

Official Transcript of Proceedings
NUCLEAR REGULATORY COMMISSION

Title: Interview of Gary Neron

Docket Number: (not assigned)

Location: Waterford, Connecticut

Date: Thursday, May 30, 1996

Work Order No.: NRC-694

Pages 1-51

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Exemption 6

ADDENDUM TO INTERVIEW OF Gray Neeson I- 5/30/96
(Name/Position)

Page	Line	Correction and Reason for Correction
23	7	23 "is" should be "are"
23	11	"Somebody" should be "Something"
30	15	Add "situation" after "Darius"
35	20	Add "out in the hall waiting to be interviewed by us" after "standing"
42	11	"will" should be "can"
44	13	"have" should be "has"

Page 1 of 1 Signature Carl M. Hall Date 7/27/96
CRJ-100 (Rev. 10-79)

ADDENDUM TO INTERVIEW OF

Gary Noron(1)
(Name/Position)

Page	Line	Correction and Reason for Correction
2	14	Should be "a project" vs "the project"
3	18	Change "if" to "is"
4	2	"redacted" instead of "redactive"
4	5	insert "act" after "information"

Page 1 of 1

Signature

[Handwritten Signature]

Date 7/9/96

INTERVIEW DATE: 5/30/96
C.H.

ADDENDUM TO INTERVIEW OF GARY L. PERCH / SIA, INC. (Syst. Inf.)
(Name/Position)

Page	Line	Correction and Reason for Correction
3	18	CIRCLED "IF", SHOULD HAVE BEEN "IS" ?
4	24	S/B "OF" ; TO THE WORD "OR"
5	4	S/B "TECH" (FOR TECHNIQUE), NOT "TYPE"
5	16	PERIOD AFTER "EXCEPTION" S/B A COMMA; LOWER CASE "I" TO "TH"
6	23	"ONE" S/B "ONLY"
8	2	CORRECTION - ADD "WELLBEING" BEFORE "SAYS"
8	16	" - ADD COMMA AFTER "IN AREA"
8	24	"DO" S/B "DID"
9	6	"DIRECTOR'S" S/B "DIRECTORS"
12	5	CORRECTION - ADD "WITH" BEFORE "LAST"
13	17	THE WORD AFTER "I" S/B "SAY"
14	3	"THAT" S/B "WHICH" AND "AFTER" S/B "BEFORE"
15	12	"HER" S/B "HERE"
16	1	CORRECTION - ADD "DUTY" BEFORE "OF"
17	2	" - ADD "IN" AFTER "I'M"
19	15	CORRECTION - HAVE A PERIOD AFTER "SUPERVISOR" IN "S"
19	6	REDUCT "ARE" AND INSERT "WAS" AFTER "WAS"
21	1	"EVEN" S/B "EVERY"
21	15	"ANY" S/B "MAY"
25	22	CORRECTION - ADD "DOES WITH THE" BEFORE "GET"
27	18	"ON" S/B "KNOW"
27	25	CORRECTION - "SAY WITH" S/B "SAY"
29	1	" - ADD "PERIOD" IN BEFORE "OR"
29	9	"PERSONNEL" S/B "PERSONAL"
29	10	CORRECTION - PLACE A PERIOD AFTER "SAY"
29	11	" - CORRECT "I" IN FIRST "IT"
31	8	" ? " AFTER "THIS"
31	10	ADD "IS" AFTER "THAT"
34	13	"BUT" S/B "JUST"
34	25	REDUCT "IT" BEFORE "RELAYED"
35	9	"AS DEAD" S/B "ALREADY"
35	16	REDUCT "UNTIL 3 APPROXIMATE FIRST" BEFORE "THE"

Page 1 of 2 Signature Gary L. Perch Date 6/7/96
PDR OUT

REVISION DATE: 5/2/86
(64)

ADDENDUM TO INTERVIEW OF GARY R. [unclear] / [unclear] (S/S [unclear])
(Name/Position)

Page	Line	Correction and Reason for Correction
37	9	RE-DART LINE, 9 THROUGH 17
37	18	"PASS" S/B "PASSION"
37	22	ADD "WIE" AFTER "HERE."
38	3	"PASS" S/B "PASSION"
38	25	"ACE" S/B "AND"
40	10	"OR" S/B "OF"
40	11	"FIRE-D" S/B "TEND"
40	13	"OR" AND "IT" AFTER "WHETHER"
42	15	ADD "IS" AFTER "UP"
43	6	ADD "IF" AFTER "MORRIS"
43	14	ADD "WITH" AFTER "LAWSON"
NO FURTHER Comments		

Page 2 of 2 Signature [Signature] Date 4/2/86
PDR OK

1 UNITED STATES OF AMERICA
2 NUCLEAR REGULATORY COMMISSION

3 + + + + +

4 OFFICE OF NUCLEAR REACTOR REGULATION

5 INTERVIEW

6 -----X

7 In the matter of: :

8 MILLSTONE REVIEW GROUP : Case File No.

9 ALLEGATIONS & EMPLOYEE CONCERNS: (not assigned)

10 INTERVIEW OF: :

11 GARY NERON :

12 :

13 -----X

14 Thursday, May 30, 1996

15
16 Millstone Nuclear Power Station

17 Training Building, Room 5

18 15 Rope Ferry Road

19 Waterford, Connecticut

20
21 The above-entitled interview was conducted at

22 1:16 p.m.

23 BEFORE:

24 JOHN HANNON

25 CARL MOHRWINKEL

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P-R-O-C-E-E-D-I-N-G-S

(1:16 p.m.)

Whereupon,

GARY NERON

was called as a witness and having been first duly sworn
was examined and testified as follows:

MR. HANNON: Good afternoon. Today is May the
30th 1996, and it's approximately 1:20 p.m. My name is
John Hannon. I'm here at the simulator building at
Millstone Nuclear Power Station as leader of an NRC review
team looking into the handling of employee concerns and
allegations at Millstone during the last ten years.

Let me introduce Carl Mohrwinkel who is
helping in the interviews. Normally I'm the project
director in the Office of Nuclear Regulation. I've been
assigned to this task and I have been participating in all
of the interviews to provide some measure of consistency
and fairness in the treatment of the people we're talking
with.

We're on a fact-finding mission in an attempt
to discover what may have gone wrong with the process,
develop potential root causes and corrective actions that
we could propose for implementation both by the NRC and
Northeast Utilities to improve the process for future
employee concerns and allegations. We are not an

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1 inspection team. We're not an investigation team. If we
2 uncover any material in those areas, we would either refer
3 it, if it's inspection related, to our office in King of
4 Prussia for follow up, Region I, or if it has to do with
5 wrongdoing, we would refer that to the Office of
6 Investigations.

7 We wanted to meet with you specifically, Gary,
8 to get your input on how the NSCP self-evaluation review
9 worked, how you view the corrective actions, the status
10 and the implementation. Primarily that's what we're
11 interested in talking to you about. We are transcribing
12 your interview for two reasons. One is to permit us to
13 focus on what you're telling us and make sure we ask the
14 right kind of follow-up questions, and then also not have
15 to be diverted by note-taking. And then we'll have a
16 document that we can refer to in a deliberative process to
17 help us with our decision making.

18 The accuracy of your transcript is important
19 to us so we're going to allow you the opportunity to come
20 back at a later time and review it and make any changes or
21 clarifications or corrections on errata sheets that would
22 be provided to you for that purpose. And I will hand you
23 out a set of instructions at the conclusion that would
24 describe that process.

25 We intend to place your transcript in the

1 public domain at the conclusion of our review. It would
2 be redactive to remove any privacy type of information.
3 And if you choose to object to that, we would withhold it
4 from the public document realm. But realize that if we
5 were to get an FOIA, freedom of information request, we
6 would have procedures we would need to go through to
7 contact you to see if it was okay to release it to the
8 person or people who were requesting it.

9 So before we begin, do you have any questions
10 for us?

11 MR. NERON: I don't think so at this time.

12 MR. HANNON: Okay. At the conclusion again
13 we'll be asking you to tell us whether or not you give
14 your permission to put your transcript in the PDR.

15 MR. NERON: I understand.

16 MR. HANNON: Okay, could you start, Gary, by
17 please explaining your role in the self-evaluation of the
18 NSCP, how you came to be on the team and exactly what role
19 you had in that self-critique?

20 MR. NERON: Well, my supervisor told me that I
21 was asked to participate in a self-assessment. At the
22 time, I don't remember the exact day, it was quite close
23 to the initiation of the actual process formation of the
24 team and the carrying out of the requirements or the
25 request from the CNO.

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1 MR. HANNON: Who was your supervisor at the
2 time?

3 MR. NERON: Mike Hills. Unit 2, reactor
4 engineer type support.

5 MR. HANNON: And you're in the engineering
6 department?

7 MR. NERON: Yes.

8 MR. MOHRWINKEL: Are you an engineer?

9 MR. NERON: No, I'm a technician.

10 MR. MOHRWINKEL: Okay.

11 MR. NERON: I was a little hesitant at first
12 when Mike discussed the issue because being involved with
13 reactor engineering since 1982 I have been in that group.
14 I know a number of the individuals who are involved with
15 filings and with the NRC, issues involving spent fuel,
16 storage of spent fuel, different systems, etcetera. The
17 cultural, if you will, problems within NU, being aware of
18 them by virtue of just being in the company, comments from
19 people, discussions, events that take place, so on and so
20 forth.

21 As I said I was somewhat reluctant at first
22 because of the word "self-assessment." [REDACTED]

23 [REDACTED]
24 [REDACTED]
25 [REDACTED]

1 [REDACTED] In other words were we going to take a
2 perspective that had already been defined rather than
3 coming out with our own conclusions.

4 I don't exactly remember at that point if I
5 had talked with anybody on the team, but I did talk with
6 my supervisor and told him that I was willing to
7 participate. After all is said and done I am very glad
8 that I did. I found the individuals that were on the
9 team, there were some that I knew, some that I had just
10 met for the first time, and we seemed to basically cover
11 the entire spectrum of the industry and the company. And
12 I think many aspects of both supervision and non
13 supervision were well represented. People who had been
14 with the company for quite a while who had been familiar
15 with things that have been going on the site for many
16 years, and those who were new, those from Seabrook, so I
17 think it was a complimentary team.

18 MR. HANNON: If you had to identify the
19 champion that was responsible for pulling these people
20 together, who would that be?

21 MR. NERON: For selecting the people or for
22 pulling the team together, if you will? In other words
23 one the team members were there --

24 MR. HANNON: Selecting.

25 MR. NERON: Selecting, okay. The selection

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1 process is still somewhat of a mystery to me because I
2 don't believe that, although Mike Quinn was basically the
3 champion of the group and he was the leader of the team, I
4 don't think Mike individually chose each individual. I
5 think that I was selected by Larry Chatfield. I know that
6 others were selected via other individuals. I think John
7 Godinez, and I think John's name was submitted by Don
8 Miller, I believe. I think maybe Debbie Hersey was from
9 Eric DeBarba. I'm not a hundred percent sure that they
10 were the direct submitter of the names, but I know we had
11 discussed that.

12 MR. HANNON: Why would you feel that Larry
13 Chatfield was the proponent of your participation?

14 MR. NERON: Well, I had asked Mike, you know,
15 how we were selected and I know this may sound strange,
16 but I can't remember if it was Mike that told me Larry had
17 submitted my name or whether it was Larry.

18 MR. HANNON: But if it were Larry, it doesn't
19 matter how you obtained that information, why would you
20 expect him to be the one that offered your name up, what
21 involvement did you have with Larry that would have --

22 MR. NERON: Okay, I understand.

23 MR. HANNON: -- permitted him to make that
24 choice?

25 MR. NERON: I have been interested in things

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1 that have been going on within Northeast Utilities,
2 particularly at most on site, for many years, in
3 particular following the 442 incident, 2CH442, the
4 charging valve, I can't remember the process now, but the
5 injection, you know, for stopping leaks. [REDACTED]
6 [REDACTED]
7 [REDACTED]
8 [REDACTED]
9 [REDACTED]
10 [REDACTED] EX 6

11 And I was kind of self-appointed to making
12 rounds to different employees, talking with different
13 employees with respect to problems that they might have
14 and, you know, sitting down to discuss those types of
15 things. And as we saw different problems come about over
16 the years or perceived problems we looked at 442 incident,
17 subsequent perception of unit 2, unit 2 management,
18 Millstone management, NU management, I began to approach
19 senior management. In particular Don Miller.

20 I had a number of items that I brought to his
21 attention from other employees or observations or
22 conversations with employees either in my department or
23 across departments, across units and so forth.

24 And there was an occasion that I do go to see
25 Larry Chatfield to talk to him about a number of these

3
1 issues with respect to trying to shed some light on where
2 we are with respect to employee perceptions, employee
3 feelings, employee frustrations, seemingly management
4 frustrations. I've had numbers of conversations with my
5 managers and other managers and supervisors, with
6 different department's directions.

7 I find it pretty easy to approach people and
8 to discuss things with them. And I think they also find
9 it easy to talk with me. So I just felt that I was in a
10 position to, when I had the opportunity, to discuss things
11 right down to where the rubber meets the road with
12 individuals.

13 No bones, no shields, no facades, you know,
14 we're talking heart to heart, and that I was concerned
15 about them, I was concerned about the company, and I
16 wanted to see issues resolved if we could, and to try to
17 work within the system, try to help management, if the
18 employee sees something that they perhaps don't, to inform
19 them. And I have a number of items here that I'd like to
20 submit to you as well reflecting that, those kinds of
21 things.

22 So I think Larry perhaps saw that I was indeed
23 passionate, if you will, to use that term, for these
24 issues and the present culture, and I think culture is the
25 best word for it at this point, of the company, in

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1 particular Millstone, and I wanted to see improvement.
2 Nobody wants to see us, I don't think, be in the position
3 that we're in or potentially worse. People are concerned
4 about their jobs, they're worried, they're frustrated,
5 they don't know what to do at this point. They don't know
6 where we're going. The question is, now long can we
7 remain solvent and continue to go down this road, continue
8 to do what we're doing. And that's where people are I
9 think right about at this point.

10 They are looking to be quite frank with seeing
11 some significant changes in the management structure
12 following the recent shareholders meeting. And I can tell
13 you right now that many, many were extremely disappointed,
14 many felt betrayed after the recent series of events with
15 [REDACTED] ^{ex 6} from NU.

16 So, if I can in any way, and I think Larry saw
17 that, I want to be involved with getting things corrected,
18 if I can. If I can be a small help, great. If I can be a
19 large help, great.

20 MR. MOHRWINKEL: Let me just follow up on
21 those two points --

22 MR. NERON: Sure.

23 MR. MOHRWINKEL: -- the shareholders meeting
24 and the [REDACTED] ^{ex 6} situation. What did employees hope was
25 going to come out of the shareholders meeting that I think

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1 you're saying didn't?

2 MR. NERON: If I were to put it in just bare
3 bones terms, they wanted to see Bernie Fox resign and
4 perhaps Bob Busch do the exact same thing.

5 MR. MOHRWINKEL: And you sense a sense of
6 frustration among the employees that that did not happen?

7 MR. NERON: That's correct.

8 MR. MOHRWINKEL: And then you mentioned, I
9 think the word you used was "betrayed" by events recently,
10 I guess last week, involving [REDACTED] ex6

11 MR. NERON: Correct.

12 MR. MOHRWINKEL: What do you mean by betrayed,
13 what's their view on that situation?

14 MR. NERON: Many people who knew [REDACTED] ex6 I think
15 perhaps the Unit 3 people may have felt it more than those
16 in Unit 2. People saw, I think Unit 3 personnel saw [REDACTED] ex6
17 come in at a time when he did and kind of really get the
18 unit in shape, take an interest in material conditions and
19 things, you know, [REDACTED] ex6 looked out for his people, for his
20 unit. If you needed something, he would get it for you.
21 And don't try and snow him, don't try to pull anything
22 over on him. You be straight with him and he'll be
23 straight with you. You always know where he's coming
24 from.

25 So they felt betrayed in that this seemed to

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1 be totally something antagonistic, if you will, to his
2 previous character that he revealed to them.

3 MR. MOHRWINKEL: His actions leading to his
4 leaving?

5 MR. NERON: Correct. Unit 2 personnel perhaps
6 there was longer association with [REDACTED] ^{ex 6} and through the
7 earlier stages of our development of our existing culture
8 and in the old days, if you will, things were done a
9 little bit differently, maybe a little bit more footloose,
10 if you will, on the fly kind of thing. People didn't
11 always get along with [REDACTED] ^{ex 6} The one thing they did
12 respect him for, for the most part is, you knew where he
13 was coming from.

14 MR. MOHRWINKEL: So the betrayal was they felt
15 betrayed by [REDACTED] ^{ex 6} not betrayed by the company for I guess
16 [REDACTED] ^{ex 6}

17 MR. NERON: That's correct.

18 MR. MOHRWINKEL: Okay.

19 MR. NERON: That's correct.

20 MR. MOHRWINKEL: You're not the only one,
21 you're certainly not the only one that has this week said,
22 or even last week when it first was announced, that felt
23 that a loss had been suffered because this was somebody t
24 hat the employees looked up to and felt that he would be
25 part of the solution and that he's gone --

1 MR. NERON: That's correct.

2 MR. MOHRWINKEL: -- so the employees are
3 saying well now he's gone, the problem has just gotten
4 bigger.

5 MR. NERON: Right.

6 MR. MOHRWINKEL: Nobody has defended him
7 because apparently everybody knows what happened and
8 they're saying well it's just one of those things that had
9 to be done, but I think your use of the word "betrayal" is
10 perhaps a good word because that sort of sums up what
11 people have said to us, not quite as articulately as you
12 have though.

13 MR. NERON: There is some defense of [REDACTED] ^{EX 6} and
14 some anger against the company. And in this case when I
15 say the company, let's say officers above directors.
16 There is anger in that they perceive or people perceive,
17 employees perceive that this is an incident, and if I an
18 relate it to politics, everyone believes or most people
19 believe all politicians are dirty. Therefore, they're
20 almost making the same analogy here that all officers have
21 something somewhere and they just happened to get [REDACTED] ^{EX 6} for
22 this particular event. He got caught or whatever and now
23 he's gone.

24 If other things were to surface from the other
25 officers, perhaps there would be a similar request or

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1 move, dismissal, removal, departure, whichever. So there
 2 are some of those individuals, but I think they're more
 3 associated with those who were either at Unit 3, assigned
 4 to Unit 3, or associated somehow with Unit 3.

5 MR. HANNON: So let me get back, if you will,
 6 to your engagement in this self-evaluation. You indicated
 7 initially, when you were approached to take on this
 8 assignment, you felt some reluctance. What happened to
 9 change your view, to cause you to want to be passionately
 10 involved with this?

11 MR. NERON: Well, my perception was at first
 12 that it might be viewed incestuous. As I thought about it
 13 more and more I said well I know me, I know myself, I know
 14 who I am, I know what I will do, I know what I will not
 15 do, and I will pursue this in a manner that I would pursue
 16 anything else. I have nothing to hide. If I can find out
 17 anything, I'm going to find it out, I will be very
 18 meticulous in my approach to doing so. I will not lie for
 19 anybody, I will not hide anything per se, I will not be
 20 deceptive for anyone. So I knew where I would be coming
 21 from and I was willing to approach it and then work from
 22 that perspective.

23 So I decided, hey, if I have the opportunity
 24 to be a part of this, why not. Why not be a part of this
 25 and why not approach it and maybe I can be of help. And

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1 if something should move in a particular direction, maybe
2 be able to pull it away from moving in that direction.

3 MR. HANNON: Okay. So then you became a
4 member, a full fledged member, of the team. In hindsight
5 now how do you feel you were able to achieve your
6 objective?

7 MR. NERON: I was extremely pleased that I
8 made that decision. I think, as I said, that the team was
9 extremely complimentary. We covered the gambit I think of
10 experience including outside consultant, Marty Rhine, who
11 provided us a great deal of help being from outside, not
12 being an NU employee, not being her for ever and ever, if
13 you will, ten years, you know, relatively new on site.
14 And she provided us with a great deal of objectivity, and
15 especially with her background, helped us to focus on a
16 great deal of the human issues instead of, you know,
17 getting really locked in on perhaps technical or
18 administrative type things.

19 So that was, I felt, was a very good mix. We
20 worked very well together. Unfortunately I think more of
21 us worked, put in more time than others, and I understand
22 that. I understand how that came about. I myself, I'm
23 systems engineer for a number of systems, Unit 2, and I
24 was attending systems engineering training at the time so
25 I had to leave for a week while the team was involved with

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1 the -- of carrying out the task, and then I returned to
2 try and catch up or else be focused on returning to a
3 given point at that time and then resume once I got back.

4 And others who were, like Bill Gagnon and Jeff
5 Warnock from Seabrook understanding that they're a number
6 of hundred miles away, so that made it rather difficult.
7 But all and all I think it was a real good team effort.
8 When we needed to get together to discuss the items, to go
9 over them to make sure everybody's input was given, was
10 addressed, was discussed, readdressed, re-discussed, when
11 we needed to do that we did. And nobody that I can think
12 of was ignored, was isolated intentionally. It was
13 extremely rewarding to do.

14 And quite frankly it awakened an interest in
15 me even greater to pursue this. And hopefully within a
16 few weeks or months I will be transitioning over to work
17 for Larry Chatfield in the concerns program.

18 MR. HANNON: How do you respond to the
19 criticism that has come to us written by a manager that
20 what this person didn't want to see do again is an
21 unscientific, invalidated, subjective employee concerns
22 assessment?

23 MR. NERON: I've seen that. It has been
24 referred to, or Millstone has been referred to as a
25 technically arrogant group of individuals -- personnel

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1 like engineering departments or I think of that
2 particularly in Unit 2 because I'm the engineering group,
3 we were told we were technically arrogant. I understand
4 technical arrogance. To me this is administrative
5 arrogance or officer arrogance.

6 I was in total disagreement with that, not
7 because I was part of the team, but because of what I did
8 as a team member in talking with individuals, finding out
9 where the company employees are really coming from. I had
10 interviews that lasted over two hours. I had interviews
11 where I talked with people, I should say I asked them
12 probably less than a quarter of the questions or less than
13 half of the questions we had on our sheets because these
14 people just wanted to talk. They just wanted to vent.
15 They just wanted somebody to listen to them.

16 And it's obvious that we're not doing that.
17 Neither the supervisors are not, managers are not, or the
18 directors are not, and so on. These kind of comments I
19 think are totally out of place. My understanding was that
20 there was an effort to follow up on our report to bring an
21 outside group I think, I think it was the Coast Guard
22 Academy or people in the Coast Guard Academy, someone who
23 does electronic surveys I believe, as best I remember,
24 they were going to come in, it was like a four man team or
25 something, to basically come in and conduct the survey

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1 which would ultimately refute our findings.

2 I believe there were team members that
3 mentioned that to Don Miller and I think Don Miller had
4 basically put a stop to that activity. That's what I
5 heard. I wasn't involved in that. But I was told that,
6 and I was pleased to hear that.

7 MR. HANNON: You were told that they were
8 coming in to refute your findings or that --

9 MR. NERON: Well, they would come in and do
10 their survey and quite possibly refute our findings.

11 MR. HANNON: Or validate them?

12 MR. NERON: Either or, right. But I think in
13 terms of my team members discussing this, it was that
14 obviously someone has disclaimed or verbally discredited
15 what we did, okay. That's your opinion you can do that.
16 So to hear that there's someone coming in, they said why.
17 We spent tremendous amount of time and effort on this,
18 gave the presentation, you can see the questions, you can
19 see where they're coming from.

20 If you're from human resources or if you're in
21 this office or position or these office or positions, you
22 should know a little bit about human beings, you should
23 know a little bit about your personnel, see where they're
24 taking you, where are they coming from, what's the pulse,
25 what's the tone, and what's the atmosphere.

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1 So if you had this input basically from the
2 heart and soul of your people and you're saying this is
3 unscientific, I question your judgment. Or define for
4 me please what is scientific.

5 We did not, we purposely did not focus on
6 subjective questions, are we trying to stay away from
7 subjective questions. We struggled for hours and hours
8 and hours to come up with these questions and to keep them
9 open-ended. That was the focus, we don't want to box
10 anybody in, we don't want to funnel them down a direction.
11 But at the same time knowing the things that are bothering
12 them or items that need to be discussed, let's give them
13 the opportunity and let's proceed this way.

14 You know, if the problems are between
15 supervision and subordinate personnel, ask those questions
16 that deal with that. "How do you get along with your
17 supervisors?" "How does he get along with you?" "How do
18 you talk to them?" And these are fundamental things,
19 these are pretty basic human relations.

20 So I personally took offense to that. I
21 understand it, I understand they're coming from our
22 officers.

23 MR. HANNON: And you indicated that you were
24 expecting to be brought into the NSCP program office under
25 Larry Chatfield.

1 MR. NERON: Right.

2 MR. HANNON: What gives you reason to think
3 that's going to happen?

4 MR. NERON: Because Larry has asked me to, to
5 join the group.

6 MR. HANNON: And does your present management
7 agree --

8 MR. NERON: Oh, I'm sorry. Yes, Larry has
9 asked me if I would like to become part of his group. As
10 far as I know at this point my vice president, Eric
11 DeBarba, he and I have talked, I told him that this is
12 what I would like to do. He is in agreement, and Don
13 Miller has approved it. I think HR has basically accepted
14 that's going to take place. I guess they're just waiting
15 for final authorization. The memo from-- whether it's
16 Larry or Don Miller I don't know at this point.

17 MR. MOHRWINKEL: Would this be a promotion for
18 you, or in other words would the employee concerns job pay
19 you more than what you're making now?

20 MR. NERON: No.

21 MR. MOHRWINKEL: So it's not a promotion

22 MR. NERON: I am a non exempt grade 33 right
23 now, and that's the highest non exempt grade that we have.

24 MR. MOHRWINKEL: Well, what does that mean?

25 MR. NERON: Okay, I get paid for my overtime

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1 for ever hour and I have all the benefits of being non
2 exempt

3 MR. MOHRWINKEL: When you say non exempt
4 you're taking about the Fair Labor Standards Act, correct?

5 MR. NERON: Right, right. And all that goes
6 with that. And typically non exempt personnel receive
7 similar company benefits that are afforded to unionized
8 personnel at CY. So basically what they get, we get. And
9 usually that's very fair and it's quite good.

10 Typically over the past few years I have been
11 making in the range of senior engineer, maybe beyond
12 depending the amount of overtime that I have to put in. I
13 do know what my position grade will be at the NSCP. At
14 first, initially, it was a lateral transfer. There may be
15 -- I am going in, and I don't know it for sure, coming
16 in as an exempt. And I'm not sure what grade that is,
17 whether it be grade 8, 10, 11, 17, I have absolutely no
18 idea at this point.

19 MR. MOHRWINKEL: So really by doing that you
20 might be losing some benefits?

21 MR. NERON: Oh absolutely, yes.

22 MR. MOHRWINKEL: And again let me clarify why
23 I'm asking this, I'm not trying to, you know, be the --

24 MR. NERON: I understand.

25 MR. MOHRWINKEL: -- IRS looking back at you --

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1 MR. NERON: No, no, that's fine.

2 MR. MOHRWINKEL: -- the reason I'm asking is
3 one of the things we've heard complaints about is how the
4 personnel system is run here and that they publicly go and
5 say, you know, everybody is going to apply for jobs, uh-
6 oh, but not you.

7 MR. NERON: Right.

8 MR. MOHRWINKEL: And I'm just curious now,
9 again in a lateral reassignment, that's a little bit
10 different, but if this was going to be a promotion
11 opportunity for you or anybody else similarly situated
12 that --

13 MR. NERON: Right.

14 MR. MOHRWINKEL: -- may have the same general
15 interest you do in employee concerns and personnel related
16 issues and improving the situation here, somebody else
17 might say hey why is Gary getting that job non
18 competitively, why isn't it announced so that I get it.

19 MR. NERON: Correct.

20 MR. MOHRWINKEL: So that's where my questions
21 were going. Having been on this Quinn task force how do
22 you perceive the advertising of jobs here? And again let
23 me more specific, we heard from one manager that he posted
24 a job for a relatively senior job, \$70-\$80,000.00 range
25 job, and got one applicant. There's a question about how

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1 many he got, either one or three applicants, but in my
2 view that's a very small number for a nice sounding job in
3 the \$70-\$80,000 pay range which is a pretty good pay
4 range. And the manager said that sort of is typical and
5 in his particular area. What's your view of that, are
6 people afraid to apply for jobs, do they think that the
7 system is rigged, that the jobs are preselected or what is
8 your thoughts on that whole process?

9 MR. NERON: In the past, if somebody wanted to
10 do something here at NU, it would be done, period.

11 MR. MOHRWINKEL: Somebody being, what, hiring?

12 MR. NERON: You can watch people move from
13 here to there. I think many people would not put in for a
14 particular position because they knew that it was a waste
15 of time, they already had the candidate. It would either
16 be posted or not posted. Regardless they already knew who
17 basically would end up in that position or have a good
18 idea. And that has been evident in the past. It just
19 existed, all you had to do is look, just watch and see who
20 went where, at what grade and so forth.

21 Today I think the greater problem is who do I
22 work for if I go or if I apply for that position. I think
23 people are concerned at this point about the VP, which VP
24 and I going to be working for, what am I going to be
25 doing, what's the prospect for that particular group,

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1 organization, what's that VP's -- how do I view that VP,
2 is he going to be here in the near future.

3 MR. MOHRWINKEL: Is there a sense that some of
4 these VPs are not going to be here in the near future?

5 MR. NERON: There is little trust within this
6 company, very little trust, very little respect.

7 MR. MOHRWINKEL: Of the managers?

8 MR. NERON: Very little respect?

9 MR. MOHRWINKEL: Of the managers?

10 MR. NERON: Beyond that, okay. I think people
11 feel abandoned at this point. I think they feel
12 comfortable where they're at. It's almost like they're
13 digging in, I'm going to protect me and my group, we're
14 going to do the best we can, and we're going to tough it
15 out. They're reluctant. I think some are reluctant to
16 change, and a lot are looking to leave. You hate to do
17 that. There certainly isn't much in the area. You would
18 have to look out of state for the most part. Or certainly
19 have to have your, you know, home and finance situation
20 change significantly.

21 Many of the people here are young and many are
22 looking for buy-outs. There's almost a new rumor every
23 week. There's one that's out now that they hear, and
24 that's going to come out again in '97. And people are
25 looking for these things. It's incredible because we're

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1 not looking to go someplace. We're not looking towards a
2 goal anymore because it's tough to find a goal. People
3 are looking for leadership and they don't see it. People
4 are looking for, at Unit 2, people are looking for a
5 champion to say hey, this is the road we're running and
6 when they ask you to run, you get on board. Number two,
7 which is below task one, if you're on task three, people
8 on task two ask you, you go, period.

9 We're crying out for leadership, we've been
10 doing that for years, and it's not happening. We have --
11 we're repeating, we're repeating history, period. We're
12 not seeing the implementation of the things that were
13 expected. Most people perceived -- no, they didn't
14 perceive it. Most people viewed, okay, and accepted that
15 the most recent announcement, (i.e. January of the new
16 officers), this wasn't an officer change, it's a shuffle.
17 That's all it is, period. To call it anything else is --
18 the employees feel insulted when you tell them that.

19 And then we come out with, you know, the
20 cliches that are killing us, you know, because we're
21 saying them but we're not doing them. We don't have them
22 -- safety -- first time, etcetera, on down the line. And
23 we have the above and below the line chart for
24 accountability and so forth. People here know they're
25 accountable. People here get upset when you tell them you

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1 need to be accountable and responsible. We already are.
2 We already know that. I don't think there's anybody on
3 this site who doesn't know that they're accountable and
4 responsible.

5 But what happens to me or the other individual
6 when they do something wrong, when they don't do something
7 they're supposed to either by omission or commission, what
8 happens. And we sit and wait.

9 MR. HANNON: Speaking of the accountability
10 issue for a moment, do you personally have a position
11 description for your present job?

12 MR. NERON: I'll say yes and no. I have a
13 systems engineering handbook. I am a technician. There
14 has not been, in my mind that I could find, a good
15 description of my position (i.e. a grade 33 station
16 technician) for what I do. I'm out on the fringe. Being
17 a station tech and being a systems engineer is I think
18 unique, if you will.

19 MR. HANNON: How are you evaluated in your
20 performance reviews, what criteria is used to evaluate
21 your performance?

22 MR. NERON: The standard performance review
23 sheet, if you have ever seen it.

24 MR. MOHRWINKEL: So it's not really specific
25 to what you're doing on a daily basis, it's more generic,

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1 right?

2 MR. NERON: Yes, right. And do we have six
3 months reviews? Some do and some don't. Is there a
4 career development path, is there something to move you
5 along? No, I haven't seen it and I haven't experienced it
6 personally. And that's not a fault of my supervision.

7 MR. MOHRWINKEL: It's a fault of what?

8 MR. NERON: I will give them that. It's a
9 fault of our culture. It's a fault of our reactionary
10 approach to living here day to day at Millstone. We're
11 very good at responding with respect to attacking or
12 approaching a problem when it's knee-jerk reaction.
13 We're very good at that, we've been doing that for 14 plus
14 years I've been here. We're real good at it. We can put
15 it together in a hurry. We can fix the problem. But how
16 to deal with one another, how to communicate, how to
17 interact and really become a team, we don't know how to do
18 that. Unit 2 does not on how to do that. It still
19 doesn't know how to do that.

20 We have the words, we have the phrases, and we
21 have the goals, if you will, but we don't have the reality
22 of it. Because, I truthfully believe by experience, that
23 they don't know how to do it.

24 I'll share with you that very shortly after
25 the shutdown for 2CH442 I sat with, a few weeks or a short

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1 period after, the IRT or the group that was involved with
2 the independent review team of the incident, and put
3 together a number of things and the champions or the task
4 leaders who would go after these particular aspects of the
5 review.

6 Jack Keenan was the lead in many. My manager,
7 John Riley, I believe had some involvement with that as
8 well. And I looked at that after I came back, whether it
9 was vacation or something, I don't remember what it was,
10 but I managed to get it to look at it and read it. And I
11 had a slew of questions with respect to it. And I
12 remember during the outage I was on second shift and John
13 Riley had super, I think he was DSEO, so it was about 9:30
14 or so at night --

15 MR. HANNON: SEO?

16 MR. NERON: DSEO. Oh, the --

17 MR. HANNON: Shift engineering officer?

18 MR. NERON: Yes, it's the individual who
19 stands in for the unit superintendent at the time or the
20 unit director when he is not there.

21 MR. HANNON: Okay.

22 MR. NERON: Sorry, I don't remember it.
23 Anyway, I sat down and had a good heart to heart with John
24 Riley, and we discussed many things. I said John, I said
25 between you and me I said technically you're very good at

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1 what you do. Unit 2 engineering department, which is now
2 tech support, is very good at what it does. I mean we've
3 been basically self-sufficient, we've had to be because of
4 our approach to business, doing business. And we've been
5 good. We've had core people who have been able to work
6 together.

7 But I said John I said as a manager I just
8 don't think you have [REDACTED] ^{ex6} And I said
9 that's not an insult, I said that takes certain personnel
10 qualities and characteristics just like a brain surgeon,
11 it takes certain skills, it takes a certain mentality, a
12 certain character who has to either exist and be nurtured
13 in an individual or forget it, you're just not going to do
14 that.

15 And it's no insult or shame that you can't do
16 that. I mean technically you're extremely good, and you
17 know how to micro manage a certain particular issue. But
18 on a broad scale, we just don't see it. We don't see
19 management taking place.


20 And that's just pervasive, we just see that.
21 There are a few individuals -- I can't say that across the
22 board, we have some very good people here, there's some
23 extremely good people. And we have good supervisors.
24 There are some managers who are good, who the employees
25 trust, and you can see at least they are trying to work at

1 it.

2 Since the report has come out I have been
3 approached by one director and one supervisor asking for
4 help, asking for some insight. You know, help us out,
5 give us some of the nuances of the report. I'm not asking
6 for people's names or anything, what can we do, what do we
7 need to do, or we're headed this way, what do you think
8 about this. Which is very healthy, which is something
9 that didn't exist before, it really didn't. So I view
10 that as very encouraging in some, but not all.

11 MR. MOHRWINKEL: Let me ask this question.

12 MR. NERON: Sure.

13 MR. MOHRWINKEL: You planned leadership was a
14 very good one a few minutes ago and we got off a little
15 bid. We talked earlier in this interview about the  ^{EX 6}
16 and the view that the employees had of him, would you care
17 to say who, let's say this vice president rank and higher
18 or slightly lower, have the potential to be leaders in the
19 view of the staff employees, or do they think they're all
20 no good?

21 MR. NERON: If we go back before the officer
22 changes, if we go back to basically when Don Miller was
23 the man here at Millstone, Don Miller was very respected
24 by the employees, by most employees. If they didn't trust
25 him or believe everything, at least they knew he was

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1 approachable, they liked him and they respected him for
2 that. They also understood that he had a tremendous task
3 to undertake. This isn't something that you're going to
4 cure within a couple of months. There was a tremendous
5 load on his shoulders.

6 He was very visible. I mean he was out with
7 the troops time and time and time again. I mean you'd see
8 him with the maintenance guys going out. He'd be in
9 coveralls and going out to work with the guys in the shop.
10 I mean this extremely different for the employees to see.

11 You know, every once in a while you'd see an
12 officer come around, but usually he was with an entourage
13 and it was announced ahead of time and then you'd get
14 ready for the dog and pony show and that was it. This was
15 entirely different. This was a guy who seemed to be very
16 interested. I think people had great hopes for Don. They
17 didn't always agree with everything he said, but again
18 they respected him and they looked forward to his coming
19 to see them, and he was approachable.

20 I mean he almost always seemed to have time
21 for you. And that was hard. I know it was hard for him
22 because I approached him a number of times. I also
23 included a list of items that he and I had discussed back
24 in I think February of last year.

25 So prior to this I think people were looking

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1 for Don to lead us out of this. I think today people,
2 it's hard to say, Don would have to really get some
3 intestinal fortitude, take the bull by the horns.

4 MR. MOHRWINKEL: And you don't see that
5 happening with him?

6 MR. NERON: We don't see that happening with
7 any of the officers. Where are they? That's the
8 question.

9 One of the things we recommended from the
10 report was that Ted Fagenbaum be the champion. Ted get
11 out here, talk with the people. Don't be afraid to get
12 out here. Don't announce to them you're coming.

13 How on earth can you deal with a situation if
14 you don't know what that situation is? How can you say
15 you're going to deal with these employee issues, if you
16 don't know where they are if you don't know where they're
17 coming from? And it may not be all the employees. You
18 know, they may all feel negative about the officers, but
19 that's in degree. Some would have them all fired. Some
20 say two, some say one. Some say the majority have to go,
21 but we like this one.

22 So we recommended that they do come out. In
23 particular Ted, and he hasn't done that. We have not seen
24 that. As a matter of fact, the reason I included that in
25 here, we've got an E-mail that said Ted Fagenbaum is going

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1 to be coming up, we're going to contact you when he's
2 coming up to give you some heads-up and so forth. And
3 this is 180 degrees diametrically opposed to what we told
4 you. This is not what people want.

5 People want people now, they're tired of a
6 figurehead, they're tired of a system, they're tired of a
7 program, they're tired of a slogan. They want leadership
8 and they want it in the form of a person who can talk to
9 them, who can touch them, who can empathize really, and
10 that's what they're looking for. Not everybody wants
11 that, but I think a great, the vast percentage of the
12 people here are looking for that. Whether they believe
13 any of the officers now can really do that, it's hard to
14 say.

15 I think from my conversations with people I
16 have included a survey in here too, a recent one that I
17 just did independently. There is less of a belief that
18 any of them who do now exist will be the ones to take us
19 out and get us back on to solid ground. There are some
20 who still do, but that population has decreased.

21 MR. MOHRWINKEL: I believe there were two
22 comments while we were here, one was that when they did
23 this January reorganization all they was move the chairs
24 around. And the second was that, you know, any new
25 Administration, White House or Senator or President or

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1 whatever get a hundred day honeymoon and they kind of felt
2 that Fagenbaum had already spent his and had missed some
3 opportunities, and you are sort of saying the same thing.

4 MR. NERON: Absolutely, yes. No question
5 about it.

6 MR. MOHRWINKEL: That people who were excited
7 about him coming and he came in with, you know, both guns
8 firing and then more than a hundred days have gone by and
9 they don't see a lot of action. Is that your impression?

10 MR. NERON: Yes. Also reflected secondhand to
11 me, I think it's important to bring it up at this time, I
12 also included that to a degree and I'll elaborate on it
13 now. But recently Ted had a meeting here with officers,
14 and I'm not sure of all the attendants, but it was a
15 couple of weeks ago and I included the dates here, but
16 there was a meeting with respect to getting Unit 3 back on
17 line. And it was relayed to me that Ted was, he was
18 livid, he was on fire, he was hot, seemingly, you know,
19 quite angry or certainly adamant about his statements, and
20 it was a drive for getting Unit 3 to the position with
21 respect to 50.54f questions etcetera to where we can look
22 at getting Unit back on line. And this began the great
23 thrust for procedural reviews, revisions, and so forth
24 just a couple of weeks ago.

25 It's my understanding and it was it relayed to

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1 me that he said that Don Miller, Don Miller's group or the
2 oversight group, safety group was going to have to be
3 involved to some degree in working with the procedures.
4 And I believe that Don Miller had made mention that being
5 oversight and safety that really wasn't what they should
6 do. And then [REDACTED] ^{EXC} came in and basically read them
7 the riot act, if you will, that that's not being part of
8 the team, like a team player, you need to get on board and
9 so forth. And then the meeting just progressed as dead.
10 There wasn't much more that was shared with me at that
11 point.

12 That weekend saw some of the results of that.
13 In our department, our temporary clerk and our procedure
14 coordinator in Unit 2 tech support were requested to work
15 on Saturday. They declined that and were asked Sunday to
16 support that effort, Unit 3 procedure effort, the Unit 3
17 procedure effort. So they agreed to do that.

18 MR. MOHRWINKEL: I hate to step out for a
19 second, but I'm also going to ask how to back everybody
20 else up because we've got people standing -- excuse me for
21 one minute.

22 MR. NERON: Do you want me to continue?

23 MR. HANNON: Go ahead.

24 MR. NERON: Okay. They were basically
25 required to work almost 16 hours, no lunch provided.

1 MR. HANNON: Volunteered?

2 MR. NERON: Yes. They were requested to work
3 and once you are performing your task you like to, and you
4 know it's your job to continue to do that. They weren't
5 told they couldn't go to lunch, but there was no offer to
6 break for lunch, etcetera. So they finally I think --
7 there was a point where they got a break, I think it was
8 towards dinner time, where they elected to go out and get
9 lunch. But they ended up staying until I think about a
10 quarter of 11:00 that night.

11 But they told me, and think this has been, I
12 think they discussed, well I know they discussed why, I
13 know they discussed the issue with Jim Tyrol, the NSCP, I
14 know they discussed it with Jim, and I'm pretty sure that
15 he forwarded the information to I believe to Mike Brown
16 because there was a question of hours here, allowable
17 hours to work.

18 Supposedly the person that was driving the
19 issues with the procedures, getting the procedures
20 revised, was a contractor, and I think he had been there
21 like 85 hours that week. Which, if you read the strict
22 interpretation of the NE&O for overtime policies, well
23 tech support and design engineering and so forth personnel
24 really don't fall under that. However, there was a recent
25 memo issued by [REDACTED] ^{et al} saying that everybody is going

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1 to fall in line with these requirements. So there just
2 seems to be some contradiction here. I have a memo that
3 says this, but yet at the same time I have people that are
4 working extremely long weeks.

5 The procedures as the procedure coordinator
6 relayed it to me, the procedures were less than perfect.
7 Meaning by that, that they did not conform a hundred
8 percent to writer's guide requirements.

9 I know subsequent to that day I was approached
10 by other individuals in the administration department that
11 some of these apparent glitches in the administrative
12 requirements were beginning to show up. They were very
13 upset. And I encouraged them to discuss the issues with
14 the supervisors, managers, directors, etcetera, whatever
15 you had to do to get the situation resolved. And they all
16 managed to meet, to get together, and apparently they did
17 take care of those particular issues.

18 But again we dictate we have a pass for
19 safety. We're going to do it right the first time. We're
20 going to take the time that it needs to do the job right.
21 And all of a sudden out of the blue by seemingly the new
22 CNO, I mean here are again, we're under the gun, we're in
23 full after burners, and the guys, you know, where does
24 everything that we said we were going to do come into play
25 here?

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1 It seems that the most important thing to do,
2 and I understand that, financially I understand that, I
3 don't have a problem with that, but we're saying pass for
4 safety, do it right the first time, and yet we're pedal to
5 the metal with getting Unit 3 back on line. And you're
6 forcing people to work long hours, perhaps make some
7 administrative slip-ups, and this is the sure fire way of
8 getting ourselves back in trouble again.

9 We're going to have it. We're going to have
10 divisions. Like I said, I had people contact me and
11 discuss these items with me because they were upset. So
12 again, I have to reiterate I asked them to meet with the
13 individuals who were responsible to get the problems
14 corrected, and they did.

15 My problem is that we don't see that. And
16 whatever level management still doesn't see that, that
17 leads to, whether it be at the CNO level, senior VP
18 oversight nuclear operations, the directors, the managers,
19 the supervisors, they still don't see that.

20 Now, supervisors, actually I'm seeing more
21 from supervisors, and hearing better things from personnel
22 and their supervisors. Some not, but I'm encouraged
23 because we are getting better repores. And that seems to
24 be some of the strength that we had before. It's when we
25 get to the manager levels and above when the frictions are

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1 the distances, the voids, seem to occur. And the
2 communications break down, the awareness of what's going
3 on seems to break down. And thus the management of the
4 issues or even the unit begin to break down.

5 MR. HANNON: Back to the corrective action
6 plan that was put in place for the self-evaluation you
7 did. I think it was recently issued the first of April.
8 Did you have an opportunity to participate in the
9 development of that or to review it --

10 MR. NERON: Yes.

11 MR. HANNON: -- which?

12 MR. NERON: Yes, I did. I think that I would
13 say the initial development I know that Eric Fries was
14 tasked with putting that together, and I know he took what
15 we had from the report. Primarily my function was review
16 and feedback, which Eric took and made changes or
17 additions, subtractions, whichever with respect to the
18 feedback that I did give him. And I'm quite certain, I
19 don't know, I believe that everyone had that opportunity
20 to do that on the team as far as I know with respect to
21 the plant, but I know that my questions, my review that I
22 did was addressed.

23 MR. HANNON: You mentioned earlier how
24 important you felt it was for Ted Fagenbaum to actually
25 get out in the field and meet with the troops and be open


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1 and receptive, and that hasn't occurred yet. Was that
2 part of the recommendations in your report?

3 MR. NERON: Yes.

4 MR. HANNON: How was that factored into the
5 action plan or was it?

6 MR. NERON: I don't remember verbatim. I know
7 that Ted's presence was emphasized, that he did need to be
8 here. I know we did state it specifically that way in the
9 report because I have a copy of the page attached to that
10 memo that came out or the E-mail came out and said that
11  246 is going to be coming, you will be notified,
12 etcetera. So I know we made specific mention of that in
13 the report. I cannot remember whether it not it was
14 specifically stated that way in the action plan.

15 MR. HANNON: Well, it would have been captured
16 in one of the nine global activities like communications
17 or something in that area probably?

18 MR. NERON: Right, yes, I know it was
19 addressed for his visibility, and certainly his visiting
20 the station and communications because that was a big
21 part. Unless you communicate you're not going to regain
22 the respect and trust that you're looking for, that you
23 need.

24 MR. HANNON: Okay.

25 MR. MOHRWINKEL: I apologize for ducking out

1 twice, but we've got interviewees stacking up in the
2 halls.

3 MR. NERON: I'm sorry.

4 MR. MOHRWINKEL: No, it's not your fault, it's
5 our fault. We started late this morning by about almost a
6 half an hour. We had some administrivia, so.

7 MR. HANNON: All right, you've got a package
8 of material with you that you've indicated you want to
9 give to us.

10 MR. NERON: Yes.

11 MR. HANNON: And also I want to, in the
12 interest of time, to maximize the input we're getting from
13 you, do you have any additional thoughts or comments you
14 want to share with us that we haven't asked for or you
15 think maybe we should have gotten on the record?

16 MR. NERON: I think it's important that you
17 know (i.e. the Commission) knows that I believe many
18 people are looking to you now as a big factor.

19 MR. MOHRWINKEL: To do what?

20 MR. NERON: It's not something that you can
21 really put your finger on. I think if we were to perhaps
22 spell it out, it would be to perhaps make a suggestion
23 however the exact relationship that you have and can have
24 to the corporation or the officers. I think perhaps what
25 -- I think perhaps people would like to see the NRC be the

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1 champion for us now that we apparently lost our champion.
2 In other words that the NRC can somehow suggest pressure,
3 if you will, the officers or the company. Now, granted
4 that's something that I'm not asking you to do. All I'm
5 saying is I'm making, I'm trying to relate where people
6 are looking right now.

7 Again, after the stockholders' meeting they
8 looked for something significant to happen. They said how
9 can you watch, you know, a billion plus company equity go
10 down the tubes and survive as a CEO? You can't do that.
11 In the world, that wouldn't happen, seemingly. But here
12 it happened. And they feel abandoned now. What can we
13 do?

14 So I think the only thing now that they're
15 looking up is perhaps the NRC to be some outside agent
16 that may help us to keep things moving in a direction such
17 that we address human aspects rather than just the
18 technical aspects. Because the technical things are easy.
19 That's a piece of cake. You can fix that stuff. And
20 that's probably one of the things that's easy for our
21 management personnel.

22 It's easy to grab a piece of pipe and repair
23 it or replace the piece of pipe, or do the calculation or
24 the evaluation. It's easy to do that, I can put my hands
25 on it. When we start dealing with people, when we start

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1 dealing with the human element it has all kinds of
2 variables. I'm comfortable -- I'm uncomfortable, excuse
3 me, I'm out of my league and you can see that, it's
4 evident. We heard it and we continue to hear it.

5 So again they're not looking for you guys to
6 be, you know, the knight in shining armor really, but
7 they're hoping that perhaps somehow the NRC can help us or
8 can help NU to some degree.

9 MR. MOHRWINKEL: Well, I don't think we have
10 any extra copies of our charter for this task force here,
11 but I think you will get one from Bill Temple, and it
12 might explain to you in more detail, particularly in the
13 interest of time, what we're trying to do. But in short
14 summary what we're trying to do and are going to do in our
15 August 1st targeted date for our report is try and define
16 what has gone wrong with both the employee concerns
17 elements and the allegations elements by both parties, NU
18 and NRC.

19 MR. NERON: Yes.

20 MR. MOHRWINKEL: What each party did right in
21 some cases and what each party did wrong in other cases.
22 We're certainly finding a lot of information that fits
23 unfortunately into the wrong category more than the right
24 category for both sides of the equation. And so perhaps
25 and our purpose is to provide a report that's going to

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1 have suggested recommendations or how both parties can fix
2 the process.

3 So that's what at least the five of us on this
4 team are charged with doing. And as I'm sure you're
5 aware, there are other teams looking at other issues --

6 MR. NERON: Right.

7 MR. MOHRWINKEL: -- primarily technical. I
8 think we're the key team that's looking at these personnel
9 related and administrative related issues. And I think
10 that employees have been really remarkably cooperative and
11 remarkably forthright with us during these last several
12 weeks we've spent here, particularly since everybody knows
13 that these tapes are running, and everybody still have
14 been remarkably up front with us. And several key people
15 have asked to come back for second interviews to give us
16 more information they thought we should have or they
17 forgot to share with us the first interview.

18 So I think we're optimistic that we're going
19 to be able to produce a helpful document and I guess it's
20 encouraging and nice to know that the employees are
21 hopeful that we're going to be part of the solution.

22 MR. NERON: Most of the people that I've been
23 talking to don't want to go to the outside agency, they
24 don't want to go to the papers, they want to work within
25 the system. They want to work terribly so. I mean

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1 they're almost to the point of where I think, as I've
2 tried to read them, to where it aches, to where it hurts,
3 how come we can't do this, this is very simple? I mean
4 most people have families. I mean how do you deal with
5 your own family situations?

6 I mean we fix these issues this place is going
7 to take off. You're not going to have what you have now.

8 MR. MOHRWINKEL: Do you think the situation
9 here has bottomed out yet, or do you have farther to go
10 down?

11 MR. NERON: I don't think it's bottomed yet.
12 I really don't. And the reason I say that is because now
13 because of the stockholders, shareholders' meeting and the
14 results of that, the "apparent betrayal" in many people's
15 minds by one of the former VPS, the leaving, the seemingly
16 former officers leaving large sums of money, here I am
17 now, I'm at NU, I bought stock, I don't know if I'm going
18 to have a job tomorrow. That's in many people's minds.

19 One particular individual who has been, as a
20 matter of fact  ^{EY6} did not like the, what was it, the 2000
21 program, not the MFNS, but regardless --

22 MR. HANNON: Partnership 2000.

23 MR. NERON: Thank you very much. Partnership
24 2000 program --

25 MR. MOHRWINKEL: What was that abbreviation

1 you just used M something?

2 MR. NERON: Managing for nuclear safety, I'm
3 sorry. This particular individual has been very pro
4 supervisory, management, right on up through to the VPs.
5 This particular individual didn't like to see the
6 employees get to the point where they could really
7 seemingly abuse the process to put their supervisor or
8 manager in between a rock and a hard place, or basically
9 make it, you know, impossible for the supervisor or
10 manager to discipline individuals. This individual now
11 has gotten to the point where [REDACTED] ^{EX6} very negative. And
12 this is within the past four to five months.

13 So it's rather a remarkable change to see that
14 happen. Because when we talked [REDACTED] ^{EX6} was vehement. Now,
15 it's very very different. [REDACTED] ^{EX6} makes mention of that too.

16 MR. MOHRWINKEL: I'm sorry, [REDACTED] ^{EX6} what?

17 MR. NERON: [REDACTED] ^{EX6} makes mention of that, that
18 [REDACTED] ^{EX6} says you know I'm not a negative person, but now I'm
19 afraid. And they're concerned. Many people are very very
20 concerned about where we're going from here. One question
21 that they're asking that no one seems to answer or been
22 able to answer yet is how long can we continue to do this
23 and remain solvent as a company and me still be employed?

24 MR. HANNON: I just want to clarify one point
25 for the record. You spoke a number of times regarding a

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1 CH valve 414.

2 MR. NERON: Oh, 2CH442.

3 MR. HANNON: And that's in Unit 2?

4 MR. NERON: That's Unit 2.

5 MR. HANNON: A charging valve that was being
6 ferminited --

7 MR. NERON: Ferminite, thank you, yes.

8 MR. HANNON: And you were the systems engineer
9 for that system?

10 MR. NERON: Oh, no, no, no. I was in the
11 engineering department and we had knowledge of the
12 multiple activities with respect to the ongoing ferminite
13 attempts.

14 As a matter of fact the day we induced the
15 small break LOCA, if you will, both myself, Doug Dempsey,
16 and Jim Tyrol were watching the monitor in Unit 2
17 engineering office. So I had, you know, quite a bit of
18 intermittent firsthand knowledge with respect to the
19 valve.

20 MR. HANNON: But what I was trying to
21 establish for the record, in case somebody has this
22 question when they read through this later, your
23 involvement in that process was not from your job as
24 systems engineer, it was how did you get involved in that
25 activity?

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1 MR. NERON: I was not involved directly in the
2 repair activity, I was just aware of the repair activities
3 that were going on by virtue of being in the engineering
4 department.

5 MR. HANNON: All right. I think we're ready
6 to wrap up. You were indicating you had some material you
7 wanted to share with us. Is that something you wanted to
8 leave --

9 MR. NERON: Yes.

10 MR. HANNON: -- for our review later?

11 MR. NERON: Right.

12 MR. HANNON: And would you intend for that to
13 be attached to your transcript?

14 MR. NERON: It certainly could be.

15 MR. HANNON: Okay.

16 MR. MOHRWINKEL: How many documents are there
17 in that package?

18 MR. NERON: I don't have a number.

19 MR. MOHRWINKEL: There are quite a few?

20 MR. NERON: Yes.

21 MR. MOHRWINKEL: Okay.

22 MR. NERON: I'll hand this up to you.

23 MR. MOHRWINKEL: No, that's fine. We're
24 running very late and if it was only one or two I would
25 have you enter them into the record verbally, but we'll

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1 just accept the package as it is. There's just too many
2 to read into the record right now.

3 MR. HANNON: But presumably this material
4 would supplement what you've been putting, giving us on
5 the record --

6 MR. NERON: That's correct.

7 MR. HANNON: -- this afternoon?

8 MR. NERON: That's correct.

9 MR. HANNON: Is there anything else that you
10 want to say before we wrap up? By the way I want to
11 comment on your expectation, the way you expressed it,
12 that many of the employees are looking to the NRC to
13 champion the recovery. My inclination is that that may be
14 an unfair expectation.

15 As Carl pointed out we only have a narrow
16 look, although it's an important look because it is
17 getting after the human relations aspect of the problem
18 here, so we're going to do our best to put our finger on
19 what can be done to improve that situation. And you have
20 been very helpful with your comments to help us do that.
21 There are other factors in the agency. They are looking
22 at the technical aspects and the continuing inspection
23 program. But I'm frankly not certain that we're in a
24 position to be that champion. We can help, but we're
25 really around the fringes, around the edges. It's got to

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1 come from within.

2 MR. NERON: Right.

3 MR. HANNON: And I think it may be unfair
4 expectation to have that. So that would be my reaction to
5 your statement.

6 MR. NERON: I appreciate that. I did not mean
7 to basically burden you or to say hey guys this is your
8 assignment. And again this is not from me, but based upon
9 my discussions with people. Like I said, they're on a
10 merry-go-round now and they're looking for the brass ring,
11 if I can state it that way.

12 We're looking for any kind of help. And I
13 think they're just hoping that which is intrinsic in this
14 ongoing process because the NRC is involved, I think
15 they're hoping because of the NRC involvement, because of
16 the NRC oversight, because of their interest that
17 eventually we're going to get there. The question that
18 they have is, can we survive that duration? That may
19 explain it a little bit better.

20 MR. HANNON: That does, that helps.

21 MR. NERON: Okay. I'm sorry.

22 MR. HANNON: Okay, let me thank you, Gary, for
23 your help this afternoon.

24 MR. NERON: You're more than welcome.

25 MR. HANNON: You have the document that

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1 describes our review process?

2 MR. NERON: Yes.

3 MR. HANNON: And our transcription custodian
4 will be contacting you in the near future to have you look
5 through it and make any changes you want to make. So the
6 time is --

7 MR. MOHRWINKEL: Well, you did decide that
8 this could go into the public document, your --

9 MR. NERON: Certainly.

10 MR. MOHRWINKEL: -- okay.

11 MR. NERON: Certainly.

12 MR. HANNON: The time is approximately 2:30
13 and we'll conclude. Again, thank you.

14 MR. NERON: Thank you.

15 (Whereupon, at 2:30 p.m., the proceedings in
16 the above-entitled interview were concluded.)

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Name of Proceeding: INTERVIEW OF GARY NERON

Docket Number: (NOT ASSIGNED)

Place of Proceeding: WATERFORD, CONNECTICUT

were held as herein appears, and that this is the original
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