

DIV notes from
9/9/03 interview

2/99 @ PSEI

- Corporate

- SAP computer system implementation

- March 1996 @ site implementation

- didn't really have a boss on site

"Business integration team"

- Business Process Re-Design

- Reported to [REDACTED] - Corporate

? * Brief description of SAP -

Work was characterized by Fear & Intimidation

- right away? but was manifested - people came to be
- meetings difficult

Indirect reporting relationship to [REDACTED]

Salem coming out-of-restart

- Low Stress

- more good stories first couple of years

- job "evolved" into SAP sup SCWE involvement

FALL 1996 - [REDACTED] got her to work w/ [REDACTED]

on ~~Chas~~ Human performance initiative

- got some momentum but shifted gears
after [REDACTED]

- Shared concerns w/ [REDACTED]

- [REDACTED] previous external consultant

- painted very negative picture of work environment

P-44

Meeting

- yelling cursing
- Director? - also loud & intimidating
- a lot of union/mgmt infight

Several mtgs - Monthly leadership meetings

- people died

- IWE under

- things got better for a while
- Elinor environment moved from "toxic" to a "middle stage"
- Progress "how did you see"
- Surveys done every year
- mid-2002 - "peaked" - sharper decline afterward

INFO 3

- dramatic negative shift at this point

= at several points it appeared as if lost faith in his mgmt team

- became disenfranchised w/ mgt & employees

- did help things get better up until mid-2002

- other people came in mid-2000

- the same good support for union/mgmt interface

KIC

IR13-Fall 99?

- helped bring about cultural changes as they moved out of

- her role was to be back to leadership team

How did they get an exp INPO 3 after mid-2002

- not obvious that it was sustainable
- not comparable to others who had a 2

How did [redacted] - down-trend manifest itself

- distant
- invisible
- sent others to do stuff
- "make" change happen - [redacted]
- improve plant performance (mutual gain meetings)

union/management interactions had gotten an INPO "strength" went downhill after INPO 3

- Fall 2002 -

After INPO 3 - [redacted] handled things & change generously

- behind the scenes authority between [redacted]

new item

- Poyas about leadership style, tech issues

★

examples

2002 [redacted] in Salem CR after outage - SRO told to "N/A" a line in a procedure to move forward w/ plant startup

[redacted] direction RO to "N/A" the step

- talk up [redacted]

- doesn't know if licensee investigated

or if a "Noticedown" was written

- she learned of this @ mgmt meetings

- Use the Very by rift between salmon operators
Industry shift mps + upper mgmt
- presumed to make non-conservative decisions

Salmon Oper Expts new shift mps -

- don't trust [redacted] when it comes to operating the plant
- Shift mps - [redacted]
- on duty when [redacted]

- salmon concerns about rift

- When Ken

from direct
conversations
w/ [redacted]

- early 2002

- he resigned

- also

- resigned (but now back on site
as a contractor)

There were people who were keeping track of issues

Equip oper

- 12 hrs attached - solution

- 9/24/02 11:30pm emails

9/25/02 4:59am "

[REDACTED]

- C/A process
- Defused for her job
- would only speak under subpoena

[REDACTED]

also resigned recently

- more recently heard from HC of quarter of their district

She gave a copy of NEO list of 12 issues to

Mr. [REDACTED] of Quality Assurance [REDACTED]

- [REDACTED] "Yeah I've heard this" ... "Nothing New Here"
- "We've known for a while that Salem NEO's are a problem"

Read [REDACTED] e-mail

- She went to [REDACTED] (at the time, [REDACTED])
- went to [REDACTED]
- went to [REDACTED]

[REDACTED] interviewed for NEO's on [REDACTED] Shift -

- Other [REDACTED] agreeing to meet w/ Shifts
- ECP reports validated concerns

9/02 - NEO's felt unsafe to close - industrial safety

concern -

- wouldn't otherwise have had to shut plant

- Talking w/ [redacted] after 9/02 incident - his attitude had
shifted @ that time no longer managers were problem,
union was problem

- more disciplinary action than
- PR-2 vol 1 issue ~ 11/02
 - techs & supervisor were fired
 - techs were brought back only after
union threatened picketing

- Fined [redacted]
 - didn't go immediately go for an FED cell
 - went to arbitrator - individual was
reinstated w/ back pay

Surveys

EPs - quarterly survey

- Sent then by [redacted]
- Chemistry & RP mgr
- EP survey - low response rate
[redacted] upset about having to
[redacted] points in 2002

Other Surveys

Gallup Q12 - results were due 4/1/03

- final survey under [redacted] results
have not been published

Imagine 21 - had a ~~low~~ Complex - a work place
culture survey Human Synergistics
[redacted] - "Kiss up, kick down"

Reorg

SCWE - ^{state} HC ops - healthier
- people worked hard on leadership culture

- Red Protection - ^{Issue} [redacted] - site - und
- recently had job eliminated

Salem had a "mending don" in ops mgr pos.

- Salem ops
- Maint site - und
- Chemistry " "
- Engr?

Engr [redacted] - reportedly went to [redacted] w/ 5 dily
issue - treated harshly, demoted - went
to work @ Fossil \rightarrow given time off
- doesn't know issue
- ~ 2001?
- told that by [redacted] [redacted] at
the time)

Heen - why were ^{add} surveys done

- Figure 21 - plot
- Q12 - done several years in a row by [redacted]
were linked to ment in crusher
- also some Corporate surveys done early in
the time there -

Kissup Kich den - [redacted]

- operators have "decided legally"

- * - Hope Creek - event, after she + HK left
 - Reactively mgmt event
 - ill-conceived, ill planned - operators didn't feel they had power to stop event
 - [redacted] knew about event
 - [redacted] - was on-shift that night
 - ↳ SM -
 - [redacted] - sr. leadership didn't give right level of support

6/11/03 event - FDB jacket water leak

- [redacted] wanted to commence plant SPD per 72 hr LCO action station
- [redacted] said it was not a direct order - so against [redacted] statement he commenced plant SPD
- not aware of any [redacted] under considerable pressure from [redacted]

HK Forced Outage - by pass valve - Bypass valve - Mid-Mann 2003

- problem w/ bypass valve closing
- should Outage be extended or not
- valve closed while shutting down (implicitly)
- [redacted] called [redacted] - to tell him to
- [redacted] - to tell him to
- [redacted] - so back up - don't SPD

- At the time, [redacted] has announced retirement
- Power Charge "has owned [redacted] to [redacted] (Fossil)
 - people told he there was
a 4-6 hr debate ([redacted]) - [redacted]
 - subst pressure [redacted] away [redacted] to
 - [redacted] - "We are dangerous" - "they should take the Press away."
 - Debate -

- eventually made right decision to
flex value

Had a conversation several days later

- Don't know where to turn - solemn to
confrontation with [redacted]

New reporting channel is a problem

- [redacted] used to report directly to [redacted]
- Now [redacted] reports thru [redacted] (a Fossil guy)

- JCLF survey results

- Other people still in positive mood

ECR - not a strong back word

- report to [REDACTED]

- many people we had to go to [REDACTED]

* [REDACTED] shortly after she left

- Mynt asked me to send a Notepad

- in - leakage [REDACTED] to Cheryl, this on 4/3/03)

Yusuf spends time trying to direct MKC/EMU
from digging into issues

Talked w/ all crews

- Salem - mnts like I after to their safety issues

9/02
event
afternoon

- ↳ an union guy "why bother?"
- apology just as bad as if
- room full of union guys -

(NEOs on [redacted] crew)

- she reported info to ops mgt

NEOs - were they ever asked to do

as the union - (both personnel & nuclear safety,

Salem NEOs - [redacted]

Salem ops - SWS, ops mgt, CR ops & REJ NEO
reluctant to speak up w/o mnt
- AOM - history to speak about safety issues w/ mnt -

[redacted] HC [redacted]

- [redacted] would not be afraid of speaking up
- however, he & [redacted] and "work down"
- lack of support from SR mnt
"sucking the life out of them"

July 2001 - Mnt Meety

- She said @ a meety "Leadership @ the site is a nuclear safety issue."
- no longer invited to meetings

[redacted] Issues

- = 1st Issue - # higher than they ought to be
- has to handle w/ "Kia Oms"
- Early April 2003

April 2003

- Grassing event - not following protocol that we said we would follow after 1st event (1996?)
- planned nuclear been efforts to scare people @ Intake US - shutting down plant
- Duplicate of 1994 - too focused on keeping plant running
- don't have confidence that we could prevent event as nuclear safety can
- "good troops" mentality

- Vore Kompletion incident

- other e-mail (not)

4/5 Stm valve closure - contacted [redacted] & asked him to ind

— no, not if columns were written about ^{reid} incident _{not fiction}

- there is an "engineering" notation, but

⇒ user in system then removed

Individual interviewed by [REDACTED] ~ 10/02

- meet w/ Lake about steam
valve manipulation issue

A. Mgmt directing documents destroyed that don't reflect positively —

A.2. [REDACTED] asked to me write a notification

f Winston & Sparrow did some interviews - after her Letter to

- [REDACTED] - spoke about Vx agent event

- directly contradicted responses provided by [REDACTED]

- Doesn't feel like a thorough or independent investigation

- no union people were interviewed

- Her mother - must interview a who's not

~~_____~~ last fall

- things have a way of disappearing, inferring issues for which notifications were written
- had examples
- she can't remember

~~_____~~ interview by Winston Strawn

- questions not open ended
- no latitude to make comments about other issues
- ~~intimidating~~ intimidating environment
- inconsistent ~~_____~~ response
- Atty's said they were representing the company

In the conversation w/ ~~_____~~

- you can build a case around the answer that you want

Discrimination Concern

- 2001 Mgmt meeting where she said "Leadership is a nuclear safety issue" - negative mgmt response
- May 03 - told ~~_____~~ they didn't have a mgmt team to get us to excellence
- ~~_____~~ response cold, unresponsive
- up until then had meetings monthly w/ ~~_____~~, cut off for a while
- 9/02 ~~_____~~ - her discussions w/ ~~_____~~ on ~10/1-2/03 - her atty was KOS, ~~_____~~
- can't believe you believe that they were really concerned about ~~_____~~ family

9/29/03 - rec'd

11/20/03

more dependency remarks don't
- he's the "litterer" & one of our
weaker OS's, he can't control
his guys

(214) 1/26/03 mtg w/ her & [redacted]
- comments about mgmt inconsistency in
promoting conservative decision making - did
she provide names? to [redacted] - doesn't
recall but she was referring to
[redacted]
- to [redacted] - that [redacted] was
only one interested in doing his
job

one on one
2/24/03 - Mtg w/ [redacted] going over "b omers" - [redacted] / [redacted]
one minute
com session - no delay, no cooperative discussion
- got bad news, clumsy position

- Not for performance, not because ^{she} he didn't
want to do a good job
3/19/ [redacted] her "were dangerous" conversation w/ her
- she wanted to know if she had a chance w/ the new
guy [redacted]
3/20/03 mtg w/ [redacted] -

- after mtg [redacted] called HR - "re-evaluated
her description" - contradicts that
[redacted] - that HR decided [redacted]

- Apr 2001 - [redacted] named her on his payroll
+ not reporting to corporate

[redacted] didn't know she was being terminated

2/5/03 She writes the [redacted] e-mail - she has
been or should be on [redacted] team
for Ozone review - 4/5, 4/6, 5/03 [redacted]

Subsequently invited to upper lvl mgmt
mtg -

1/03 [redacted] + her - "to put together
"100 Day Initiative"

Subsequent one-on-one w/ [redacted]
- They're out to fit you