

Ted Wingfield notes/comments on the [REDACTED] interview (12-16-03)

7C

The following are my observations/questions of the [REDACTED] interview held on 12-16-03.

ASSESSMENT QUESTION	YES/NO	AMPLIFICATION (WHY, WHY NOT, ETC.)
Will raise concerns and has done so before?	YES	Feels more comfortable now. Different comfort level in the past was attributed mostly to [REDACTED] described as being generally very receptive to conservative decision making).
Raises concerns for others?	YES	A function of his position as shift manager.
Believes others raise concerns without hesitation?	YES	
Knows of someone who has experienced retaliation for raising concerns?	NO*	* Spoke of the perception among the shift managers that the allegor could potentially be the source of retaliation if they did not "toe-the-line" (because she had the ear of upper management and made statements to the effect of "you guys toe the line or ... I'll get someone who will").

- Page 9 & 10 - Believes the relationship between management and the equipment operators has been deteriorating for the last couple of years and has gotten even worse in the last 6 or 8 months ... animosity in light of hirings and people coming back to work
- Page 10 - "... some people in management think that [industrial] safety is being used as a weapon ... by the union"
- Page 12 through 15 - "... example where I think that ... unethically, [industrial] safety was used to create an advantage ... a feedwater leak [low-level contaminated water] ... trying to get the leak isolated ... everyone was soaked by the end of the day ... [the union steward] came forward and requested that some members be allowed to leave early with pay] ... I said 'Well, this isn't a night we can do that. We need to keep working' ... [after that exchange] there became a safety issue ... health effects of the water ... it only became an issue after I tell the guys to go back to work" ... when queried about the safety issue, the workers deny that it came from them and say "the union told us not to do it"
- Page 17 through 20 - Workers bring up issues (industrial safety related) in order to delay work and cause problems ... "I just feel that [the safety issues] were used as political weapons as opposed to trying to make sure the job was safe"
- Page 23 through 32 - Discussion about a [REDACTED] union steward using time while on duty performing investigations of issues brought to him by other members instead of doing his assigned tasks.
- Page 34 - "Well, firing [REDACTED] probably was the biggest incendiary device ... I'd categorize it as an integrity issue more than anything else. But it was about a fitness for duty thing"
- Page 36 - "... I certainly had some disagreements with management along the way ... most ... were [related to the] conservative [operations] envelope ... I've argued the more conservative, and I've argued the less conservative from time to time"
- Page 37 through 53 - Recounts the interaction between [REDACTED] and members of Operations management about the number of Circulating Water Pumps required for start-up ... he and [REDACTED] were favoring waiting until more Circ Water pumps were available ... [REDACTED] left because of frustration, and I left [to oversee/push the return of the 4th Circ Pump] ... [REDACTED] was really the decision-maker" ... he categorized the input from [REDACTED] to be "a fairly persuasive argument" - the availability of any number of circulators above the absolute minimum required made the decision a management decision NOT a safety decision "... he [REDACTED] certainly applied pressure ... the term 'holding the plant hostage' was used, which is a catch phrase for ops isn't being reasonable ... [REDACTED] left over frustration because] he did not feel like he was being listened to ... [REDACTED] was the shift manager] I was an extra guy" ... there may have been a sense of pressure being applied by [REDACTED] but he believes [REDACTED] was leaning in the same direction (allowing the startup with <4 circulators)

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- Page 54 through 66, 119 through 121, 140, 141 - Recounts the SJ valve issue that was delaying continuation of a startup following a refuel outage ... needed to conduct some testing to determine which set of valves was leaking ... [REDACTED] had taken the position to NOT perform the testing ... "we're going to figure out a way to engineer it away [and the real force behind the decision] I believe it was [REDACTED]... I suspect [REDACTED] talked to him and expressed his opinion on the matter ... I thought we were playing with something that could turn into a tech spec violation. [REDACTED] basically said he was making the decision ... [REDACTED] clearly was a representative of his bosses. That was my opinion ... he reflected their views ... he [REDACTED] was typically a representative of the senior management"
- Page 67 through 77 - Discussion about [REDACTED] ... "that was brought up immediately as an example of non-conservative decision making ... I think it was more a case where [REDACTED] would not have sent somebody else into the position to isolate the steam leak ... I see [REDACTED] as the kind of guy that he would be hesitant to send other people and take risks he would not himself take ... [REDACTED] had looked at it and thought he was just going to shut the plant down ... walked away after looking at the leak, saying, 'no it's too big ... we're just going to have to shut down and isolate the other mains' ... [REDACTED] looks at it, says ... 'let me see if I can get to the valve' ... [he is able to get to the valve], looks around, doesn't see anybody, and [REDACTED] ... the steam was affecting components in the area like secondary switch gear (of which provided power to the Reactor Coolant Pumps) ... it was a fairly large steam plume ... he talked with [REDACTED] about it later ... "the gist of it was that he [REDACTED] felt he could safely get to the valve ... I think he was thinking the way to stabilize the plant and to stop this condition is to close the valve"
- Page 85 through 90 - Discusses the start-up with an abnormal turbine line-up (gland sealing steam not in service and using a packing/stuffing material to prevent air in-leakage allowing establishment of vacuum conditions in the main condenser) "... no I wasn't comfortable with it"
- Page 101 through 116 - Discusses the stuck BF-19 (Steam Generator Feed Regulating Valve) issue ... it happened on night shift and he was the Shift manager for day shift ... believed that night shift was mistaken in thinking that it was a controller problem ... "[around 3pm] we've done what we can do to confirm or deny it's a control problem. It really appears that there is something preventing this valve from closing ... The time of discovery is now. We're calling this inoperable ... [we got to a pre-determined point in the troubleshooting procedure where it would more definitively indicate that the problem was valve-related NOT controls-related and then declared the valve inoperable] ... we started shutting down ..."
- Page 116 - On whether or not [REDACTED] were ever on the "more conservative side" of an operational decision ... "It's not impossible, but nothing comes to mind"
- Page 126 through 130 - On people subjected to forms of retaliation ... "a leadership coach ... people were in for her ... she had the ear of senior management ... if you didn't have the right attitude ... you wouldn't be a shift manager for very long ... she never threatened my job specifically ... [through [REDACTED] I heard that] she basically said ... 'you guys tow the line or I'll get somebody who will' ... It was behaving in accordance with their [vision] ... had nothing to do with conservative vs. non-conservative operations ... I certainly wouldn't have bad-mouthed senior management in front of her ... it could be career-ending"
- Page 147 - "... a number of them [union workers] come up and say 'Well, as long as [REDACTED] is in position, I don't see things getting better'"