

September 27, 1983

TRANSCRIPT FROM A CONFIDENTIAL SOURCE
OBTAINED DURING WEEK ENDING SEPTEMBER 16, 1983

TOLSON: I wanna try to resolve what I perceive to be a communication problem. The claim with us in the craft -unintelligible- the account for the QC program is to report all negative results of inspections in protective coatings on Inspection Reports__ that's what we've tried to say in this procedural maze, OK__ that's what I want. OK. I don't want to use NCRs in my department's report, "in the QC ranks," because what that creates for me from a managements' standpoint is a stop-work condition. And I know that neither one of us wanna make this kind of decisions. That's what they pay me to do, OK. And for those of you that have been around here a while, should know Mr. -unintelligible-, even though he's been in and out, will attest to the fact that if I need to I'll shut this entire fuckin job down to get across -unintelligible- to record. It is not an easy decision to make, there's a lot of money at stake but if I have to make it, I will. Now, you guys are paid to communicate through channels to me what's going on. And we take a hard look at what's going on by analyzing the results of the inspections, OK. All right, now that's an ongoing thing that we look at all the time and that's a part of Bob's job and part of Tom's job is to I guess -unintelligible- things -unintelligible- is to continually look back and to see what we can do to improve the -unintelligible- (loud noises) or the inspection effort to meet our ultimate objectives, which I've been talking about for a couple of weeks, which is to get -unintelligible- along correspondence to the Installation Department, cause that's why we're all here and that's what we're all paid to be. Now, I guess my question to you in this group, and this groups been selected as a sample of the inspection force on days.

TOLSON'S Q.: What in a procedural maze, causes people to think that we're asking them to write nonconformance reports? What have we fucked up in our procedures that we would lead you to that? JIM?

A. (SOURCE UNK.)

Ah, an NCR is when the quality is indeterminate___it's warranted then and then you send it on to engineering and then. . .

TOLSON'S INTERRUPTION: In bringing back to where I started,

INTERRUPTED COMMENT: (SOURCE UNK.) I think I got it.

TOLSON'S INTERRUPTION (Cont.): we wrote the program we thought we'd get in another. . . .

-----LONG PERIOD WITH NOTHING RECORDED-----

TOLSON: to get you to communicate to us to provide the inspection report. Now that's what we're really trying to do at this meeting. Frankly, that's what I'm trying to do with all of the inspection in the NON-ASME area, OK. I guess if any folks decided to do it a little differently and before too long, they're going to do the same thing I'm doing. It's more efficient to do it that way and efficiency is one of the things that I'm paid to lookout for, OK. Now, to me it's a black and white situation that the paint either meets the spec or it doesn't meet the spec. I

can't conceive of a situation getting underway, quote "that you want to call indeterminate," and even then, the intent in the language in the procedures is to get you to record that in the Inspection Reports.

Q. (SOURCE UNK.)

And that's when, after the -unintelligible-__

TOLSON'S A.: It doesn't matter when it happens, OK, It really doesn't. I mean that's what I'm trying to tell you, the procedure, now I'm trying to figure out did we not say that clearly enough where you could all understand what I'm saying.

COMMENT: (SOURCE UNK.)

I don't see where an inspection report would handle every situation.

ANOTHER'S COMMENT: (SOURCE UNK.)

I don't either.

TOLSON: Let's talk about a few you've done then.

Q. (SOURCE UNK.)

What about for instance something that they coated a couple years ago and you run across something like the paint falling off the wall__how would you report that on an inspection report?

TOLSON'S A:

I think that it's not perhaps spelled out in as much detail as I could make it if I had to but I believe that I'm smart enough to figure out a way to communicate that.

Q. (SOURCE UNK.)

You mean just verbally?

TOLSON'S A.: No. We don't have a verbal program, we have a formal program and the vehicle is the Inspection Report. That's where I'm trying to get the group to, OK, and that's why I'm asking, How do we get there? OK, now if the paint falls off the wall, OK, I think there's enough attributes on the Inspection Report, the UNSAT and in the REMARKS columns to state where the problem is.

COMMENT: (SOURCE UNK.)

Yeah, that's what I'm saying, this took place a couple of years ago.

TOLSON: It doesn't matter when it took place.

Q. (SOURCE UNK.)

Well, what if there is no Inspection Report?

TOLSON:

Huh?

Q. Well, what if there is not Inspection Report for that area?

TOLSON: There's an Inspection Report for everything that you do.

COMMENT FROM SEVERAL OBSERVERS: (SOURCES UNK.)

I think he's talking about a new. Make out a new one.

TOLSON: You can do that Neil, but h.h, like a, you know, in my judgement, it's not required, OK. Even if you want to add another line on the attribute, if your more comfortable with it from a communications standpoint, that is certainly acceptable, OK. And I believe if you go back to 1800 that covers the Inspection Report, that latitude is in there like we say something about Supplementary Sheets. And I can carry you back into civil records and show some luxurious language that Mr. Britton used, OK. OK. See, all I'm asking is communicate to me what's going on, OK. Don't put yourself in my position and stop work, because I haven't delegated that authority, OK. We're just talking about paint, and don't confuse what I'm saying about paint with what we would do with equipment because it's a completely different element, OK. A completely different element. What we're talking about is protective coatings and the containment and the communication of some findings that need to be corrected to meet the requirements, OK. That's all we're talking about. I've got another example.

SIMULTANEOUS GROUP INTERRUPTIONS (all unintelligible except, "I thought we were here to communicate.")

TOLSON:

That's what we're here for.

Q. (SOURCE UNK.)

I still don't know the answer to my questions, I mean, How are we going to report this on an IR?

TOLSON:

Give me an example?

1st PERSON's A. (SOURCE UNK.)

Well, the one I just used.

A 2nd PERSON INTERRUPTED: (SOURCE UNK.)

Let's just say your walking down the hallway and

1st PERSON INTERRUPTED: (SOURCE UNK.)

Yeah, tha's what I'm sayin, just

2nd PERSON: (SOURCE UNK.)

And and you spot a place you have some, you see where the paints gone.

1st PERSON: (SOURCE UNK.)

Right, and it was put on a couple years ago.

TOLSON:

OK, fine.

2nd PERSON: (SOURCE UNK.)

An to me, which is what I'm sure Ron is trying to say is you get out the IR and you isolate that area where the problem is, mark it 'unsat' in the remarks column and say the paint is coming off the wall and a

1st PERSON: (SOURCE UNK.)

On the original IR that was generated at that

2nd PERSON: (SOURCE UNK.)

Right, and you generate it right then, you don't have to generate it back. Cause you see 2 years ago Don, they didn't have any -unintelligible- several interrupted at once--

1st PERSON: (SOURCE UNK.)

Right, that's what I was saying, they just wrote 'good'

2nd PERSON: (SOURCE UNK.)

Cause we won't have any -unintelligible- What we need to do is write an IR right today.

TOLSON:

Let's not, let's not say we didn't have any documentation. No documentation

2nd PERSON: (SOURCE UNK.)

Well, that was a wrong statement, it was there, but

TOLSON:

Left a little bit to be desired, that's an improper way to phrase it, OK.

1st PERSON: (SOURCE UNK.)

Without documentation, wouldn't that be determined 'indeterminate'?

TOLSON:

We determined that years ago Joe. That's the reason we set up the backfit-
inspection program, see.

1st PERSON: (SOURCE UNK.)

So you just go back to that area.

TOLSON:

Sure, that's what we're doing.

2nd PERSON: (SOURCE UNK.)

And then normal procedure, craft would come in and take it off us.

TOLSON:

Ok. That's all I'm-tring to do. There was an NCR issued when the lack of documentation had covered the entire protected power plant. Ok, I don't need anymore, I already know I got a problem. And that's the reason we sat down and came up with the concept of the backfit inspection, Ok, now that's history. Now we're at a stage where we wanna make whatever the conditions are meet the requirements. See, we're in a fix-it mode, and don't got anything that is indeterminate; everything out there is indeterminate until we finally get down to the ?SATS thing and buy-off on the -unintelligible-, and that's the name of today's ballgame.

Q. 3rd PERSON: (SOURCE UNKNOWN)

Till the last document is up for ? we won't close out any NCR.

TOLSON:

Anything closed, OK. Now, take Joe's, Joe Davis?

A. PERSON: (SOURCE UNKNOWN)

John Davis.

TOLSON:

Take John's example, ah, I feel like we have more than an ample number of inspectors, ok, but not so large of a group where we can't communicate with each other in terms of what's ??? An what we're trying to do, from a private management standpoint, is start at the top of the goddamn containment structure

and work our way down. -unintelligible- this paint off the walls today at elevation 810, it's still going to be there when we get down that low, ok. It ain't goin anywhere, unless they can figure out some way + - n' - it up on the wall, and ah ah, it's not goin anywhere. So we're to tryin to come from top to bottom. If you concentrate our intelligence and efforts in that arena and don't worry about this shit that we have got to do, then we can manage to work together and get the job done, and I think it'll make things a lot better, ok. And that's what I ask you to consider cause that's what we're coming to from the management's standpoint, ok. Now, I think we're essentially complete with the fact that inspectors on the line are ???, at least that's my understanding.

4th PERSON: (SOURCE UNKNOWN)

On small spot here.

TOLSON:

Where's the one small spot?

4th PERSON: (SOURCE UNKNOWN)

Oh it's over here (*squeaky noise is made - sounds like someone rubbing the spot on the wall*) 995 -unintelligible- add a little 28 to 43 I believe.

5th PERSON: (SOURCE UNKNOWN)

Glad it's not 268.

-unintelligible- Never done that much . . . laughter I've done it three times
laughter

TOLSON:

Ok, all right.

PERSON: (SOURCE UNKNOWN)

-unintelligible- We don't have to be over here Well, there's a spot in the
elevator, but I don't know when they're ever gonna shut that down for us to get
in there, so

TOLSON:

Where?

SEVERAL PERSONS: (SOURCES UNKNOWN)

On the bottom.

-unintelligible-

TOLSON:

Now, let's go to the other extreme. I don't want to blow your mind but I need to
discuss it. Ah, Cory got to know me real well several months ago because one of
his initial contributions was a generic NCR that he was personally concerned
with, Ok; which we put it into the system, which we will always do, ok; and
evaluate it, analyze it from an engineering standpoint and we decided we weren't
concerned with Cory's original concern, ok. So, it was put to bed and I think
that Cory's accepted that, ok. He may not agree with it, but that's not

necessary. What is important is that you accept it, ok, becau 'here's other
?folks that are paid? to make those kind of decisions. I don't encourage those
kind of things, but I won't discourage it, ok. If you've genuinely convinced
yourself in your own mind that there might be a problem, then if you read
between the lines in our Procedure Manual of what we're tellin ya, ok, it is
that you have the authority to issue those kinds of nonconformance reports, but
you don't have the authority to stop work, ok; and that means that you don't
-unintelligible- a hold -unintelligible- on those kinds of situations, ok
because you haven't given me an opportunity to do my job yet and I think we do
not have the ability to -unintelligible-
ok, and we have a communicative

PERSON: (SOURCE UNKNOWN)

But it hadn't gotten to, it hadn't

TOLSON:

We hadn't communicated at that point, ok. Ah, if we don't have that option doin
the 160 bond, don't even consider it because I'm tryin, I'm tryin to manage what
Neil knows is a costly conflict between inspection and craft, ok. And I'm tryin
to do what I can to keep from getting you all from getting wound up in a
conflict. Now, there's no reason to get yourself into that, that's, shit, life's
too short to come out here and spend 10 hours a day arguing with some miserable
son of a bitch about a fine detail that's really not too important one way or
another, ok. And we have to appreciate what crafts problem is, ok, and I
personally sympathize with them because I'm not sure I'm going to work on that
side of the house from a union standpoint because I don't like being too too

?uncomfortable. An, you know those guys are uptight, damn it ah, I have to watch out for that because I don't want to put you all into the situation where we ah, somebody gets the shit kicked out of them or something like that. That's a dumb way to manage and I don't want you all doing this, it's not worth it.

Q. (SOURCE UNKNOWN) Unclear

I want to make a suggestion to QA. It's called a 2 points that might get into something that you probably couldn't, I don't know if you can or cannot answer the procedure to qualify -unintelligible- applicators shelf life if you want it to
-unintelligible- considered.

TOLSON:

You mean on a nonconformance report?

A. (SOURCE UNKNOWN) - unclear

I believe that's the only thing that basically uses it.

TOLSON:

I wouldn't recommend to anybody to go and put a hold tag on

INTERRUPTED COMMENT (SOURCE UNKNOWN)

No no, I'm just sayin

laughter

-an applicator-unintelligible--

laughter

TOLSON:

Be careful because your shelf-life - yes, if this exceeded the shelf-life, I want that painted or I'll paint. That's a clear cut indication in that, all right, but, you go back another way -unintelligible- on shelf-life, your gonna have to deal with inspection report to verify

Q. Whose shelf-life?

**((AUDIO PORTION OF TAPE = BAD FROM THIS POINT ON))

*UNABLE TO DISTINGUISH VOICES FROM ONE ANOTHER

And you got a reject tag which says the same things that -unintelligible-

Yeh, seems with the applicator you got to list him too. You got to list him too on -unintelligible-

Well, I don't want you goin out again and tellin the inspection peoples to start putting reject tags on people

laughter, oh no.

TOLSON:

because you ??? should be dealt

No, just put it on the areas where -unintelligible-

TOLSON:

Now I've considered puttin hold tags on -unintelligible- for the last 5 years.

*DUE TO POOR QUALITY OF AUDIO, THE REMAINDER OF THE TAPE IS INAUDIBLE.