

Transcript of Conversation 3/27/03

[REDACTED]
& Kymn Harvin, Manager-Culture Transformation, PSEG Nuclear

Harvin: Do you have one minute?

[REDACTED] Yeah.

(Door shuts).

Harvin: So [REDACTED], I got a call from [REDACTED] at PSEG Nuclear] yesterday saying you want me out by Friday.

[REDACTED] Who does?

Harvin: He said you did.

[REDACTED]: Uhhhh....I have made no decision on that. [REDACTED] has. [REDACTED] has said, told me, that the end of the week, that's it for you. And I said, Okay.

Harvin: Why?

[REDACTED] I can't answer that. I don't know. I have no idea other than him saying you're finished, and...uh....I'm NOT in this decision-making at all.

Harvin: Well [REDACTED] said you were. He sent me a voicemail yesterday saying he talked with you and my out-processing has gotten moved up from April 16 to tomorrow [March 28]. And I've got meetings scheduled up at Corporate and...

[REDACTED] THEY called me and said, uh, if we move you from your 45 days to next week is there a problem with that from my perspective. I said, well, I don't know what she's doing from anything else. They said well we've been told that she may be doing some assessments for other utilities.

Harvin: No, I told them....

[REDACTED] I talked to her about that and I said we'll be having the line management do that if we're going to do them. I don't know if we will or we won't. I don't know of anything that would constitute a change in that. So, uh, the motivation was then to, uh, move things up. That's what it is. But...

Harvin: Do you know why?

[REDACTED] I believe [REDACTED] just wants it done.

Harvin: So I have no opportunity now to meet [REDACTED] work with him and have him make a decision. [REDACTED] told me on Thursday he was free to make.

[REDACTED] I am not...

Harvin: It's so inconsistent. Every day there's another....

[REDACTED] am telling you....I am not make (sic)....you are not working for me. [REDACTED] is telling, and HR is asking on [REDACTED] behalf, now whether they are taking it this way or this way, I don't know. I've been consulted on if you were finished this week is there a problem from that from my perspective.

Harvin: We have...this week is the follow-up on all the 3C-day assignments. We are having our big meeting on Wednesday. I've been integrally involved in that.

[REDACTED] Kymn, I'm not telling you anything other than they want it over. They want it over.

Harvin: But why?

[REDACTED] Because your position has been eliminated. It is position elimination and they want it over with. Okay, I understand. And they want it done this week. Okay, I understand.

Harvin: So this is....so.....it hurts.

[REDACTED] Your position has been eliminated. It is not about you. The position was eliminated.

Harvin: Yeah, but, I was told I could work until April 6th.

[REDACTED] You and [REDACTED] will have to have that discussion.

Harvin: He's not here (voice raised)

[REDACTED] Kymn, it is not me. I don't know how many times I have to tell

Harvin: (interrupting) Well....the issue....

[REDACTED] (voice raising) You, you work for fucking [REDACTED] (Yelling) Stop putting me in the middle of it. He said you're out and HR is following it. How much simpler can I make it. I can't control it. I love you but I can't do anything about it! I can't! I have been ordered, (yelling louder) ordered, what do you want me to do? I have to salute and I am saluting. So Kymn, that's the deal.

(Kymn is audibly crying). It's over. Done. I know you're working on stuff. I know that. I know that. I don't have a say so.

Kymn, I don't know what to say. I am not in the position one way or another to control the outcome at all. I am sorry about that. And I'm sorry I'm the one that has to be the bad guy with you....I really am, you know, because it irritates that shit out of me cause we've got heartless, fucking people that we work for. Well, you know what? This is the deal.

Harvin: (crying) So here's how it looks to me....I go meet with [REDACTED] I find out who made the decision, he makes it clear it was him, not [REDACTED]

[REDACTED] not [REDACTED] not [REDACTED] Power]. It wasn't done for performance, it was simply his decision because we are going to attack the Union, right? I said, 'Could [REDACTED] choose to retain me?' He says yes. I talk with him about what I am hearing over here about all the issues, how scared people are, they think we are making bad nuclear safety decisions, he says, 'That's a bunch of bullshit' and then he picks up the phone after I leave and calls [REDACTED] and says I want her out of here.

What does that tell you?

[REDACTED] I don't know.

Harvin (yelling): You are an officer of this company!

[REDACTED] Stop holding me accountable for something I am not accountable for, Kymn.

Harvin (crying): Where do I go? What do I do?

[REDACTED] You say good bye, like you were told to do. This is not the place. I told you before. Didn't I tell you before? Kymn, this is the wrong place. I told you that. I said don't fool with this. This isn't the right time.

Harvin: Are they after me?

[REDACTED] They are after you and they are after others. And it is only a matter of time and I will be in the same position. It's only a matter of time.

Harvin: (inaudible)

[REDACTED] Your position was eliminated period. [REDACTED] has the authority to eliminate positions and he did. And he picked yours. Why he picked yours....I can't answer that. He picked it and he's done it. He's done it. And there isn't anything I or you are going to be able to do to change it.

Harvin: This is so inconsistent with what we say we stand for. Not eliminating my job—that's not the point. But how it's done, how it's communicated, making you the bad guy, changing the timetable...

[REDACTED] Welcome to the realities of this company. It's been this way all along, for 20 years, all along. You think I'm in charge of the place? Uh-uh (shaking head no).

Harvin: I even said to [REDACTED] got the weight of the world on his shoulders. It's not fair to put him in that position.

[REDACTED] Yep.

Harvin: And he shrugged his shoulders.....Why do, why do you let this happen to yourself?

[REDACTED] Kymn, I am under contract. I have an obligation to fulfill the contract which is to do the job I am paid to do and I am doing it to the best of my ability. If they tell me we don't want you anymore, that's fine. That's fine. I am not an employee of the utility company. I am an employee under contract.

Harvin: Hmmm.....Do you have a tissue?

[REDACTED] Sit down, please.

Harvin: I didn't want to cry.

[REDACTED] I know you didn't.

(Door opens and shuts. Harvin is sobbing).

[REDACTED] These aren't very soft but they're the best I have.

Kymn, you and I are in a very interesting situation and I don't have any idea what tomorrow will look like. My discussion with [REDACTED] was an interview—it wasn't a discussion about tomorrow. It was an interview. I said to you three weeks ago...Kymn, I don't think you want to play in this. It is changing. It is not going to be what it was. Uh....there's a complete distrust with Enterprise and Nuclear. Complete. Let me tell you how it looks to me. I can't hire anyone. I can't go get anybody. I can't make any moves. I talk to [REDACTED] and said I just had a fucking industry event, I'm disqualifying people, you can't disqualify people, I did disqualify people...

Harvin: She said you can't disqualify people? That's not her authority.

[REDACTED]: When I'm dealing with Union people it is.

Harvin: Oh, I thought you meant the Hope Creek guys.

[REDACTED]: I am talking about the Hope Creek guys, but it's Union and management. Uh.....the.....uh.....uh..... I'm doing the best stakeholder management I can at this point to avoid an AIT [Nuclear Regulatory Commission Augmented Inspection Team] and swooping in from the outside world. So I'm the [REDACTED] and I think there's a few other jobs in there. And so I'm carrying it until such time that people say 'Here's what we want to do.' [REDACTED] made it very clear to me that he will think about things and he'll have his thoughts when he comes back. OK, I understand. Uh.....Am I in the game?

Harvin: Do you want to be, in the long run?

[REDACTED]: There's a power shift that is definitely occurring now that [REDACTED] is out. Uh....I'm not going to blame [REDACTED]. I think [REDACTED] has been shielding Enterprise from us for quite some time. And now [REDACTED] is coming in today. Do you know why he is coming in today? Because he doesn't think I am doing my job.

[REDACTED]: [REDACTED] come in on Tuesday and want to re-review all of the salaries and gave me 98 changes to make because they don't think I am following the policy.

I'm going to tell you what's happening. The book is being written. The book is being written.

It is only a matter of time. It is only a matter of time. So I tried to tell you as best I could. It's coming and you should not stay. You should not stay. You don't want to find yourself caught up into it and being crucified. I would take it that it is purely position elimination and accept that. Write a book.

Somewhere in a week, a month, might be six months, I'll be calling you and I doubt it will be from PSEG. 30, 60, 90 days tops.

I think the outage will be very tough at Hope Creek. We'll spend more money than I have, and it won't come in exactly at 20 days as hard as everybody will work—it will be close. That will be viewed as a negative and the plants will act up a little bit in the summer and that will be probably the icing on the cake that says you will go. These are all the facts. I will get the (humping sound) letter from the CNO who will say, 'I told you you're shitty, you didn't make the right picture, so we're going to terminate your contract. That's what I think.

The other guys, I don't know how they'll do.....(inaudible)

I've done my communicating to where I think the plant is, and have documented where I believe the issues rest, and.....ummmm....it is clear that I am being no more heard than you are. And the distrust must be huge that they believe they have to bring in all these people to check. So I've got the cops coming in here checking [REDACTED] will be here at 2:30. [REDACTED] was here the other day. Uh.....I feel the only guy that would have me hang on to the job here is [REDACTED]. I think [REDACTED] wants me to stay, the guy that I was arch enemies with (laugh); would prefer me to stay.

Kymn (tone changes), I was aware the date was being moved up. Why the date is being moved up I believe it is [REDACTED] trying to finish everything before he leaves. He made a commitment to Enterprise, it was position elimination, and I don't think he's going to leave, you know, left over stuff for [REDACTED] to do.

Harvin: [REDACTED] their timing is very suspect. I go meet with him, and right after that, he calls [REDACTED] and says escalate her, accelerate her.

[REDACTED] It's time. Whether it was one week or this week, it's not going to make any difference one way or the other.

Harvin: I see that now.

[REDACTED] I mean, it is really not. I think you're getting a little worked up over, really, it'd be no different a week from now. The issues that are around it, I think, you know, have...are not going to change.

Harvin: I met with [REDACTED] for about 10 minutes on Monday...at the end of the day, cause I wanted to see for myself if this was a leader I wanted to work for and fight to work for. And it was very telling cause he said, 'What's the culture like around here?' And I said, 'How honest can I be?' And he said, 'As honest or dishonest as you want to be.' I said, 'Can I shut the door?' And he said, 'No.' And [REDACTED] was sitting right outside. And I was unwilling to have the conversation. And...

[REDACTED] Why not?

Harvin: Because I didn't trust that she wouldn't immediately call [REDACTED] and say, "Kymn said...blah, blah, blah, blah, blah."

[REDACTED] She probably would have anyway.

Harvin: Yeah, I'm sure she probably told him I was there already since I wasn't on his schedule. And he said something to me like, "Well, I'm looking forward to working with you" or something and I said, [REDACTED] I'm not on your team. In fact, I was due to leave April 16 and was told I have to leave on Friday. I won't be here

when you come back.' And his immediate reaction was, "Oh I can't do anything about that." And I said I'm not asking you to. I was just telling you the facts.

I said I would be willing to...I'd like to spend an hour with you and give you my insights because I have been here and I do know what the score is.

So whether or not he calls me will, in itself, be very telling.

[REDACTED] You've gotten into timing and cleaning out.....before the turnover is complete. That's all it is. That's all it is. If you think any more than that you're wasting emotion. Don't do that. Don't do that.

Harvin: I guess I'm naïve because I was really hopeful that we could put the real issues on the table and really deal with them. And...

[REDACTED] The real issues are with those in charge. The real issue is whose in charge. Is Enterprise in charge? Is the site in charge? Is the Union in charge? It's clear both of those parties don't want Nuclear in charge. That much is clear. And Harry has been in charge. We can debate whether he did good or not. But the facts are I think he's kept non-Nuclear people from running the place into the ground. And the change that's occurring now is Fossil's running the place. Fossil what? Fossil [REDACTED] You know, it's just the numbers? Fossil like 'I don't understand Nuclear?' Fossil like we should do the same things like we do in other parts of the company?

Well, I'll say it. That's what it looks like. That's what's occurring at this point. That's the direction it looks like it is going to go. They want that.

Harvin: You know the Ops guys see that. That's what really scares them. That when you have non-nuclear people putting pressure on nuclear people to make decisions and the non-nuclear people don't understand all the aspects involved and what they are asking for or pressuring for.

That was what the whole issue at Hope Creek was about....do we go back up before we find out about why that valve...you know all that...that's what they told me. It's like: 'Who is running the show?' And thank God you didn't succumb to the pressure. They were afraid you would. If anybody weaker was in your job, what do you think would have happened?

[REDACTED] Uh....I don't know. I do know is that I took a beating from [REDACTED] and [REDACTED] for spending \$25 million in lost revenue on the profit and loss statement for Hope Creek. (inaudible)

Like I said, I try to take the information I get and I do like to evaluate it completely and there is some risk-taking I can take and am expected to do.

I hope that the outcome of Hope Creek is one where they can have some faith in the people that are here that they do understand what it takes to run the place. That doesn't mean that everything is as clean as one would like cause a lot of people have input and want to have input and by their position have input and, uh, sometimes it takes a little longer to get to the decision. Hopefully it's the right decision. (inaudible) It takes a little more bantering back and forth.

Harvin: You know [REDACTED] PSEG Nuclear] really thought you were going to go the other way—production over safety. I mean he's been very upset, very upset. And he's been one of your biggest supporters.

[REDACTED]: (inaudible) Is there anything that would prove it wasn't the right thing?

Harvin: No, you ultimately did the right thing, yes.

[REDACTED] I don't know why there's skepticism in the leadership. Why is that?

Harvin: They knew the pressure you were under.

[REDACTED] Yeah, it is only going to get harder. Why? Because there's less money the company has these days. Gas prices are out the roof, there ain't no business coming from [PSEG Global] Global, and you can run a highly expensive gas unit but all you do is break even. So who's making your money? Well, this place.

Now, all of a sudden, you know, they are on the bandwagon like [REDACTED] is. They want 95% capacity factor. 95% capacity factor gives you no margin. Zero. Absolutely none. That really is flawless execution. How do you get flawless execution with the goddamn attitudes here? Fuck it, [REDACTED] (inaudible) place. It's not going to happen.

So you should not take any of this personally. You are simply a chess piece. You're the move that was made. They've made it, I've made it, who gives a shit. Somebody is saying I want it different.

You're right. I carry an officer title. It doesn't mean shit. It doesn't mean shit.

Harvin: Who has all the power? (b)(7)(C)

(b)(7)(C): Absolutely. Absolutely. And as soon as the announcement was made that (b)(7)(C) was leaving, the power changed. That day. That day. We are now under a completely different process.

Harvin: He doesn't have a nuclear background, right?

(b)(7)(C): Nope.

Harvin: _____ (inaudible).

(b)(7)(C): I don't know. It may be these are the things one should expect, given the new environment we are in. A deregulated company that runs a nuclear plant.

Harvin: The Salem guys told me they thought this would be our demise.

(b)(7)(C): Well, the NRC position from the word go, you know, Chairman Jackson [Shirley Jackson, former NRC Chair], said that a few years ago about deregulation. Deregulation was going to be the watering down slowly and we'd see a safety culture change in nuclear power that would ultimately end nuclear power. The very thing it [deregulation] was intended to do to make it a viable entity ends up causing people to make poor decisions because of the economics. And it ends up being economically not viable anymore.

(Silence)

Harvin: Well, I'm sorry we yelled at each other.

(b)(7)(C): Aw come on. That's all a part of 'straight talk' isn't it? Isn't that what you have said all along?

You've done a good job. I've told you that before. You've done a great job. You should not walk out with anything other than someone has said I want a different guard and I want a different line-up. They have that choice. They have that choice.

Maybe they will see the wisdom that was provided and, if nothing else, keep some of it and try to move it forward. If they choose not to, they choose not to.

As I said, here's no doubt in my mind, Kymn. You are just one of several others.

Harvin: OK, thank you.....But it wasn't just a job. And I don't think it is for you either. Look at us.

[REDACTED]: Of course not, I poured my heart and soul in just like you did. Because that's what it means to own, that's what it means to be accountable. So we demonstrated to ourselves, if nothing else, right? You can always fuck anybody else. Can you walk out and say, "I was accountable?" Well, you wouldn't have the emotion you do if you didn't. So then that's the sign that says you did exactly what you should of and gave it 100%. You hold your head up high.

[REDACTED]: You wouldn't have the emotion you do if you didn't. You did exactly what you should've. You gave it 100%.

So you hold your head high, say thanks a lot, it was a good ride, and I hope you don't fall off the cliff.

Harvin: OK, I'll go wash my face.

[REDACTED]: Don't take it for any more than that...a chess move. Things may change. You know I could be way wrong. I could be way wrong but I don't really think so (laugh).

Harvin: OK, OK. Thank you.

[REDACTED]: As I said before, you should do your job as well as you can up until the end. And that's exactly what I'm going to do. And I am not going to let on one bit. I will do the job, I will work the hours I have to, I will give 100% and if someone tells me 'Thanks a lot, it wasn't good enough, I'll accept that.'

Harvin: But it wasn't just a job (crying). And I don't think it is for you either. Look at us.

Harvin: OK.

[REDACTED]: So look at it this way, alright? In a business orientated (sic) sense, you had a contract that had some expectations to go do and you did and the contract has been fulfilled and the time period is up. That's it. That's it.

You have a wealth of information this minute. I would write a book, you can at this point. Give something back. So, you know, use your creativity and do it, I

mean my God. Pass something on to somebody else who might actually use it.
And you might make some money at it!

Harvin: The Union guys, when they moved my office around the corner, saw my books, the picture of my books on the wall. They asked me could they have my autograph. It was so touching (crying).

(inaudible)

[REDACTED] You did good. The place is better. Did we cure world hunger? Not yet. You did good.

(inaudible)

Harvin: Thanks.

[REDACTED] See you later.