

Dr. Hawin transcript

Operational incidents

Review re. experiences 10/16/61

1/ [redacted] - re N/A step at Salem by [redacted]
[redacted] [redacted] 7C

2. 39-46 Various Salem operators mentioned it as why they didn't trust Senior Leadership

Messing to [redacted] was to be careful when going into the control room not to be perceived as giving orders - Salem operators believed they were given a direct order

Dr. H. becomes aware of rift between Salem operators - including the shift managers - and senior management
"Brings to a head" the ~~issue~~ growing distrust between senior management and ops. leadership at Salem and a "distrust by group with licenses of senior management."

Licensed operators felt pressured to make non-conservative decisions -

Includes Energy level ^{SM -} ops Supt. ^{SRO} RO ^{NEO} NEO

- ID'd all shift managers from Salem - Concerns re speaking up about safety -

starts [redacted] told Dr. H. after she left that he does not trust [redacted] and [redacted] decision making when it comes to nuclear safety

- Closed a valve operators thought unsafe to close 9/02 - [redacted] believe Dr. H. bought their stories - should be smarter than that - [redacted] believed it was safe to manipulate the plant

p. 39 [redacted] on duty when [redacted] closed the valve that had the steam leak (NEOs upset) On large N-60

[redacted] 7C
[redacted] - voiced specific concerns about the rift between senior leadership and operators leadership

[redacted] 7C
[redacted]
[redacted]
[redacted]
[redacted]

Mentioned

[redacted] 7C
[redacted] due to believed had issues with pr. leadership

[redacted] 7C
- agreed that production over safety coming from top mgt.
P.125 VOCAL BUT WITH RISK FOR SAFETY ISSUE + DISAGREEMENT W/ SR. LETHALIST

- asked for incidents that these individuals had concerns with - provided that they existed & were tracked by [redacted] 7C

[redacted] 7C
[redacted] (re documents disappear)
[redacted] - could not locate
[redacted] - [redacted] re
[redacted] stem valve incident
[redacted] - sent email
Noted 9/24/02^{11:30P}, 9/25/02^{4:57A} shows 12 files with site safety concerns "not addressed" (Dr. H. did not have file)

- Has extensive files
 on all issues at site - part of CAP - would
 speak only under subpoena (fear for job)
 - Concerns re production over safety

Re June 03 LCO president

Recently heard from HC Shift Managers of distrust of Sr. Leadership decision making re incidents in 2003. March + June

p. 66 - Issue re too severe discipline - [redacted] forced to accept workers
Nov. 02 Tech - he + [redacted] had techs + superv. fired - [redacted]
anything intervened
further
needed?

Further needed: ~~Somebody~~ ~~the~~ ~~needed~~ ~~the~~ ~~problems with environment~~
 these two ~~can be~~ ~~represented~~;

DeH told him about Spring 2001 meeting, where she made -
 - had safety work discussions
 - had issues
 - concerns,
 brought to him from all levels about new marriage
 + nuclear safety.

renowned in industry, high standards
had concerns "production over safety" issues

SURVEY

site wide

Worst environments - Salem ops, Maint, Chemistry
Related 1 incident several yrs ago re Engineering

2001

[redacted] reportedly crossed [redacted]
re a nuclear safety issue - left to go to France
treated harshly & demoted

"Cheered the work environment at the management level"
[redacted] told Dr. H -
also told about some sort of suspension involved for [redacted]

P. 79-80-81

Questions re SKOs - SMS

Honoring license responsibilities vs. defying mgt.
Worry over consequences of following license?

[redacted] - REACTIVITY MANAGEMENT EVENT

↑ "Told Dr. H. Did not have the power or authority to stop the evaluation no matter how well planned, all of it"
ALSO Concerned it was " - Concerns re his "off the record" interview
also P. 152 re ECP interview Winston Delta

[redacted]

June 2003

72 Hr L Core Emerg. Diesel generator w/ jacket water leak

[redacted] - NOT TO SHUT DOWN

[redacted] INVOLVED

[redacted] told Dr. H re June 03

"Concerned still putting production over safety"

7L

[redacted]

sensed under pressure
- "puppet"

p. 86 (p. 86)

Keeping finger on pulse at site - Wanted to be sure safety measures
not out of hand - ^{or} would have come sooner

7L

p. 90 re J.

valve incident

4 to 6 hour debate

[redacted]

on

reportedly on telephone

Valve incident

not 1st hand
only rumors
did not id
source on

Pressure
human nature

[redacted]

7L

(contributes to documentation disappeared
allegation)

[redacted] apted to review a notification
believes regarding nuclear safety issues - would know if he
had nuclear safety issues

p. 115 Ad's Reactivity Management went as issue that they didn't
want recognized -

p. 123

Specific examples of things asked to do that were unsafe

↓ People to fail to

both personnel
nuclear
safety

[redacted]

see Dave Vito

[redacted]

has running list of things
that have been asked of people that were unsafe

uncon [redacted]

7L

(6)

Salem

[REDACTED]

ontag mme - NA

MEETING IN SPRING 2001

[REDACTED]

STAFF MEETING

P. 129 →

[REDACTED]

Raises concern about
leadership being a
nuclear safety issue

Salem

[REDACTED]

regarding notifications written
(P. 139) notes contradiction in how to perform job
But actually comes down to get the scheduled
work done - do the "nice things" as long
as it doesn't affect tracked items -

Salem

NEOs -

notifications written "disappeared"

Only engineering notifications exist

[REDACTED]

would know of several written

7C

7C