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To: WND2.WNP3(jaz,jnh),WND1.WNP2(hjm),KPD1.KPP2(djv)
Date: 10/3/96 7:30pm
Subject: Silence the lambs

Paul

After I read the October 3, 1996 Globe article that you sent me, the = one about the problems at CY, I saw connections to the termination = complaint that I sent to NU in May, and then sent on to the DOL and NRC in July, after the complaint was rejected by the NU attorneys.

In the article, a member of the Citizens Awareness Network was quoted saying "You have the feeling that they (NU) were operating the plant with incredible arrogance".

My 33 page complaint provides evidence that the arrogance of NU = nuclear managers is more than a feeling, it is reality. The first part is a testimony to the arrogance of the present head of MP3, who is likely responsible for many of the 1,469 safety problems recently identified = at MP3.

The second part of my complaint is a testimony to the arrogance of = the CY operations manager, who was recently relieved of duty after a near reactor coolant disaster at CY.

The third part documents how this arrogance contributed to hundreds of instrumentation safety evaluations being performed improperly and unconservatively at CY.

In the article Scott Allen calls the reactor coolant incident at CY " = a near-accident reminiscent of Three Mile Island". In my complaint, the last paragraph reads as follows:

" I find it totally hypocritical that a company that portrays to the media that "safety is the primary concern" punishes and ostracizes individuals who raise safety concerns. The concerns I raised included = the improper operation of the PORV=EDs and a lack of Reactor Vessel Level indication. Similar concerns were contributing factors to the nuclear accident at Three Mile Island 17 years ago. If safety concerns with = these same systems can be ignored at CY, and the individuals who raise these concerns can be harassed and eliminated, it questions whether nuclear safety is the primary concern at CY".

The reason I bring all this up is this. The people who wrote = complaints about NU to the department of labor were not imagining things. The = people who wrote these complaints were against a common enemy, an enemy which destroyed their careers and tore apart their lives. This enemy threatened the safety and health of the public, as well as the = financial future of NU and the entire nuclear industry. The lady from the = Citezins Action Network got it right. The enemy is arrogance.

Whether one is involved with improving safety at a nuclear plant, designing a

space shuttle, or planning a trip to mars, arrogance is = the problem, and communication is the solution. Mark it down, asterisk it, circle it, underline it: Arrogance is the problem, communication is = the solution.

I believe it is now widely accepted that arrogant nuclear managers = caused the majority of problems at NU. Managers that refused to consider any opinions but their own. Managers that said, in effect: "when I want = your opinion, I'll give it to you".

Many of the persons who were terminated from NU in the recent past = were dedicated communicators who attempted to make safety the true = priority in spite of, and unfortunately sometimes in opposition to management.

To make a lasting return to safe operating practices at NU, the above individuals must return and must help become the heart, soul and conscience of NU nuclear.

Arrogance must never again return to NU nuclear management. "Silence = the lambs and kill the rams" must never again be allowed.

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