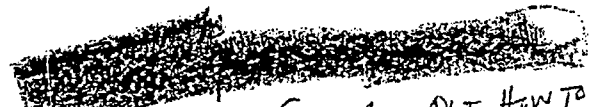
[REDACTED]

frustrated  
with?

gray  
EXTRA  
H  
SM  
CONVERSATIONS  
[REDACTED]  
PRESENTS?

RAISING CONCERNS





ON SAME PAGE - FIGURE OUT HOW TO TEST VALVE  
TOOK OPPOSITE -  
ENGINEER IT AWAY"

TECH SPEC ISSUE

LATE

STEAM LEAK



ON S/M -

ABILITY TO RAISE CONCERNS -

ENGINEERING BELIEVES CONTROLLER PROBLEM  
DISAGREES - D

12/16/03 5:10P

[REDACTED]

11/9/86 —

[REDACTED] 95-96

[REDACTED] 4/03 —

[REDACTED]

PLANT MANAGERS NOT IN ALIGNMENT W/ SENIOR MGT.

raise concerns - union re safety issues  
do they -

do they do so w/o fear of retal. -  
are you aware of any concerns regarding this

In regard to plant operability decisions -  
do operators + CRS raise concerns -

Examples - how handled  
Regularly?

Do they do this w/o fear of retaliation?  
Aware of anyone who would pay otherwise

Personnel - can raise issues of nuclear  
safety nature - Do you / have you  
Examples

How handled -  
Your management's ability to raise concerns?  
Aware of policies where they believed  
advice questioned by Sr. management for  
raising concerns.

Are you aware of "conservative" decisions - comfort levels  
Have you been in any situations where  
you felt you were on one side &  
you had to present facts, ~~debate~~, discuss  
debate or push for ~~what~~ your decision?

Aware of  
risks in  
this situation?

Info indicates Salem S/ms had concerns  
re speaking up about safety -  
Do you know of anything that would  
tend to indicate that may be true?

Info indicates S/ms - across the board -  
not in alignment with Sr. management  
regarding operational dec. making.

Current?

Earlier in 2003?

12/17/03

Current

Frequency of concerns

industrial safety

circ water - water screen modification (notes)

electrical safety

Safety Committee now engaged in -

Level of confidence in handling of so. mgmt.  
Nuclear safety issues

~~Mr. Carl~~

1st thoughts are work around

Who was ~~dealing~~ dealing w/ them -

12/23/03 time

Also Present - SR. PROJECT ENGINEER SCOTT BARBER  
PROJECT ENGINEER TED WINGFIELD

Interview with [REDACTED]

LOCATION - NRC RESIDENTS OFFICE AT SALMON/HOPE CREEK STATION

SUBJECT

OATH -

ID - BACKGROUND

"not a one to one basis"  
VA [REDACTED]

[REDACTED]

~~\_\_\_\_\_~~ m  
~~\_\_\_\_\_~~ d

pre-planned down power to do turbine valve testing  
during load reduction from full power -  
couple of known leaks

slow drip from steam valve - noted another steam leak  
leak developed in less than 10 minutes -

str

upper management -

~~\_\_\_\_\_~~

~~\_\_\_\_\_~~

~~\_\_\_\_\_~~

approached him to say

~~\_\_\_\_\_~~

call

why not move to leave CR?

JAN. 9, 2004 —

1C

DATE - TIME - SPEAKING

7C

ALSO PRESENT IS SR. REACTOR ENGINEER SCOTT BARBER

THIS INTERVIEW IS BEING CONDUCTED WITH

A [REDACTED] AT HOPE CREEK STATION. THE SUBJECT

OF THE INTERVIEW IS THE SCWE AT SMOU/HOPE CREEK. PRIOR TO GOING ON  
INDICATED THAT EXP. IS AT — ALSO — UNDERSTAND YOU WERE APPROACHED

NOT AS THE SUBJECT OF ANY POTENTIAL WRONG-DOING INVESTIGATION — YOU  
AND WE'RE ASKING FOR YOUR ASSESSMENT OF THE WORK ENVIRONMENT  
ARE SEEN AS WITNESS TO THIS MATTER. THERE IS NO SPECIFIC VIOLATION  
ASSOCIATED WITH THIS A SCWE?

OATH

ID — 8/19/69

EDUC — WORK HISTORY — POSITIONS & SUPERVISORS — CLEARS

EXPLAIN OVERALL CONSIDERATIONS OF SCWE — PART OF IS (SEE )

WHAT IS YOUR CURRENT ASSESSMENT —

can bring up concerns

personally  
others —?

verb. ops standard — /ip service

① off-gas flow 3/03 Level 1 downgraded to Level 3  
exceeded rate (PSAR limit)  
engineering level — [REDACTED]

7C

Feel that

CRS? Hesitate to make decisions — conservative calls  
Feel "interpret differently"  
Hesitate when can be

off-gas level /



A service water pump  
Service water Surveillance - map. "joke" seen by  
isolation plan  
known as a problem - troubleshooting ready - 61-63  
< 63 = map. -

diesel operability decision - when?

25% power - going to shut down

stuck bypass valve - open several days  
isolation

Feb -

told "good job" for stabilizing plant -  
after the fact remediations for people involved -

for NEDs

operating - expectations much clearer, not as time critical in  
decisions

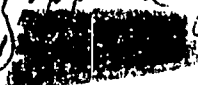
Kind of  
opinion showed Negative - don't think the management team  
due to personal experience

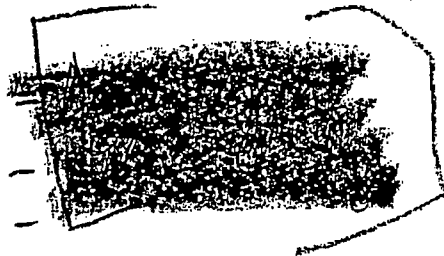
\* Have I or any other NRC representative offered any promises of reward or threatened you in any manner in exchange for your information today?

\* Did you appear here freely and voluntarily?

\* Anything to add to the record?

\* <sup>The</sup> Location of this interview is NRC Region I, King of Prussia  
\* Time off \_\_\_\_\_.

- off gas issue - happened again  
- cross-flow - 



- 7C

144. then promoted  
2001 -  
B [redacted] 1L

BRavo DIESEL - SEAL LEAK 2003 1L  
INDUSTRIAL SAFETY

(RAN 1 TIME PER [redacted]  
AFTER W/ SCBA

THEN FIRED DIESEL IN 36 HR. TIME FRAME  
[redacted] - NOT SURE  
1L

SAP -  
MAINTENANCE -

Raising concerns - you did directly to [redacted]  
[redacted] Heard [redacted] retaliated against for raising SAP concerns

Aware of  
day at her attention  
where it's alleged  
[redacted] was  
retaliated against  
Shut down due to fault in bypass valve (turbine)  
start depressurizing  
ITPE established  
Briefed - [redacted] (NOT ITPE Briefed)

Aug since  
3/03!  
feed pump -  
fall 2003

pretty box  
[redacted] 1L  
if prod info looks bad for [redacted]  
[redacted] concerns  
not to shutdown w/ valve  
stuck open  
CRS [redacted]

[REDACTED]

1/4 or 1/2 emphasis on engineering level.  
prior to that more ops driven

OS called on question

Review other situations of alleged retaliation since one  
mentioned 1999-2000 time from involving from [REDACTED]

- Another incident to raise -

Situations

Sounds like a strategy in hiring management pay  
applied to specific individuals? What prompted

①

none from individual -

Site-wide weakness - recognizing issues, noting deficiencies

id-OK, method to id

verbal w/ backing documentation

- Why no notification generated -

union personnel - housekeeping items

- operators

CPS level - notification to effect procedure change

-  
cannot think of any situation

Safety issue -

design change or minor mod. -  
experienced personally

Parity -

discussion sought

Unit 1

required by BWR -

pushback - reactor head vents - position indication -

pushing for on the spot change - continue

OCC? couple hours stopped -

2/12

2002

wrong

procedure could not be changed - [redacted] response that he accepted.  
 did not know the procedure  
 1<sup>st</sup> time experienced [redacted]

✓ ensure of time frame  
 - ST check valve - leakage doesn't could not be quantified  
 [redacted] released [redacted]

[redacted] why not involved if [redacted]

test - [redacted] cones on shift

now have  
new mechanism

[redacted] reluctance - not required to do - (wrong)  
 time consuming - remove requirement  
 leakage limit was tech spec. - (4 HR.)

[redacted] claimed more "pushback" - trying to get out  
 of test because possibly not pass  
 flashing - goes to steam

check valve arrangement ✓ resolved + tested sat.

no further inv. [redacted] recalled -

Unit 1 Refuel outage - mode changes

Shutdown 5 to 4 to 3 → up power

14 Jan coil unit leak in containment - held plant from  
 moving forward - containment integrity issue - [redacted]

[redacted] - "who's holding the power decision?"

11.1.1.1. th. also + h. sta. [redacted]

1L

1L ③

[redacted] response - were investigating - ended discussion w/ [redacted] -  
Could not reach resolution - recall satisfied before moving forward

Shift Mgrs. raised issues -

Startup Unit 1 or 2 -

50% power

?# Circulators before proceeding

① 50-55 w/ 4 circ. (6)

② offline - 4? (6) decision made to have 5 - only had 4 -  
grossing - conditions of equipment / reactor not  
startup

Shift  
Om - Aom - [redacted] 1L

case to CC [redacted]  
on tel [redacted] not  
[redacted]

1L  
[redacted] already planned to have 5 -  
[redacted] not nuclear safety issue -

[redacted] - discussions -

Other discussions where method was challenged

(4)

"Trump Card" - leaving contr. as or. lic holder

reported to early next morn [redacted] told him to apologize  
[redacted] told [redacted] needed to apologize

Finally - thinks he apologized (personal attack)

1<sup>st</sup> time this was an issue?  
grossing & circulators

not recalling how it resolved



Questions appearance - hair, clothing, tie

[redacted] - CRS to suit lic. try instruction

← one on one - to create change

Shift mngs. - Conf. call - paid to call re meeting time @ Process Center

impetus - SMs challenged on certain decisions

for coil units -

VPs - SM

"more prosperous" - people felt pushed toward

did anything change?



meeting: earlier than 11/99 due to HC lightning strike (5)  
late 1999 -

✓ [redacted] - you don't have the authority to raise power -  
in my power plants  
let him negatively - fail.

did anyone question that? SM had more authority prior  
to meeting - TARP was created - evaluate event & event  
provide rec. to Sr. mgt. - cannot recall  
SM job  
SM address transient & stabilize plant

[redacted] ✓

LT+D Equipment - they own switchyard

[redacted] load reductions - share w/ Exelon at HC

✓ good stability -

5/2/04

(1)

Questions -

meeting - minutes

[redacted] 3 or 4 adds

and recall

tech specs - explanation

detailed explanation

Questions -

Why say - would keep

needed justification - explained to corporate what we're doing

What situations, hindsight now re

[redacted]

style re questioning the message sent -

[redacted]

All one way from

[redacted]

[redacted]

looking to make sure re EDC -

What is it that mgt. is doing now that is different  
(needed break from value discussion issue)

Stronger now - offered vibration example

then second issue - while thinking

NRC letter

see issues explanation - Have ~~any~~ any concerns that we have not discussed