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6 SWORN STATEMENTS

7 of

8 VIRGIL H. TENNYSON and RICHARD E. ROAM

13 Taken before BONNIE L. WAGNER

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16 State of California

20 April 5, 1983

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A P P E A R A N C E S

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SUSAN L. DURBIN, Deputy Attorney General, representing the office of the ATTORNEY GENERAL, 3580 Wilshire Boulevard, Los Angeles, California 90010.

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VIRGIL H. TENNYSON and RICHARD E. ROAM,
having been first duly sworn by the Notary Public to testify the truth, the whole truth, and nothing but the truth, testified as follows:

MR. KAUFMAN: On the record. My name is Peter Kaufman and I'm a Deputy Attorney General with the State of California.

I have with me today Susan Durbin from the Attorney General's Office as well. We're here on behalf of Governor George Deukmejian as part of our role in representing him and the State of California in the ongoing Diablo Canyon

1 licensing proceedings.

2 One of the principal issues involved in those pro-
3 ceedings is quality assurance in the construction of the
4 Diablo Canyon plant. In reading press accounts of the con-
5 struction of Diablo Canyon we became aware that you gentlemen
6 had a role in quality assurance at the plant.

7 We would like to ask you some questions today about
8 your job with The Howard P. Foley Construction Company.

9 Why don't you state your names for the record, first.

10 MR. TENNYSON: Virgil H. Tennyson.

11 MR. ROAM: Richard E. Roam.

12 MR. KAUFMAN: Both Susan and myself will be asking
13 you questions.

14 I think I will take the lead in asking these ques-
15 tions and Susan may step in from time to time where I falter.

16 The questions I ask I will ask of both of you and
17 you can decide amongst you whether you want to answer each
18 question separately or you can come to a consensus answer
19 or you can elaborate on an answer that either one of you gives.

20 MR. JONES: Why don't we, as a matter of procedure,
21 have Virgil answer primarily since he was the senior person
22 there both in terms of position and years of service and then
23 if Mr. Roam has anything to add, he can go ahead and indicate
24 to you that he wants to indicate something.

25 Also, if you have direct information or direct per-
26 ceptions that Virgil didn't have, then you pipe in.

27 MR. ROAM: Okay.

28 MR. KAUFMAN: Mr. Tennyson, let me ask you first,

1 as a preliminary matter, what is your occupation?

2 MR. TENNYSON: I was the quality manager, both
3 quality control and quality assurance for a few years at
4 Diablo.

5 MR. KAUFMAN: How many years was that?

6 MR. TENNYSON: A total of nine years that I was
7 with the company and eight of those years was as quality con-
8 trol and quality assurance.

9 MR. KAUFMAN: So you began working at Diablo at
10 what time?

11 MR. TENNYSON: February 4th, 1974.

12 MR. KAUFMAN: At that time what was your position?

13 MR. TENNYSON: I was hired as a quality engineer.

14 MR. KAUFMAN: And you advanced to the position you
15 last held?

16 MR. TENNYSON: Yes. I advanced to chief inspector
17 and then to quality manager which was quality control manager
18 at that time.

19 MR. KAUFMAN: Before I ask you what each of those
20 entails, what positions have you held prior to that time,
21 prior to your working with Diablo?

22 MR. TENNYSON: I worked with Litton Industries in
23 the ship building portion of the company as sort of a quality
24 engineering coordinator which encompassed reviewing all the
25 purchase documents that were to go out for bids prior to them
26 being let out to a company to insure that they had all the
27 quality requirements within them. It was in coordination
28 with engineering quality assurance and all of that.

1 MR. KAUFMAN: How long were you employed with
2 Litton?

3 MR. TENNYSON: A total of about a year.

4 MR. KAUFMAN: And before that?

5 MR. TENNYSON: I was with Todd Shipyard for about
6 13 years, approximately.

7 I went to Todd as an electrician and then advanced
8 to management over the electric shop and fabrication and did
9 some engineering and was awarded a quality control stamp from
10 the Quality Control Department at that time to stamp and
11 inspect material through the shop going to the ships to be
12 built which was on Navy vessels and civilian.

13 MR. KAUFMAN: Thank you.

14 Mr. Roam, can I ask you the same series of questions.
15 When did you first start working at Diablo?

16 MR. ROAM: First started working there in July or
17 August of '73. Then I left in August of '74 after I brought
18 Virgil Tennyson.

19 In between I spent several years at different jobs.
20 You want them too?

21 You know, I worked at Diablo twice.

22 MR. KAUFMAN: So you left in '74 and when did you
23 come back again?

24 MR. ROAM: Come back about August 24th of '82.

25 MR. KAUFMAN: Why did you come back?

26 MR. ROAM: Why?

27 MR. JONES: I don't think that is relevant.

28 MR. KAUFMAN: All right. I'm just curious.

1 You were in a senior position in '74?

2 MR. ROAM: Yes.

3 MR. KAUFMAN: What was your position at that time?

4 MR. ROAM: Assistant manager.

5 MR. JONES: Quality?

6 MR. ROAM: (Witness nodding.)

7 MR. JONES: She cannot take down nods of the head.

8 You have to use words.

9 MR. ROAM: Oh. Assistant manager quality control,
10 yes.

11 MS. DURBIN: What was your position at Diablo just
12 until recently?

13 MR. ROAM: Well, until recently it was assistant
14 manager quality control working under Virgil Tennyson.

15 MR. KAUFMAN: What are the Foley Construction
16 responsibilities at the Diablo Canyon plant?

17 MR. TENNYSON: They are subcontracted by PG&E as
18 the general contractor.

19 They were up until, I would say, around '77 or some-
20 thing like that, they were just an electrical contractor.

21 Since that time they have acquired the tail ends
22 of contracts of Guy F. Atkinson which is a structural steel
23 builder out there and S&Q Corporation which was the instru-
24 mentation group. Also from W. Becker which was mechanical,
25 you know, pumps and things of that nature.

26 MR. KAUFMAN: So from '78 on the Foley Company was
27 doing the electrical work at the plant for some or all of
28 instrumentation?

1 MR. TENNYSON: All of the instrumentation.

2 MR. KAUFMAN: All of the instrumentation?

3 MR. TENNYSON: With the exception of what PG&E might
4 do on its own out there and their operations group.

5 I guess Foley was exempted from some of the work
6 and it depended on management deciding what was to be put
7 or let out to the Foley Company to work on.

8 MR. KAUFMAN: Well, can you give me an example of
9 some of the instrumentation that Foley was responsible for?

10 MR. TENNYSON: Can you, Rick, name anything right
11 off the top of your head?

12 MR. ROAM: What we was working on when we left was
13 the rivulet system for Unit 1 and Unit 2.

14 MR. KAUFMAN: Can you tell me what that is?

15 MR. ROAM: No, I couldn't, to tell you the truth.

16 MR. TENNYSON: It was a little hard for the quality
17 control and quality assurance department to determine certain
18 systems out there due to the fact that we had procedures which
19 told us how to inspect a certain joint or configuration, things
20 of that nature.

21 We did not file our documents or we did not document
22 things per a system. So it was a little hard to tell exactly
23 what system you were working on at all times because the paper-
24 work that the engineers -- well, the engineering section would
25 be able to take you and lead you right into a system and tell
26 you when they would complete a system but Foley QC department
27 could not do this.

28 Like I said, it was because of the nature of the

1 documentation being separate in the file and we didn't put
2 it together as a system.

3 MS. DURBIN: You were working to inspect various
4 components or various systems without really understanding
5 the working of the system you inspected?

6 MR. TENNYSON: Yes.

7 MR. KAUFMAN: All right.

8 MR. ROAM: Well, if you're through with that I was
9 just going to say the other system we were working on.

10 MR. KAUFMAN: Why don't you.

11 MR. ROAM: The other system was our modifications
12 and design changes that were created due to safety changes
13 from other plants.

14 MS. DURBIN: In other words, you were kept updated
15 and if something didn't work over at one plant you would change
16 that so you wouldn't have that same problem at Diablo?

17 MR. ROAM: That was basically it.

18 MR. KAUFMAN: That was for instrumentation?

19 MR. ROAM: Yes.

20 MR. KAUFMAN: So the Foley Company was doing the
21 work mandated by the Nuclear Regulatory Commission, the correc-
22 tion work mandated by the Nuclear Regulatory Commission, as
23 far as instrumentation was concerned?

24 Would that be a fair characterization?

25 MR. TENNYSON: Through PG&E. We didn't work with
26 NRC or anybody else. They might have communicated that to
27 PG&E and PG&E would redesign something or say, "Change this."

28 I couldn't tell you about the other part. We just

1 took our directions from PG&E.

2 MR. KAUFMAN: You were working on change orders
3 then?

4 MR. TENNYSON: Right.

5 MR. KAUFMAN: There was an instrumentation system
6 there and Foley was going in and changing an existing system?

7 MR. TENNYSON: Correct.

8 MR. KAUFMAN: Is that correct?

9 MR. TENNYSON: Yes.

10 Also the installation of new systems too, such as
11 the rivulets. Some of them were changes. Some of them were
12 for new systems.

13 MS. DURBIN: I'd like to ask a couple questions.

14 I'm interested in what you said about taking over
15 the tail ends of various people's contracts.

16 What did you mean by that?

17 MR. TENNYSON: Well, it was like Guy F. Atkinson
18 more or less completed the big portion of their work but there
19 may have been outstanding smaller portions of work to pick
20 up like a few minor modifications or just anything that would
21 have to be done.

22 It would be impossible for a company to kind of
23 close out their books and their records and not have something
24 outstanding.

25 What I mean by that is there may have been little
26 platform changes or things that PG&E maybe had not gotten
27 any design or engineering done on it prior to the contractor
28 moving out of his position and someone would have to pick

1 this up.

2 I don't know how this came about but our company,
3 evidently, was awarded what we call the "cleanup contract"
4 to clean up the tail ends of other various types of work.

5 MS. DURBIN: I see.

6 Had Foley had much experience in the past in doing
7 work on structural steel contracts?

8 MR. TENNYSON: That I really could not tell you.

9 MS. DURBIN: How about instrumentation contracts?

10 MR. TENNYSON: I know nothing about Foley other
11 than being connected with them at Diablo Canyon.

12 MS. DURBIN: I see.

13 MR. TENNYSON: So I couldn't really say what they
14 were involved in or capable of prior to that.

15 MS. DURBIN: Let me ask you something else. It
16 sounds like to me that most of your prior past experience
17 has been in the electronics field for --

18 MR. TENNYSON: No.

19 MS. DURBIN: That is not correct?

20 MR. TENNYSON: No.

21 MS. DURBIN: I'm sorry.

22 MR. TENNYSON: I did work electronics, electrical
23 shipboard and in the aircraft company.

24 Also I worked structural with Todd Shipyard for
25 many years in designing and engineering the installation of
26 equipment, foundations, inspecting, welding, things of this
27 nature.

28 I have had numerous years of structural steel, you

1 might say, because on ships there is quite a bit of it and
2 also with structural aircraft. I worked for Douglas.

3 MS. DURBIN: And I assume the same would be true
4 of pump systems that Foley was working on in Diablo. Had
5 you worked with pumps before?

6 MR. TENNYSON: Yes, installation of pumps, valves,
7 piping, small tubing.

8 Yes, I think I was very familiar with that.

9 MS. DURBIN: Were you inspecting anything at Diablo,
10 any types of systems with which you had not worked before?

11 MR. TENNYSON: I would say no, that I had been
12 familiarized with most of the things that I was involved in
13 due to the --

14 Well, I was in the Air Force for four years and
15 I had an extensive training course in A&E which covers all
16 that.

17 MS. DURBIN: You'll have to tell us what A&E is.

18 MR. TENNYSON: Aircraft and engineering mechanics.
19 I completed the school during the four years in the service
20 which covered hydraulics, pneumatics, instrumentation,
21 electrical and skin, you know, fabrication of the plane.

22 So I was familiar with it even though maybe I hadn't
23 had "hands-on" in some areas.

24 MS. DURBIN: Your experience seems very broad.

25 Were the other inspectors, the people who worked
26 for you at Diablo, similarly qualified or were people inspect-
27 ing things with which they had no previous experience or
28 familiarity with?

1 MR. TENNYSON: Well, I would say that there must
2 have been some situations where people were involved in their
3 inspection that had no prior experience in it other than the
4 training period we might have put them through.

5 MS. DURBIN: Is that your experience? Did you ever
6 have that experience that you were working on a system you
7 had no previous familiarity with or types of equipment with
8 which you had no familiarity about?

9 MR. ROAM: Me?

10 No, most everything I've touched at one time or
11 another.

12 MR. KAUFMAN: Now, you indicated earlier that you
13 had three positions as engineer, chief inspector and quality
14 manager.

15 What's the full hierarchy of that, if you understand
16 my question, starting from the bottom to the top?

17 MR. TENNYSON: Rick, why don't you start. You
18 started in the very beginning of '73 and take it through that
19 portion as to who you were working for, what you did.

20 MR. JONES: Do you want to go off the record for
21 a second? Maybe I can save some time here.

22 MR. KAUFMAN: Yes.

23 Off the record.

24 (Discussion off the record.)

25 MR. KAUFMAN: What is the entry level position in
26 your department?

27 MR. TENNYSON: You mean, as far as qualification
28 or requirement to become an inspector?

1 MR. KAUFMAN: Well, is an inspector the -- I guess,
2 for want of a better term -- the lowest position in the
3 quality control department?

4 MR. TENNYSON: Well, we tried very hard to set up
5 a program and did have it set up to have a trainee inspector
6 trained.

7 When I would bring a trainee in we would put them
8 with a qualified inspector, one that had been in the field
9 enough times where we felt that they could handle their job
10 properly out there and do the procedure well enough.

11 We always tried to indoctrinate a new inspector
12 or a trainee, you might say, with the proper procedures and
13 procedures that you would expect and put them with a qualified
14 person in the field until we felt they were ready to go on
15 their own in the inspection field.

16 MR. KAUFMAN: What kind of background did you look
17 for in hiring a trainee or in undertaking to train someone?

18 MR. TENNYSON: In some cases we really didn't have --
19 we didn't have any background search on it.

20 Numerous times someone was just brought into the
21 office and they said, "This is going to be a new inspector
22 for you."

23 I would put them to work after a little questioning
24 to find out where they were best fitted and I tried to work
25 them into the areas that I could work them into, as best I
26 could.

27 MR. KAUFMAN: Who would bring these people into
28 the office for you?

1 MR. TENNYSON: That would be my project manager who
2 was my boss, Skip Moses.

3 MR. KAUFMAN: These were other workers within the
4 Foley Construction Company?

5 MR. TENNYSON: No. They would be new hires from
6 various places.

7 Foley did bring in some of their own people: Sons,
8 daughters, things of that nature, from the Martinez office
9 and they would be brought in and used in various positions.

10 MR. KAUFMAN: Did some of these people have no
11 previous construction background?

12 MR. TENNYSON: It would be hard for me to say at
13 this point. Sometimes I didn't even see their application
14 or resume or whatever, if they had one.

15 That went straight to the front office file and
16 they were given to me to train and make an inspector out of.

17 MR. KAUFMAN: What were the qualifications for an
18 inspector?

19 MR. TENNYSON: There were no written procedures
20 as to what qualifications had to be.

21 I was told numerous times that we were not trying
22 to hire the inspectors in accordance with the ANSI 4526 docu-
23 ment or in accordance with 10 CFR 50 because we were not
24 obligated, evidently, to those documents at that time.

25 MR. KAUFMAN: That was at what time?

26 MR. TENNYSON: Well, that was during, I would say,
27 hiring up until the last year and a half or so.

28 MS. DURBIN: Until 1982?

1 MR. TENNYSON: Up until approximately that time,
2 yes.

3 MS. DURBIN: You'll have to forgive us for our
4 ignorance.

5 What is that ANSI document, whatever, that you
6 referred to?

7 MR. TENNYSON: Your ANSI documents are the more
8 pronounced versions of the 10 CFR 50 which is your 18-point
9 criteria for building of a nuclear plant.

10 MS. DURBIN: So the ANSI requirements are published
11 by the Nuclear Regulatory Commission?

12 MR. TENNYSON: I'm sure it is.

13 The plant inspectors were to be qualified to certain
14 levels or degree of levels by ANSI 4526 and your audit team,
15 which is an audit of your quality assurance group, were to
16 be qualified to ANSI 45223.

17 Wasn't it, Rick?

18 MR. ROAM: Yes.

19 MR. KAUFMAN: What is your understanding of the
20 specifics of those requirements?

21 MR. TENNYSON: Well, up until, like I say, approxi-
22 mately the last year and a half, until we started getting
23 audits from Pacific Gas & Electric's QA team who, at that
24 time, Mr. Dick Twitty was in charge.

25 Well, we were really not complying with the ANSI 26
26 requirements because we were told by Pacific Gas & Electric
27 that we didn't have to.

28 MS. DURBIN: Who told you that?

1 MR. TENNYSON: Well, this was numerous times from
2 the beginning since I went to work in '74.

3 Every time it would come up through the QA depart-
4 ment, "Should we level our people?" Well, we would mention
5 ANSI 26 and we would mention Appendix B of 10 CFR 50.

6 Well, it was either by PG&E inspectors or by their
7 resident engineer up there, who was a coordinator with us
8 between PG&E and the Foley Company.

9 It was by word of mouth that we were not subject
10 to all of those rules and regulations and that PG&E would
11 tell us what portions of it we had complied with and they had
12 the option to comply with the rest of it.

13 MS. DURBIN: Who was the most recent resident
14 engineer who told you something about that? Do you have a
15 name?

16 MR. TENNYSON: That would be Mr. Don Rockwell.

17 MR. JONES: Do you want to add something, Rick?

18 MR. ROAM: I was just going to say that in 1974
19 when we first started the program Virg and I and the others
20 tried leveling people, ABC-type inspectors.

21 MS. DURBIN: Could you explain to us a bit more
22 what "leveling" means?

23 MR. ROAM: In other words, more qualified inspectors.
24 In other words, you got a trainee like a D or an E inspector
25 and after a certain amount of time, testing and checking out
26 then we can level him to A, B or C or D-type inspector.

27 In other words, he's qualified to do certain types
28 of inspections and only those. After a certain period of

1 time, he can go to another step.

2 We started that and what it was, if PG&E -- well,
3 we wrote it into a procedure and if they didn't like it they
4 would take it out of the procedure.

5 This was one of the ways of telling us what we will
6 and will not have to do.

7 See, like Virg said, sometimes in the process of
8 saying, "Well, we don't want you to do something."

9 Instead of coming out and telling us they would
10 write a new procedure. That's one way how they did some of
11 that.

12 MS. DURBIN: Were you ever dissatisfied,
13 Mr. Tennyson, with the performance of any of the employees
14 that were presented to you as opposed to the ones that you
15 had hired yourself, the ones whose qualifications you really
16 couldn't check on?

17 MR. TENNYSON: I don't think I could honestly answer
18 that.

19 MS. DURBIN: Okay.

20 MR. TENNYSON: No more so than any of some of the
21 others I might have brought in myself.

22 But that's kind of a general thing.

23 MR. KAUFMAN: Off the record for a second.

24 (Discussion off the record.)

25 MR. KAUFMAN: Back on the record.

26 You indicated that until recently you were not
27 qualifying inspectors to the standards set forth in Appendix B
28 of the Nuclear Regulatory Commission's regulations for quality

1 assurance.

2 What standards were you using prior to 1982?

3 MR. TENNYSON: If I may correct you on that.

4 Really, other than 10 CFR 50, Appendix B require-
5 ments, it would have been ANSI 4526 which would be your
6 leveling of your personnel. 26 for quality control people
7 and 223 for quality assurance auditors, lead auditor and so
8 on.

9 MR. JONES: I think what he's asking you though,
10 before that point in time where you started in the last year
11 and a half complying with those regulations, what standard
12 did you use to gauge the experience of new hires?

13 Is that correct?

14 MR. KAUFMAN: Correct.

15 MR. JONES: Or did someone else do that for you?

16 MR. TENNYSON: I had to more or less base, I guess,
17 my opinion based on the supervision that I had over those
18 personnel to keep me filled in as to whether they were quali-
19 fying properly or not, if they could handle the position that
20 we had put them in.

21 There was no written procedure or basic steps that
22 you had to qualify to other than your documentation was to
23 be filled out properly and you knew your procedure, you
24 inspected to your procedures.

25 MR. KAUFMAN: Would it be fair to say then you based
26 it on your judgment?

27 MR. TENNYSON: Yes.

28 MR. JONES: And I think you said the judgment of

1 the supervisory people working for you?

2 MR. TENNYSON: Right.

3 MR. KAUFMAN: The next position above inspector
4 is what?

5 MR. TENNYSON: Supervisor.

6 MR. KAUFMAN: And let me ask the same question about
7 that: Did you apply similar judgment standards as to the
8 qualifications for supervisors?

9 MS. DURBIN: Before 1982?

10 MR. TENNYSON: Yes. It was pretty much the same
11 as qualifying inspectors.

12 MR. KAUFMAN: How many years' experience did super-
13 visors have as a rule, if you can answer?

14 MR. TENNYSON: Some not too many.

15 MR. ROAM: A lot of it deals with the fact that
16 you only get what you pay for.

17 If you give a guy seven, eight dollars an hour you
18 ain't going to get anybody with any experience. The person
19 with experience is going to go down the road and get fifteen,
20 twenty dollars an hour.

21 That was one of the handicaps we had. There was
22 no judgment really on salaries.

23 We had a maximum of -- what did I hire in at?

24 Well, I think it was \$9.83.

25 MR. TENNYSON: \$9.86, I think.

26 MR. ROAM: Yes. That was top wages.

27 MR. KAUFMAN: How much were the people whose work
28 you were inspecting, how much were they making?

1 MR. JONES: You mean like welders and craftsmen?

2 MR. KAUFMAN: Correct.

3 MR. TENNYSON: With benefits some, on an average
4 of \$20 an hour or more.

5 MR. ROAM: Better than twenty plus a per diem.

6 MS. DURBIN: You indicated that salaries you were
7 hiring people in at were not up to some other companies'
8 salaries.

9 Were they up to an industry average based on your
10 experience?

11 MR. ROAM: Everybody wanted to switch and go to
12 work for Pullman. They were making about \$15.45 an hour or
13 so.

14 MS. DURBIN: And Pullman was working where?

15 MR. ROAM: At Diablo.

16 MS. DURBIN: At Diablo?

17 MR. ROAM: Yes.

18 MR. TENNYSON: During this time, speaking on this
19 salary range here, during the time the big push on the modi-
20 fications came out there, we could not hire inspectors nor
21 make supervisors fast enough to cover the influx of welding
22 personnel, iron workers and other craftsmen that were in the
23 field.

24 The quality department was so small at that time.
25 They were hiring a hundred, like a hundred or a hundred and
26 fifty a day of iron workers alone and in trying to put a
27 program together to get the quality -- well, the quality
28 control department was responsible for qualifying these

1 particular welders.

2 In trying to get enough people in the field to do
3 all of these functions plus cover the everyday work that we
4 had already been saddled with, well, you had a lot of inexper-
5 ienced people out there, inasmuch as inspectors. I mean,
6 they were just not used to that kind of pressure and push
7 and the enormous amount of people that were calling them for
8 inspections.

9 We had to call in a subcontractor by the name of
10 Cataract.

11 Cataract started sending in --

12 MR. KAUFMAN: Excuse me. Is that spelled like the
13 eye cataract?

14 MR. TENNYSON: Yes.

15 Cataract started sending in people to us.

16 I know nothing of the contract negotiations or any-
17 thing or how this came about. This was all taken care of
18 by Skip Moses.

19 But the people started coming in to me with a
20 certification paper that qualified them, leveled them to an
21 ANSI 4526 level.

22 These people were put into the field with a very
23 brief indoctrination period and were to start inspecting iron
24 workers' weldments and other various functions out there.

25 MS. DURBIN: We'd like to really ask in detail about
26 that period.

27 When did the "big push," as you described it, begin?

28 MR. TENNYSON: Let me finish first about what Rick

1 was talking about concerning wages and it may explain a little
2 bit about the disgruntled personnel out there.

3 I was sitting there myself making \$21.80 an hour.
4 Rick, as a supervisor, was making 15.

5 MR. ROAM: 15.50.

6 MR. TENNYSON: 15.50 an hour and we had this
7 Cataract Corporation sending in inspectors to us who were
8 relatively new people.

9 They had to be broke in, indoctrinated and so on.
10 They came in with a rate of 15.50 an hour paid by our company.

11 MR. ROAM: Plus 27.50 per diem.

12 MR. TENNYSON: Was it 27.50 a day per diem?

13 MR. ROAM: Something like that.

14 MR. TENNYSON: These men came in new. We had to
15 put them with an experienced inspector that had been in the
16 field prior to them coming in.

17 It wasn't long until the word got around the
18 tremendous amount of wages that Cataract was making versus
19 the wages that our own Foley people were making.

20 We had quite a problem with that in trying to deal
21 with it because the people were very upset.

22 MR. KAUFMAN: I can imagine.

23 MR. ROAM: Same way with me. Here's a guy that's
24 an inspector and I'm supervising him, telling him what I need
25 to have done.

26 He's making more than me and I'm the one getting
27 chewed up every time something goes wrong.

28 After a while you just say, "Well, what's the use,"

1 you know.

2 MR. KAUFMAN: What kind of ratio of inspectors to
3 workers did you have in 1973? Do you recall?

4 MR. ROAM: 1973 when I went there, I think, I was
5 the fourth person.

6 There was a manager, assistant manager, two or three
7 inspectors, something like that in 1973.

8 MS. DURBIN: Inspecting how many people's work?

9 MR. ROAM: Well, at that time all we had was
10 electrical. It must have been two or three hundred electri-
11 cians.

12 MR. KAUFMAN: And that ratio continued for how long?

13 MR. ROAM: Until 1974, first part of '74 when the
14 AEC performed their first audit on Diablo Canyon.

15 As I understand it, they told PG&E to shape up.
16 Basically it was the fact that there was no real effective
17 quality program at Diablo Canyon in the electrical aspect.

18 I understand, as was told to me, that they gave
19 supposedly Foley 30 days to write a quality program, develop
20 a quality control program, implement some program or they'd
21 be removed from the site. That was the first part of '74.

22 That's when I called Virgil and a few of the other
23 guys I knew of and we sat down and started developing a
24 quality control program.

25 MR. KAUFMAN: At that point, Virgil, when you came
26 on how many people did you bring with you?

27 MR. TENNYSON: No. I didn't bring anyone with me.

28 MR. KAUFMAN: How many did you bring in?

1 MR. JONES: How many came on with him, would be
2 a better question.

3 MR. ROAM: I hired him.

4 MR. KAUFMAN: All right.

5 MS. DURBIN: How much did the staff expand at that
6 point?

7 MR. KAUFMAN: I knew he left in '74.

8 MR. ROAM: I left about the end of '74.

9 MS. DURBIN: How much did the staff expand at that
10 time? An estimate is fine.

11 MR. TENNYSON: Some of those records that you have
12 there might show.

13 Was there an old organizational chart with them?

14 MR. JONES: No.

15 MR. TENNYSON: None that old? Well, I don't think
16 my department ever was over 45 people.

17 MS. DURBIN: So it increased perhaps tenfold?

18 MR. TENNYSON: Yes.

19 MR. JONES: No. That's not right. That would be
20 up to 400 when you left.

21 MR. KAUFMAN: Well, prior to 1974 there were four
22 people in the quality control department and now we're at --

23 MR. JONES: You got up to 45. When did you jump
24 from 40 or 45 to over a hundred that they were when you left?

25 MR. TENNYSON: That was in '82. December, October,
26 November it started.

27 MR. ROAM: What was it when I came in there? I
28 was only about the sixth or eighth inspector of electrical.

1 So your department when I came in was about 30 some
2 people?

3 MR. TENNYSON: Close to 40, I think.

4 MR. ROAM: Really?

5 MS. DURBIN: What year was that?

6 MR. TENNYSON: 1982.

7 MR. ROAM: I came on in August 24th so somewhere
8 around that period.

9 MR. TENNYSON: From August it started increasing
10 and when we left in March '83 it was probably standing at --

11 Well, I don't know if the totals are on there or
12 not but a hundred and forty or a little better.

13 MR. ROAM: There's quite a few on there that does
14 not show which was more documentation control and record
15 systems.

16 All I was interested in was the inspectors.

17 MR. KAUFMAN: All right.

18 Now, let me go back to 1973. What kind of program
19 did you have for quality assurance?

20 MR. ROAM: Well, one day I'm sitting there in the
21 office and Virg comes up to me and says he had a phone call.

22 He says, "There's a guy here from PG&E who wants
23 to talk about NCR's."

24 Well, he's talking to Virg and Virg says, "Well,
25 why don't you talk to the man who was there. Maybe he can
26 explain why."

27 Anyway, his question was, "How come there was no
28 NCR's prior to 1974?"

1 MS. DURBIN: Could you tell us what an NCR is?

2 MR. TENNYSON: Non-conformance report.

3 The only thing we ever wrote is against a vendor
4 if a piece of equipment came in damaged. So that will give
5 you an idea of what kind of program it was.

6 MR. KAUFMAN: Okay.

7 I take it there were inspectors out there who were
8 checking the work. Is it that there are no records kept for
9 non-conforming work or what?

10 MR. JONES: Well, maybe you should answer first
11 whether his assumption is correct that prior to 1974 there
12 were inspectors out there inspecting the work.

13 MR. ROAM: Yes. We did certain types of inspections.

14 MS. DURBIN: What types of inspections did you do?

15 MR. ROAM: Just cable pulls, cable pulling wire,
16 some foundations and stuff.

17 That was about it. Very general.

18 MR. TENNYSON: Electrical equipment, foundations.

19 MS. DURBIN: What proportion of the work that was
20 done, would you say, was inspected at that time in 1973?

21 Did you inspect ten percent of the work, 20 percent,
22 a hundred percent?

23 MR. ROAM: Some percentage but I couldn't tell you
24 now what it was.

25 MS. DURBIN: Less than a hundred percent?

26 MR. ROAM: Oh, yes.

27 MS. DURBIN: Less than 50 percent, would you say?

28 MR. ROAM: Yes. We didn't even have calibrations

1 set up, did we?

2 MR. TENNYSON: You set it up when I came in.

3 MR. ROAM: So it was less than that.

4 MR. KAUFMAN: Can you give us an example of the
5 kinds of things you did not inspect?

6 MR. JONES: In 1973?

7 MR. KAUFMAN: In 1973.

8 MR. ROAM: Tool calibrations, probably a hundred
9 percent of the raceway installation.

10 MR. TENNYSON: You might clarify and say electrical
11 raceways.

12 MR. ROAM: Material receiving, there was no control
13 on that. No control on the material itself coming into the
14 plant to be used for installation.

15 Rail rod control, welding procedures, welding
16 applications, all that we didn't do.

17 In fact, that's what we set up in '74 as one of
18 the first three projects I put Virgil on was welding
19 procedures: rod control, terminal blocks.

20 MR. KAUFMAN: After 1974 when you were required
21 to adopt a detailed quality control program, what kind of
22 a program did you adopt?

23 MR. TENNYSON: Well, in the beginning, right at
24 the beginning we started establishing procedures in accordance
25 with the specifications, the PG&E specifications for building
26 the plant.

27 MR. ROAM: And 10 CFR 50.

28 MR. KAUFMAN: All right.

1 MR. TENNYSON: And in doing this the specifications
2 called out certain codes and standards to be followed which
3 we had to research and develop the procedures based on, you
4 know, the codes and standards, too.

5 So as procedures were established, I think, there
6 was --

7 Well, we had an interim period of time that we had
8 a strike, a labor strike out there which put us off six months.

9 I say "put us off," it put the production forces
10 off.

11 The quality control department, not being in the
12 union, crossed the line and came on in and performed their
13 functions and research and evaluation and procedures and so
14 on, as the procedures were written, to cover all aspects of
15 the job that we were told to write.

16 They were submitted to Pacific Gas & Electric and
17 Pacific Gas & Electric would approve them or tell us how they
18 wanted them changed, you know, certain portions of them.

19 By the time the production forces came back to work
20 we pretty much had all our procedures established and inspec-
21 tion criteria set up.

22 We had probably enough inspectors at that time,
23 I'd say, to --

24 Rick, you were still there after the strike, weren't
25 you?

26 MR. ROAM: Yes, I think just a few days after that
27 I quit.

28 MR. KAUFMAN: The program that you eventually

1 adopted did not meet the requirements of 10 CFR 50 Part B,
2 did it?

3 MS. DUREIN: You mean his understanding of it?

4 MR. KAUFMAN: Okay.

5 Your understanding -- if I can testify here for
6 a second -- the way I understood you to say it was you started
7 with an attempt to meet the requirements of 10 CFR 50 and
8 PG&E specifications for the plant and during the course of
9 your attempt to adopt this program you had discussions with
10 Pacific Gas & Electric Company and they made modifications
11 to the program that you had proposed to them?

12 MR. TENNYSON: Yes.

13 MR. KAUFMAN: My question then is: Did those
14 modifications result in a program which required less than
15 10 CFR 50 Part P?

16 MR. TENNYSON: The reason I hesitate to answer this
17 is because of not knowing or never seeing a contract between
18 Foley Company and PG&E as to what our contractual obligations
19 were to PG&E.

20 PG&E claims that they could appoint the contractor
21 for a certain portion of 10 CFR 50 and they could absorb or
22 be responsible for other portions through their monitoring
23 of The Howard P. Foley Company with their own people.

24 MS. DURBIN: You weren't sure if your program had
25 to meet all of the requirements independently or if PG&E could
26 satisfy some of those requirements apart from what Foley did?

27 MR. TENNYSON: Right.

28 MR. ROAM: Right.

1 MS. DURBIN: You mentioned before that PG&E
2 instructed you to write quality control programs for certain
3 portions of the work.

4 I assume that means they instructed you not to write
5 quality control programs for other portions of the work?

6 Am I stating that correctly?

7 MR. TENNYSON: No. I didn't mean it that way.

8 Anything that The Howard P. Foley Company was
9 awarded to work on did require a procedure and procedures
10 were established and inspection forms were drawn up and put
11 with these procedures and documentation was required upon
12 the completion of an inspection of a certain item.

13 For instance, a termination procedure was written
14 and there were various forms within this procedure which --
15 depending on the portion. That's what I meant by the portion
16 of work you were doing to the procedure because it did cover
17 many portions of work within the electrical termination.

18 If you were terminating a wire to a terminal block
19 you would use one particular form or if you were installing
20 a jumper you would use another form because there may have
21 been six, eight forms.

22 MR. ROAM: At that time, right.

23 MR. TENNYSON: That would cover different portions
24 of the work.

25 MS. DURBIN: Thank you.

26 MR. KAUFMAN: Has that procedure been changed, the
27 procedure you were utilizing after 1974?

28 Is that procedure still being utilized now?

1 MR. TENNYSON: Yes.

2 That procedure is being utilized. It's been changed
3 many times and all of the changes are on record, in most
4 cases, as to who requested the change and in some cases why.

5 Those would be found in the procedure files along
6 with the most current one.

7 MR. KAUFMAN: Have you ever received any instruc-
8 tions from anyone to deviate from the written or adopted
9 procedures?

10 MR. TENNYSON: Yes.

11 Skip Moses directed me to pull some red tags on
12 structural steel work that was in the field which were the
13 result of a non-conformance or many non-conformances written
14 regarding various non-conformances with weldments or maybe
15 modification plate installations, things of that nature.

16 The red tags were written by the inspector and hung
17 on a particular area which was considered by the quality con-
18 trol department to be non-conforming at that time either to
19 design or to procedural requirements.

20 These red tags, in essence, did slow down the work
21 because maybe the red tag would cover only one weld out of
22 maybe ten, fifteen welds or would restrict a person from
23 installing a plate possibly closer to that or in relation
24 to it.

25 The new personnel had not enough field work to know
26 the procedures well enough to work on or through a red tag
27 and this would cause a lot of confusion in the field and was
28 possibly slowing the work down.

1 We were told to pull the red tags down and don't
2 write red tags on anything that we could possibly have
3 answered from Pacific Gas & Electric engineering department
4 through another method like an engineering disposition
5 request -- EDR -- or writing up a certain problem you had
6 run onto and could possibly be answered by PG&E through their
7 engineering division, evidently in San Francisco.

8 These things were easier and much quicker to process
9 than a non-conformance was because of the signatures that
10 had to be applied to it and the agreement between the two
11 companies.

12 So, in essence, the red tag was accused of slowing
13 the work down.

14 MR. KAUFMAN: Let me see if I understand this
15 correctly. You were told by Mr. Moses to remove red tags
16 that were placed on otherwise non-conforming work because
17 it would slow down the work of --

18 MR. TENNYSON: Production.

19 MR. KAUFMAN: The construction people who were not
20 experienced enough to be able to work around the red tag?

21 MR. TENNYSON: Yes.

22 MR. KAUFMAN: You were still, however, to report
23 the --

24 MR. TENNYSON: Non-conforming items?

25 MR. KAUFMAN: Yes, to PG&E's engineering department
26 for them to determine whether they could correct it in some
27 other fashion?

28 MR. JONES: You've got two things confused here

1 actually because, I think, what he's saying -- correct me
2 if I'm wrong in my understanding -- what you're saying is
3 with respect to those particular non-conformances that the
4 red tags related to they were still taken care of, isn't that
5 right?

6 MR. TENNYSON: Yes.

7 MR. JONES: And it was also said to you by
8 Mr. Moses that if it was possible not to write red tags or
9 NCR's at all but to go directly to PG&E's engineering depart-
10 ment he would prefer that?

11 MR. TENNYSON: Yes.

12 MR. JONES: So those were two separate things.

13 MS. DURBIN: So when you hung a red tag the work
14 actually was fixed?

15 MR. JONES: You want to ask him about the work that
16 related to that particular set of red tags that were pulled?

17 MS. DURBIN: That's what I'm trying to ask about.

18 If you hung a particular red tag, was that work
19 fixed later?

20 MR. TENNYSON: Yes. The work was fixed.

21 MS. DURBIN: Just a difference in how you were going
22 to get the work fixed?

23 MR. TENNYSON: A matter of procedure when the red
24 tag was to be removed and that was after the work had been
25 reworked and the inspector had inspected or approved the situ-
26 ation.

27 New documentation would be made showing the results
28 of this inspection and this rework and the non-conformance

1 would be signed off and at that time be ready to put in the
2 file and the red tag could be pulled off of the item which
3 would clear the non-conforming item.

4 MS. DURBIN: What happened when you reported it
5 to PG&E's engineering department instead?

6 MR. JONES: That assumes that he followed that pro-
7 cedure.

8 I don't know if his department ever did that.

9 MS. DURBIN: Thank you for that correction.

10 Did you, in fact, stop hanging red tags and contact
11 PG&E's department instead on some items?

12 MR. TENNYSON: I didn't personally. Our engineering
13 department did which was within The Howard P. Foley Company.

14 We had a group of engineers who were working in
15 the field on problems between production and quality control
16 and they, in turn, would write up a problem on an EDR -- we
17 called them that -- and they would be taken to PG&E for quick
18 disposition as to how they wanted to accomplish this situation.

19 MR. JONES: Those people didn't work for you?

20 MR. TENNYSON: No. They were working strictly under
21 Mr. Moses and Mr. Ray Lathrum who, at that time, was the
22 assistant project manager.

23 MS. DURBIN: However, people continued to hang red
24 tags, didn't they?

25 MR. TENNYSON: Yes.

26 MR. KAUFMAN: How did you make a determination that
27 -- I'm sorry to be slow about this. This is a significant
28 item. I just want to make sure we're all clear on this.

1 You received instructions from Mr. Moses to deviate
2 from the program and to, in fact, establish another program
3 or parallel program for certain types of discrepancies.

4 A separate unit was established for dealing and
5 reporting these kinds of discrepancies to PG&E's engineering
6 department; is that correct?

7 MR. TENNYSON: Yes.

8 MR. KAUFMAN: And these people were not under your
9 control, they were under Mr. Moses' control?

10 MR. TENNYSON: The engineering group that wrote
11 the EDR's you're speaking of?

12 MR. KAUFMAN: Yes. The group that reported these
13 types of errors to PG&E's engineering department?

14 MR. TENNYSON: Yes.

15 I don't think you wrote any, did you, Rick?

16 MR. ROAM: No.

17 Strictly an engineering function.

18 MR. KAUFMAN: How were these decisions made to not
19 red tag but do an EDR?

20 MR. JONES: Again you're assuming he made that
21 decision or anyone that worked for him did.

22 MR. KAUFMAN: I'm sorry about the question. Let
23 me try it again.

24 Were all these requests made by Mr. Moses? Was
25 he the one who made this determination?

26 MR. JONES: I'm not trying to be difficult but --

27 MS. DURBIN: Let's go off the record for just a
28 moment.

1 (Discussion off the record.)

2 MR. KAUFMAN: Back on the record.

3 And the question is: Did you follow the procedure
4 that Mr. Moses asked you to follow?

5 MR. TENNYSON: Yes, I think I did.

6 No, no. I'm sorry.

7 Not the one Mr. Moses asked me to follow. I
8 followed the procedure which was established and is a QCP3
9 reporting of non-conforming conditions.

10 MR. KAUFMAN: So your department continued to red
11 tag everything that was non-conforming?

12 MR. TENNYSON: Yes.

13 MS. DURBIN: And Mr. Moses' department apparently
14 carried on a parallel program at the same time?

15 MR. TENNYSON: Mr. Moses was over -- he is the
16 project manager of The Howard P. Foley Company.

17 MS. DURBIN: Well, other people who reported to
18 Mr. Moses who did not report to you engaged in other procedures
19 that Mr. Moses had suggested of reporting certain items as
20 engineering deviation rather than as non-conforming work?

21 How was it decided who would evaluate which work
22 or certain types of work assigned to you or certain work
23 assigned to other staff?

24 MR. TENNYSON: I think that could be determined
25 by -- well, if the quality control department were to be called
26 out on a particular installation and found something non-
27 conforming we would write a non-conformance on it, if it
28 warranted it.

1 Now, if the quality control department had not been
2 called out on that particular function yet and it maybe was
3 reported to PG&E or to one of our engineering staff the deci-
4 sion was made somewhere other than in the quality control
5 department to make that an engineering disposition request.

6 MS. DURBIN: So, in other words, you red tagged
7 everything that was not conforming that you saw but there
8 were many items of work your department did not see and the
9 decision as to what you would see and what you would not see
10 was not made by you?

11 MR. TENNYSON: No. It is strictly determined by
12 the procedure as to when you would be called for a particular
13 type of inspection.

14 MR. ROAM: You'd be called in by production, "We
15 finished X amount of work. Come look at it."

16 MS. DURBIN: So they decided when to call you in?

17 MR. ROAM: By procedures, yes.

18 In other words, you can't go from Point A to Point B
19 without somebody in there looking at it.

20 MS. DURBIN: What I'm trying to get at is: When
21 did the engineering staff go out and write up an EDR and who
22 decided that they would look at the work rather than you look-
23 ing at the work?

24 MR. ROAM: Well, their looking at the work would
25 not buy-off that work. We had to buy-off the work whether
26 right or wrong.

27 In other words, we had final say. Engineering might
28 be there and say, "Oh, we got a problem. Write an EDR and

1 clear it."

2 When our people come out they might show us this
3 EDR which accepted the change and we just attach it together
4 with our paperwork and put it in the file.

5 MR. KAUFMAN: In other words, nobody in the construc-
6 tion end deviated from the procedures of calling you in. You
7 saw everything. It's just that there was an EDR going on
8 independently as well?

9 MS. DURBIN: Before you got there?

10 MR. JONES: As far as you know?

11 MR. TENNYSON: We think that's the situation.

12 Now, we had no way of knowing what we weren't called
13 in on.

14 MR. ROAM: Correct.

15 MS. DURBIN: Obviously.

16 MR. ROAM: Because we don't know the whole scope
17 of what all is going on because --

18 MR. TENNYSON: Our procedures governed us. That's
19 why --

20 MR. ROAM: Like you asked me: "What's the rivulet
21 system? What does the rivulet system totally contain?"

22 Do you see?

23 MR. KAUFMAN: Well, my next question on that is:
24 For this program what percentage of the work are you looking
25 at when production calls you in? Are you examining 100 per-
26 cent of the work or are you examining a portion of that work?

27 MS. DURBIN: I've gotten a little lost here.

28 What point in time are we talking about? Pre-'82

1 or post-'82?

2 MR. KAUFMAN: 1974.

3 MR. ROAM: 1974.

4 MR. KAUFMAN: Yes and on until the present you're
5 using the same program up until -- well, my understanding
6 is that you're using the same procedures as in 1974?

7 MR. ROAM: Not the same procedures. The same
8 philosophy possibly but the procedures change like the first
9 procedure I wrote was writing inspections of raceways.

10 We're now on 11 or 12 revision, somewhere in that
11 area and since the time we wrote it there have been many,
12 many changes.

13 To say that we're inspecting the same way then and
14 now or now as then, no.

15 MR. JONES: I think what Mr. Kaufman's question
16 went to though is what percentage of the production work was
17 inspected once these procedures and philosophies were
18 established?

19 MR. ROAM: Oh.

20 MR. JONES: If you know.

21 MR. TENNYSON: In some cases like weldments, welding
22 on Class 1 installations a hundred percent of the installations
23 were inspected that we were called on.

24 We have no idea whether we were called on all of
25 them or not because of, like I say, we did not work to a
26 system.

27 Production triggered us as to when they had com-
28 pleted something or by the procedure it required an inspection

1 and then they would notify us that they were ready for an
2 inspection in the field.

3 MS. DURBIN: Could you tell us who in production
4 we might talk to to find out when you were called and when
5 you were not called?

6 MR. TENNYSON: I can give you superintendents' names.

7 MS. DURBIN: That would be nice.

8 MR. TENNYSON: Mr. Harold Roland.

9 MS. DURBIN: For whom does he work?

10 MR. TENNYSON: Howard P. Foley Company, electrical
11 superintendent. He works for Howard F. Foley Company, Skip
12 Moses.

13 MR. JONES: Would this be a good time to break for
14 lunch?

15 MS. DURBIN: Yes. Fine.

16 (The luncheon recess was held from 12:30
17 until 1:45.)

18 MR. KAUFMAN: Back on the record.

19 What I'd like to explore now are the circumstances
20 in which you were asked to deviate from the described pro-
21 cedures for quality assurance.

22 Now, you've already indicated the instance where
23 Skip Moses asked you to stop putting tags on work. You've
24 indicated that you did not comply with that request and con-
25 tinued to follow the QA procedures and tag the work.

26 Are there any other instances where you were asked
27 to deviate from procedures?

28 MS. DURBIN: Could I stop you for a moment.

1 Off the record for a second.

2 (Discussion off the record.)

3 MR. KAUFMAN: On the record.

4 Let me strike the last question and start over.

5 Were there any other circumstances in which red
6 tags were pulled, any other circumstances?

7 MR. TENNYSON: Yes.

8 There was a situation where Skip Moses asked me
9 to pull some red tags down so that production could work on
10 those non-conforming items.

11 I refused to pull the red tags until the conformance
12 or disposition was to the point of where corrective action
13 could be taken.

14 Later, I don't know if it was a day or two later,
15 my night assistant quality manager -- they called him night
16 shift -- was evidently called into Mr. Moses' office and
17 informed that he was to go out and pull the red tags so that
18 production could perform work on them, on the non-conforming
19 items.

20 Can we go off the record?

21 MR. JONES: Yes.

22 (Discussion off the record.)

23 MR. KAUFMAN: We're going to go back and start from
24 the beginning with this thing because I'm confused now.

25 MR. JONES: I got confused there, too.

26 MR. KAUFMAN: Let's start where we were, I believe,
27 before we adjourned for lunch.

28 Sometime before that the question was asked: Were

1 you ever asked to deviate from the established procedures?
2 And you answered initially that Skip Moses had asked you to
3 pull red tags from non-conforming work because the production
4 workers were too inexperienced to be able to work around those
5 red tags.

6 Now, I'm going to ask you on what date was this
7 conversation with Skip Moses, approximately?

8 MR. TENNYSON: It couldn't have been over three
9 weeks before we left, could it?

10 MR. ROAM: No. It was recent, within three weeks.

11 MR. JONES: February?

12 MR. ROAM: Yes.

13 MR. TENNYSON: Had to be in February.

14 MR. KAUFMAN: 1983?

15 MR. TENNYSON: Mid-February 1983.

16 MR. KAUFMAN: All right.

17 What was the result of that conversation with
18 Mr. Moses?

19 MR. TENNYSON: Well, I refused to pull the red tags
20 until they were at proper -- or by procedure at the proper
21 point of corrective action.

22 Then just shortly after that, a day or two, I found
23 the stack of red tags in my office where my assistant manager,
24 Bob Carter, who was the night man, found the stack of red tags
25 in his shelf.

26 I asked him what they were and he said that Skip
27 Moses had called him in the office and told him to pull all
28 those red tags down and keep them in the shelf back there so

1 that production could work on the non-conforming items out
2 there.

3 MR. KAUFMAN: What did you do after that?

4 MR. TENNYSON: There wasn't a lot I could do at
5 that point.

6 I knew I was treading on thin ice. My full inten-
7 tion was -- and there was no way to avoid it in any way --

8 Well, the fact the red tags were pulled was a pro-
9 cedure violation but the non-conformances could not be closed
10 out and accepted by me until the corrective action had been
11 performed.

12 MR. KAUFMAN: Am I correct in assuming that when
13 a tag is placed on work a record is made of the fact that
14 the tag has been placed on the work?

15 MR. TENNYSON: Yes. The non-conformance procedure
16 establishes the fact that you are to hang a red tag on a non-
17 conforming item when possible.

18 That red tag is to remain on that item until a pro-
19 posed disposition is made either by the customer or agreed
20 to by the customer.

21 When the non-conformance is written the proposed
22 disposition is typed in and a work copy sent to production.
23 That's their authority to work on that particular item with
24 the red tag on it to perform corrective action.

25 When the corrective action has been performed they
26 are to notify quality control department. Quality control
27 will then go out inspect to the proposed disposition and the
28 work in accordance with the procedures and at that time either

1 accept it or reject it.

2 If it is accepted the non-conformance is sent back
3 into the quality control department or quality assurance
4 department, whomever is in charge of the non-conformances
5 at that time, and they will type it up and officially the
6 corrective action will be signed off by various people.

7 When the last signature is on it PG&E signs off
8 the non-conformance and then the red tag can come down.

9 The non-conformance is filed in its official place.

10 MS. DURBIN: May I interrupt?

11 MR. KAUFMAN: Yes.

12 MS. DURBIN: How long does all that usually take?

13 MR. TENNYSON: It could go through -- I've seen
14 them go through in a day's time on an item.

15 In fact, the one that we were -- the reason Rick
16 and I was terminated -- well, it went through in one day's
17 time, didn't it?

18 MR. ROAM: Yes.

19 MS. DURBIN: What was the average time for such
20 an item to be handled?

21 MR. TENNYSON: Depends on Pacific Gas & Electric
22 and their agreement with the proposed disposition that we
23 put on it to correct the situation.

24 In most cases we would negotiate with them before
25 we put the proposed disposition on it so that there may be
26 no delay in getting it processed.

27 Sometimes when it got to PG&E for their acceptance
28 of the proposed disposition it might stay up there for a

1 month. It could stay up there for two months or it could
2 come back down that day.

3 It depended on whether they had to go to
4 San Francisco to acquire the information they needed or the
5 approval to accept it.

6 MR. KAUFMAN: With respect to these red tagged items,
7 what corrective action, if any, was taken with respect to
8 them?

9 MR. TENNYSON: The particular ones that were found?

10 MR. KAUFMAN: The ones that were pulled, the pulled
11 red tagged items?

12 MR. TENNYSON: We have no way of knowing that at
13 this point.

14 That happened and just a few days later we were
15 terminated.

16 MR. KAUFMAN: And what were the portions of the
17 plant -- what systems were those that the red tags were hanged
18 on?

19 MR. ROAM: It basically looked like tags from the
20 fuel-handling building.

21 MR. KAUFMAN: Do you recall what systems?

22 MR. ROAM: It would be probably the structural steel.
23 I just looked at the tags and wondered why they
24 was there.

25 Virg told me and I put them back on the desk. It's
26 not my problem. I got enough of my own. That's his'n.

27 MR. KAUFMAN: If the tags were on structural steel
28 what could that involve? What kind of --

1 MR. TENNYSON: That was modification.

2 MR. ROAM: Modification, seismic support.

3 MR. KAUFMAN: Strictly welding?

4 MR. ROAM: And probably material, too. Welds,
5 reinforcing gussets, plates, could have been any one of the
6 things that the modification involved and what they called
7 the modification, the big push on this last annulus steel
8 modification.

9 MR. KAUFMAN: Subsequent to this first instance
10 in which Mr. Moses asked you to deviate from procedures, was
11 there another instance in which he came to you and asked you
12 to deviate from procedures?

13 MS. DURBIN: Do you really want to ask subsequently?

14 MR. KAUFMAN: Off the record.

15 (Discussion off the record.)

16 MR. KAUFMAN: Back on the record.

17 Did Mr. Moses' request to you about the red tags
18 reflect standing orders from him with respect to the way the
19 quality assurance operation should be conducted at Diablo?

20 MR. TENNYSON: No, it didn't.

21 MR. KAUFMAN: Let me ask the question another way,
22 then.

23 Did --

24 MS. DURBIN: Let me try it.

25 MR. KAUFMAN: All right.

26 MS. DURBIN: Mr. Tennyson, did Mr. Moses ever
27 express to you any desire that you work faster or that you
28 find fewer errors?

1 MR. TENNYSON: Well, generally the subject of most
2 of the meetings that we had in his office was over the fact
3 that the quality control department was slowing down the job.

4 MS. DURBIN: What would be the substance of a
5 typical meeting of that type? What would usually be discussed?

6 MR. TENNYSON: Normally it was due to a non-
7 conformance that had been written which had possibly slowed
8 the job down or someone in production disagreed with the
9 subject and at that time it would be discussed more heavier
10 than they wanted non-conformances lightened up on.

11 You know, less things written up on non-conformances
12 and more problems covered on EDR's.

13 MS. DURBIN: Did Mr. Moses ever tell you you should
14 write up fewer non-conforming reports?

15 MR. TENNYSON: He indicated this very strongly.
16 I don't know if he told us directly.

17 MS. DURBIN: How did he indicate it?

18 MR. ROAM: "You're holding up the job, man. We
19 got to perform. We got to get it done. We got to get it
20 done."

21 MS. DURBIN: You repeated those phrases several
22 times. Does that mean it was repeated to you over again on
23 many occasions?

24 MR. TENNYSON: Yes.

25 MR. ROAM: Yes.

26 MS. DURBIN: Did Mr. Moses ever indicate to you
27 that your job might depend on how quickly production moved
28 or how much the NCR's slowed it down?

1 MR. ROAM: How much my job depended?

2 MS. DURBIN: Did he ever indicate to you that his
3 job might depend on how quickly production moved?

4 MR. ROAM: I can't think of any.

5 MR. TENNYSON: I was told numerous times that if
6 we slowed down the job, if we didn't -- that is, The Howard P.
7 Foley Company -- didn't perform as PG&E thought we should
8 there was a good chance we were all out and down the road.

9 MS. DURBIN: Does "down the road" mean out of a
10 job?

11 MR. TENNYSON: Yes.

12 I was told by Mr. Moses that if the chances were
13 that he was going down the road that I was going down about
14 ten minutes before he did.

15 MS. DURBIN: Which you took to mean he would fire
16 you first?

17 MR. TENNYSON: Very definitely.

18 MS. DURBIN: How much control did you feel that
19 the production department or how much influence did you feel
20 that the production had over Mr. Moses and the directions
21 he gave you?

22 MR. JONES: You've got it backwards. He was head
23 of production.

24 MS. DURBIN: He was your boss and head of the
25 production department?

26 MR. TENNYSON: Yes.

27 MS. DURBIN: He put pressure on you to help him
28 speed up production by writing fewer NCR's or being a little

1 less careful than you felt you should be, is that true?

2 MR. TENNYSON: My feeling it is, yes.

3 MR. KAUFMAN: Did you feel --

4 MS. DURBIN: Wait a minute. I have one other
5 question.

6 Did you ever get that feeling from any person other
7 than Mr. Moses? Was there any pressure put on you or any
8 dissatisfaction indicated to you about your performance in
9 that you were being too careful?

10 MR. TENNYSON: Yes, many times.

11 MS. DURBIN: By whom?

12 MR. TENNYSON: By Mr. Don Rockwell of Pacific Gas
13 & Electric.

14 MS. DURBIN: What was his position?

15 MR. TENNYSON: Electrical resident engineer and
16 contract administration to Howard P. Foley.

17 MS. DURBIN: Anyone else?

18 MR. TENNYSON: Mr. Forrest Russell.

19 MS. DURBIN: Who was he and what position did he
20 hold?

21 MR. TENNYSON: Civil resident engineer of PG&E,
22 Pacific Gas & Electric.

23 Then I have to name a Mr. Vick Smart who I dealt
24 with quite extensively for the last nine years.

25 He was under pressure to get the job done and, in
26 turn, did cause me to be under a lot of pressure and my
27 department.

28 MS. DURBIN: How much pressure did you feel you

1 were under? Can you compare it with other jobs you have held?

2 MR. TENNYSON: I feel that the pressure was more --
3 much more than any job I've ever been on before.

4 MS. DURBIN: Have you ever been on jobs where you
5 were under intense pressure other than Diablo?

6 MR. TENNYSON: Yes.

7 MS. DURBIN: What type of job would that be?

8 MR. TENNYSON: Would have been aircraft, Douglas
9 Aircraft Company in meeting production schedules.

10 Also Todd Shipyard, working on ships for commercial
11 and military vessels.

12 MS. DURBIN: How would you compare the degree of
13 pressure to get the job finished that you experienced at
14 Diablo with your other situations?

15 Would you say it was as intense, more intense, much
16 more intense? I realize this is qualitative.

17 MR. TENNYSON: Much more intense.

18 MR. JONES: At Diablo?

19 MR. TENNYSON: At Diablo.

20 MS. DURBIN: Did you feel your department of quality
21 control was truly independent there?

22 MR. TENNYSON: Not in any way.

23 MS. DURBIN: Did you feel that production was very
24 much in control of your department or slightly in control?

25 MR. TENNYSON: I feel that production's influence
26 on the project manager determined pretty much the pressures
27 that were put on the quality control department.

28 MS. DURBIN: Where did the pressure from production

1 come? Was it from Foley internally or did PG&E exercise any
2 influence?

3 MR. JONES: If you know.

4 MS. DURBIN: Yes, if you know.

5 What was your impression?

6 MR. TENNYSON: Rick, what do you think?

7 MR. ROAM: Well, I think a lot of it had to come
8 from PG&E because every morning at 7:30 sitting there is
9 Forrest Russell.

10 He's badgering me, how come I'm still hanging tags?
11 How come I haven't removed any red tags? How much did I
12 remove?

13 MS. DURBIN: Who was Forrest Russell, by the way?

14 MR. ROAM: PG&E's civil resident engineer who was
15 evidently hounding production and hounding me so that they
16 can get the work done, production can get the work done.

17 MS. DURBIN: How often did that happen that he put
18 pressure on you to not hang so many tags?

19 MR. ROAM: 7:30 every morning.

20 MS. DURBIN: Every morning?

21 MR. ROAM: Yes.

22 MS. DURBIN: What a lovely way to start your morning.

23 MR. ROAM: You bet and I'd come down and cry on
24 Virg's shoulders.

25 MS. DURBIN: What time period was this that this
26 was happening? Was it on an extremely regular basis?

27 MR. ROAM: Whenever I made assistant.

28 MR. TENNYSON: Had to be two months after Christmas

1 or before.

2 MR. ROAM: After Christmas.

3 MS. DURBIN: Christmas of 1982?

4 MR. TENNYSON: Yes.

5 MS. DURBIN: So this is the beginning of 1983 when
6 you experienced this intense pressure?

7 MR. ROAM: After Christmas is when they started
8 the build-up.

9 MS. DURBIN: What was it like during 1982? Did
10 you experience much pressure in that year?

11 MR. ROAM: Me?

12 MS. DURBIN: Either of you.

13 MR. JONES: Rick only started in August of '82,
14 isn't that right?

15 MR. TENNYSON: He came in under pressure though.

16 MS. DURBIN: During the last half of 1982?

17 MR. ROAM: In the last half of '82, yes, pressure
18 was starting to build as I was going to Virg explaining to
19 him, "We need the people. We know what is happening and we
20 need the people now to get them prepared and ready for the
21 influx."

22 Virg said, "Hey, my hands are tied. I can't do
23 anything. Do the best you can."

24 So the first thing we did was start trying to train
25 the people, upgrading them, keeping them familiar with pro-
26 cedure changes, philosophies of inspection as to how it was
27 to be done.

28 MR. KAUFMAN: Did either Skip Moses or the people

1 from PG&E, who you talked to about the red tags, attempt to
2 distinguish between the kinds of items that you were red
3 tagging?

4 Was there one particular kind of NCR that they
5 didn't want you to hang a tag on whereas others they would
6 allow you to hang a tag on?

7 MR. ROAM: No. Just red tags in general.

8 MS. DURBIN: Any distinction made between Class 1
9 and Class 2 equipment in regard to --

10 MR. ROAM: For Class 2 we did no inspection. On
11 Class 1 we did an inspection.

12 On Class 2 I should take that back except for
13 Class 2 raceways.

14 MS. DURBIN: Electrical raceways?

15 MR. ROAM: We'd only check those if they crossed
16 over a Class 1 raceway or piece of equipment and then we would
17 just walk it down and if there was no Class 1 under it we
18 forgot about it.

19 MR. KAUFMAN: Let's get to the types of NCR's that
20 you were finding.

21 Where did you find the majority of NCR's?

22 MR. ROAM: Structural steel welding.

23 MR. KAUFMAN: Could you assign a percentage to that,
24 say, 50 percent of your errors, 60 percent of your errors?

25 MR. ROAM: I would say about 65 percent.

26 MR. TENNYSON: Probably was.

27 MS. DURBIN: What kind of errors were you seeing
28 there?

1 MR. ROAM: In fact, I'd say it was about 80 percent.
2 We didn't have that much administration when --

3 MR. TENNYSON: Yes, that's when the big influx of
4 non-conformances started during the big push and the heavy
5 push on the structural annulus steel modifications.

6 MS. DURBIN: Which started when?

7 MR. TENNYSON: Actually it started before Christmas
8 but the build-up got bigger and the influx of new people that
9 we're talking about -- when it went to like, I think, they
10 said 700, 800 iron workers and the company went up to some-
11 where around close to 1900 people in just a matter of a couple
12 of months there.

13 MR. KAUFMAN: From the time that big push started
14 to the time just before you left the site, had the error rate
15 changed in any way?

16 MR. TENNYSON: Not to my estimation.

17 MR. ROAM: Well, not until the last couple of days.
18 They was trying to change it.

19 We was trying to get the foreman to do his job,
20 inspect the work before he called QC.

21 In other words, you're the foreman and you got a
22 welder. You should be sure that your welder did the work
23 right then call QC.

24 QC would inspect it and if he was satisfied with
25 it, accept it or if not, reject it.

26 But the foremen would not check the work. They
27 called QC so QC would come up and no choice; it's either right
28 or wrong.

1 If it's wrong, you write it up. If it's right,
2 we had to write it up also but accept the work and then go
3 to the next stage of work.

4 MR. KAUFMAN: How many times had you approached
5 the foremen on the job?

6 MR. ROAM: To do that?

7 MR. KAUFMAN: Yes.

8 MR. ROAM: We didn't approach the foremen. We
9 approached management which was Skip Moses and get their
10 people to do their side of the work first.

11 Then when they were satisfied call us and that would
12 cut down your red tag situation.

13 In other words, until it's turned over to us it's
14 in process and, therefore, they didn't do virtually anything
15 with it to make it right.

16 If the guy has burned through, undercut or whatever,
17 he can go ahead and repair that but once we have looked at
18 it it's out of the process. It's now into the final stage
19 of that portion of the work.

20 At that time it's either right or wrong.

21 MR. KAUFMAN: What was their reaction to your
22 request?

23 MR. ROAM: "Yes, that's what we're going to do."

24 MS. DURBIN: And did they do it?

25 MR. ROAM: No.

26 Therefore, it stayed the same and the other thing
27 was PG&E had me write a procedure called a "quick fix design
28 change" because the designs were so bad in a lot of cases and

1 what was supposed to be there was not there and what wasn't
2 supposed to be there was there.

3 MR. KAUFMAN: What time frame are we talking about?

4 MR. ROAM: At the end. In fact, the EDR -- you
5 signed it, didn't you?

6 Well, the day before we got fired was the fact that
7 they was going to put a resident engineer in the field with
8 our QC people which he would then give it the magic wand.

9 MS. DURBIN: What does that mean?

10 MR. ROAM: Magic signature. PG&E accepting
11 responsibility, relieve Foley of any responsibility of any
12 design changes or modifications that have to be made in the
13 field to get the iron job done.

14 MS. DURBIN: That was not a normal procedure, was
15 it?

16 MR. ROAM: No.

17 What it did then was exempt the implementation of
18 QCP3 which was the NCR-type process.

19 As long as my inspector had that change and they
20 worked with that change, you put it with his report and it
21 went in our file.

22 MS. DURBIN: How many of those were you seeing on
23 an average day?

24 MR. ROAM: We hadn't seen any because we got ~~fired~~
25 the day after.

26 MS. DURBIN: The day after this started?

27 MR. ROAM: Right.

28 So I don't know what they're doing now but I talked

1 to -- well, just what people have told me.

2 MS. DURBIN: Off the record for a moment, please.

3 (Discussion off the record.)

4 MS. DURBIN: What was occurring right before you
5 left? What happened the day before you left?

6 MR. KAUFMAN: Could you explain the procedure that
7 was being used just before you left with respect to NCR's?

8 MR. ROAM: To eliminate writing an NCR they used
9 a couple different memos.

10 One of them was the "quick fix design change"
11 method.

12 MS. DURBIN: Was that what it was actually called,
13 the quick fix?

14 MR. ROAM: Yes.

15 What it is, it is a process used by PG&E to expedite
16 field design changes required to get the job done on schedule.

17 This was versus waiting to send the information
18 back up to San Francisco so they said, "We're going to
19 as-built the job here because what you showed us on the draw-
20 ing don't match. We cannot do it."

21 MS. DURBIN: What does "as-built the job" mean?

22 MR. ROAM: Well, it's like you design that door
23 there to be six foot tall but along the way you find you got
24 an eight-foot door. So you put in an eight-foot door.

25 I'm going to make up another sketch now showing
26 an eight-foot door instead of a six-foot door.

27 MS. DURBIN: So you change the drawing to conform
28 to what's physically there?

1 MR. ROAM: Right.

2 You see, this is an as-built situation.

3 MS. DURBIN: So just before you left the resident
4 engineer would, when he saw something that would otherwise
5 be a non-conformance, write up a new design, okay that design
6 and you would then inspect the work on that new design rather
7 than the original design?

8 MR. ROAM: Correct.

9 MS. DURBIN: Thank you.

10 MR. KAUFMAN: Do you know what PG&E's procedure
11 was for sending the new drawing back to its headquarters?

12 MR. ROAM: This is part of what we put into the
13 procedure, that it would be done onsite this way.

14 Whatever way they had drawn up was sent up to PG&E
15 in San Francisco and incorporated into the drawing and they
16 had supposedly gone through their calculations and then their
17 final as-built drawing was made and then sent back down to
18 Diablo Canyon.

19 At that time to assure ourselves I talked with Virgil
20 about it. I said, "We got to assure ourselves somewhere that
21 it is done."

22 So we left a clause in the procedure that we will
23 check our records against these as-built drawings to assure
24 ourselves that that's what we really got.

25 In other words, that as-built sheet did not get
26 left out of the master drawings.

27 MS. DURBIN: You were obviously taking great pains
28 to make sure this was done correctly.

1 Did you get the feeling within the company that
2 your work as quality control and quality assurance people
3 was valued?

4 MR. TENNYSON: Pardon me?

5 MS. DURBIN: Did you get the feeling in your own
6 company that your work was being valued, that your work was
7 a value and appreciated?

8 MR. TENNYSON: No. I never did have that feeling.

9 MS. DURBIN: What feeling did you get?

10 MR. TENNYSON: I've always had the feeling that
11 the only reason the whole quality department was there was
12 merely because it was a contractual obligation on Foley's
13 behalf to have, I guess, a quality department.

14 The contract required Foley to establish a quality
15 program. That's the way it was.

16 I felt the only reason we were there in the first
17 place was to fulfill those obligations.

18 MR. KAUFMAN: What kind of errors were you finding
19 in the instrumentation work that you were looking at?

20 MR. ROAM: Errors?

21 MS. DURBIN: We use that term generically.

22 MR. KAUFMAN: What kinds of NCR's were you finding
23 in instrumentation?

24 MR. ROAM: Very little because there was really
25 not anything to go by. You had a standard set of details
26 and if it didn't meet the detail you just tell engineering
27 and engineering would draw up some new details.

28 So you never had anything wrong.

1 MR. KAUFMAN: Could you give me an example of that?

2 MR. ROAM: Supports for tubing, instrumentation
3 tubing. There was never any type of a layout or sketch to
4 say how you're going to get from Point A to Point B.

5 You just go from Point A to Point B. How you get
6 there, I don't give a darn. Just put it in.

7 MS. DURBIN: How long did that go on? Was it a
8 standard operating procedure since -- well, since when?

9 MR. ROAM: Yes, since '73-74 until recently. Vance
10 Parker, who I put in charge of our welders' certification
11 program for a while and --

12 You won't see him on that work chart there. I
13 switched him over to instrumentation engineering because that
14 was his major background was hangar supports.

15 With his aid and me constantly trying to pressure
16 construction they were starting to come up with sketches to
17 show not only construction but our inspectors what they're
18 doing.

19 You know, a detail, a sketch to go by of what you
20 need to do, what they intended to do and where we're going
21 to put in a new tubing or change things.

22 Prior to that there was no sketches.

23 MS. DURBIN: How could you possibly inspect work
24 when you had no sketch to compare it to?

25 MR. ROAM: They had like a similar type isometric
26 drawing but it doesn't really show you much.

27 It was just for typical installation of equipment
28 which is: "Put this equipment on a wall and install it this

1 way." That's the typical installation.

2 Now, not each installation is the same or was it
3 shown as to how it is. It was just typical. Everything
4 was typically done.

5 MR. KAUFMAN: Did you use the same procedure that
6 you used with the structural design changes?

7 Did you wait to determine whether these design
8 changes had been incorporated into the master design for the
9 plant before you signed off on the NCR?

10 MR. ROAM: Well, we never had any real NCR's in
11 the instrumentation that I knew of while I was there in charge
12 of it.

13 Most everything in that case was -- well, we was
14 working with production engineering and if we saw a problem
15 or a problem coming up we would inform them before we'd get
16 there to get the situation corrected or something to cover
17 the situation.

18 In other words, we had a little more lax time in
19 instrumentation to look farther ahead than we did in the civil
20 or structural steel work.

21 Therefore, we could sort of try to see what was
22 happening a little bit ahead of time instead of hindsight.

23 MR. KAUFMAN: Mechanical; what kind of errors were
24 you finding, what kind of NCR's were you finding in mechanical
25 work?

26 MR. ROAM: Well, mechanical, there again we didn't
27 have too many NCR's that I knew of because if we would come
28 to a situation where there was anything wrong we would just

1 hold up inspection until they corrected it.

2 If it's right or wrong we're not going to buy it.
3 Therefore, if we're not going to buy it they can't sell it
4 and they have to rework it to make it satisfactory.

5 So then they would either rework it, scrap whatever
6 they're doing and start over or seek PG&E engineering waiver
7 of whatever it is saying, "Yes, that's okay. We'll buy that."

8 So if we buy it that's fine. We put it with our
9 report and we put it in the files and say, "Here it is. It's
10 yours."

11 MS. DURBIN: How often did that occur?

12 MR. ROAM: I don't know. Maybe 20 percent of the
13 time.

14 MS. DURBIN: Again, what time period are we talking
15 about?

16 MR. ROAM: I can't give you the date. Whatever
17 the date was that Virg put me over in instrumentation.

18 MS. DURBIN: That's fine.

19 MR. ROAM: I can't tell you that exact date.

20 MS. DURBIN: But in the latter part of 1982?

21 MR. ROAM: Latter part around Christmas time.

22 MR. KAUFMAN: Let me ask you the same question about
23 the pumps. Same things?

24 MR. ROAM: Well, rotating equipment was a little
25 bit different. See, we had rotating equipment which was main-
26 ly just torques and modifications or maintenance.

27 There was more on the maintenance side. Remember,
28 everything was virtually at Diablo Canyon already. That was

1 about the most smoothest running deal we had in rotating equip-
2 ment.

3 MR. KAUFMAN: How about strictly electrical work?

4 MR. ROAM: Strictly electrical, well, electrical,
5 all we did was installation. We did nothing on checking,
6 testing operations or anything like that.

7 In other words, any of the megor tests.

8 MS. DURBIN: What does that mean?

9 MR. ROAM: You test continuity or test the insula-
10 tion in your wire.

11 MS. DURBIN: And that's so you don't --

12 MR. ROAM: To make sure you don't go to ground or
13 have a fault in your system.

14 That was done by PG&E directly themselves. They
15 were responsible for that.

16 MR. KAUFMAN: So the result of all the work you
17 were inspecting at the plant, the principal area in which
18 you were writing NCR's was in welding?

19 MR. ROAM: Correct.

20 MS. DURBIN: But often that was because that was
21 the only area where you had an objective standard or objective
22 drawing to which to compare work you were seeing, isn't that
23 true?

24 MR. ROAM: Well, no. We had standards for raceway
25 supports.

26 And in electrical we'd have a raceway support and
27 they'd put a detail on it and it would say Detail S-269.

28 We would try to look at the sketch and yes, that's

1 an S-269.

2 It's bolted and it looks okay and doesn't look like
3 it's going to fall down.

4 Then we'd complete the documentation and that was
5 it basically on electrical. The conduit was there. It was
6 the right size and right color code and went from Point A
7 to Point B.

8 MR. TENNYSON: I think the reason it was smoother
9 in electrical is because everyone was more familiar with it
10 because we started there as the electrical contractor and
11 the electrical details were much clearer as to how the raceway
12 under the -- the notes and so on were clearer as to how the
13 raceway was to be laid out, what sequence of events was to
14 take place and procedure was clearly defined, more clearly
15 defined than the others as to what you were looking for.

16 Also the people were more familiar with it because
17 they had worked longer with it.

18 So consequently it did go a little smoother in that
19 respect.

20 MS. DURBIN: Do you think your people were more
21 able to use their own judgment and experience in evaluating
22 electrical rather than going purely by drawings and so forth?

23 MR. TENNYSON: Yes.

24 Well, not so much, no. I'm sorry.

25 It did go strictly by the drawing but the drawings
26 and details were clearly defined to us as to what each indi-
27 vidual support was to consist of, how many bolts, how many
28 cross-members, what size the cross-member was, exactly what

1 it was to look like.

2 I mean, they were drawn on a book that was like
3 six inches thick and had 634 pictures in it of various types
4 and each picture was clearly defined with notes on it of
5 substance and so on, type of material, the whole works.

6 MR. KAUFMAN: Am I correct in understanding that
7 the design work was better for electrical, therefore, it made
8 your job and the job of those people who were installing
9 electrical work easier?

10 MR. TENNYSON: Yes.

11 MR. KAUFMAN: And you would not say that for the
12 structural steel aspects of the job?

13 MR. ROAM: They were good drawings probably but
14 they still tried to use the mirror image.

15 MR. KAUFMAN: They were still using the old drawings?

16 MR. ROAM: You had a left and right power plant.

17 MR. KAUFMAN: At what time were they using the mirror
18 image drawings?

19 MR. ROAM: At what time?

20 MR. KAUFMAN: Were they using it in 1982? Did they
21 ever stop using the mirror image drawings that you knew of?

22 MR. ROAM: They continued.

23 MS. DURBIN: They were still using the mirror
24 image drawings when you left?

25 MR. ROAM: That's what it appeared to me, a left
26 and right.

27 They used -- maybe I'm using the wrong terminology.

28 They make up a typical and this typical could be

1 used seven different places within that plant or within this
2 building.

3 Now, you take that typical to this installation
4 and you could be looking at it from the inside or looking
5 at it from the outside, in which case if we found the whole
6 thing wrong getting ready to put the whole thing together
7 we'd say, "Darn, we did it on the wrong side. We were supposed
8 to be standing inside the building looking out when actually
9 we were on the outside of the building looking in."

10 Anyhow, we'd rip it out and redo it.

11 MR. KAUFMAN: Whose responsibility is it for apply-
12 ing the drawings to the jobsite?

13 MR. ROAM: Well --

14 MS. DURBIN: If you know.

15 MR. ROAM: I really don't know.

16 I know we got drawings from PG&E but they come to
17 our engineers and what our engineering department did, I could
18 not tell you.

19 MS. DURBIN: Who was responsible for furnishing
20 you with the drawings against which you compared the work
21 that you inspected, the standards against which you compared
22 the work you inspected?

23 MR. TENNYSON: The customer, which would be PG&E,
24 was responsible for all design to us.

25 MS. DURBIN: And up to the time you left they were
26 still furnishing you drawings which were not absolutely clear
27 as to whether they were left-hand or right-hand Unit 1 or
28 Unit 2?

1 MR. TENNYSON: I'm not familiar with that portion
2 of it because of the fact that, I think, the situation that
3 Rick is talking about -- and I did overhear a certain conver-
4 sation out there when we called the engineer over to ask him
5 for clarification on it.

6 Anyway, Rick Brun is the engineer who is the civil
7 engineer at The Howard P. Foley Company. He was called over
8 for discussion on a drawing that Bob Carter found.

9 MR. ROAM: I think it was Bob.

10 MR. TENNYSON: Bob Carter found it along with one
11 or two other people and they had gone out to inspect it.

12 It was found to be not like the installation or
13 it was the wrong drawing and that's about all I know about
14 it.

15 MR. ROAM: We fabbed up some T-braces.

16 MS. DURBIN: Can you answer my question, Mr. Roam?

17 MR. ROAM: What?

18 MS. DURBIN: Were you ever supplied with drawings
19 that were consistently right-handed or left-handed for the
20 appropriate units that you were inspecting or were you con-
21 stantly working with mirror image drawings up until the time
22 you left?

23 MR. ROAM: I can't really say because I think I
24 got it confused with a typical detail installation.

25 MR. TENNYSON: Could we go off the record for a
26 second here?

27 MS. DURBIN: Of course.

28 {Recess taken.}

1 MR. KAUFMAN: Back on the record.

2 During the break Mr. Roam wanted to clarify about
3 the mirror image drawings so let me see if we can clear this
4 up.

5 When we're talking about the design sketch and the
6 errors coming from the design sketch where are those errors
7 occurring?

8 MR. ROAM: Where? Well, in some cases the structural
9 steel members that were not of a configuration engineering
10 thought they were for these modifications.

11 MS. DURBIN: Is it sometimes unclear from the design
12 sketch whether you should be looking straight at the member
13 from the inside or whether you should be looking at the member
14 from the outside of the building?

15 MR. ROAM: True.

16 MS. DURBIN: I think we got that clarified.

17 Let's go on.

18 MR. KAUFMAN: Let me go on to a slightly different
19 topic.

20 Have you or any of the people working for you been
21 harassed by workers at the production end of the Foley
22 Construction Company?

23 MR. ROAM: Yes.

24 MR. KAUFMAN: Could you give us some examples of
25 that harassment?

26 MR. ROAM: One was of the new Cataract people that
27 came in -- well, Richard Spencer, a welding inspector that
28 I had on the mechanical side, was harassed quite a bit by

1 construction at first.

2 He was inforcing them to try to meet code and the
3 procedure and they didn't want to because it was costing them
4 X amount of rework.

5 MR. KAUFMAN: When you say "them," who?

6 MR. ROAM: Construction.

7 MR. KAUFMAN: Who specifically?

8 MR. ROAM: You mean the construction foreman?

9 MS. DURBIN: Either that or a company name?

10 MR. ROAM: Well, it's Foley. We were all Foley
11 people there.

12 MR. TENNYSON: What superintendent would be in charge
13 of that?

14 MR. ROAM: I don't know. I was just trying to think
15 of the guy's name.

16 MR. KAUFMAN: When this harassmt occurred
17 Mr. Spencer, I take it, reported this to you?

18 MR. ROAM: Correct.

19 MR. KAUFMAN: And what did you do when you received
20 his report?

21 MR. ROAM: Went up and talked with the foreman,
22 told him, "He's here to do his job. We will meet code. We
23 will meet the specifications."

24 They didn't really like it but realized that they
25 had to try to meet some of it.

26 The thing that was bo'hering them was that the
27 inspection intensity was not that strong before.

28 Now, all of a sudden, how come it is?

1 MS. DURBIN: What time was this? What year? What
2 month?

3 MR. ROAM: First part of '83.

4 MR. TENNYSON: Yes.

5 MR. KAUFMAN: Did anything change after you talked
6 to the superintendent?

7 MR. ROAM: Not really. They just more or less
8 tolerated each other but they managed to work some things
9 out.

10 When I finally had to remove Richard and put him
11 over at the welders' certification program, they was very
12 upset with it because they learned that he was picking out
13 things in advance to help them so they wouldn't have a delay.

14 Then we had the situation with Roger Meek and I
15 really don't know.

16 MR. TENNYSON: He was a quality control inspector
17 for civil at that time inspecting on welding and structural.

18 He had been in the field numerous times and been
19 harassed by a production person, unknown to me.

20 MR. KAUFMAN: Could you indicate what type of
21 harassment that was being done to him?

22 MR. TENNYSON: Roger -- it's kind of touchy. I
23 think they were playing with him.

24 There was an iron worker out there evidently that
25 would go around patting him and calling him "fat boy" and
26 threatening to kiss him on the cheek and things of that nature.

27 Roger tried to avoid him and he finally told him
28 that if he didn't leave him alone, he was going to have to

1 tell his foreman.

2 He finally did have to go to the foreman and tell
3 him that the man was harassing him or bothering him.

4 Roger had many inspections to perform out there
5 and he was limited in the time that he had to do them.

6 Anyhow, the production man was quite upset, I guess,
7 because Roger Meek had gone to the foreman on him and he told
8 him if he ever went to the foreman he was going to whip him
9 or something, threatened him in some way.

10 Well, he kept grabbing him or holding onto him and
11 Roger kept trying to get away. Finally he did get away from
12 the man and he come into the office to explain it to me.

13 So I, in turn, took the situation up to Mr. Moses.
14 Moses, as far as I know, did absolutely nothing about it.

15 It was dropped at that point and Roger was left
16 on the job and I changed him around, put him in another area
17 or something.

18 MR. ROAM: You put him in another area to get him
19 away from the guy to divert the situation.

20 MR. KAUFMAN: Was harassment a problem for your
21 people in preventing them from doing their job?

22 MR. ROAM: We just found ways of getting around it.

23 MS. DURBIN: It was a problem, though?

24 MR. ROAM: Oh, yes. Basically with the new people
25 coming in it was.

26 The old-timers that had been there for years, they
27 understood the situation in some aspects. They didn't like
28 it but they knew they had to live with certain things.

1 But a lot of new travelers coming in did have
2 problems.

3 MR. KAUFMAN: What was your relationship to the
4 Nuclear Regulatory Commission inspectors?

5 MR. JONES: Could you be a little more explicit.
6 What do you mean by that?

7 MS. DURBIN: Did you ever meet any Nuclear Regulatory
8 Commission inspectors? Did you ever see them?

9 MR. TENNYSON: Well, I understood that we had two
10 resident NRC people at Diablo but, I think, the only time
11 they ever came to see me or to negotiate at any time with
12 me was during a time when we had an NRC audit.

13 Then they might come along with the offsite NRC
14 people or in one or two cases they came down with PG&E quality
15 assurance personnel on an audit.

16 Other than that I had no communication much at all
17 with them.

18 MR. KAUFMAN: The only time that either of you saw
19 the NRC inspectors or anyone from NRC was during these audits;
20 is that correct?

21 MR. TENNYSON: Yes.

22 I had many more dealings with Dennis Kirsch, who
23 was an offsite Nuclear Regulatory Commission inspector and
24 John Burdoin. They were fairly regular to come in every few
25 months and weeks in some cases to either do an audit or a
26 follow-up on a previous audit to see if we conformed to certain
27 -- well, maybe it was design changes and things of that nature.

28 How they determined what they're going to audit

1 when they come in to see us I don't know.

2 We are told what they're going to audit.

3 MR. KAUFMAN: Did the NRC individual inspect actual
4 work or only the records?

5 MR. TENNYSON: They did go out and inspect actual
6 work and then in most cases balanced their inspections against
7 the findings in the documentation.

8 MR. KAUFMAN: How much of the work did they look
9 at when they did this?

10 MR. TENNYSON: Normally they're down there a couple
11 days, three or four days at a time when they came.

12 They would pick a particular area out. I mean,
13 one individual NRC man would pick a particular area like termi-
14 nations or maybe welding or something.

15 Then he would go into that particular phase and
16 go out and inspect. How much really in regard to percentage
17 or anything I couldn't say. I wouldn't have the slightest
18 idea.

19 I'd say the percentage is pretty small.

20 MR. KAUFMAN: Did they ever consult with you about
21 areas in which you were having a particularly high run of
22 NCR's?

23 MR. TENNYSON: No, not to my knowledge. I don't
24 recall anything like that.

25 MR. KAUFMAN: Before 1974 did the NRC inspectors
26 coming out to the site --

27 MR. JONES: Before when?

28 MR. KAUFMAN: 1974.

1 -- to review your work --

2 MR. JONES: I don't see how he can answer that.

3 MR. KAUFMAN: I was asking Mr. Roam.

4 MR. ROAM: I remember one time when the AEC came
5 out. At that time it was AEC -- not NRC -- that brought about
6 the original change.

7 MS. DURBIN: In the procedures?

8 MR. ROAM: In developing a quality program.

9 At that time what they looked at I don't know because
10 I didn't talk to them.

11 MS. DURBIN: Were these audits or inspections
12 announced to you in advance? Did you know when they were
13 coming out?

14 MR. TENNYSON: Most times we knew they were coming
15 in.

16 MS. DURBIN: Was anything special done to prepare
17 for these audits?

18 MR. TENNYSON: I can only answer for my department
19 and nothing special was done at that time that hadn't already
20 been done to satisfy any requirements or anything.

21 Our documentation was there and open to them.

22 MS. DURBIN: Do you know if production knew in
23 advance which particular work the NRC inspectors might be
24 looking at?

25 If you don't know, you don't know.

26 MR. TENNYSON: I don't know.

27 MR. KAUFMAN: Did the NRC inspectors ever find any
28 NCR's in areas where you hadn't found them?

1 MR. TENNYSON: They have picked up -- well, what
2 they did was, they would do an audit.

3 They have picked up minor problem areas and through
4 an audit given them back to PG&E. PG&E, in turn, would write
5 their own non-conformance against The Howard P. Foley Company
6 for not documenting certain problems.

7 They have been very minor, as far as non-conformances
8 go.

9 One particular that I remember was a detail of the
10 way an electrical support was installed. Out of numerous
11 welds, which were called out by size and configuration, one
12 weld was left off of the PG&E document not stating the proper
13 size.

14 The man who bought that weld, along with the rest
15 of the welds, which were supposed to have been typical was
16 questioned and at that time we did go back a year in the files
17 and check out the work that he did and everything as a result
18 of the audit.

19 MR. KAUFMAN: Do you have a procedure for checking
20 the work of your inspectors?

21 MR. TENNYSON: I don't think there was. No, there
22 wasn't.

23 MR. ROAM: Basically just trying to get the super-
24 visors to get out there to check to see the man is doing the
25 job.

26 MR. TENNYSON: The way the system was set up really
27 was through a document system and the supervisor I had over
28 document control and management.

1 He would inspect all of the necessary paperwork
2 and review it to see if the necessary documentation was with
3 that particular package and all the requirements were fulfilled
4 on it so that it could be signed off.

5 Then there was a QC stamp that went on it before
6 it went into the file and signed off by the supervisor of
7 that department.

8 MR. KAUFMAN: Did you have any contact with the
9 independent design verification program for Diablo?

10 MR. TENNYSON: Not to my knowledge, no.

11 MR. KAUFMAN: So they were not reviewing any of
12 your work?

13 MR. TENNYSON: They could have been under another
14 program but as far as me being connected with that portion
15 of it, no.

16 MR. KAUFMAN: I think someone mentioned earlier
17 that you did review the quality of materials that were coming
18 to the site; is that correct?

19 MR. TENNYSON: Yes.

20 MR. ROAM: Yes, materials received, yes.

21 MR. KAUFMAN: What kind of material is that?

22 MR. TENNYSON: Anything that had a Class 1 require-
23 ment placed on the purchase order of which could be used in
24 a Class 1 installation.

25 MR. KAUFMAN: What were you checking? What standards
26 were you checking that material with?

27 MR. TENNYSON: Well, in most cases the material
28 was checked for an approved vendor to buy from. Also certain

1 requirements concerning the steel, that the requirements be
2 listed on the purchase order to call out the type of steel
3 it was and the configuration.

4 We could check for a letter of compliance on the
5 material and mill test reports in areas where they were
6 required.

7 These requirements are pretty well spelled out in
8 the various specifications depending on the particular job
9 that you're doing in the field or buying the material for.

10 So each specification calls out the requirements
11 of the material to be bought.

12 MR. KAUFMAN: Were you finding a large number of
13 NCR's with respect to quality of the material to be bought?

14 MR. TENNYSON: No. Any material that came in we
15 had a procedure set up that if the material came in and did
16 not meet the requirements of the purchase order it would be
17 red tagged at that time and placed in a holding area until
18 it was completely approved.

19 This was done either by returning it to the vendor
20 or the necessary paperwork and proper paperwork was received
21 before it would be released, in most cases.

22 MR. KAUFMAN: Were you ever asked to accept material
23 that did not meet the appropriate standards?

24 MR. TENNYSON: Yes, we were.

25 MR. KAUFMAN: When was that?

26 MR. TENNYSON: The year I cannot tell you. It could
27 have been a year and a half, two years ago that we started
28 receiving material in from the Bostrom Bergen Company.

1 MR. KAUFMAN: What kind of material is that?

2 MR. TENNYSON: That was fabricated steel and steel
3 shapes and configurations for various installations in the
4 plant.

5 These were fabricated to Pacific Gas & Electric's
6 design drawings which were sent to Bostrom Bergen and also
7 negotiated through their San Francisco office back and forth
8 with the company.

9 The materials were coming in in some cases without
10 the necessary paperwork that we were required to have for
11 the installation.

12 MR. KAUFMAN: What kind of paperwork was that?

13 MR. TENNYSON: In some cases it might have been
14 your letter of compliance. In some cases a mill test report,
15 test results of the steel and showing the type that it was
16 and so on.

17 This material was released to the field to speed
18 up production -- prior to receiving the proper paperwork on
19 it -- by memo from Skip Moses, signed by him, which overrode
20 my authority to hold it.

21 Now, where he got his information or direction to
22 release, I'm not real sure of.

23 There was an audit performed by the NRC, I think,
24 and there was an allegation made by somebody saying that this
25 had happened. I don't know how it came about.

26 But they came out to look for this particular
27 situation where items were being released prior to paperwork
28 received and they did find all of the memos in the file -- as

1 I had in my documentation -- signed by Mr. Moses releasing
2 the materials to the field.

3 We set up quite a review program and reviewed all
4 of the purchase orders at the request of the NRC and pulled out
5 all of the memos releasing items and getting with Bostrom
6 Bergen, dealing back and forth with them, getting all of the
7 necessary paperwork brought up to date to close out this non-
8 conformance.

9 We had to write a non-conformance against The
10 Howard P. Foley Company for doing this. That's about all
11 I can remember about that part of it.

12 It was finally closed out by the Pacific Gas &
13 Electric Company.

14 MR. KAUFMAN: By that you mean it was determined
15 that the material met the standards?

16 MR. TENNYSON: Yes.

17 MR. KAUFMAN: But you haven't seen the documentation
18 for that, have you?

19 MR. TENNYSON: Yes. We reviewed the documentation
20 as it came in and I had help from our engineering staff in
21 correlating the paperwork back and forth from Bostrom Bergen
22 to The Howard P. Foley Company and in building the necessary
23 packages with the necessary paperwork to satisfy the require-
24 ments of it.

25 MR. KAUFMAN: Off the record.

26 (Discussion off the record.)

27 MR. KAUFMAN: Did you have a relationship with the
28 quality assurance management of the other companies at the

1 site?

2 MR. TENNYSON: No.

3 MR. KAUFMAN: You didn't talk to them at all?

4 MR. TENNYSON: No.

5 MR. KAUFMAN: I don't think I have any more questions
6 other than the catchall question, that is, at the time you
7 left the site, how many NCR's were outstanding? If you can
8 answer that question.

9 MR. TENNYSON: I would say in the neighborhood of
10 80, wouldn't you?

11 MR. ROAM: Somewhere in that area.

12 MR. TENNYSON: We had a hundred and twenty some
13 when we were working on that Saturday and by working on them
14 we brought them down.

15 MR. ROAM: Sunday.

16 MR. TENNYSON: Yes, Sunday.

17 MR. KAUFMAN: Could you give us a breakdown of where
18 these NCR's were located? What areas do they involve?

19 MR. TENNYSON: You wrote them.

20 MR. ROAM: Virtually all disciplines that we handled.
21 The majority of them were in the civil structural site.

22 MR. KAUFMAN: You're going to have to break that
23 down a little bit for me.

24 MR. ROAM: Some in termination and calibration which
25 would have been along the electrical side.

26 Then some mechanical, some on the instrumentation,
27 old ones that weren't in the limelight.

28 Then the rest were like on the civil structural

1 site.

2 MR. KAUFMAN: Had you been asked by your own produc-
3 tion management or PG&E to remove any of these tags?

4 MR. ROAM: No. Not on the electrical or mechanical
5 and stuff like that, no.

6 MR. KAUFMAN: Thank you.

7 MS. DURBIN: I have a few more questions.

8 You said you were working on a Sunday. Was it
9 common for you to work on weekends?

10 MR. TENNYSON: We were working quite a few hours
11 at that time. Myself, when I started in with the overtime
12 I was putting anywhere from 60 to 65, 70 hours a week.

13 Then it went up to 70 and 75 in a week or so. One
14 week or two I put in 80 some hours, 85.

15 MS. DURBIN: What time period was that?

16 MR. TENNYSON: Right after the first of the year,
17 January, February.

18 MS. DURBIN: Were your people working for you putting
19 in equivalent hours?

20 MR. TENNYSON: Yes.

21 MS. DURBIN: You were all putting in 60, 70 hours
22 a week on a regular basis?

23 MR. TENNYSON: Well, no. All of the inspectors
24 were putting in a 60-hour week.

25 MR. ROAM: Yes.

26 MR. TENNYSON: They were required to work -- it
27 was mandatory to work ten hours a day, six days a week.

28 MS. DURBIN: Is this common in the construction

1 industry?

2 MR. TENNYSON: Oh, I think it does happen throughout
3 the construction industry if they get a big push on something
4 but this one lasted so long people were getting pretty tired.

5 MS. DURBIN: Did you ever feel that your people
6 were working when they oughtn't to have been? They were
7 overly tired or overly stressed?

8 MR. TENNYSON: It was hard for me to tell. I was
9 pretty tired myself.

10 It would be hard for me to answer. It's hard to
11 put a time limit on how long a person can stand up. Some
12 people can do 60, 70, 80 hours a week for weeks after weeks
13 and others will break down under the strain.

14 MS. DURBIN: Lawyers have the same experience.

15 MR. TENNYSON: Everybody was showing -- including
16 production forces in the field -- which you've seen in the
17 newspapers -- where they refused to go into work.

18 They were tired of six and seven days a week.

19 MS. DURBIN: Was it common to have a night shift
20 of quality assurance people also?

21 MR. TENNYSON: Any time there were production people
22 doing Class 1 installation or non-Class 1 that would require
23 inspection, yes.

24 MS. DURBIN: Is that common in the construction
25 industry?

26 MR. TENNYSON: Not generally in construction, I
27 don't think.

28 MR. ROAM: When you say "construction industry,"

1 you mean nuclear power plant construction industry or construc-
2 tion industries in general?

3 MS. DURBIN: Nuclear power plant construction.

4 MR. ROAM: Most of them would have a requirement
5 for that.

6 MS. DURBIN: How about construction in general,
7 non-nuclear power plant construction?

8 MR. ROAM: Then it depends totally on the contract.
9 Some require; some don't.

10 MS. DURBIN: Sounds like construction was really
11 at a feverish pitch by the time you were leaving?

12 MR. ROAM: Still is.

13 MR. TENNYSON: Yes.

14 MR. ROAM: They just now wound down and went back
15 to a 40-hour week recently.

16 After we quit they went to a 70-hour work week.

17 MR. JONES: This is based on information others
18 have told you?

19 MR. ROAM: Yes. Sorry. I wasn't there so --

20 MR. JONES: Let me caution you to answer of your
21 own knowledge. That will keep things shorter, too.

22 MR. KAUFMAN: Let me ask you this: We also are
23 involved with OSHA. We are not representing them in this
24 particular instance, but I feel some need to just ask you
25 a few questions about the other reports we've seen in the
26 newspapers about high amounts of ozone from welding at the
27 site.

28 Were your people -- and you in particular -- required

1 to work in circumstances where it was difficult to breathe,
2 where you were wheezing and coughing during your inspections?

3 MR. ROAM: Yes. I had lost time by inspectors of
4 being sick from being up in there.

5 MR. KAUFMAN: When did these problems start?

6 MR. ROAM: When they started welding in there. They
7 started from then.

8 MR. KAUFMAN: And that's welding in the fuel-handling
9 building?

10 MR. ROAM: Yes.

11 MS. DURBIN: Has that been a consistent problem?

12 MR. ROAM: Consistent with crafts as well as our
13 own people. They get sick and you just try to shuffle them
14 around, put somebody else in there and let him clear his lungs
15 out.

16 MR. KAUFMAN: Do you believe this had an impact
17 on the quality of work that production was performing?

18 MR. ROAM: No, I don't. I really don't want to
19 answer that.

20 MR. JONES: If you don't know, you don't have to
21 answer.

22 MR. KAUFMAN: That's right.

23 Well, did it have any impact on the quality of work
24 that your own people were doing?

25 MS. DURBIN: Was it substantially harder for them
26 to do their job?

27 MR. JONES: That's a different question.

28 MS. DURBIN: I was just trying to help.

1 MR. ROAM: Only from the grumblings of the people
2 themselves but as to say whether they did it good or bad,
3 I could not say.

4 All I can do is listen to their grumbles and com-
5 plaints to me.

6 MR. KAUFMAN: Okay. One last series of questions.

7 Are you familiar with the intake cove at the plant?
8 That's where the water comes in from the ocean to the cooling
9 pumps that sends the sea water through the plant?

10 MR. ROAM: I'm not real familiar with it. I've
11 been down there several times.

12 MR. KAUFMAN: Have you been there during the storms
13 which have recently occurred this year? That's a convoluted
14 question.

15 MR. ROAM: Well, I've been down there once during
16 the storm, yes. It was the earlier part of the storms.

17 MR. KAUFMAN: Were waves breaking over the revet-
18 ment?

19 MR. ROAM: I really wasn't paying much attention
20 to the waves.

21 I was looking at the water coming down the goddam
22 conduits and wondering about all the connections inside. I
23 wasn't worried about the waves outside.

24 MS. DURBIN: You didn't happen to see how far up
25 towards the plant the waves were breaking on the shore?

26 MR. ROAM: Most of them were breaking on the break-
27 water themselves.

28 I wasn't paying that much attention to whether they

1 was carrying in there at the screens.

2 MR. KAUFMAN: Off the record.

3 (Discussion off the record.)

4 MS. DURBIN: When you were hiring people fairly
5 close to the end of the big push were you hiring some people
6 who had no previous experience as quality control inspectors?

7 MR. TENNYSON: You're saying near the end. What
8 I was referring to a while ago was, you know, earlier.

9 MS. DURBIN: At any point during the time you worked
10 there, did you hire people who had no experience as inspectors?

11 MR. TENNYSON: Yes.

12 MS. DURBIN: Did you hire people who had no previous
13 experience with construction or in the nuclear industry?

14 MR. TENNYSON: Yes, in some cases, yes.

15 MS. DURBIN: How much training did they get?

16 MR. TENNYSON: Other than possibly maybe some
17 schooling along the way, engineering training or something
18 to that effect?

19 MS. DURBIN: Well, how much training did you give
20 them?

21 MR. TENNYSON: They were trained with an experienced
22 inspector for sometimes maybe 30 days before they were really
23 turned out by themselves to perform inspections and not then
24 if we felt that they were still weak in certain areas.

25 MS. DURBIN: Okay. Thank you.

26 MR. KAUFMAN: I promise you, just this last ques-
27 tion.

28 Is it common practice in quality assurance programs

1 to check the work of the inspectors on a formal basis, the
2 work that the inspectors have done on a formal basis?

3 In other words, does the quality assurance program
4 in most industries require that the work the inspector does
5 is, in turn, inspected by someone else in the quality assurance
6 organization?

7 MS. DURBIN: Is there any quality assurance for
8 quality assurance?

9 MR. ROAM: You got two phases. You got quality
10 control and quality assurance.

11 That's where everybody is mistaken. Quality control
12 is the inspection. Quality assurance is the assurance that
13 the inspection and procedure is correct.

14 There's no quality assurance of the quality assur-
15 ance.

16 MR. TENNYSON: Your quality assurance is the monitor-
17 ing device to see to it that you're adhering to your procedural
18 requirements.

19 MS. DURBIN: Well, is there quality control of
20 quality control?

21 MR. ROAM: What you're saying basically: Is there
22 direct supervision or monitoring of inspectors?

23 MS. DURBIN: Right.

24 MR. TENNYSON: Yes.

25 MR. ROAM: Yes. Not per se. It's written up and
26 that's your job, you know.

27 MS. DURBIN: To go out and do it?

28 MR. ROAM: Right.

1 MR. KAUFMAN: Do you do that on a judgmental basis
2 or do you have any --

3 MR. ROAM: Same as you would do with your secretary
4 working for you is how you do it. The same thing.

5 MR. KAUFMAN: Are there any areas in which you
6 inspect more than others?

7 MR. ROAM: Depends on the position of the man. If
8 I'm strapped behind a desk I'm trying to look at all the paper-
9 work and judge it from that.

10 MR. KAUFMAN: All right.

11 Thank you very much for coming. We appreciate all
12 the time you have taken to help us in this matter.

13 MS. DURBIN: The statement is now closed.

14 (The sworn statements concluded at 3:30 p.m.)

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1 STATE OF CALIFORNIA)
2) SS.
3 COUNTY OF MARIN)

4 I, BONNIE L. WAGNER, a Certified Shorthand Reporter,
5 License No. 5881, and duly qualified Notary Public of the
6 County of Marin, State of California, do hereby certify:

7 That the foregoing transcript of sworn statements
8 of Virgil M. Tennyson and Richard E. Roam, taken on Tuesday,
9 the 5th day of April, 1983, is a true, accurate, and complete
10 transcription of my shorthand notes.

11
12 DATED this 12th day of April, 1983.

13
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15
16 BONNIE L. WAGNER, CSR #5881
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UNITED STATES OF AMERICA
NUCLEAR REGULATORY COMMISSION

DOCKETED
US-REG

In the Matter of)
)
PACIFIC GAS AND ELECTRIC COMPANY)
)
Diablo Canyon Nuclear Power)
Plant, Units 1 and 2)
)

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Docket No. 50-275
Docket No. 50-323
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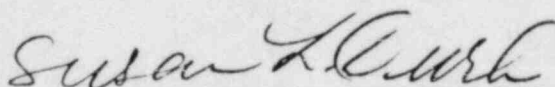
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DATED: April 14, 1983.


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