

September 24, 2002

At 5 pm. on 9/24/03, I attended a meeting with the Salem Operations Leadership Team, led by [redacted]. It was obvious to me that one of the [redacted] in charge of the plant and crew for the night, whose name is [redacted] was quite upset. He spoke towards the end of the meeting of feeling at the end of his rope with his crew. He didn't know what to do. I offered to stay late and meet with his crew of guys, all Union.

I met with them for nearly 2 hours. They were very upset about events that had occurred over the weekend. Their point of view was that the [redacted] had performed an unsafe act by shutting a valve with a steam leak instead of allowing [redacted] and his crew of shut down the unit. Their concerns were for [redacted] and his safety, for the bad example he was setting, for the pressure he seemingly was under to feel a need to jeopardize his safety to save plant production. They "vented" for most of the time. I largely listened and asked questions.

That evening I met with [redacted] also and the next day I briefed [redacted] and [redacted]. Much discussion and fallout ensued that went on for weeks. Employee Concerns was called in to investigate.

The next day I received the attached emails from the Union guys. They reveal additional safety issues. /they also show that I was viewed as [redacted] "fear" and was expected to relay info to him that others, out of fear or chain of command or whatever, did not get to him themselves.

I spoke with [redacted] about these concerns on or around 10/1. He seemed annoyed that I believed the Union guys were genuinely concerned about [redacted] and his safety. His view was that they were the problem, not management. I pointed out the need for management to engage with them and the intense coaching I was giving [redacted] and [redacted] to sit down and talk vs. stonewall. [redacted] and [redacted] had agreed to do this. [redacted] did not ask clarifying questions or seem interested in hearing more. I once again felt I was being discounted.

10

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