

Attachment

Transcribed Interviews

7C

[REDACTED]

- Allegor told him that there were a lot of problems at the site, relationship, not safety, but articulated none.
- Allegor did not raise any safety concerns to him.
- Allegor did not say she was terminated for raising safety concerns.

[REDACTED]

- Fine line between production versus safety, but safety always came first; talked specifically about taking Salem critical with vacuum established in a non-routine fashion.
- Heard [REDACTED] refer to a lack of defense in depth thinking; [REDACTED] challenged the nuclear team to be mindful of this philosophy for its importance.
- Heard [REDACTED] refer to "taking the keys away"; [REDACTED] meant the Team needed to wake up because performance isn't where it needs to be.
- Production over safety examples:
 - Restart following the grassing event at Salem; [REDACTED] was perceived by operations people to be sending mixed messages because of his recent letter for conservative decision-making.
 - Hope Creek turbine bypass valve [REDACTED] was coming from safety aspect but people probably didn't perceive it that way.

[REDACTED]

- General 50.7 stuff concerning the allegor's layoff.
- [REDACTED] could not confirm or deny that allegor stated [REDACTED] told her that [REDACTED] had the latitude to retain her."
- [REDACTED] states that the allegor's statement, that [REDACTED] instructed HR to accelerate her departure, was not true.
- It was [REDACTED] decision to move up allegor's departure date, mainly due to input from his boss [REDACTED] concerning her submitted expenses.

[REDACTED]

- Hope Creek turbine bypass valve [REDACTED] questioned him for 2 hours as to why the plant should shutdown, but he would have questioned the other side had he decided not to shutdown the plant; peoples' impression that [REDACTED] was trying to get him to do the wrong thing was inappropriate.
- Allegor told him that she wasn't sure she has a safety concern, but it feels like other people do; told her she didn't need to go to [REDACTED] he provided her comfort when he said there were no nuclear safety concerns at the plants.
- His impression was the site leadership was in trouble, and because it's at a nuclear power plant, it must be a nuclear safety issue.
- [REDACTED] reaches defense-in-depth and continually does so.
- [REDACTED] told people at a morning meeting that they don't come from safety, because of OSHA accident rate.

Q-19

- ([REDACTED])
- Morale issue with the Salem EOs because of OT, shift rotation, and fired shop steward X 7c
- Has heard managers get challenged by supervision over safety issues, but never sacrifice nuclear safety or personnel safety, and no one gets shouted down.
 - Production over safety; recalled a Salem 1 issue concerning condensate valve #47; decided not to work it; it was challenged by the operators, and after a meeting, the operators understood why and left satisfied.
 - [REDACTED] most aggressive manager and [REDACTED] is in the middle, but they are typical managers and are acceptable.
 - Heard people refer to other people's thinking as dangerous; but PSEG's state was not dangerous; people can be wrongheaded in their approach; i.e., give people dose to fish around looking for a problem that may not be in that location.
 - [REDACTED] talks about a lack of defense-in-depth which we are constantly trying to build.
 - WANO report has a little bit about the site is not consistently coming from safety in decision making; i.e., don't consistently enforce standards and expectations; people slip up and make poor decisions.
 - There have been under-reactions to human performance events; mgt has taken some pretty significant actions to address it; reactivity event at Hope Creek was missed.
 - Morale at the management level is acceptable.
 - Had a rash of OSHA recordable events and had a maintenance stand-down; guy cut his hand on a valve because of inadequate pre-job workup prior to maintenance.
 - Salem chemistry dept is a problem because of poor equipment, but are working on the problem.
 - Salem EO lost part of a finger on a basket strainer because of poor work instructions, but it was done this way for many years.
 - [REDACTED] at Salem; believes he had a significant hazard and he had the responsibility to ensure the plant is maintained in a safe condition because he had a license
 - Allegor talked a lot about leadership issues but she never raised specific safety issues.

- [REDACTED]
- There are morale issues with Salem EOs but they are working on it.
 - Did not meet industrial safety goals last year - working on it.
 - He said he was the manager that said "we focus on appeasing employees' safety concerns rather than resolve them; working with his CR supervisors to change their mindset.
 - Reactivity event's seriousness at Hope Creek was not recognized by ops and middle management; took a couple days and senior management to recognize it.
 - The grassing event at Salem was handled fine in the end; no matter which side he took (production or safety) his management would question him on either issue; they are not asking him to violate safety requirements.
 - [REDACTED] talks about the company's lack of defense in depth as one of his operating philosophies.
 - [REDACTED] talks about under-reaction to human performance issues; in context of trying to improve the philosophy at the site.
 - Salem chemistry dept is a hot spot as well as Salem EOs.
 - [REDACTED] there were some errors with it; it would have been better if he directed someone to do it.

- Generally 50.7 issues - reasons for her layoff.
- Alleger did not raise any safety concerns with him
- Alleger just raised soft issues with him, i.e., effectiveness of management; the only difference from day 1 and the day she was let go is that at the end she considered the issues to be safety concerns.

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- Acknowledges Salem EO problems, but states it doesn't impact nuclear safety.
- WANO evaluation did not conclude the site was being mismanaged.
- Salem restart following an outage; wanted to use an alternate method to validate position of a rx head vent valve vice fixing it; some people saw the discussion as trying to work around the problem vice fixing it.
- Talks about lack of defense in depth, but to the extent of trying to educate people about it.
- made an accusation that brought the plant out of shutdown prematurely, he was pressured to do so by it was investigated and unsubstantiated by the ECP dept.
- Hope Creek wrt an oil pump that needed to be fixed; engineering determined a valve would work during a turbine trip even though it was degraded; more risky to work on it at power so would wait till a shutdown; operators were not comfortable with the decision.

- "she characterized me, labeled me"
- Leak inside containment on fan coil unit; ops thought FCU was inoperable but did not and made comments to the crew that startup should continue; looks like maintenance found the FCU to be operable
- People would view discussion concerning the grassing event at Salem to be production over safety; said pushed too hard, but both were doing their jobs and did not ignore safety; but they waited to get circulators back for reliability.

- Meetings he's been to, management tends to place safety over production.
- People may tend not to raise industrial safety issues cause those issues don't get fixed.
- says you need to come from safety in decision making and stresses that there has been under reaction to human performance events.
- Hope Creek leaky relief valve challenged them to fix the valve rather than wait till a refueling outage.
- Relief of leaking Hope Creek bypass valve; gave a hug because he had such a stressful day dealing with challenging ops to continue up in power rather than fix the valve.

- People tend to put themselves at risk to get the job done, i.e., therefore production over safety.
- Generally explains all issues such that there are no problems at the site.
- Page 58 missing.
- Answers to the cause for her accelerated termination are not clear.
- Lots of 50.7 discussions.

[REDACTED]
Nothing.

[REDACTED] asks questions that would lead some people to believe he doesn't come from safety, but he is getting the full perspective. 7C

- Reactivity event significance was missed by low and mid level managers; plant should have been scrambled and that's why the crew is off shift.
- Heard site is being mismanaged but he doesn't believe so.
- Hears operating crews say we are focused on production and not safety; but it does not happen; they just don't have all the information.
- Salem 1 primary relief valve (#2) that was assembled was missing a spacer ring; workers signed off that it was assembled properly; falsified document.
- EDG linkage was found bound; declared the EDG inoperable; we're investigating the individual because he signed off stating it was OK.
- She told him that she had raised concerns to [REDACTED] and was being let go sooner for doing this; he was shocked and told her to go to ECP [REDACTED] before going to the NRC.

[REDACTED]
Nothing.

[REDACTED]
- Allegor was a problem creator, but were cultural issues, not nuclear safety issues because she had no subject matter expertise.

[REDACTED]
- All 50.7 stuff.

[REDACTED] (Organization Design/HR Strategic Planning)
- All 50.7 stuff.

[REDACTED]
- Basically acknowledged all of the allegor's statements, but justified them all.
- Mad he was challenged about a replacement transformer pump, but it was not nuclear safety related.
- Could not recall any example where production was given precedence over safety.
- Senior management is concerned about defense in depth, most notably [REDACTED] but it has never compromised nuclear safety.
- Senior management says we're not coming from safety in decision making, but that was in the past; currently believe its not a problem; people make mistakes but its not a predominant problem.

[REDACTED]
- Allegor told him she was being let go for raising safety concerns and he told her he found that hard to believe.

[REDACTED]
- Nothing.

[REDACTED]

- His first-line supervisor told him he felt pressured by operations people to do a valve job (spring ejection), but it probably wasn't a safety concern, just that operations wanted the valve back; guys are afraid to stop a job because they are afraid of repercussions; old culture mind-set that is getting better but is still around.

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[REDACTED]

- Shift crew did not know that the termination action was to scram the reactor during the reactivity event because it was not covered in the pre-job brief, possibly because a comment was made to keep the brief short.
- Feels his decisions are not always supported by his boss [REDACTED] especially if he believes he's coming from nuclear safety; but he believes [REDACTED] is coming from nuclear safety as well, so it's a disagreement between 2 knowledgeable people.
- Has felt at times that he is not totally free to raise concerns, but is not sure they were nuclear safety concerns and can't provide any examples; feels he will be labeled as not being a team player.
- He wouldn't be surprised if they were trying to make a case that the Hope Creek reactivity event was not an event; work aggressively because our goal is to not have any events; but this is speculation on his part.
- Feels QA may not be doing what it's intended to do; they should be one of his toughest critics; at times he sees it though but it's not consistent; 5-6 years ago they were very critical, but over the past 3-4 years they have been relaxed, but recently they have stepped up.
- Thinks for the Hope Creek reactivity event it was an improper decision to sit there and figure out what to do; should have just scrambled and fixed the valve, which is what they did anyway.

[REDACTED]

- Nothing.

[REDACTED]

- Maintenance technician felt pressured to work on valve (ejected spring) but did it anyway; perception was that he thought management would not back him up; ingrained behavior with maintenance.
- Alleger was bitter at the end and felt betrayed; smart enough to portray all this info in the manner she wanted to.

[REDACTED]

- [REDACTED] management style is to take the non-prevailing opinion and run with it; he will test your will and conviction of your decision to make sure the group comes up with the right decision.
- Alleger told him she had safety concerns but they were not immediate; he told her to go through proper channels; she said she need someone independent to validate whether there were safety concerns or not.
- Alleger told him that her job was eliminated because she took safety concerns [REDACTED]

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- [REDACTED] Allegor told him that there were leadership failings that jeopardized nuclear failings; however she gave no specifics and he didn't probe.
- [REDACTED] have management styles that are not conducive to getting issues on the table.
- Hope Creek bypass valve [REDACTED] senior management and [REDACTED] questioning to restart the unit was not appropriate; he would have resigned before allowing a restart; questioning took 1 to 1.5 hours and it was challenging; if there was a safety first mentality those questions would not have been asked.
- Salem grassing event [REDACTED] was asking operators to go against his defense in depth letter in a confrontational manner; he and the operations manager were working in a different management style with the operators explaining the mode change was OK with 4 circulators; they did do the mode change but it was the management style that was the problem.
- [REDACTED] can't be trusted; however no nuclear safety concerns.
- [REDACTED] may have a knowledge gap because he wanted to hydro the vessel while it was critical (this point has no merit according to Mike Modes/NRC).
- [REDACTED] who quit, said he could not work for in that environment anymore under [REDACTED]
- [REDACTED] who worked for [REDACTED] was fired because he did not get proper support in his training job [REDACTED] was always starting brush fires that had little merit; this was counterproductive to what the company was trying to accomplish.

[REDACTED]
All 50.7 stuff.

- He had a discussion with the allegor that there were no guarantees if [REDACTED] was to move to [REDACTED] payroll, and [REDACTED] was understanding and accepted it.
- If [REDACTED] would not have moved over, it's highly possible [REDACTED] job in corporate would have been eliminated.
- [REDACTED] did not provide any information that suggested that [REDACTED] job was eliminated because [REDACTED] raised safety concerns; although [REDACTED] asked if [REDACTED] had been blackballed.

[REDACTED]
Nothing of interest.