

**UNITED STATES OF AMERICA
NATIONAL LABOR RELATIONS BOARD**

<p>ALLIED POWER SERVICES, LLC, Employer,</p> <p>and</p> <p>INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS LOCAL UNIONS 145, 146, 364, AND 601, Joint Petitioners,</p>	<p>NLRB Case No: 13-RC-252563</p>
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**EMPLOYER ALLIED POWER SERVICES LLC'S REQUEST FOR REVIEW OF
THE REGIONAL DIRECTOR'S DECISION AND DIRECTION OF ELECTION**

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I. SUMMARY OF ARGUMENT¹

Pursuant to Sections 102.67(c) and (d) of the National Labor Relations Board’s Rules and Regulations, the Employer, Allied Power Services, LLC (“Allied”, “Employer”, or the “Company”) submits this Request for Review of the Decision and Direction of Election by Region 25, Subregion 33, which was initially issued on February 3, 2020, and became final upon the December 10, 2020 Decision by the Regional Director (“RD”) denying Allied’s Objections and Certifying Petitioners International Brotherhood of Electrical Workers Local Unions 145, 146, 364, and 601 (“Petitioners” or collectively, “Union”), as the collective bargaining representative of:

All electrical superintendents, work planner – electrical trainees, work planners-electrical, lead electrical planners employed by the employer at jobsites located in the following six cities in Illinois: Braceville, Byron, Clinton, Cordova, Marseilles, and Morris, BUT EXCLUDING: office clerical employees professional employees, electrical lead superintendent, and guards and supervisors as defined by the Act.

Compelling reasons exist for granting this Request for Review.

Review of the 2019 DDE is warranted under Section 102.67(d)(1)(ii) because a substantial issue of law or policy is raised due to the RD’s departure from officially reported Board precedent regarding the Section 2(11) supervisory status of Superintendents and Lead Electrical Planners in the petitioned-for unit.² Specifically, the 2019 DDE ignores precedent interpreting the supervisory

¹ Citations to the 2019 Decision and Direction of Election appear as “2019 DDE ___.” Citations to the Transcript of the December 10-11, 2019 representation hearing appear as “2019 Tr. ___.” Citations to 2019 hearing exhibits are cited as “2019 Co. Ex. ___.” Citations to the 2018 Decision and Direction of Election appear as “2018 DDE ___.” Citations to the Transcript of May 8-10, 2018 hearing appear as “2018 Tr. ___.” Citations to 2018 hearing exhibits are cited as “2018 Co. Ex. __,” or “2018 Bd. Ex. ___.” All materials referenced herein are included in the attached hyperlinked Appendix. To navigate the Appendix, the reader can click on the exhibit/item in the index and will be brought directly to that exhibit.

² The Employer has withdrawn its position that work planners are supervisors within the meaning

indicia of responsibly assigning and directing the work of craft laborers using independent discretion and judgment, including *Oakwood Healthcare, Inc.*, 348 NLRB 686 (2006), *Entergy Mississippi, Inc.*, 367 NLRB No. 109 (Mar. 21, 2019), *aff'd sub nom. Intl. Bhd. of Elec. Workers, AFL-CIO, CLC, Local Unions 605 and 985 v Natl. Labor Relations Bd.*, 973 F.3d 451 (5th Cir. 2020) and *The Arc of South Norfolk*, 368 NLRB No. 32 (Jul. 31, 2019).³

Review is also appropriate under Section 102.67(d)(2), because the RD's decision reflects clear error on a number of substantial factual issues, and this error prejudicially affects Allied's rights. The RD clearly erred on a substantial factual issue when she dismissed the testimony of Employer witness Edward Meyer. The Region found Meyer's "detailed testimony" regarding supervisory duties "irrelevant" because he carried the title of "Lead Work Planner," which was not a petitioned-for classification. This finding was contrary to the record evidence that: (1) the parties used the terms "Lead Work Planner" and "Lead Electrical Planner" interchangeably, and Meyer, regardless of title, performed the duties of Lead Electrical Planner and was competent to testify regarding same.

The Region also made substantial factual errors in dismissing or failing to analyze testimony on the supervisory status of Superintendents. The Region ignored actual examples of the exercise of supervisory functions, and dismissed other examples as "hypothetical," contravening Board law that reserved, albeit unexercised, 2(11) authority is sufficient to meet Board standards. Moreover, the Region disregarded three separate, specific examples of

of Section 2(11) of the Act, and does not seek review of the RD's determination on that classification. This Request is limited to review of the Region's determination regarding Superintendents and Lead Electrical Planners/Lead Work Planners.

³ The Employer limited its 2019 evidence to only these two 2(11) indicia, and this Request for Review focuses on same.

Superintendents being disciplined for infractions committed by their crews, not them personally. This is a textbook definition of being held accountable for the supervision of others. There was no record evidence that the Superintendents in question bore any responsibility for the actions in question, other than failing to supervise the craft workers who committed the actual offenses. The Region nonetheless faulted the Employer for failing to submit the underlying notes and witness statements relating to the documented discipline, while ignoring the testimonial evidence that provided the very background the Region complained it lacked.

This case is unique, insofar as the same parties litigated this same issue, with the same job classifications, in a prior election petition filed in 2018. In that case, the Employer likewise argued that the Superintendents and Lead Work Planners/Lead Electrical Planners were 2(11) supervisors. On May 8-10, 2018, a hearing was held on supervisory status (“2018 Hearing”). Thereafter, the Region issued a Decision & Direction of Election (“2018 DDE”). In the 2018 DDE, the RD disagreed that the employees in the petitioned-for unit were statutory supervisors, rejecting the Employer’s arguments, ostensibly due to the “conclusory” nature of the Employer’s evidence on the pertinent Section 2(11) responsibilities.

While that decision was flawed, it was later mooted when Allied prevailed in the 2018 election. When the Union refiled in 2019, Allied took the Region’s misplaced critique to heart, ensuring that the record developed at the December 10-11, 2019 hearing was awash with specific examples of the exercise of supervisory functions, elicited directly from individuals in the petitioned-for titles.

Contrary to RD’s determination, the record is replete with specific, non-conclusory evidence demonstrating that individuals in the Superintendent and Lead Work Planner/Lead Electrical Planner job classifications exercise job responsibilities that fit comfortably within the

standards set forth in *Oakwood Healthcare, Inc., supra*, and are thus statutory supervisors. The Region ignored Allied's evidence despite it coming directly from individuals in the disputed classifications and/or who directly supervised individuals in those roles. The witness testimony and documentary evidence paired to paint a clear portrait of supervisory status.

The Region improperly dismissed Lead Superintendent John Francimore's testimony as "hypothetical," when Francimore attempted to explain the types of situations in which Superintendents were asked to make judgment calls in directing and assigning work. The RD reached this conclusion despite the fact that the witness, who holds the titles of Superintendent and Lead Superintendent depending on the project, provided actual examples of his exercise of such authority while working as a Superintendent. Furthermore, even had he testified as to how he would direct and assign in hypothetical scenarios, such testimony should have been credited by the Region because it is evidence that he is vested with such supervisory authority. Thus, the Region departed from established Board law that supervisory status is conferred so long as the employee is properly vested with supervisory authority.

Moreover, the RD completely ignored the 2018 testimony of the Union's own witness, John Dickson, which cemented the supervisory status of the Superintendents. The 2018 transcript was made part of the record at the 2019 hearing, yet the Regional Director failed to provide any meaningful analysis of the impact of such testimony. Review of Dickson's testimony establishes that the Union itself acknowledges that Superintendents responsibly direct and assign work to craft laborers. That is perhaps why the Union chose not to call Dickson to testify at the 2019 hearing, despite his presence throughout. Had the RD adequately reviewed this testimony, the Region could not have reached the conclusion that it did.

Given the complexity of the record, and confusion over issues like the Lead Work Planner/Lead Electrical classification title discussed above, the parties implored the Region to permit post-hearing briefs. Such briefs would have permitted the parties to carefully review and integrate the 2018 and 2019 records and present organized arguments to the Region as to the 2(11) supervisor indicia and related testimony. The parties were denied the ability to prepare post-hearing briefs, and the resulting decision reflects the Region's failure to fully grasp the record before it.⁴

The standard of proof to which the Regional Director held the Employer is insurmountable, and has no foundation in the case law. The Board should reverse the Regional Director's DDE and order a rerun election in a unit composed solely of non-supervisory employees.

II. STATEMENT OF FACTS

A. 2018 Petition and Proceedings Regarding Supervisory Status.

On April 30, 2018, the Union filed a Petition to represent "all full-time and part-time workers in the electrical department to include Planners and Superintendents employed within this group by the employer in Illinois." (2018 Bd. Ex. 1(a).) The proposed unit included four job classifications: Lead Superintendents, Superintendents, Planners and Lead Planners. Allied contended the employees in these petitioned-for classifications were Section 2(11) supervisors under the Act. The RD for Region 25, Subregion 33, convened a hearing in Peoria, Illinois from May 8 through May 10, 2018 before Hearing Officer Tiffany Miller (the "2018 Hearing").

⁴ In finding that Allied's evidence was deficient, the 2019 DDE ironically includes no cite to the 5 days of testimony, 1,002 pages of transcript, or 75 exhibits that comprise the record. Additionally, a comparison of the 2018 DDE with the 2019 DDE reveals that the 2019 DDE was largely a facsimile of the 2018 DDE with a few additional comments pertaining specifically to the 2019 Hearing. Based on this failure, one can only assume that the Region was inclined to reiterate its prior conclusions without regard to any of the new evidence.

On June 11, 2018, the RD issued the 2018 DDE, rejecting the Employer's arguments. Notably, the thrust of the RD's reasoning was that the Employer had presented "conclusory" testimony as to the supervisory status of the classifications – seemingly faulting the Employer for having presented high-level witnesses rather than members of the petitioned-for unit. (2018 DDE, pp. 12, 13, 14, 15, 16, 17) ("Conclusory statements alone are not sufficient to confer supervisory status.")

For instance, regarding Superintendents, the Regional Director acknowledged that the Employer had presented evidence from a Site Manager that Electrical Superintendents direct the crew working with them daily, however, she found that "there [was] insufficient evidence demonstrating that electrical superintendents are held accountable for the work performance of the crew. Furthermore, there is also insufficient evidence demonstrating that electrical superintendents use independent judgment to direct the crew." In regards to assignment, she found that "the Employer did not provide evidence demonstrating how the [] petitioned-for unit assigned work." (2018 DDE, p. 14.)

As to Lead Electrical Planners, the Region acknowledged that the Employer also presented evidence that "lead electrical planners direct the work of electrical planners and distribute work to them," however, it found that such statements from the Site Manager were conclusory and held that "the evidence presented by the Employer does not explain how such distributions of work are made or the factors considered in making such distributions of work," and that "there [was] insufficient evidence demonstrating that lead electrical planners are held accountable for the work performance of electrical planners" The RD also found the Employer also had failed to provide sufficient evidence regarding how those individuals assigned work. (2018 DDE, p. 12-13.)

Ultimately, the 2018 DDE's incorrect findings were mooted by the fact that the Union lost the election and no certification of representative issued. *See* Case 25-RC-219264.

B. Procedural Background Relating to the 2019 Petition.

1. 2019 Petition.

The Union filed a nearly identical petition in this matter on November 27, 2019, seeking an election within a unit comprised of all full-time and part-time lead superintendents, superintendents, lead planners, planners, and trainees employed by the Employer at jobsites located in six specific locations in Illinois. (2019 Bd. Ex. 1(a).) Allied again took the position that each employee in the petitioned-for unit was a statutory supervisor. (2019 Co. Ex. 1.)

2. December 10-11, 2019 Hearing.

The matter went to hearing on December 10 and 11, 2019, on the issue of whether the petitioned-for classifications were supervisors under the Act. At hearing, the Employer sought to develop a record responsive to the Region's misplaced feedback in the 2018 DDE. As a foundation, the Employer and Union agreed to incorporate the entire 2018 record into the 2019 record. The Employer limited its additional evidence to two of the Section 2(11) indicia - assign and responsibly direct. Unlike 2018, the Employer presented witnesses who worked in the petitioned-for classifications to testify regarding specific examples of their supervisory duties. Francimore testified regarding the duties he performed both as a Superintendent and as a Lead Superintendent, providing specific examples of when and how he responsibly directed and assigned work in both classifications. Similarly, Meyer provided testimony regarding his duties as a Lead Work Planner, and likewise provided examples of his responsible direction and assignment of work.

The Employer recalled Executive Director Robert Nevin to provide testimony regarding a number of topics. Nevin clarified any confusion regarding Meyer's position/title, confirming he

performed the duties of the Lead Electrical Planner. Nevin also testified regarding discipline administered to Superintendents holding them accountable for the performance of their crews.

The additional record evidence in 2019 directly addressed the RD's 2018 assertion that the prior evidence was too "conclusory," and failed to provide specific examples on the indicia in question.

3. The 2019 DDE Rejected all but one of the Employer's Supervisory Status Arguments.

On February 3, 2020, the Region issued a Decision and Direction of Election, finding that while Lead Superintendents were Supervisors under the Act (reversing its prior determination to the contrary), Lead Electrical Planners, Planners, and Superintendents were not. (2019 DDE).⁵ Simply put, the Region got it wrong again. Yet again, the Region failed to account for the significant evidence that Lead Electrical Planners and Superintendents responsibly direct and assign work.

With respect to the Lead Electrical Planner position, the Region sidestepped the Employer's evidence based on semantics: because Meyer referred to his job as "Work Planner Lead," the RD decided his testimony and evidence was "irrelevant." (2019 DDE, p. 11), since the petitioned-for classification was "Lead Electrical Planner." The Region's determination in this regard was clearly erroneous: the undisputed evidence showed that the terms Work Planner Lead and Lead Electrical Planner were used interchangeably in the 2018 Hearing between the parties, and, in the interim period, Allied updated the job description, jettisoning both terms, instead using the term "Senior Planner." (2019 Co. Ex. 24.)⁶ More importantly, the record also confirmed that

⁵ Remarkably, as discussed in Point III(A)(3), *infra*, the 2019 DDE relies primarily on dated decisions that generally address supervisory status, when just months prior to the 2019 Hearing, the Board issued two decisions focused on the assigning and directing indicia specifically at issue.

⁶ The duties of Work Planners – Electrical ("electrical planners") are subsumed in 2019 Co. Ex.

Meyer performed the duties of the Lead Electrical Planner position even if he called himself a Work Planner Lead. (2019 Tr. 41, 44-45, 148, 331.)

With respect to Superintendents, the Region minimized the testimony of the Employer's chief witness, Francimore, who at varying times held the role of Lead Superintendent – supervising Superintendents, and other times serving as a Superintendent, and found that the record lacked specific examples of such individuals responsibly assigning and directing work. (2019 DDE, p. 19-20.) The Region also failed to consider evidence of Union witness John Dickson, whose 2018 testimony corroborated Francimore's testimony as to the supervisory duties of Superintendents.

An apparent basis for the RD's reasoning was prior Board rulings concerning the supervisory status of foremen, which the Region mis-analogized to Superintendents (notwithstanding that here, Superintendents *supervise craft foremen*). (See 2019 DDE, p. 19.) The Region's reliance on "foremen" case law is misplaced because Superintendents and Lead Electrical planners are, by definition, more responsible roles.

Although the 2019 DDE appeared to conclude that Superintendents' authority was highly circumscribed by "detailed instructions," there is no reference to evidence demonstrating that Francimore's or Dickson's responsibilities were controlled by instruction at all, let alone detailed instructions sufficient to render judgment *dependent*.

In sum, the Region's 2019 DDE, like in 2018, came to what appeared to be a pre-determined conclusion, discounting or ignoring the more than sufficient evidence before it of the supervisory status of the Superintendents and Lead Electrical Planners. The RD's decision on these substantial factual issues was clearly erroneous, and prejudiced Allied as a result.⁷

24.

⁷ The Union ultimately prevailed 25-23 in the final vote count. The original voter list was

C. Allied’s Operations.

Allied provides a broad suite of repair services for the utility industry, providing maintenance services for 14 different nuclear power plants in 5 states. (2019 Tr. 320.) Within Illinois, Allied provides services to Exelon Corporation (“Exelon”) at sites located in: Braceville, Byron, Clinton, Cordova, Marseilles, and Morris. (2019 Tr. 320.) Allied performs varied and extensive onsite work at these sites, including maintenance, repair or enhancement of existing equipment, and installation of new equipment. (2019 Tr. 53-55.) Specific tasks can include “scaffold builds [], insulation removal, piping replacement, electrical inspections, electrical installations, [and] new modifications. (2018 Tr. 38-39.)

D. Allied’s Organizational Structure.

Planning for maintenance and modification work begins when Exelon notifies Allied of the portion of the maintenance modification work that Allied will be hired to complete (the “scope of work”). (2019 Tr. 53-55.) Once Allied is informed of the scope of work, Allied’s Site Manager, Production Superintendent, and Work Control Superintendent analyze how many Planners (including a Lead Planner) and Superintendents (including a Lead Superintendent) are necessary to begin planning and estimating the job. (2018 Co. Ex. 11; 2018 Tr. 39-41, 87; 2019 Tr. 54-55.) Once the Planners and Superintendents are hired, Planners develop work packages⁸ and Superintendents review the plans and determine the appropriate staffing levels. (2018 Tr. 86-87; 2019 Tr. 56-57.) When staffing levels have been determined, Allied employs the appropriate number of additional Superintendents for the job, and hires craft laborers through a labor

comprised of 35 Superintendents, 21 electrical planners, and 1 lead work planner. [Dkt, Case No. 13-RC-252563. There is no doubt the Employer was prejudiced by the inclusion of Superintendents, who comprised a majority of the voting bloc.

⁸ Work packages are documents that include the maintenance, repair, or install tasks the craft workers will perform. (2018 Tr. 78.)

organization. (2018 Tr. 234-35, 240-42.) Craft laborers perform physical work and include foreman, general foreman, and craft employees such as journeyman and apprentices. (2018 Tr. 87, 128; 2018 Co. Ex. 11.)

The Site Manager is the top individual on the site. (2018 Tr. 42-43; 2018 Co. Ex. 1.) On the next level, the hierarchy splits into two. One side pertains to field execution and the other planning. (2018 Tr. 43, 46-47.) The Production Superintendent oversees the field execution branch and all Lead Superintendents and Superintendents. (2018 Tr. 43-44.) Lead Superintendents then oversee Superintendents and Superintendents oversee the craft workers. (2018 Tr. 45, 59.) Typically, there are approximately four Lead Superintendents and twenty Superintendents responsible for the electrical work. (2018 Tr. 49.) These Lead Superintendents and Superintendents oversee approximately 90 to 140 craft workers. (2018 Tr. 59-60.) Additionally, there typically is one Lead Planner and with 2-3 Planners reporting to that individual responsible for the electrical portion of the work. (2018 Tr. 61-62.) For each shift during an outage (day and night) there is a separate Site Manager, Production Superintendent, and Work Control Superintendent. (2018 Tr. 42-44, 46-47; 2018 Co. Ex. 1.)

E. Lead Electrical Planners Responsibly Assign and Direct Work.

Lead Electrical Planners report only to the Site Manager and the Work Control Superintendent. (2019 Tr. 50-51.) Meyer testified regarding the duties of Lead Electrical Planner, a position he held earlier in his career and whose duties he performed in the role of “Lead Work Planner,” at the time of the 2019 Hearing. (2019 Tr. 32, 41, 49.) As “Lead Work Planner,” Meyer oversaw both electrical and mechanical planners. (2019 Tr. 41, 51.) Prior to serving as Lead Work

Planner, Meyer was classified as a Lead Electrical Planner, supervising only electrical planners, and worked in that position a number of times throughout his employment. (2019 Tr. 43-49.)⁹

The primary duty of Lead Electrical Planners is to direct the work of between 3-10 Planners. (2019 Tr. 41, 48-49, 51-52.) Exelon provides Allied the scope of work. Allied then provides the scope of work to its Lead Electrical Planners, and then the Lead Electrical Planners are independently responsible for reviewing the work orders and determining how such work should be parceled out. (2019 Tr. 64-65.) Meyer testified that he divides the work based on his years of experience with electrical installations and his judgment as to how the work should be put together. (2019 Tr. 66.) In other words, before a Lead Electrical Planner even reaches the point of exercising independent discretion and judgment to decide which Planners will perform which tasks, the individual exercises independent discretion and judgment to decide what the work assignment will actually be.

Lead Electrical Planners then independently decide which Planner is best suited to complete the work order based on skillset, experience, qualifications, workload, and whether the type of work will help them gain additional experience. (2019 Tr. 50-51, 54-57, 67-69); *see also* (2018 Tr. 77, 207-08, 320-22.) Meyer testified as to a recent example where he used his judgment and discretion to assign “out of the norm” tasks to a Planner because he felt it would aid in that individual’s development:

Q: Okay. And how did you decide, and I think you mentioned this before, but how did you decide that that was work that Kyle should be doing?

⁹ In both the 2019 Hearing and 2018 Hearing, the parties referred to Work Planners – Electrical as “Work Planners” or “Planners.”

A: It's work that I wanted to get him more experience in doing, to breach and restore – you know, like I said before, it was really not an everyday package than an – that an Electrical Planner does.

(2019 Tr. 87); (*See also* 2019 Tr. 69, 75) (discussing the same).

Once the Lead Electrical Planner identifies the best-suited Planner to complete the work order, the Lead Electrical Planner, using independent discretion and judgment, assigns the Planner to create “work order packages” or “work order tasks.” (2019 Tr. 54-56.)

Lead Electrical Planners attend weekly Site Manager Staff Meetings and daily Work Control Update meetings, where workflow and project completion status reports inform what work orders the Lead Electrical Planner may need to reprioritize and/or reassign. (2019 Tr. 59-63.) Weekly Site Manager Staff Meetings include the Site Manager, Work Control Superintendent, Cost Engineer, Site Administrator, and Lead Planners. (2019 Tr. 59-60.) Daily Work Control Update meetings include the Site Manager, Work Control Superintendent, Site Superintendent, Lead Electrical and Mechanical Superintendents, the Scheduler, and Lead Planners. (*See id.*) Based on the status updates at these meetings, Lead Electrical Planners make independent workflow adjustments based on their experience, absent any instruction from the Site Manager or Work Control Superintendent. (2019 Tr. 66.) To that point, Meyer testified regarding a specific example of a year-end project that unexpectedly required entry into manholes underground to replace fiber cable. Meyer initially assigned the work to one Planner, but “reassigned the two manhole tasks to a more seasoned Work Planner.” (2019 Tr. 70.) This re-assignment occurred because Meyer judged the situation to be more safety sensitive and nonstandard: “it’s something that is really out of the, you know, norm, everyday norm for an Electrical Planner.” (2019 Tr. 72.)

When Planners occasionally suggest changes to a work order package, the Lead Electrical Planner has independent authority to decide whether to agree to the change. (2019 Tr. 66-67.) Similarly, projects are sometimes fast-tracked, in which case the Lead Electrical Planner is

responsible to re-prioritize the outage's overall scope of work. (2019 Co. Ex. 7; 2019 Tr. 83-86, 125-26.)

When Planners complete a work package, they submit the package to the Lead Electrical Planner for approval. Prior to granting final approval, the Lead Electrical Planner reviews the Planners' work product, makes appropriate comments or notes, and will identify any issues to address for resubmission by the Planner. (2019 Tr. 92-93.)

Lead Electrical Planners also independently evaluate Planners, both at the end of any outage, and at the end of the year. (2019 Co. Exs. 3, 4, 5; 2019 Tr. 97-100, 107-8, 110-11, 122.) The end-of-outage reviews determine planners' eligibility for year-end merit increases. (2019 Tr. 105, 332-34.) Meyer shared examples of reviews he has given that directly had a positive or negative effect on a planners' salary increase. (2019 Co. Exs. 4, 5; 2019 Tr. 105-112, 332-34.) For example, Meyer gave Planner Robert Phenix a below average review, and Phenix wound up with a 1.25% merit increase when the average was 2.5%. (2019 Co. Ex. 5; 2019 Tr. 111, 333-34.) On the other hand, Meyer rated Gary Gruhn above average, and Gruhn received an above average merit increase (2.75% instead of 2.5%) as a result. (2019 Co. Ex. 4; 2019 Tr. 111, 333.)

Allied holds Lead Electrical Planners responsible for the productivity and quality of work performed by those under their supervision; they could be demoted at future outages if performance is considered below standard. (2019 Tr. 119-120.) Lead Electrical Planners are evaluated on the quality of work packages prepared, despite that it is the planners, and not the leads, that actually prepare the work packages. (2019 Co. Ex. 8; 2019 Tr. 128-29.) Lead Electrical Planners are also evaluated on their ability to keep Planners – on task, and “ensure[] [they] are working on current priorities.” (2019 Co. Ex. 8; 2019 Tr. 130-31.)

F. Superintendents Responsibly Assign and Direct Work.

1. General Background on Superintendents' Supervisorial Responsibilities.

A Superintendent's primary responsibility is to direct craft workers. (2018 Tr. 45, 208, 580-82.) Superintendents do not perform manual work – rather, Foremen and craft workers perform manual work. (2019 Tr. 163, 286.) It is a Superintendent's responsibility to assign, observe, and responsibly direct craft workers to make sure that they are correctly performing the manual work found in the work packages. (2019 Tr. 178, 286-87.)

Superintendents are responsible for productivity. Allied relies on Superintendents to make sure that work is being completed on schedule. Superintendents are required to ensure that craft workers do not take early breaks, long lunches, or leave early. (2018 Tr. 187.)

Superintendents perform the pre-job brief wherein they give the day's instruction to the entire crew. (2019 Tr. 190.) Superintendents set the day's goals, describe the work to the craft workers, and identify any issues the craft might encounter during the shift. During the briefing, Superintendents will assign specific workers to perform specific tasks based on the Superintendents' knowledge of the crafts' skills and abilities. (2018 Tr. 114-16, 252-53.) A Superintendent's estimates as to when work will be completed is not subject to review by any other supervisor. (2019 Tr. 265.)

Superintendents are also responsible for verifying tasks that the craft completes before the project can proceed and before the work is sent to the customer for approval. (2019 Tr. 265, 293) (Francimore testifying that verification "[i]s my job, to make sure they do it correctly"); (2018 Tr. 118-19.) As work progresses, Superintendents are responsible for signing off on "Supervisor Holds." When signing a "Supervisor Hold," the Superintendent validates that the step in the work package was completed correctly. Until a Superintendent validates, the craft cannot move to the

next step in the work package. (2018 Tr. 309; 2018 Co. Ex. 29.) If the Superintendent determines the work was done incorrectly, he will issue a directive to the craft to correct the work. (2018 Tr. 118-19, 141-42; 2018 Co. Ex. 13); (2019 Tr. 264.) Superintendent verifications are final and not subject to review by anyone else. (2019 Tr. 264.) The craft, including Foreman and General Foreman, do not have the authority to sign a “Supervisor Hold”. (2019 Tr. 264, 291-93.)

Superintendents determine the number of hours a craft worker works per shift. Superintendents also sign and approve the crafts’ timecards. (2018 Tr. 251; 2018 Co. Ex. 31.)

2. Evidence of Superintendents’ Responsibly Assigning and Directing Work.

Allied’s work packages do not identify the specific crew members to be assigned to a particular task. The Superintendent, using independent discretion and judgment, assigns the task based on individual skills and experience. (2019 Tr. 191, 214-15, 262; 2018 Tr. 114-16.) Superintendent John Francimore testified, “[w]hen assigning workers to particular components of the job, [a Superintendent] would take into consideration what the worker’s skillset is that they had previously performed the job.” (2019 Tr. 191.)

Relatedly, the Company may assign Superintendents to supervise multiple crews concurrently. Francimore testified that the Superintendent responsible for temporary power typically is assigned multiple crews, but Superintendents can be assigned crews with completely different responsibilities. (2019 Tr. 256-257.) When assigned multiple crews, Superintendents must use independent judgment and discretion to determine which crew to assign to a particular job. Francimore testified that if the job is work that crewmembers have performed previously, he will keep the crew on the same job, however, if it is a new job that no one has experience with, he evaluates the crew to determine which crewmembers have the most analogous experience and assign them to work on the new job. As Francimore explained, “[i]f it’s a brand new job, I would

go back to – you know, I know this individual has done this type of work in the past. If they were successful in the past, they can be successful now.” (2019 Tr. 257); *see also* (2019 Tr. 313-14) (Francimore testifying that if there are multiple jobs to be performed at the same time, the Superintendent, not the General Foreman, will assign and reassign crewmembers as necessary.)

To be successful, Superintendents must set clear objectives and provide clear instruction to the crew on how to perform the manual work. (2019 Tr. 198-200). Francimore explained that setting expectations entails going beyond what is in the written work package. By way of example, Francimore described that he may receive a work package with a set amount of “terminations” that need to be accomplished, but it would be up to him to set goals for his crew regarding how many terminations would be required in a certain timeframe to keep pace. (2019 Tr. 199.) This was not merely a math exercise. He would use his judgment to determine the number of terminations it was reasonable to perform, depending on the location of where the work is performed, and whether the crew needs to wear personal protective equipment. (2019 Tr. 200.)

Francimore also explained that Superintendents need to use independent judgment and discretion to re-assign crews mid-task, depending on emergencies that could arise or safety concerns based on the Superintendent’s judgment regarding the task and the employee performing it. (2019 Tr. 265-66.) In those circumstances, the Superintendent decides both how many employees to reassign and which specific employees will be reassigned, based on his judgment – which no one else reviews. (*See id.*) Francimore said this type of re-assignment happens “fairly often.” (*Id.*)

As a further example of a Superintendent using independent judgment and discretion to direct and control the crew, Francimore described an outage at Braidwood where he was assigned to install a new motor on a condensate booster pump. (2019 Tr. 278.) The engineering department

determined that there was a crack in the base of the pump that had to be fixed before Francimore's crew could install the new motor. Rather than wait for the crack to be fixed by engineering, Francimore directed his crew to refurbish an old motor so the work could be completed in a timely fashion. Francimore testified that he made the decision to direct his crew to refurbish a different part rather than wait for the fix because "[i]t needed to be done. I had to find something for [the crew] to do, that was a job that they could perform." (*Id.*) He also testified that there are times where he has had to wait for a safety permit, and rather than have the crew standby waiting for the permit, he has them perform alternative tasks, like locate material and tools or set up the area. (2019 Tr. 273-77.)

3. Superintendents, Not Foremen, Responsibly Assign and Direct Work.

Superintendents, not Foremen, are responsible for instructing the crew. For example, Francimore testified that if his crew was assigned to perform a cable pull, the manner of pulling the cable would not be included in the work package. Instead, Francimore had to use his judgment as to the best way to accomplish this. Using independent judgement and direction he would direct the crew "to set up a lay down area" or where "to set up reel jacks and axels," directions that are not found "in the work package." (2019 Tr. 287.) Even if his assigned craft workers or Foreman knew from experience how to pull cable in this manner, Francimore would provide the direction because "I'm responsible for the work and it's going to be done as I think best." (2019 Tr. 288.)

Superintendents, not Foreman, have final say on crew assignments. There are occasions where a Foreman will assign a crewmember to a job and a Superintendent will have to reassign the crewmember to another job. When making the reassignment, Francimore tells the Foreman or General Foreman to inform the crewmember(s) of the reassignment and that individual is expected to follow the direction and convey the reassignment to the craft worker. (2019 Tr. 265-67, 289, 305.)

If a Superintendent sees an error in work, he/she will instruct the Foreman to correct the error. (2019 Tr. 210, 289.) Francimore testified that there are occasions where he has detected issues with the crew's work quality and he has instructed the Foreman to redo the work in order meet Exelon's standard. (2019 Tr. 280) ("If it was just a supervisor verification, I would have – instruct the foreman to cut the lug off, re-strip it, put the new lug on and land it.")

If a job is not complete, the Superintendent instructs the Foreman to complete the tasks that have not been completed. (2019 Tr. 264.) If the crew is working too slowly, the Superintendent will tell the Foreman to motivate the crew to work faster. (2019 Tr. 279) ("Maybe your crew's taking too long for break and you might have to tell the foreman, hey, you need to get these guys moving, we need to get out in the field.")

Francimore testified that if the crew has fallen behind schedule, he will request that the Lead Superintendent provide him additional resources and that when he requests the additional resources they are provided. (2019 Tr. 263.) Francimore testified that there are other occasions when a Lead Superintendent will inform a Superintendent of an emergent job, and it is the Superintendent's responsibility to re-assign crewmembers, mid-task, to work on the emergent job. When making that reassignment decision, the Superintendent assigns the job based on which crewmember is best suited to perform the work. The Supervisor's reassignment is made without anyone else's preapproval. (2019 Tr. 265.)

4. Allied Holds Superintendents Accountable for Responsibly Assigning and Directing Work.

Allied evaluates Superintendents based on their ability to lead, coach, and ensure the safety of the crew. These evaluations are reflected in Superintendents' end of outage performance reviews. These reviews are used to determine whether Allied will rehire Superintendents and also

Superintendent compensation and promotions. (2018 Tr. 281-82; 2018 Co. Exs. 20, 21, 26; 2019 Tr. 192, 194, 332-34; 2019 Co. Exs. 11-16.)

Francimore testified that when he worked as a Lead Superintendent, he evaluated Superintendent Sean McCarthy poorly because, amongst other things, McCarthy did not provide clear expectations to his crew. (2019 Tr. 184-94; 2019 Co. Ex. 11.) Francimore testified that McCarthy “did not provide clear instruction. He did not set clear expectations on what the crew should accomplish in the shift or before break or before lunch. I felt he needed to be more assertive or more clear.” (2019 Tr. 189.) Further, he felt McCarthy needed to provide clearer instruction on “[w]hat [the crew] needed to accomplish in the timeframe, and then also, you know, how to accomplish those, those objectives.” (*Id.*) Francimore rated McCarthy “marginal” and testified that the “rating, and that would – that would play into whether I would want him hired again for my outage.” (2019 Tr. 192.)

Francimore gave Superintendent Scott Knapp a poor evaluation because Knapp “was not spending enough time with his crew and was not providing instructions. He didn’t spend enough time with them in the field. He did not provide proper oversight.” (2019 Tr. 197.) Francimore testified that it was important for Knapp to spend time with the crew because it is “[h]is job to spend time in the field with his crew, to make sure that the work is put in correctly and safely.” (*Id.*) Additionally, Knapp’s crew did not meet any scheduled deadline and “were behind schedule on every job.” (2019 Tr. 198.) Francimore held Knapp accountable for that failure and issued Knapp a “marginal” performance evaluation. (2019 Tr. 197-98; 2019 Co. Ex. 12.)

As noted above, Superintendents are responsible for verifying that work the craft has completed was completed accurately. If a Superintendent has improperly verified work, Allied will discipline the Superintendent for his or her failed oversight. (2018 Tr. 109.) Francimore

testified that if the craft incorrectly performs a job, the Company will hold the Superintendent responsible. (2019 Tr. 279-81.)

Nevin testified that the Company disciplined Superintendent Thomas Krager for failing to supervise the craft adequately. (2019 Tr. 325-27; 2019 Co. Ex. 25.) A member of Krager's crew inappropriately installed a piece of hardware causing a crack in a transmitter. While Krager did not install the hardware himself, he was responsible for the crew member's work, and signed-off on the work having been correctly completed. Nevin further testified that Krager should not have signed-off on the work when he inspected the installation and should have had the crew member correctly reinstall the hardware. As such, the Company issued Krager a written warning for "[i]nadequate supervision for allowing the installation of the incorrect component and for signing off that the work was performed appropriately." (2019 Tr. 327.)

Allied also disciplined Superintendent Alex Boehmke for failing to supervise his crew. (2019 Tr. 274-76, 327-29, 336; 2019 Co. Ex. 26.) In this instance, one of Boehmke's crew did not follow the appropriate lock out tag out procedure when the crew member plugged into a piece of equipment that had been tagged out. Allied conducted an investigation and determined that Boehmke did not adequately brief his employees because the crew did not understand the tag-out requirement. Although Boehmke did not tag out the equipment, did not plug in to the equipment, and was not present when the failure occurred, Allied issued him a written warning for the near miss and disciplined him because he was "responsible for the workers' performance that work for him." (2019 Tr. 329); (*see also* 2019 Co. Ex. 26; 2019 Tr. 275.)¹⁰

¹⁰ Francimore corroborated Nevin's account of this matter, noting that Boehmke was held responsible for the incident and was suspended for three days. (Tr. 274-75). Bizarrely, the RD discounted this example because she believed the disciplinary form was unclear about why Boehmke was disciplined. (*See* 2019 DDE, p. 18.) This makes it apparent that she ignored Nevin

5. The Union’s Witness Substantiated the Company’s Position that Superintendents Responsibly Assign and Direct Work.

The above-described Superintendent responsibilities were all corroborated by the Union. The Union’s witness, John Dickson, testified in the 2018 hearing that it is the Superintendent’s responsibility to ensure that the crew is “in the right place, working on the right piece of equipment, and it matches [the] design documents.” (2018 Tr. 500.) Dickson similarly testified that he looks at his job “as a coach” (2018 Tr. 532), ensures that the crew has not “deviated from the task” (2018 Tr. 534), and “lays out expectations” to the crew (2018 Tr. 580.)

Dickson testified that he directs the Foreman to tell the crew how and when to commence the work. When the crew gets to the jobsite he “tell[s] the Foreman: Now, this is what we’re doing. Basically it’s time to do the first step.” (2018 Tr. 501.) Dickson also testified that Superintendents tell the crew what to do once they complete a step:

Q: Do you tell the craft worker what to do next?

A: **As far as going to the next step? Sure.**

(2018 Tr. 534.) (Emphasis added.) Finally, Dickson testified:

I’m going to make sure that the crew is directed. There’s so much latitude on the job that’s not a problem at all. The crew’s got latitude to be that creative in the process of work. That’s normal. **But if you’re going to go outside of it, if you’re approaching that boundary, then I make suggestions how we’re going to proceed so that we stay within the boundaries.** That keeps us safe, that keeps us on schedule, it keeps everybody out of harm’s way, and makes sure nobody gets in trouble.

(2018 Tr. 580.) (Emphases added.)

Dickson agreed that after receiving the work package from the Planner, the work package becomes the Superintendent’s responsibility. (2018 Tr. 508.) Consistent with the work package

and Francimore’s testimony explaining same.

responsibility, Dickson confirmed it is a “supervisor’s job ... to validate the work as it’s progressing.”¹¹ If craft workers find an issue with a work package they bring it to the Superintendent’s attention and the latter’s job “to relay what was found, whatever anomaly might be there and send that situation to the path of resolution.” (2018 Tr. 446.)

Dickson testified that a Superintendent will attempt to fix the issue first before raising it to the Lead Superintendent’s attention. If the Superintendent knows how to fix the issue, the Superintendent will tell the craft how to make the fix “[a]nd then the craft will go perform that piece of work.” (2018 Tr. 536.) When the craft approaches him with an issue and do not want to proceed with the work, he will tell craft workers “No, this is perfectly within your skill level. Go ahead. We’ve got the correct material. You’ve got the correct tool.” (2018 Tr. 536.) Dickson testified that when a Superintendent sees an issue with the craft, “[y]ou give correction along the way and make sure we don’t get into a problem.” (2018 Tr. 582.) However, he confirmed that if there is a crew member that is not performing adequately, a Superintendent will go to the General Foreman and tell the General Foreman to assign a new crewmember. (2018 Tr. 579.)

Dickson also testified that Superintendents determine when the craft can stop for lunch. (2018 Tr. 587-588.) According to Dickson, Superintendents also approve the crews’ timesheets. In approving timesheets, Superintendents ensure that the appropriate individuals are being paid correctly. (2018 Tr. 577.)

Finally, Dickson testified that the Company holds Superintendents accountable the crew’s performance. The Company evaluates Superintendents on whether the craft is performing the work in a timely manner, and whether the Superintendent is ensuring the work is being done

¹¹ Dickson testified that the term terms “supervisor” and “superintendent” are used interchangeably, and that he “do[esn’t] understand them to be different.” (2018 Tr. 427.)

correctly. (2018 Tr. 578.) Dickson testified that if an error is discovered after the work was completed, and a Superintendent “signed for something that that absolutely didn’t happen, I would expect that you’re in for some type of discipline... .” (2018 Tr. 547.)

Thus, according to the Union’s own witness, Superintendents responsibly direct and assign work to their crew, and are held accountable for same.

III. ARGUMENT

A. The Board Employs Clear Standards to Determine Supervisory Status under Section 2(11) of the Act.

The Act’s definition of “employee” specifically excludes “any individual employed as a supervisor.” 29 U.S.C. §152(3). Section 2(11) defines the term “supervisor” as:

The term “supervisor” means any individual having authority, in the interest of the employer, to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees, or responsibly to direct them, or to adjust their grievances, or effectively to recommend such action, if in connection with the foregoing the exercise of such authority is not of a merely routine or clerical nature, but requires the use of independent judgment.

29 U.S.C. §152(11). Supervisory status rests on three factors: (1) whether the person has the authority to engage in any one of the twelve criteria listed in Section 2(11); (2) whether the employee holds authority in the interest of the employer; and (3) whether the exercise of such authority requires the use of independent judgment. *See NLRB v. Health Care & Retirement Corp.*, 511 U.S. 571, 573-74 (1994). Only the first and third elements are at issue in this Request for Review, as the second element is undisputedly met.

When analyzing whether an employee possesses supervisory authority, the focus is on whether the employer has vested in the individual the authority to undertake any of the supervisory responsibilities, *not on how frequently the individual exercises the authority, or if it is exercised at all.* *See Glenmark Assoc. Inc., v NLRB*, 147 F.3d 333, 339 (4th Cir. 1998) (noting that for

supervisory analysis it is not necessary that the employee at issue exercise the authority – the relevant issue is whether the authority has actually been delegated); *NLRB v. Southern Seating Co.*, 468 F.2d 1345, 1347 (4th Cir. 1972) (noting that relevant inquiry is whether the authority has been delegated not whether the authority has been utilized).

Therefore, *the existence of the requisite authority, and not its exercise, determines supervisory status under Section 2(11)*. See *Fred Meyer*, 334 NLRB 646, 649 n.8 (2001) (“The rule clearly is established in Board precedent that *possession* of authority consistent with any of the indicia of Sec. 2(11), is sufficient to establish supervisory status, even if this authority has not yet been exercised”); *Columbia Textile Svcs.*, 293 NLRB 1034, 1050 (1989) (supervisory status found where evidence established employee had authority to hire and fire despite no evidence he actually did so); *Big Rivers Electric Corp.*, 266 NLRB 380, 382 (1983) (“supervisory status is proven if the evidence establishes the existence of any one of the statutory criteria listed, regardless of the frequency of its use”).

1. Authority to engage in at least one of the twelve enumerated Supervisory criteria.

An employee must have the authority to perform at least one of the twelve enumerated duties or “effectively to recommend” such action to qualify as a supervisor under the Act. 29 U.S.C §152(11). In other words, “the supervisory definition is phrased in the disjunctive. Thus, possession of *any one indicia of supervisory status* provides a sufficient basis for finding supervisory authority.” *Northcrest Nursing Home*, 313 NLRB 491 (1993) (emphasis added).

As noted, Section 2(11)’s enumerated indicia of supervisory authority includes the authority to “assign” and to “responsibly direct” employees. Assignment references “the act of designating an employee to a place (such as a location, department or wing), appointing an employee to a time (such as a shift or overtime period) *or* giving significant overall duties, i.e.

tasks, to an employee.” *Oakwood Healthcare*, 348 NLRB 686, 689 (2006) (emphasis added). A party demonstrates that an alleged supervisor holds the right to assign employees and is a supervisor under the Act “[i]f [the alleged supervisor] has men under him, and if that person decides what job shall be undertaken next or who shall do it ... provided that the direction is both ‘responsible’ and carried out with independent judgment.” *See Golden Crest Healthcare Center*, 348 NLRB 727, 730 (2006). In *Golden Crest*, the Board found responsible direction where the supervisors oversaw the job performance of the employees, acted to correct the employees’ job performance, and assigned the employees to perform tasks the supervisor determined were necessary. *See id.* at 730.

Responsible direction requires that “the person directing and performing the oversight of the employee must be accountable for the performance of the task by the other, such that some adverse consequence may befall the one providing the oversight if the tasks performed by the employee are not performed properly.” *Oakwood Healthcare*, 348 NLRB at 692. To establish accountability, the proponent is required to demonstrate “that the employer delegated to the putative supervisor the authority to direct the work and the authority to take corrective action, if necessary. It also must be shown that there is a *prospect* of adverse consequences for the putative supervisor if he/she does not take these steps.” *Id.* A showing of accountability for purposes of responsible direction requires only a showing of “a *prospect* of consequences.” *Golden Crest*, 348 NLRB at 731 (emphasis supplied).

2. The exercise of Supervisory authority should involve the use of independent judgment.

Finally, the employee’s exercise of authority must utilize independent discretion and judgment and not be merely routine or clerical in nature. *See* 29 U.S.C §152(11). In *NLRB v. Kentucky River Community Care, Inc.*, 532 U.S. 706 (2001), the Supreme Court allowed that “the

statutory term ‘independent judgment’ is ambiguous with respect to the degree [not what kind] of discretion required for supervisory status.” *Id.* at 713. Subsequently, the Board clarified the meaning of “independent judgment” in *Oakwood Healthcare, Inc.*, 348 NLRB at 693. There, the Board provided that, at a minimum, a person must “act, or effectively recommend action, free of the control of others and form an opinion or evaluation by discerning and comparing data.” *Id.* However, judgments are not independent if the judgment is “dictated or controlled by detailed instructions, whether set forth in company policies or rules, the verbal instructions of a higher authority, or in the provisions of a collective-bargaining agreement.” *Id.* (citing *Dynamic Science, Inc.*, 334 NLRB 391 (2001)). That being said, “the mere existence of company policies does not eliminate independent judgment from decision-making if the policies allow for discretionary choices.” *Oakwood Healthcare*, 348 NLRB at 693 (citing *NLRB v. Quinnipiac College*, 256 F.3d 68, 78 (2d Cir. 2001)).

Independent judgment is demonstrated through prioritization and decision-making with respect to the work assigned, including where alleged supervisors rely on knowledge, experience, and judgment when prioritizing or making assignments. *See Entergy Mississippi, Inc.*, 367 NLRB No. 109 (Mar. 21, 2019), *aff’d sub nom. Intl. Bhd. of Elec. Workers, Afl-CIO, CLC, Local Unions 605 and 985 v Natl. Labor Relations Bd.*, 973 F.3d 451 (5th Cir. 2020) (finding dispatchers for electric utility were supervisors where they had “broad discretionary authority” to prioritize assignment and reassignment of employees); *see also The Arc of South Norfolk*, 368 NLRB No. 32 (Jul. 31, 2019) (finding program coordinators for human services agency were supervisors where they assigned and reassigned clients to case managers).

In *Entergy*, the sole question before the Board was whether there was sufficient evidence that dispatchers used independent judgment when assigning utility employees to respond to

outages. *See Entergy*, 367 NLRB No. 109 at *3. After reciting the *Oakwood* standard discussed above, the Board determined that dispatchers were supervisors because of the range of factors they consider when prioritizing the utility’s response to a power outage. *See id.* The dispatchers at issue relied on knowledge, experience, and judgment, to prioritize what work was performed, and which field employees to assign to perform the work. *See id.* The Board concluded the dispatchers were supervisors because their prioritization was “free from the control of others ... not dictated or controlled by detailed instructions.” *Id.*

Similarly, in *Arc of South Norfolk*, the Board conducted a detailed review of the Acting Regional Director’s determination that testimony regarding supervisory authority of alleged supervisory program coordinators was “conclusory.” *Arc of South Norfolk*, 368 NLRB No. 32 at *2. The Acting Regional Director’s decision was based on his finding that there was insufficient evidence of the factors program coordinators consider when assigning caseloads. *See id.* On review, the Board highlighted testimony that program managers “look at the whole person, to look at the individual holistically and look at their interest, their capabilities, how they would respond to a particular staff person,” when assigning clients. *Id.* In light of this testimony the Board concluded that “Program Coordinators do not simply assign new clients to any Case Manager who is available, or to the Case Manager with the smallest caseload ... [r]ather ... Program Coordinators engage in a more substantive analysis – the nuanced question of which Case Manager has the best ‘fit’ or ‘chemistry’ with a client” *Id.* at *4. The Board concluded that the program managers were supervisors because they “consider[ed] the individual strengths and weaknesses of the Case Managers” when making assignments. *Id.*

B. The Regional Director Departed From Board Precedent and Erred on Substantial Factual Issues in a Manner Prejudicial To Allied Regarding the Supervisory Status of Lead Electrical Planners.

1. The Regional Director made Erroneous Findings on Substantial Factual Issues Concerning Meyer’s Job Classification and the Import of his Testimony at the 2019 Hearing.

The decision to reject Meyer’s testimony rests on semantics. The RD concluded that Meyer is a “Work Planner Lead,” which “is not a classification contained in the petitioned for unit,” and on that basis found that Meyer’s testimony is “irrelevant as to the supervisory status of the lead electrical planners.” (2019 DDE, p. 11.) This determination ignores the record evidence, as well as the parties’ interchangeable use of different job classification titles for the same jobs across the two years of testimony.

The 2018 Transcript is replete with alternative terms to define the Lead Electrical Planner role – *including Lead Work Planner*, the title Ed Meyer holds. While the parties also used the title “lead electrical planner,” that was by no means the exclusive way the parties referred to the position. (2018 Tr. 16-18.) The parties agreed at the outset of the 2018 Hearing to refer to the job and responsibilities of the Lead Electrical Planner simply as “lead planner.” (2018 Tr. 23-24.) Throughout the 2018 Hearing, however, the parties used a variety of titles, including:

- “Work planner electrical leads” (2018 Co. Ex. 5); (2018 Tr. 56-57);
- “Work Planner Lead EL” (2018 Co. Ex. 5); (2018 Tr. 72);
- “Lead work planner” (2018 Co. Ex. 5); (2018 Tr. 72); and
- “Electrical lead planner” (2018 Tr. 160-61).

The loose terminology used to describe the Lead Electrical Planner position carried into the 2018 DDE, as well, where despite defining the position as “lead planner,” the Regional Director herself

used varied labels for the role including “lead work planner” – the title Ed Meyer holds. (2018 DDE, p. 5.)

On the basis of the varied nomenclature at the prior hearing, at the start of the 2019 Hearing, the Parties recognized that the job titles employed in the Petition were “functional,” and some had changed in the Employer’s internal systems. (2019 Tr. 23-24.) As such, the RD’s rote application of terminology is clearly misplaced, and caused her to ignore Meyer’s specific examples of supervisory duties of the Lead Electrical Planner function. The RD conceded the “detailed testimony in the record from Edward Meyer,” and then used a false construct to ignore it.

The RD deemed Meyer’s testimony irrelevant because “lead electrical planners do not report to him and [he] is unfamiliar with the title of lead electrical planners.” (2019 DDE, p. 11.) This determination overlooks a critical truth: Lead Electrical Planners do not report to Meyer because as Lead Work Planner *he serves as the Lead Electrical Planner at the Braidwood site*. Meyer is “unfamiliar” with the title because he calls it “Lead Work Planner” and, as the above record evidence makes clear – this titular distinction is one without a difference.

Nevin, who has responsibility across Allied’s sites, testified that a “senior planner’s” job duties are the same as a “lead electrical planner,” and that Meyer’s testimony with respect to electrical work described the duties of a Lead Electrical Planner. (2019 Tr. 323-24, 331.) However, as the sole lead of any planner discipline at the Braidwood site, Meyer also has mechanical and civil responsibilities, which is why his title is broader. (2019 Tr. 330-32.) Meyer also testified that he “wears the hat” of Lead Electrical Planner when reviewing and approving electrical packages, and when he assigns and directs the work of Planners. (2019 Tr. 148.) Similarly, Meyer recounted that no Lead Electrical Planner has ever reported to him which, of course, makes sense because Lead Electrical Planners report to the Work Control Superintendent,

a position Meyer has never held. (2019 Tr. 148.)

Moreover, despite confusion regarding Meyer's job title, and how that title related to the Lead Electrical Planner role, Meyer worked for years as a Lead Electrical Planner, and was competent to testify regarding the duties of the position. The bottom line is that the RD took one exchange with Meyer, ignored the overwhelming record evidence contextualizing or contradicting it, and reached an erroneous factual conclusion as a result.¹² This is reversible error. *Entergy Mississippi v. NLRB*, 810 F.3d 287, 297-98 (5th Cir. 2015) (a decision of the Board that ignores a portion of the record cannot survive review . . . the Board ignored significant portions of the record that show how dispatchers arguably exercise independent judgment when deciding how to allocate field workers).

2. The Regional Director Ignored Substantial Factual Testimony Regarding the Supervisory Status of Lead Electrical Planners at the 2018 and 2019 Hearings.

Nevin and Thorson testified concerning the responsibilities and expectations of Lead Electrical Planners at the 2018 Hearing. Nevin and Thorson had adequate foundation for their testimony, and explained Lead Electrical Planners' right and responsibility to direct and assign subordinates, and testified in detail regarding their independent workflow determinations and prioritization of assignments. (2018 Co. Ex. 5; 2018 Tr. 77-78, 81-82, 354-55, 358-62.)

Nevin detailed the important role Lead Electrical Planners play in Allied's hierarchy at any jobsite. (2018 Co. Ex. 1; 2018 Tr. 40-41, 47-49, 53, 56-58.). In the 2018 DDE, the RD incorrectly found there was insufficient evidence to establish Lead Electrical Planners engaged in the various supervisory functions detailed by Nevin and Thorson, including "distributions of work [] or the

¹² As noted above, even if the Board adopted the Regional Director's faulty logic, the Company's 2018 evidence, on its own, establishes that Lead Electrical Planners are supervisors.

factors considered in making such distributions of work,” and “evidence demonstrating that lead electrical planners are held accountable for the work performance of [subordinate employees].” (2018 DDE, p. 12, 14.)

Allied’s 2018 evidence, on its own, establishes that Lead Electrical Planners are supervisors under the Act. The Company’s evidence sufficiently established that Lead Electrical Planners have been vested with the authority to responsibly assign and direct Planners and are held accountable for that responsibility. While Allied believes the 2018 record was sufficient on the question, any doubts were erased by the 2019 record, in which Meyer testified about the job duties of Lead Electrical Planner and the role the position plays in Allied’s organizational structure. (2019 Tr. 41, 51, 54-57, 59-63, 66, 148.) Meyer provided a detailed explanation of the steps he takes to assign work orders, as well as the discretion he uses when assigning them. (2019 Tr. 54-57, 66-69.) Meyer also explained the substance of management-level meetings he attends on a daily basis, and how the information he obtains at those meetings impacts the manner in which he assigns and reassigns work. (2019 Tr. 59-63.)

Meyer also testified about specific performance evaluations he has completed for Planners, the impact those evaluations have on the reviews, and the impact the Planners’ performance has on his own employment. (2019 Co. Exs. 3, 4, 5, 7; 2019 Tr. 97-100, 105, 119-21, 128-31.) Despite Meyer’s detailed testimony, the 2019 DDE parrots the 2018 DDE conclusions regarding direction and assignment, seemingly ignoring the new record evidence altogether. (2019 DDE, p. 11.) Again, a decision reflecting such selective citation of the record cannot stand. *Lakeland Health Care Associates, LLC v. NLRB*, 696 F.3d, 1332, 1339 (11th Cir. 2012) (Board’s conclusion that putative supervisors do not exercise independent judgment “cannot be squared with the record as a whole” and “disregards compelling and uncontradicted evidence to the contrary”).

3. The Regional Director Departed from Officially Reported Board Precedent because she Ignored the Weight of Meyer’s Testimony which Demonstrates that Lead Electrical Planners are 2(11) Supervisors.

The record establishes that Lead Electrical Planners assign and responsibly direct the performance of Planners using independent judgment. The Region’s dismissal of this testimony is a departure from controlling precedent. In *Kentucky River*, the Supreme Court rejected the Board’s position that judgment based on an employee’s professional or technical qualifications and experience is not “independent” and expressly rejected the Board’s holding in *Providence Hospital*, 320 NLRB 717, 729 (1986) that “Section 2(11) supervisory authority does not include the authority of an employee to direct another to perform discrete tasks stemming from the directing employee’s experience, skills, training or position.” The Court dismissed the Board’s distinction that the source of the judgment determines whether it’s independent. 532 U.S. 714-715. The Region should have followed *Kentucky River*, and should not have discounted Meyer’s independent discretion and judgment in both (a) dividing the work assignments up into assignable parcels, and (b) his judgment in matching the right parcel of work with the right planner, based on his professional and technical expertise.

Meyer’s testimony (*Supra*, Section E) makes it clear that he responsibly assigns and directs the work of Planners, and he is held accountable for same. Meyer gave specific examples of judgment calls he makes not only in parceling out “work packages,” but then which planners are assigned to which parts of the work package, based on his judgment on skills and ability. This is the type of authority the Board has found sufficient to establish supervisory status. *See The Arc of South Norfolk, supra* (finding supervisory status because the purported supervisor “look[ed] at the individual holistically and look[ed] at their interest, their capabilities, how they would respond”). In addition, Meyer conducted performance reviews that directly affected the amount of salary increase a planner might receive. (2019 Co. Exs. 4, 5; 2019 Tr. 105-112, 332-34.); *See Wal-Mart*

Stores, 335 NLRB 1310 (2001) (department manager was a supervisor because there was a “direct link” between his employee appraisal ratings and employee pay increases); *Trevilla of Golden Valley*, 330 NLRB 1377 (2000) (finding LPNs were supervisors due to “direct linkage” between evaluations and merit increases); *Bayou Manor Health Center*, 311 NLRB 955 (1993) (finding LPNs were supervisors where there was a “direct correlation” between evaluation scores and merit increase). Finally, Meyer himself is held accountable for the performance of his planners because he is rated on the quality of the work packages the planners under him create. (2019 Co. Ex. 8; 2019 Tr. 128-31.); *See Croft Metals, Inc.*, 348 NLRB 717, 722 (2006) (“accountability” was present where alleged supervisors were disciplined for subordinates’ failure to meet production targets.)

Against this backdrop the RD clearly erred by determining that “the evidence presented [regarding Lead Electrical Planners] does not explain how [] distributions of work are made or the factors considered in making such distributions of work.” (2019 DDE, p. 11.) The range of individual factors Meyer employs, and the manner in which he employs them, mirror the independent judgment used by the supervisory employees in *Entergy* and *Arc of South Norfolk*. Accordingly, the Region’s decision on the supervisory status of Lead Electrical Planners is clearly erroneous and prejudiced Allied as a result.

C. The Regional Director Departed from Board Precedent and Erred on Substantial Factual Issues in a Manner Prejudicial to Allied Regarding the Supervisory Status of Superintendents.

Superintendents assign and responsibly direct the work of the craft, and use independent judgment in doing so. As the Company did for Lead Electrical Planners, at the 2018 Hearing, Allied presented testimony regarding Superintendents’ responsibilities from Nevin and Thorson. Despite testimony drawn from their direct operational knowledge, the RD incorrectly found their statements conclusory, and determined the Employer failed to carry its burden to demonstrate

Superintendents are accountable for their subordinates or exercise independent judgment. (2018 DDE, p. 12-14.) Moreover, the RD completely ignored the testimony of Union witness Dickson who, as highlighted above, consistently testified that Superintendents responsibly assign and direct the craft workers.

In response to the RD's misguided criticisms, at the 2019 Hearing, Allied provided specific examples on the relevant supervisory indicia from Francimore, who both worked as a Superintendent, and a Lead Superintendent supervising the former.

The RD correctly credited Francimore's testimony as to the 2(11) status of Lead Superintendents, but failed to adequately analyze his testimony regarding Superintendents' supervisory authority. In doing so, the RD overlooked the overwhelming evidence establishing supervisory status, instead taking a tortured view of the record evidence and cherry picking testimonial outliers. In effect, the RD held the Employer to a standard that could rarely, if ever, be satisfied.

1. The Regional Director Ignored Substantial Factual Testimony by the Union's Witness Regarding the Supervisory Status of Superintendents at the 2018 Hearing.

As described in Point II(F)(5) above, one need look no further than John Dickson's 2018 testimony to establish that Superintendents responsibly assign and direct the craft. The following testimony is fatal to the Union's position that Superintendents do not responsibly assign and direct the craft:

By being in the field with the craft and observing because that's the role we have. We're in the role of observers. ... You want to make sure, here's your pathway and **I'm going to make sure that the crew is directed.** There's so much latitude on the job that's not a problem at all. The crew's got latitude to be that creative in the process of work. That's normal. **But if you're going to go outside of it, if you're approaching that boundary, then I make suggestions how we're going to proceed so that we stay within the boundaries.** That keeps us safe, that keeps us on schedule, it

keeps everybody out of harm's way, and makes sure nobody gets in trouble.

(2018 Tr. 580.) (Emphases added.) The RD failed to acknowledge this conclusive testimony in either DDE.

Dickson's testified that he views Superintendents as **coaches**:

Oversight. It's the craft – you know, you connect everything. **I try to look at it as a coach** at the worst, and then oversight maybe at the best. ... So **coaching** is a lot of times you have, you know, need a little help with understanding what the – how the work will be performed, or something like that. **You coach them through the process.**

(2018 Tr. 532.) (Emphases added.) The RD failed to acknowledge this conclusive testimony in either DDE.

There could not be a more supervisory position in a work environment than a coach. Dickson's coaching analogy was not mere hyperbole, as discussed below, he provided concrete evidence explaining why Superintendents are coaches.

Much like coaches do not strap on pads and hit someone – that is the players' responsibility – Dickson testified that Superintendents do not "handle the parts or the tools" – that is the crafts' responsibility. (2018 Tr. 498.) Additionally, just like coaches, Superintendents set the crews' schedule. Dickson testified that Superintendents determine when the craft can stop for lunch and approve crew members' timesheets to ensure that they are being paid correctly. (2018 Tr. 577, 587-588.) The RD failed to acknowledge this conclusive testimony in either DDE.

Similarly, coaches call plays, not players. According to Dickson, Superintendents call all the plays. Dickson testified that when the crew gets to the jobsite he "tell[s] the Forman: Now, this is what we're doing. Basically it's time to do the first step." (2018 Tr. 501.) Much like players rely on coaches to provide instruction, the crew relies on Superintendents to provide direction. Dickson's testimony reveals that Superintendents have a "discretionary choice" in

advancing the work, clearly establishing supervisory status. *See Oakwood Healthcare*, 348 NLRB at 693.

Dickson further testified:

I watch the work in progress making sure that they're conforming to procedures. I mean all the safety aspects, that they're working on the thing that they're supposed to be working on. That they haven't deviated from the task or the stuff at hand.

(2018 Tr. 534.) If the craft workers are not “conforming to procedures” or not working on the thing that they're supposed to be working on” or have “deviated from the task” Dickson testified that it is the Superintendent's job to ensure that the crew is “in the right place, working on the right piece of equipment...” (2018 Tr. 500.) The RD failed to acknowledge this conclusive testimony in either DDE.

Superintendents make “mid-game adjustments” on the fly using their independent judgment and discretion. If craft workers find an issue with a work package, they bring it to the Superintendent's attention and, according to Dickson, it is the Superintendent's job “to relay what was found, whatever anomaly might be there and send that situation to the path of resolution.” (2018 Tr. 446.) Per Dickson, “the path of resolution” runs through the Superintendent – who will tell the craft how to make the fix “[a]nd then the craft will go perform that piece of work.” (2018 Tr. 536.) Additionally, there are times that craft workers tell Superintendents that they cannot perform the work. Dickson testified that it is a Superintendent's responsibility to know crew members' skillsets, and has told the crew “No, this is perfectly **within your skill level**. Go ahead. We've got the correct material. You've got the correct tool.” (2018 Tr. 536.) (Emphasis added.) If he has an issue with a particular crew member, he will have the crew member reassigned. (2018 Tr. 579.) This is the type of “broad discretionary authority” the Board found in *Entergy, supra*,

that confers supervisory status. The RD failed to acknowledge this conclusive testimony in either DDE.

Finally, just like coaches, Superintendents are evaluated on how their crew performs. Dickson testified that the Company evaluates Superintendents on whether the craft is performing the work in a timely manner, and whether the Superintendent is insuring the work is being done correctly. (2018 Tr. 578.) Dickson conceded that Superintendents are held accountable for the performance of those they supervise, noting that if an error is discovered after the crew completes the work, and a Superintendent “signed for something that that absolutely didn’t happen, I would expect that you’re in for some type of discipline...” (2018 Tr. 547.) Dickson’s expectation of discipline, of course, undeniably supports supervisory status. *See Golden Crest*, 348 NLRB at 731 (A showing of accountability for purposes of responsible direction requires only a showing of “a *prospect* of consequences”).

As highlighted, the RD clearly erred on this factual issue by ignoring this testimony in support of the Employer’s position.

2. The Regional Director Ignored Substantial Factual Testimony by Allied’s Witnesses Regarding the Supervisory Status of Superintendents at the 2018 Hearing.

At the 2018 hearing, Nevin and Thorson testified consistently with Dickson regarding Superintendents’ supervisory responsibilities. Nevin and Thorson testified that a Superintendent’s primary responsibility is to direct craft workers: (1) Superintendents are responsible for productivity; (2) the Company relies on Superintendents to make sure that work is being completed on schedule; and (3) Superintendents are required to make sure that craft workers do not take early breaks, long lunches, or leave early. (2018 Tr. 45, 187, 208, 580-82.)

Nevin and Thorson also testified that during the pre-job meeting Superintendents will assign specific workers to perform specific tasks based on the Superintendent’s knowledge of the

workers' skills and abilities. (2018 Tr. 114-16, 252-53.) Additionally, only Superintendents are authorized to certify that work is ready to commence, and no one within the craft is permitted to certify the same. (2018 Tr. 188-89; 2018 Co. Ex. 17.)

Relatedly, Nevin and Thorson both Agreed with Dickson that, as work progresses, Superintendents are responsible for signing off on "Supervisor Holds" and the craft cannot proceed to the next step in the work package until a Superintendent verifies the crafts' work. (2018 Tr. 309; 2018 Co. Ex. 29.) If the Superintendent determines the work was performed incorrectly, he directs the craft to correct the work. (2018 Tr. 118-19, 141-42; 2018 Co. Ex. 13.)

Similarly, like Dickson, Nevin and Thorson testified that it is a Superintendent's responsibility to determine the number of hours a craft worker will work on a daily basis and that they also sign and approve the crafts' timecards. (2018 Tr. 251; 2018 Co. Ex. 31.)

Finally, like Dickson, Nevin and Thorson testified that (1) the Company evaluates Superintendents based on their ability to lead, coach, and ensure the safety of the crew; (2) the evaluations are reflected in end of outage performance reviews; and (3) performance reviews are used to determine whether the Allied will rehire Superintendents and also their compensation and promotions. (2018 Tr. 281-82; 2018 Co. Exs. 20, 21, 26.)

The RD chose to ignore Nevin and Thorson's testimony, instead claiming that Allied presented "conclusory statements" and no direct evidence. While disagreeing with the RD's conclusion, Allied addressed this alleged failure directly at the 2019 Hearing with John Francimore's testimony.

3. The Regional Director Ignored Substantial Factual Testimony by Allied's Witnesses Regarding the Supervisory Status of Superintendents at the 2019 Hearing.

At the 2019 Hearing, Nevin and Francimore provided specific examples of Superintendents responsibly assigning and directing work, and being held accountable for same. Just like Dickson

testified that he when assigning work he will tell craft workers that the work is “within your skill level,” Francimore testified that “[w]hen assigning workers to particular components of the job, [Superintendents] **take into consideration what the worker’s skillset** is that they had previously performed the job.” (2019 Tr. 191.) (Emphasis added.) Francimore evaluates not only the craft workers’ skillset for a given job, but also individualized characteristics of the employee, and whether it is safe for him or her to perform the task at hand. *Supra*, Section (F)(2-3). Based on this testimony, it is clear, a Superintendent’s assignment is not a rote task, rather it requires a “substantive analysis” and consideration of “a range of factors” that are indicative of supervisory status. *See Entergy, supra; Arc of South, supra.*

Francimore, like Dickson, also testified that Superintendents responsibly direct the crew. However, unlike Dickson, and taking into consideration the RD’s claim that Allied failed to provide specifics at the 2018 Hearing, Francimore provided concrete testimony of that direction. *Supra*, Point II(F)(2-3).

Francimore’s testimony concerning his impromptu re-assignment of tasks in the face of a broken piece of equipment evidences discretion and judgment. He could have waited for others to fix the problem, but, on his own accord, he directed his crew to the fix the problem in a manner he deemed suitable. There could not be a clearer example of a Superintendent using independent discretion and judgment to direct subordinates than this scenario. *See NLRB v. Prime Energy Limited Partnership*, 224 F.3d. 206, 211 (3d Cir. 2000) (shift supervisors at a cogeneration plant who “weighed the relative urgency of the immediate and unforeseen problems and directed Plant Operators to undertake necessary tasks” exercised independent judgment). Just like the dispatchers in *Entergy*, who the Board found were supervisors because they were “free from the

control of others ... not dictated or controlled by detailed instructions,” neither was Francimore. Unsurprisingly, the 2019 DDE did not address this dispositive example.

Notably, the Union did not cross-examine Francimore on either this, or any of the other specific examples he gave. Nor did they offer a witness to dispute the facts.¹³ As such, all of Francimore’s examples became undisputed evidence that the RD ignored.

In contrast, the Union cross-examined Francimore to attempt to obtain his agreement that Foremen, not Superintendents, direct the craft. Francimore disagreed: “I’m responsible for the work and it’s going to be done as I think best.”¹⁴ (2019 Tr. 288.) Relatedly, Francimore testified that if a Superintendent sees an error in work, he will instruct the Foreman to correct the error and the Foreman is expected to comply. (2019 Tr. 210, 280.) He also “fairly often” reassigned employees from tasks the foreman had given, based on his judgment that the foreman’s assignment was improper. (2019 Tr. 266.)

Finally, like Dickson, Francimore and Nevin testified that Allied holds Superintendents, not Foremen, responsible for the performance of the craft that they supervise. Francimore testified that when he worked in the role as a Lead Superintendent, he provided poor evaluations to Superintendents Sean McCarthy and Scott Knapp because they “did not provide clear instruction,” “did not set clear expectations on what the crew should accomplish in the shift or before break or before lunch,” were “not spending enough time with [the] crew” and “did not provide proper oversight.” (2019 Tr. 189, 197; *see also* 2019 Co. Exs. 11, 12.) Ignoring *Oakwood Healthcare, supra*, the 2019 DDE failed to acknowledge Francimore’s testimony that he held Superintendent’s

¹³ Critically, Dickson was present at the 2019 Hearing and could have disputed Francimore’s testimony. But, a comparison of Dickson’s 2018 testimony and Francimore’s 2019 testimony shows that they were largely in agreement on the duties of Superintendents.

¹⁴ As described below, Dickson testified similarly.

accountable for their failures in assigning and directing the crew. The RD's failure to address this testimony is shocking. Allied presented a witness who provided specific examples as to why he held Superintendents accountable for their failure to direct and assign the craft, and the examples were not even acknowledged.

The RD also bent over backwards to dispense with the Company's evidence concerning Superintendent discipline received due to errors committed by their crews. According to the 2019 DDE, the Company's evidence on the discipline of Superintendent Thomas Krager was insufficient because "a review of Krager's discipline indicates that Krager was disciplined for his own misconduct. The "Discipline Basis" states Krager 'incorrectly signed off on a work step.' There is no mention in the discipline that Krager was disciplined for failure to supervise." (2019 DDE, p. 18.) But Nevin testified that Krager was disciplined for "inadequate supervision" because the craft worker made the error and Krager did not catch it. (2019 Tr. 326-27.)

As for the Boehmke discipline, the RD found "[w]hile Employer introduced the disciplinary action form into the record, it failed to include the notes and statements referenced on the form. ... Without the notes and statements referenced, it remains unclear if Boehmke was disciplined for failure to supervise his craft member." This is absurd. Francimore, who personally participated in the review board regarding the incident, testified that Boehmke was disciplined because an electrician under his supervision was hurt. (2019 Tr. 274-75.) Nevin testified that Boehmke did not commit the safety violation in question, but was disciplined as being the responsible Superintendent. (2019 Tr. 328-329.)

The RD criticized these examples as insufficiently specific – which leads one to wonder what kinds of examples would ever suffice. Based on the RD's logic, only documents are sufficient to establish a position and testimony is meaningless. This is a preposterous outcome

and turns Board precedent on its head. Although “paper” evidence may be insufficient standing alone to support a finding of supervisory status, “written policies, job descriptions, performance evaluations, and the like, **when corroborated by live testimony** or other evidence, are obviously relevant to the issue of responsible direction.” *See NLRB v. Southern Co. Seating*, 468 F.2d 1345 (4th Cir. 1972) (emphasis added).

Allied used Nevin’s and Francimore’s “live testimony” to complete the record establishing that Kraeger and Boehmke were disciplined for their failed supervision. The Union failed to rebut both Company witnesses’ testimony. The RD’s analysis of this issue is contrary to the law and evidence at the hearing, and should be rejected.

The RD also clearly erred in equating Superintendents to Foremen and General Foremen. The thrust of the RD’s position is that (1) the three roles are essentially the same; (2) that there is no hierarchy between the positions; and (3) the General Foreman has significantly more responsibility than what his duties actually entail. The Region’s position is without support in the record. The RD honed in on a line of 2018 testimony where, according to the 2019 DDE, Thorson “testified that the relationship between electrical superintendents and general foremen was not hierarchal, but rather the general foreman would be ‘dotted line off to the side of the electrical superintendents’ on an organizational chart.” (*See* 2019 DDE, pp. 16, 19.) While the 2019 DDE does not provide a pin cite to any of the 5 days’ worth of testimony or 1,000 pages worth of transcripts, Thorson made the “dotted line” statement on two occasions at the 2018 Hearing. On both occasions, Thorson clearly testified that the General Foreman really interfaced with the Lead Superintendent, not the Superintendents.

First, Thorson testified in the following manner.

Q: Okay, so -- so how could all of those Superintendents be over a General Foreman and the hierarchy is what I am kind of struggling to get?

...

A: The General Foreman, he's -- he's not a layer, necessarily to -- the Superintendent doesn't go to the General Foreman to tell the Foreman and the workers what to do. ... He is kind of a dotted line off to the side of the Superintendents. **He really works more hand in hand with the Lead** to -- to run down any safety concerns or making sure that people are trained on what the PPE requirements are for SA129. They ensure that the timesheets helps with making sure that the timesheets are filled out, and sometimes has to help with what we have is Fitness for Duty. He may help with coordinating where the folks are. ... He also helps with the Lead on -- when he lays out the work assignments for the day, and we have established crews, he helps maintain continuity with people with their required days off to -- so we are not -- so we are not scattering crews with different projects, so they lose that continuity of what they've already learned so far for efficiency purposes.

Q: Okay. So a General Foreman is more akin to the Electrical Lead?

A: He supports the Electrical Lead. He doesn't do any directing.

Q: The General Foreman doesn't do directing?

A: **No.**

(2018 Tr. 390-391.) (Emphases added.) While Thorson does reference a dotted line to the Superintendent, the full transcript clearly establishes that the thrust of his testimony is that the General Foreman works in partnership with the Lead Superintendent.

Later in his testimony, Thorson again made reference to a "dotted line":

A: The general foreman, he works almost as **a dotted line across from the lead to where he helps -- the lead** will help identify who he wants on the crews and the general foreman will help maintain that continuity from shift-to-shift. He'll work through the required days off with the lead. He'll pick up any tools or odds and ends stuff that may be needed in order to support something. He helps with making sure that the trainings for SAA-129, which is an Exelon procedure on electrical safety, being sure that everybody that

is required to have that has had that training. He keeps of record -- I guess where I'm going, he does a lot of administrative duties. Timesheets is another one and presents those. That's some of the duties and roles and responsibilities of a general foreman.

Q: It sounds fairly administrative.

A: Yes.

(2018 Tr. 595-96.) Thorson testified consistently as to the administrative nature of a General Foreman's duties, but this time says that the "dotted line" is with the Lead Superintendent, not the Superintendent. Ultimately, it is immaterial whether Thorson believes that the "dotted line" is with Superintendents or Lead Superintendents. Thorson clearly testified that General Foreman perform an administrative function and are not involved in directing the craft. (2018 Tr. 391.)

The RD also claims that Thorson testified that "General foreman can essentially fill in for the electrical superintendent if he or she has to go to another job" and that Francimore testified that the Lead Superintendent "would give instructions to the electrical superintendent or general foreman and they in turn would instruct the crew." (2019 DDE, pp. 16, 18, 19.) Neither statement is accurate.

Without the benefit of a pin cite, it is difficult to determine the source of the RD's cite attributed to Thorson. The transcript reveals no such testimony. Instead, in 2018 Nevin testified that when the Company cannot fill its Superintendent positions it will hire a General Foreman out of the bargaining unit to perform the Superintendent role. The General Foreman is still covered by the collective bargaining agreement, but performs Superintendent work, and will return to the bargaining unit role when the work is complete. (2018 Tr. 171, 183.)

Similarly, the transcript reveals no such testimony by Francimore stating that as a Lead Superintendent he would give instructions to a General Foreman "and they in turn would instruct the crew." Rather, the witnesses consistently testified that Superintendents provide direction to

Foremen, and Foremen instruct the craft based on the Superintendent's direction. (2019 Tr. 261) (Francimore testifying that he assigns work to the Foreman); (2018 Tr. 501) (Dickson testifying that Superintendents assign work to the Foreman.)

According to the RD, Dickson testified that after the pre-job brief, he "would tell the general foreman that it was time to start the first steps of the job. The general foreman would tell the foreman that it was time to do the first step and the foreman he (sic) would then direct his crew." (2019 DDE, p. 16.) This does not accurately recap Dickson's testimony; Dickson actually testified that after the pre-job brief, "**I tell the Forman: Now, this is what we're doing. Basically it's time to do the first step.**" (2018 Tr. 501.) (Emphasis added.) Relatedly, the RD claimed "Dickson testified that as an electrical superintendent he never assigned work to foreman or craft workers." (2019 DDE, pp. 16, 18, 19.) This statement is obviously wrong.

The evidentiary testimony is clear, General Foreman are administrative personnel that help Lead Superintendents monitor the craft and are not involved in instructing the craft. Similarly, Superintendents oversee Foreman who in turn assist the Superintendents in directing the craft. Accordingly, the RD's findings on the interplay between the classifications are not supported by the factual record, a record that clearly establishes that Superintendents – not Foremen nor General Foremen – responsibly assign and direct the craft.

D. The Regional Director's determination that the Company Provided Insufficient Evidence that Superintendents Assign Craft Employees departs from Board Precedent.

The RD claimed that Allied failed to establish Superintendents assign the crew because "Francimore testified as to hypotheticals rather than provide actual examples." As provided in Point III(C)(3) above, this statement is inaccurate – Francimore provided actual, as opposed to hypothetical, examples. In any event, the Region's analysis departs from officially reported Board precedent.

The RD ignored *Fred Meyer*, *Columbia Textile*, and *Big Rivers Electrical*, *supra*, when she characterized Francimore's examples of situations where a Superintendent is expected to exercise discretion and judgment with respect to direction and assignment as "hypothetical." Each of those cases hold that the existence of the requisite authority, and not its exercise, determines supervisory status. In other words, Board precedent provides for the use of "hypothetical" scenarios based on actual retained discretion to support supervisory status.

In any event, Francimore provided actual examples that fall neatly into recent Board decisions finding supervisory status. In *Arc of South Norfolk*, *supra*, the Board found that the Acting Regional Director committed reversible error because, among other things, the ARD found the employer's evidence "'conclusory' because it did not provide specific examples of the factors ... take[n] into account when assigning" work. The Board held that this was in error because the ARD overlooked testimony that the supervisors "consider[ed] the individual strengths and weaknesses" when making assignments.

As described above, Francimore testified that he takes into consideration the individual strengths and weaknesses of the craft when assigning work. Much like the *Arc of South Norfolk* supervisors, Francimore testified as to specific examples of judgment he exercised both assigning work, and re-assigning work, either in response to unanticipated or emergency situations, or other situations where they feel safety is implicated. Francimore, like Dickson, testified that he considers the crewmembers individual strengths and weaknesses when making the assignment or reassignment. (2019 Tr. 191.) Francimore's testimony is identical to testimony the Board has previously found supportive of supervisory status. Accordingly, the RD committed reversible error.

E. The Regional Director’s Decision to Deny the Parties’ Joint Request for Post-Hearing Briefing Resulted in Prejudicial Error to the Employer and Petitioner Alike.

At the conclusion of the 2019 Hearing, the parties jointly requested the opportunity to prepare post-hearing briefing pursuant to Section 102.66(h) of the Board’s Rules and Regulations. The parties explained that it would be very difficult to concisely and expediently put together a closing argument summarizing the specific evidence and examples cited to by the witnesses. As the parties emphasized, this was not a case where the 2(11) supervisory argument was being made as to one or two voters. Post-hearing briefing was also critical to address the issue of the work planner lead/lead electrical planner title.

The parties should have thus been permitted sufficient time to review all of the evidence, from both the 2018 and 2019 hearings, and integrate that testimony and evidence into coherent arguments addressing the 2(11) supervisory factors as to each classification. As set forth above, the RD’s decision failed to fully consider the evidence presented in the 2019 Hearing (coupled with the 2018 record), and thereby erred in her decision.

IV. CONCLUSION

The undisputed record establishes that Superintendents and Lead Electrical Planners working for Allied in Illinois assign and responsibly direct foremen and craft employees, using independent judgment, in the interest of Allied and are therefore “supervisors” pursuant to Section 2(11) of the Act. The RD’s decision departed from officially reported Board precedent, and was based on a clearly erroneous reading of the record. The RD’s decision denying the parties’ joint request for post-hearing briefing also resulted in prejudicial error. For the reasons described above, Superintendents and Lead Electrical Planners are supervisors under the Act, and the Board should grant review, reverse the Regional Director’s determination, and order a rerun election in a unit composed solely of Work Planners-Electrical, and Trainees.

Dated: December 24, 2020

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CERTIFICATE OF SERVICE

I certify in accordance with Section 102.67(i)(2) of the Board’s Rules and Regulations, that on this 24th day of December, 2020, the foregoing Employer Allied Power Services LLC’s Request for Review of the Regional Director’s Decision and Direction of Election and Appendix to Employer Allied Power Services LLC’s Request for Review of the Regional Director’s Decision and Direction of Election was electronically filed through the Board’s website with the Office of Executive Secretary/Board, and Region, is available for viewing and downloading from the Board’s website, and will be sent by means allowed under the Board’s Rules and Regulations to these Parties:

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**UNITED STATES OF AMERICA
NATIONAL LABOR RELATIONS BOARD**

<p>ALLIED POWER SERVICES, LLC, Employer,</p> <p>and</p> <p>INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS LOCAL UNIONS 145, 146, 364, AND 601, Joint Petitioners,</p>	<p>NLRB Case No: 13-RC-252563</p>
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**APPENDIX TO EMPLOYER ALLIED POWER SERVICES LLC'S
REQUEST FOR REVIEW OF THE REGIONAL DIRECTOR'S DECISION AND
DIRECTION OF ELECTION**

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UNITED STATES OF AMERICA
BEFORE THE NATIONAL LABOR RELATIONS BOARD
REGION 25

ALLIED POWER SERVICES, LLC
Employer

and

Case 25-RC-219264

INTERNATIONAL BROTHERHOOD OF
ELECTRICAL WORKERS LOCAL UNIONS 145,
146, 364 & 601 (JOINT PETITIONERS)

Petitioner

DECISION AND DIRECTION OF ELECTION

Upon a petition duly filed under Section 9(c) of the National Labor Relations Act, as amended, a hearing was held on May 8, 9, and 10, 2018, before a hearing officer of the National Labor Relations Board, hereinafter referred to as the Board, to determine an appropriate unit for collective bargaining.¹

I. ISSUE

The Petitioner seeks an election within a unit comprised of all full-time and part-time electrical superintendents, lead electrical superintendents, electrical planners, and lead electrical planners employed by the Employer at jobsites located in six cities in Illinois: Braceville, Byron, Clinton, Cordova, Marseilles, and Morris.² The petitioned-for unit would include approximately

¹ Upon the entire record in this proceeding, the undersigned finds:

- a. The hearing officer's rulings made at the hearing are free from error and are hereby affirmed.
- b. The Employer is engaged in commerce within the meaning of the Act and it will effectuate the purposes of the Act to assert jurisdiction herein.
- c. The labor organization involved claims to represent certain employees of the Employer.
- d. A question affecting commerce exists concerning the representation of certain employees of the employer within the meaning of Section 9(c)(1) and Section 2(6) and (7) of the Act.

² Initially, the Petitioner filed a representation petition seeking an election within a unit comprised of all full-time and part-time workers in the electrical department to include planners and superintendents employed within this group by the Employer in Illinois excluding supervisory, managerial, and confidential employees and guards as defined by the Act and other employees. At the start of the hearing, the parties stipulated that the petitioned-for unit comprised of electrical superintendents, electrical lead superintendents, work planner electrical, and lead electrical planners employed by the Employer at jobsites located in six cities in Illinois: Braidwood, Byron, Dresden, Lasalle, Quad Cities, and Quentin. During the hearing, the parties introduced Joint Exhibit 2 outlining jobsites located in Braceville, Illinois, Byron, Illinois, Clinton, Illinois, Morris, Illinois, Marseilles, Illinois, and Cordova, Illinois. Also, during the hearing, the parties stipulated that the Employer was engaged in the construction industry and that the *Daniel/Steiny* formula should apply regarding voter eligibility. *Daniels Construction Co.*, 133 NLRB 264 (1961). Furthermore, during the hearing, the parties stipulated that site managers, production superintendents, and work control superintendents were statutory supervisory pursuant to the Act.

73 employees. The Employer contends that the petitioned-for unit is not appropriate because all of the employees in the petitioned-for unit are statutory supervisors pursuant to Board law.³

II. DECISION

Based on the record and relevant Board cases, I am directing an election in this matter be held because a question concerning representation exists under Section 9(c) of the Act. I conclude that a unit comprised of electrical superintendents (also referred to in this decision as “superintendents”), electrical lead superintendents (also referred to in this decision as “lead electrical superintendents” or “lead superintendents”), work planners electrical (also referred to in this decision as “electrical planners” or “planners”), and lead electrical planners (also referred to in this decision as “lead planners”) employed by the Employer is appropriate for collective bargaining.

Thus, the following constitutes a unit appropriate for purposes of collective bargaining:

All electrical superintendents, electrical lead superintendents, work planners electrical, and lead electrical planners employed by the Employer at jobsites located in the following six cities in Illinois: Braceville, Byron, Clinton, Cordova, Marseilles, and Morris; BUT EXCLUDING office clerical employees, professional employees, and guards and supervisors as defined in the Act.

The unit found appropriate herein consists of approximately 73 employees for whom no history of collective bargaining exists.

III. STATEMENT OF THE FACTS

The Employer is a contractor which provides a broad suite of maintenance, repair, and upgrade services for the electrical power industry. The Employer has been in existence since May 2017. Currently, the Employer provides services for 14 different nuclear power plants in 5 states including Illinois. At some point, the Employer contracted with Exelon Corporation (Exelon) to provide services to Exelon’s nuclear plants operating in Illinois: Braidwood Nuclear Generation Station, Byron Nuclear Generation Station, Clinton Nuclear Generation Station, Dresden Generation Station, LaSalle County Nuclear Generation Station, and Quad Cities Nuclear Generation Station. The Braidwood Nuclear Generation Station is located in Braceville, Illinois. The Byron Nuclear Generation Station is located in Byron, Illinois. The Clinton Nuclear Generation Station is located in Clinton, Illinois. The Dresden Generation Station is located in Morris, Illinois. The LaSalle County Nuclear Generation Station is located in Marseilles, Illinois. The Quad Cities Nuclear Generation Station is located in Cordova, Illinois.

³ During the hearing, the Employer contended that the Petitioner’s showing of interest should be invalidated because statutory supervisors were involved in the solicitation of authorization cards. The Employer was precluded from introducing evidence regarding this matter since the hearing was not the proper forum to address such issues.

The Employer operates an electrical division and a mechanical division. With respect to the Employer's electrical division, customers' needs dictate the amount of work and the number of employees needed by the Employer. The Employer maintains a regular crew of electrical planners and electrical superintendents on a permanent basis. The Employer also employs electrical planners and electrical superintendents as needed to prepare for outages at various plants. An outage is a situation where a nuclear reactor is taken off-line or shut down so that repairs and/or upgrades can be safely made to equipment. Outages occur at each plant approximately every 18 to 24 months. Outages typically last approximately three weeks, but can last longer depending upon the scheduled work to be completed. During this time, the Employer performs varied and extensive work including maintenance, repair or enhancement of existing equipment, and installation of new equipment. Specific tasks can include scaffold builds, insulation removal, piping replacement, electrical inspections, electrical installations, and new modifications. The Employer also performs maintenance, repairs, and upgrades which occur when the nuclear reactors are online and producing power. Exelon dictates the timing and scope of work performed by the Employer. The Employer establishes milestones by which various aspects of work are tracked.

Planning for maintenance and modification work begins long before any physical work is actually performed when the nuclear power plant operator notifies the Employer of the portion of the maintenance modification work that the Employer will be hired to complete, which is outlined in a scope of work or work split. In the instant case, once Exelon gives the Employer a work split, the Employer's site manager, production superintendent, and work control superintendent analyze how many electrical planners, including a lead electrical planner, electrical superintendents, including a lead electrical superintendent, are necessary to begin planning and estimating the job. Once the electrical planners and initial electrical superintendents are hired, electrical planners develop work packages, which are detailed instructions defining the specific scope of work to be performed for a given project and providing guidance needed to safely perform the work. Electrical superintendents review the plans and determine the appropriate staffing levels. When an appropriate staffing level has been determined, the Employer employs the appropriate number of additional electrical superintendents for the job by either hiring them outright or by transferring them from another site.

The Employer also makes arrangements to hire craft workers. Craft workers are personnel hired through a labor organization to perform physical work. Craft workers include foremen, general foremen, journeymen, and apprentices. Once the appropriate personnel are hired, the Employer assigns work packages to a crew which consists of a superintendent, a general foreman, a foreman, and other craft workers.

A. Organizational Structure

With respect to the Employer's organizational structure, the site manager is the most senior individual at the jobsite. He has ultimate oversight over the field execution and planning aspects of the Employer's operations. The production superintendent oversees the field execution aspects of the Employer's operations. The production superintendent reports to the

site manager. The lead electrical superintendents and electrical superintendents report to the production superintendent.

The work control superintendent oversees the planning side of the Employer's operations. The work control superintendent also reports to the site manager. The lead planner electricals and the work planner electricals report to the work control superintendent. In total, during an outage, the Employer can employ between 750 and 1,100 employees. One staffing difference between the online and outage work performed by the Employer is that there are two shifts for an outage: a day shift and a night shift. For each shift, there is a separate site manager, production superintendent, and work control Superintendent. During an online period, all work performed is typically performed during the day so only one site manager, one production superintendent, and one work control superintendent are employed.

B. Electrical Planners

The Employer maintains a core group of electrical planners year round. The Employer also hires additional electrical work planners as needed to prepare for outages. They report to the work control superintendent. The individual job description for electrical work planners states that their essential functions are:

1. Plan and prepare work instructions that provide direction to the various workgroups for corrective maintenance repairs, performance of preventive maintenance and surveillances, and the implementation of modifications. Select and approve purchase, or make procurement recommendations for all materials needed for work package execution.
2. Conduct field walk downs to identify and analyze corrective and preventive maintenance, modification and surveillance activities and to provide input for refining and improving work package quality. Interface and collaborate with Work Management, Supply, Operations, and Engineering to identify and resolve work package issues.
3. Define procedures, drawings, equipment and materials required to performing planned work packages. Facilitate package preparation by preparing and/or submitting out of service, plant barrier impairments, welding/grinding permits, fire impairments, Operability impact statements, Regulatory/Code documentation, NOS hold/witness points, and temporary leak repair documentation, and other requests.
4. Verify work instructions are adequate and comply with all applicable station procedures. Approve and review all required work packages to ensure safety, high quality, and technical rigor.
5. Develop, revise, and review maintenance procedures to facilitate and enhance work package development, maintain compliance with codes, standards, and vendor recommendation, and maintenance direction.

Exelon generates work splits through which it identifies work that it will give to the Employer. The work control superintendent receives these work splits and determines the order in which the work must be planned. The work control superintendent and scheduler assign work to electrical work planners. Electrical planners do not typically work in the field at a jobsite. They work primarily in offices along with other employees. They prepare work packages, which are detailed instructions defining the specific scope of work to be performed for a given project and providing all the guidance needed to safely perform the work. While a crew has some discretion as how to perform the task required under a work package, they are not allowed any deviation from the work package requirements. If there are anomalies which develop, they are required to contact electrical planners to request clarification or modification of the work packages. Electrical superintendents may go to electrical planners with questions about work packages. Any revisions outside of the scope of the original work require the electrical planners to consult Exelon engineers for resolution. Once engineering has decided how to resolve the anomaly, electrical work planners enter the engineer's recommendation into the work packages. The work packages are created in software known as passport, which is software owned by Exelon and calibrated to its specifications.

In preparing work packages, electrical planners have the discretion to either take a specific procedure and extract the steps out of it and put it in his work package or reference the procedure number with the procedure included later in the work package. Once electrical planners have created work packages, the work packages are submitted to various work groups, such as engineering, quality control, weld administration, and others for final approval or superintendents can take the work packages to implement them. Once work packages have been fully implemented, the electrical planners review the documents to ensure completion, but they do not verify the work done in the field. Document clerks break the work package down. Electrical planners enter closure notes into passport. Package closure means making sure that all signatures have been placed, and that somebody has done their diligence, and then the package goes through a closure process. Electrical planners do not physically go and inspect the work site after the work package has been implemented.

C. Lead Electrical Planners

The Employer also employs some lead planners at the Exelon facilities where it is contracted to do work. They report to the work control superintendent. There is typically one lead work planner in the mechanical division and one lead planner in the electrical division. None of the Employer's Standard Operating Procedures have a lead electrical planner classification or otherwise explain what the duties of a lead electrical planner may be. However, the individual job description for the lead electrical planner position states that their essential functions are as follows:

1. Oversee electrical engineers on the job site
2. Scope, plan, and write work packages
3. Provide maintenance work package technical review
4. Analyze time and material requirements for work activity

5. Develop and issue preventive maintenance records and work packages
6. Prepare and/or review efficient and specific instructions for the isolation, containment de-energization of various mechanical, physical, electrical, chemical energy systems or radiological sources according to established procedures.
7. Retrofit/upgrade/refurbish electrical systems
8. Interpret dated systems and designs
9. Writing work instructions and planning work packages

The Employer asserts that the biggest difference between electrical planners and lead electrical planners is that lead electrical planners have the responsibility to lay out the work that the planning department is going to do. The lead electrical planners get the scope of work from the work control superintendent, and explain to the electrical planners what their priority work is supposed to be. After receiving the work split from Exelon, lead electrical planners perform analyses on the work, and determine the number of electrical planners needed in order to meet to perform the work, which is explained in the Employer's readiness plan.

D. Electrical Superintendents

Electrical superintendents report to the production superintendent. The duties of all superintendents are outlined in the Employer's Standard Operating Procedures for Roles and Responsibilities. The Employer's Standard Operating Procedures for Roles and Responsibilities defines superintendents' duties as:

1. Taking Ownership and Accountability for implementation of the Company HSE Program.
2. Advising all employees to report personal medical conditions or restrictions to OHS.
3. Requiring any employee that sustains a work-related injury or illness to report to the Company HSE Representative or Client OHS without delay. Accompany the injured employee to OHS if feasible. Assist in the collection of relevant information.
4. Performing a field investigation of the circumstances surrounding all work-related Level 2 or Level 3 injuries or illnesses. Complete a field investigation and documentation for Level 2 or Level 3 injury or illness, initiate a Client Corrective Action Program Issue Report (IR) per SOP.
5. Providing information on near misses. A significant near miss requires that an IR be initiated. Additionally, supervisors recording a near miss must do so on the Company Incident/Near Miss Report describing what happened and lessons learned. This information is to be provided to the SM for dissemination.
6. Initiating a Client Issue Report (IR) and ensuring review by the respective PS before publication. Electronic input may be by the Company CAP

Coordinator.

7. Advising the Company HSE Representative immediately of all injuries and ensure that reports including photos, personal statements, or witness statements are completed and reach the Company HSE Representative before departing the work shift on the day of an incident, injury, or illness.
8. Conducting and documenting a Post-Accident Safety Meeting with the respective work crew for all Level 2 & 3 injuries or illnesses and assist the PS in communicating the incident details during shift brief.
9. Assisting the SM in communicating the incident details at the shift briefs and to the Company senior management on the SM morning call. Detail the preventative measures implemented.
10. Organizing and managing all assigned work tasks/activities
11. Coordinating and supporting field operations of sub-contractors as required
12. Assuring that only qualified and properly trained individuals are assigned to tasks.
13. Treating all assigned craft equally and fairly. Recognize employee concerns and notifying the Production Superintendent of potential issues.
14. Interfacing with station representatives related to assigned the Company field tasks and activities.
15. Ensuring detailed pre-job briefings are delivered on a daily basis through personal presentation or participation. Attends all pre-job briefs for activities in High Rad Areas and documents by signature their attendance on the Pre-job sign in sheet.
16. Participate in the High Rad Brief with the crew requiring entry into a High Rad area ensuring crew signatures on the correct R WP and adequate three-way communication with an RP Technician using appropriate maps. Maintain positive control up to the boundary for crew personnel for first entry to a high rad area and as necessary thereafter.
17. Assuring that Task Specific Job Hazard Assessments and Analysis is performed for all work (Analysis performed shiftly).
18. Driving to reduce dose and to work jobs ALARA.
19. Spending 80% of their time in the field observing work activities.
20. Ensuring that the work meets the requirements of the work packages, work orders, and good work practice standards.
21. Identifying barriers to success and to aggressively pursuing permanent changes to increase productivity.

The individual job description for electrical superintendents similarly states:

1. Ownership/ensures Client and Companies safety rules, policies, and practices are documented and adhered to. Ensure the implementation of any safety corrective measures.

2. Supervise Foremen and/or craft activities that include determining the method of construction, manpower levels, work schedules, and documenting actual hours worked.
3. Periodically inspect work in progress and completed work to ensure conformance to specifications.
4. Understand and adhere to all processes that are designed to help complete projects safely, with a high standard of quality with expected productivity.
5. Perform other Superintendent responsibilities as required.

Under the Employer's Standard Operating Procedures for Outage Work, superintendents' duties are further defined as:

1. Verifying that personnel are qualified prior to performing work activities.
2. Ensuring cost and schedule adherence on projects for which responsible.
3. Having resources including materials, tools, and special tools staged and physically available.
4. Verifying that support tasks such as scaffolding erection, insulation removal, etc. are scheduled and ready to work using the one-hour-rule.
5. Notifying support organizations such as Rad Protection, Security, etc. when their support is required using the one-hour-rule.
6. Ensuring prerequisites for performing the work as identified in the Work Package and/or procedure have been met.
7. Ensuring required permits are in place prior to performing work activities.
8. Ensuring that Human Performance Tools and Verification Practices are used while performing the work.
9. Ensuring that as work is completed it is demobilized and the area is cleaned, tools and equipment are returned to the proper location and work packages are properly completed.
10. Retaining forms used to obtain parts from supply. Unused parts must be returned and credited to the original material request or work order/task.

On a daily basis, electrical superintendents provide direction to craft employees. They gather foremen and crew and conduct pre-job briefings, which cover everything from scope of work that will be performed that day, to required protective equipment, tools, and supervisory hold points. They also perform work in accordance with the task list set forth in the work package. While craft workers have some latitude to get the job done, the job of electrical superintendents is to provide overall direction and to make sure that the craft workers stay within the boundaries of their work, providing advice along the way to avoid the development of any problems. Also, electrical superintendents determine that additional manpower may be needed to complete a project. They can also make requests for additional

manpower to the lead electrical superintendents. Lead electrical superintendents then may reallocate employees from one crew to another.

E. Lead Electrical Superintendents

Lead electrical superintendents report to the production supervisor. Their duties are outlined in the Employer's Standard Operating Procedures for Roles and Responsibilities. The Employer's Standard Operating Procedures for Roles and Responsibilities defines a lead superintendent's duties as:

1. Taking ownership and accountability for Implementation of the Company HSE Program (See responsibilities under Superintendent).
2. Properly addressing employee concerns.
3. Having and developing an understanding of labor contracts and jurisdictions.
4. Spending time in the field observing work activities during pre-outage activities and during outages as directed by the Project or Work control superintendent.
5. Directing the assigned work scope for an outage from the designated work control center. Assigned to this location working in direct support of the WCS and in direct communication with superintendents/supervisors.
6. Providing work status to WCS.
7. Identifying opportunities for improvement of the Company activities.
8. Assisting in preparation of reports as required.
9. Determining manpower needs.
10. Resolving labor issues.
11. Ensuring Superintendents are verifying that correct Radiation Work Permit (RWP) are signed and that high radiation briefings are attended by superintendents.
12. Providing oversight, mentoring and counseling to superintendents/supervisors ensuring detailed pre-job briefings are given, engagement in the field and post work briefs are accomplished on a daily basis.
13. Clearance verification requirements as necessary in accordance with Client procedure(s).
14. Reviewing and approving all timesheets prepared by supervisors.
15. Performing work/job observations in accordance with the Company Observation Program.
16. Supervisory Verification of critical attributes as necessary.

The individual job description for lead electrical superintendents similarly states the position's essential functions as:

1. Advises senior level management of potential problems, work interferences, schedule difficulties, etc. Assist in circumventing and resolving such problems are required.
2. Serves as the final trade technical expert on items/issues that are elevated from field.
3. Supervises/oversees superintendent/foremen and/or craft activities that include determining the method of construction, manpower levels, work schedules, and documenting actual hours worked.
4. Periodically inspects work in progress and completed work to ensure conformance to specifications.
5. Understands and adheres to all processes that are designed to help complete projects safely, with a high standard of quality with expected productivity.

Furthermore, under the Employer's Standard Operating Procedure for Outage Work, lead electrical superintendents' duties are described as:

1. Assisting with interpretation of the work package.
2. Assisting with the maintenance of the work package (reviewing the work package as work progresses to assure that it is kept up to date).
3. Resolving technical problems when encountered in the field and interfacing with engineering or other departments as necessary.

On a daily basis, lead electrical superintendents spend significant amounts of time during non-outage periods preparing for upcoming outages. Specifically, lead electrical superintendents review and analyze scopes of work, estimate the type and amount of work to be performed, and ensure appropriate staffing. They also distribute work to electrical superintendents to be performed.

IV. DISCUSSION AND APPLICATION OF BOARD LAW

A. Supervisory Status

To determine whether an individual is a supervisor within the meaning of Section 2(11) of the Act, the Board examines: (1) whether the individual has the authority to engage in any 1 of the 12 enumerated powers listed in Section 2(11) of the Act; and (2) whether the exercise of such authority requires the use of independent judgment. NLRB v. Health Care & Retirement Corp. of America, 511 U.S. 571, 573-574 (1994); NLRB v. Kentucky River Community Care, Inc., 532 U.S. 706, 707 (2001). Section 2(11) of the Act defines the term supervisor as:

Any individual having authority, in the interest of the employer, to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees, or responsibly to direct them, or to adjust their grievances, or effectively to

recommend such action, if in connection with the foregoing the exercise of such authority is not of a merely routine or clerical nature, but requires the use of independent judgment.

Pursuant to this definition, individuals are statutory supervisors if (1) they hold the authority to engage in any 1 of the 12 supervisory indicia (e.g., “assign” and “responsibly to direct”) listed in Section 2(11); (2) their “exercise of such authority is not of a merely routine or clerical nature, but requires the use of independent judgment;” and (3) their authority is held “in the interest of the employer.” Oakwood Healthcare, Inc., 348 NLRB 686 (2006). In Oakwood Healthcare, the Board held that “assign” for purposes of Section 2(11), means the “designation of significant overall tasks to an employee, not...ad hoc instruction that the employee perform a discrete task” which requires the use of independent judgment. Oakwood Healthcare, 348 NLRB at 689. The Board interpreted the 2(11) language “responsibly to direct” as follows: “If a person on the shop floor has men under him, and if that person decides what job shall be undertaken next or who shall do it, that person is a supervisor, provided that the direction is both responsible...and carried out with independent judgment.” Id. at 691. The Board further held that, for direction to be responsible under Section 2(11), the person directing the performance of a task must be accountable for its performance. Id. at 691-692. The Board further stated that judgment must actually arise above what is “routine or clerical.” Id. at 693. The Board also stated that the judgment must be independent. It noted that “a judgment is not independent if it is dictated or controlled by detailed instructions, whether set forth in company policies or rules, the verbal instructions of a higher authority, or in the provisions of a collective-bargaining agreement.” Id. However, the Board clarified that, “. . . the mere existence of company policies does not eliminate independent judgment from decision-making if the policies allow for discretionary choices.” Id.

In excluding individuals from a unit based upon supervisory status, the burden of proof rests upon the party alleging that an individual is a supervisor. NLRB v. Kentucky River Community Care, Inc., 532 U.S. 706 (2001); Bennett Industries, 313 NLRB 1363 (1994). A lack of evidence is construed against the party asserting supervisory status. The Board is reluctant to confer supervisory status too broadly because an employee deemed to be a supervisor loses the protection of the Act. Vencor Hospital – Los Angeles, 328 NLRB 1136, 1138 (1999). Notably, a mere inference of independent judgment without specific support in the record is insufficient to warrant a finding of supervisory status. Sears, Roebuck & Co., 304 NLRB 193 (1991). Rather, the record as a whole, must establish that an alleged supervisor’s role is something other than the routine communication of instructions between management and employees without the exercise of any significant discretion. McCullough Environmental Services, 306 NLRB 565 (1992). Also, job titles, job descriptions, or similar documents are not given controlling weight and will be rejected as mere paper, absent independent evidence of the possession of the described authority. Golden Crest Healthcare Center, *supra*.

Conclusionary statements made by witnesses, without supporting evidence, does not establish supervisory status. Control Services, Inc., 314 NLRB 421 (1994); *citing* Sears, Roebuck & Co., 304 NLRB 193 (1991). Evidence must be in the record to show that an alleged supervisor actually exercised at least one of the statutory indicia of a 2(11) supervisory. Id. In

Control Services, the Board noted that the record was devoid of any corroborating evidence to establish supervisory status and thus insufficient to support such a finding. It is well established that if an employee can discipline or has the authority to effectively recommend discipline then that employee is a supervisor. In Ken-Crest Services, 335 NLRB 777 (2001), the Board found that the employees in question issued verbal warnings; however, the record was devoid of any written warnings that referred back to the previous verbal warnings. The Board found that the Employer failed to show that any actual consequences flowed from the verbal warnings. Thus the evidence was insufficient to establish supervisory status.

In the instant case, the Employer is asserting that individuals who hold the positions of electrical planners, lead electrical planners, electrical superintendents, and lead electrical superintendents are supervisors within the meaning of section 2(11) of the Act, and thus, are ineligible to vote in any election directed in this case. The Employer, therefore, has the burden of establishing the supervisory status of those individuals.

1. Direction of Work

The Board has held that, to establish that a person is a supervisor under Section 2(11), that person responsibly direct the work of others. The Board has also held that, for the direction of work to be responsible, the person directing the performance of a task must have oversight of another's work and be accountable for the other's performance. To establish accountability, it must be shown that the putative supervisor is empowered to take corrective action and that there is a prospect of adverse consequences for other deficiencies. Oakwood Healthcare, Inc., supra. Also, the assignment of work must be more than routine, clerical, perfunctory or of a sporadic nature. There must be some use of independent judgment. Somerset Welding & Steel, Inc., supra.

The Employer asserts that electrical planners direct electrical superintendents and craft workers through work instructions and verbal directions. Site Manager Dirk Thorson testified about a situation where a retrofit kit was not lining up properly. The electrical superintendent and the crew asked for clarification from the electrical planner who indicated that they could loosen a part up consistent with the work package. This incident alone is not sufficient to establish supervisory status. Conclusory statements alone are insufficient to confer supervisory status. There is insufficient evidence demonstrating that electrical planners responsibly direct electrical superintendents, craft workers, or other employees. There is also insufficient evidence demonstrating that electrical planners are held accountable for the actions or work of other employees. There is also insufficient evidence demonstrating that electrical planners use independent judgment in directing the work of other employees.

Thorson also testified that lead electrical planners direct the work of electrical planners and distribute work to them. However, conclusory statements alone are insufficient to confer supervisory status. Also, the evidence presented by the Employer does not explain how such distributions of work are made or the factors considered in making such distributions of work. Furthermore, there is insufficient evidence demonstrating that lead electrical planners are held accountable for the work performance of electrical planners, lead electrical superintendents,

electrical superintendents, or other employees. Additionally, there is insufficient evidence demonstrating that electrical planners use independent judgment in directing the work of other employees.

Thorson further testified that electrical superintendents direct the crew working with them daily. However, conclusory statements alone are insufficient to confer supervisory status. Also, there is insufficient evidence demonstrating that electrical superintendents are held accountable for the work performance of the crew. Furthermore, there is also insufficient evidence demonstrating that electrical superintendents use independent judgment to direct the crew.

Additionally, Thorson testified that lead electrical superintendents direct the work of electrical superintendents, craft supervisors, and others as assigned. However, conclusory statements alone are insufficient to confer supervisory status. Also, there is insufficient evidence demonstrating that electrical superintendents are held accountable for the work performance of the crew. Furthermore, there is also insufficient evidence demonstrating that electrical superintendents use independent judgment to direct the crew. Accordingly, the Employer has not satisfied its burden that any of the petitioned-for classifications responsibly directed work or effectively recommended the direction of work.

2. Assignment of Work

The Board has held that the assignment of work is defined as the act of designating an employee to a place such as a location, department, or wing, appointing an employee to a time such as a shift or overtime period, or giving significant overall duties, i.e., tasks to an employee. Oakwood Healthcare, Inc., supra. The Board has also held that determining the order in which the employee will perform discrete tasks within those assignments would not be indicative of the authority to assign. Id. Supervisory authority will not be found where there is only one obvious or self-evident choice, or to merely balance workloads. Id. The independent judgment necessary to establish supervisory status based on the ability to assign work must be established by specific evidence showing the factors considered in determining how one employee was selected over another for an assignment. Cook Inlet Tug & Barge, 362 NLRB No. 111 (2015) (citing Brusco Tug & Barge Co., 359 NLRB 486, 492 (2012); WSI Savannah River Site, 363 NLRB No. 113, slip op. at 3 (2016). Assignment based on known skills or employee abilities are not supervisory because they do not require independent judgment. CNN America, Inc., 361 NLRB No. 47, slip op. at 22 (2014); WSI Savannah River, supra.

The Board has found that any assignments made by the foremen did not require independent judgment because they were based upon the employees' known trades or skills as needed to complete the tasks for the day. Also, the Board found that there was no independent judgment needed to assign mundane tasks to employees based on their availability to complete the work, or made to vary tasks or equalize workload. Shaw, Inc., 350 NLRB 354 (2007). Furthermore, the Board found that lead persons did not assign employees under the Act because they did not prepare the posted work schedules for employees, appoint employees to the production lines, departments, shifts or any overtime periods, or give significant overall duties to employees. The lead persons worked alongside other employees who performed

work according to their classifications every day. Lead persons had no authority regarding who worked for them, but could make assignment decisions from the people on their crew based on what the individuals were capable of doing. Croft Metals, 348 NLRB 717, 721 (2015). The Board further found that occasionally rotating tasks among the crew was more akin to ad hoc direction than to the assignment of work, and therefore was not indicative of supervisory status. Id.

Site Manager Thorson testified that lead electrical superintendents give electrical superintendents work assignment sheets on a daily basis detailing what work would need to be performed, but this alone does not establish that lead electrical superintendents exercised sufficient independent judgment in these assignments to render them supervisors under the Act. Conclusory statements alone are insufficient to confer supervisory status. Also, the Employer did not provide evidence demonstrating how the rest of the petitioned-for unit assigned work. Accordingly, the Employer has not satisfied its burden that any of the petitioned-for classifications assigned work or effectively recommended the assignment of work within the meaning of Section 2(11) of the Act.

3. Hiring

Site Manager Thorson testified that electrical planners, lead electrical planners, electrical superintendents, and lead electrical superintendents have been involved in the hiring of other employees. The Employer presented some evidence, specifically emails from individuals in the petitioned-for unit, which it asserts establishes that individuals in the petitioned-for unit have been involved in hiring. Some of the emails exchanged between the site manager, the production manager, lead electrical superintendent, and a representative of human resources, discuss creating a list of prior employees to be contacted for employment. An email dated January 12, 2018 from a production superintendent to human resources only stated that an electrical superintendent “said you guys might be hiring.” There is no evidence demonstrating that the individual was hired or that the electrical superintendent had any role in the decision whether to hire the individual. Also, an email dated March 12, 2018 email from a lead electrical superintendent to human resources gave a referral of someone who was interested in being contacted to work as a superintendent at other sites. There is no evidence demonstrating that the person was contacted or hired. Emails dated February 12, 2018 and February 13, 2018 between human resources and a production superintendent only indicate that a lead electrical superintendent sent a resume and that the individual was interested in working as a white hat.” There is no evidence demonstrating that the person was contacted or hired. There is an email dated December 5, 2017 from a lead electrical superintendent to human resources, forwarding a resume and noting a recommendation from a lead electrical superintendent to another lead electrical superintendent. However, there is no evidence demonstrating that the individual was hired. At most, the evidence demonstrates that the Employer may, on occasion, hire out of respect for the judgment of another, rather than because of his delegated authority to participate in the hiring. Local Union No. 195, 237 NLRB 1099, 1102 (1978). There is no evidence demonstrating that any of the individuals in the petitioned-for unit were actively involved in the interviewing or other pre-hiring processes or that their views played any role in the hiring decision, while the record does show admitted supervisors were directly involved in those

decision. Donaldson Bros. Ready Mix, Inc., 341 NLRB 958, 962 (2004). Accordingly, the Employer has not satisfied its burden to establish that any of the individuals in the petitioned-for unit hired, or effectively recommended employees for hire.

4. Disciplining

The Employer asserts that lead electrical superintendents, electrical superintendents, lead electrical planners, and electrical planners can recommend discipline. Site Manager Thorson testified that lead electrical superintendents would notify the production supervisor and site manager if there had been an event which might warrant discipline and play a significant part in coordinating the efforts in the investigation, such as taking pictures and just gathering all the data. He also testified that electrical superintendents recommend discipline across craft discipline lines. Moreover, according to Thorson, their role in the disciplinary process would be essentially the same as that of lead electrical superintendents. Thorson further testified that electrical planners can provide feedback regarding the performance of electrical superintendents. However, he did not provide examples of such actions. Thorson testified generically that electrical planners have the ability to recommend discipline of superintendents. However, the Employer did not provide examples of such actions. The evidence only demonstrates that lead electrical superintendents and electrical superintendents served a reportorial function, gathering facts and presenting them to decision makers. Illinois Veterans Home, 323 NLRB 890 (1997); DirecTV, 357 NLRB 1747, 1750 (2011). There is no evidence that the site manager or production superintendent who issued discipline relied exclusively on the recommendations of the lead electrical superintendents and electrical superintendents in making disciplinary decisions. The authority to effectively recommend discipline will only be found where discipline results without independent investigation by upper management. Veolia Transportation Services, 363 NLRB No. 98, slip op. at 7 (2016). Accordingly, the Employer has not satisfied its burden to establish that any of the individuals in the petitioned-for unit disciplined or effectively recommended employees for discipline.

5. Suspending

The Employer asserts that lead electrical superintendents, electrical superintendents, lead electrical planners, and electrical planners can suspend employees and effectively recommend that employees be suspended. Site Manager Thorson testified about an incident in which an electrical superintendent notified the production superintendent and operations that an improper cable was cut in the course of executing a work package and recommended discipline. He recommended discipline both for the crew and himself. Thorson also testified that the lead electrical planners and electrical planners have the ability to recommend the suspension of employees. However, the Employer failed to provide examples of such actions. Conclusory statements alone are not sufficient to confer supervisory status. Furthermore, Thorson testified that lead electrical superintendents and electrical superintendents performed some of the investigation at the direction of the site manager or production superintendent, there is no evidence demonstrating that electrical superintendents or lead electrical superintendents

suspended or effectively recommended employees for suspension. Accordingly, the Employer has not satisfied its burden to establish that any of the petitioned for classifications suspended or effectively recommended employees for suspension.

6. Discharging

The Employer asserts that lead electrical superintendents, electrical superintendents, lead electrical planners, and electrical planners can discharge employees and effectively recommend that employees be discharged, but no actual evidence of this was introduced at the hearing. The authority to effectively recommend discipline will only be found where discipline results without independent investigation by upper management. Veolia Transportation Services, supra. Conclusory statements alone are not sufficient to confer supervisory status. There is no evidence demonstrating that individuals in the petitioned-for unit discharged or effectively recommended employees for discharge. Accordingly, the Employer has not satisfied its burden to establish that any of the individuals in the petitioned-for unit disciplined or effectively recommended employees for discipline.

7. Laying Off

The Employer asserts that lead electrical superintendents, electrical superintendents, lead electrical planners, and electrical planners can lay off employees and effectively recommend that employees be laid off. Site Manager Thorson testified that lead electrical superintendents may look at the progress of work and suggest the layoff of employees. Thorson also testified that electrical superintendents and lead electrical superintendents have the ability to identify who they want to lay off by name. Thorson further testified that a lead electrical planner determined to release an electrical planner as a project was winding down. However, the Employer did not provide evidence regarding what consideration was given to that recommendation or the implementation of such a decision or specific examples of other similar incidents. Moreover, there is no evidence demonstrating that the recommendation of layoffs was based upon the use of independent judgment. The evidence demonstrates that the decisions were based on the work schedules and milestones established months before the work was performed. Accordingly, the Employer has not satisfied its burden to establish than any of the individuals in the petitioned-for unit laid off or effectively recommended employees for layoff.

8. Transferring

The Employer asserts that lead electrical superintendents, electrical superintendents, lead electrical planners, and electrical planners can transfer employees and effectively recommend that employees be transferred. Site Manager Thorson testified that, if electrical superintendents determine that additional help is needed to complete a specific project, they would talk to lead production superintendents and site managers about transferring additional employees to the project. Thorson testified lead electrical planners recommend the transfer of newly employed

electrical superintendents. However, the Employer did not provide details regarding the nature of such recommendations or whether they were followed. The evidence demonstrates that some employees in the petitioned-for unit may have expressed preferences for who would be transferred from one project to the next. However, the evidence does not establish that their requests were given dispositive weight or that there was any real exercise of independent judgment. The decisions to transfer were made either when one employee was done at one location and available to transfer to another location, or when a transfer was mutually agreeable to the individual being transferred. Conclusory statements alone are not sufficient to confer supervisory status. Accordingly, the Employer has not satisfied its burden to establish that any of the individuals in the petitioned-for unit transferred or effectively recommended employees for transfer.

9. Recalling

The Employer asserts that lead electrical superintendents, electrical superintendents, lead electrical planners, and electrical planners can recall employees and effectively recommend that employees be recalled. Site Manager Thorson testified that lead electrical superintendents have the authority to recommend who the Employer should recall from layoff. He further testified that, under the rules for a local union, they can request a foreman by name through the hiring hall, but they cannot request craft workers by name. Thorson further testified that the electrical planners and lead electrical planners have the ability to recall or recommend a recall of individuals. However, the Employer did not provide examples of such actions. Conclusory statements alone are not sufficient to confer supervisory status. Moreover, there is no evidence demonstrating that anyone recommending recall used independent judgment. Accordingly, the Employer has not satisfied its burden to establish that any of the individuals in the petitioned-for unit recalled or effectively recommended employees for recall.

10. Promoting

Site Manager Thorson testified that lead electrical superintendents, electrical superintendents, lead electrical planners, and electrical planners can promote employees and effectively recommend that employees be promoted. However, the Employer failed to provide specific examples of such actions. Conclusory statements alone are not sufficient to confer supervisory status. Moreover, there is no evidence demonstrating that anyone recommending recall used independent judgment. Accordingly, the Employer has not satisfied its burden to establish that any of the individuals in the petitioned-for unit promoted or effectively recommended employees for promotion.

11. Rewarding

The Employer asserts that lead electrical superintendents, electrical superintendents, lead electrical planners, and electrical planners can reward employees and effectively recommend that employees be rewarded. Site Manager Thorson testified that lead electrical planners and electrical planners have the authority to reward employees similar to the way superintendents could offer hats or other trinkets. However, the Employer did not provide specific examples of such actions. Conclusory statements alone are not sufficient to confer supervisory status.

Accordingly, the Employer has not satisfied its burden to establish that any of the individuals in the petitioned-for unit rewarded or effectively recommended employees for rewards.

12. Adjusting Grievances

The Employer asserts that lead electrical superintendents, electrical superintendents, lead electrical planners, and electrical planners can adjust grievances and effectively recommend that grievances be adjusted. Site Manager Thorson testified that lead electrical superintendents and electrical superintendents have the authority to adjust grievances. He also testified that electrical superintendents might contact maintenance about broken toilets, order new tools when they are damaged or broken, or modify lunch periods (Tr. p. 264-265). However, the Employer failed to provide specific examples of such actions. Conclusory statements alone are not sufficient to confer supervisory status. Moreover, there is no evidence demonstrating the use of independent judgment regarding these actions. The Employer must establish that the petitioned-for unit classifications have actual authority to adjust grievances, not just minor disputes like broken toilets or pay issues that are readily resolved by a visit to the payroll department. Ken-Crest Services, 335 NLRB 777, 779 (2001); Training School at Vineland, 332 NLRB 1412, 1412, fn. 2 (2000). Accordingly, the Employer has not satisfied its burden to establish that any of the petitioned-for classifications adjusted grievances or effectively recommended the adjustment of a grievance.

The Employer asserts that, when it performs outage work, two site managers, two production superintendents, and two control superintendents are present at the plant. These three or six individuals would be responsible for supervising between 750 and 1100 employees creating a disproportionate ratio of supervisors to craft workers. New York City Omnibus Corp., 104 NLRB 579, 584 (1953). The ratio of supervisors to employees is a secondary indicia of establishing supervisory status. However, the ratio of supervisors to employees does not establish supervisory status in the absence of any of the 12 primary indicia. Ken-Crest Services, supra. Also, there are general foremen and foremen who work in a crew. Even though they are not supervisors, they assist in overseeing the work of craft workers. It is unclear, however, the total number of general foremen and foremen employed by the Employer.

B. Community of Interest

When determining an appropriate unit, the Board delineates the grouping of employees within which freedom of choice may be given collective expression. At the same time, it creates the context within which the process of collective bargaining must function. Therefore, each unit determination must foster efficient and stable collective bargaining. Gustave Fisher, Inc., 256 NLRB 1069 (1981). On the other hand, the Board has also made clear that the unit sought for collective bargaining need only be an appropriate unit. Thus, the unit sought need not be the ultimate, or the only, or even the most appropriate unit. Overnite Transportation Co., 322 NLRB 723, at 723 (1996). As a result, in deciding the appropriate unit, the Board first considers

whether the unit sought in a petition is appropriate. *Id.* When deciding whether the unit sought in a petition is appropriate, the Board focuses on whether the employees share a “community of interest.” NLRB v. Action Automotive, 469 U.S. 490, 494 (1985). In turn, when deciding whether a group of employees shares a community of interest, the Board considers whether the employees sought are organized into a separate department; have distinct skills and training; have distinct job functions and perform distinct work, including inquiry into the amount and type of job overlap between classifications; are functionally integrated with the Employer’s other employees; have frequent contact with other employees; interchange with other employees; have distinct terms and conditions of employment; and are separately supervised. United Operations, Inc., 338 NLRB 123 (2002). Particularly important in considering whether the unit sought is appropriate are the organization of the plant and the utilization of skills. Gustave Fisher, Inc., supra at fn. 5. With regard to organization of the plant, the Board has made clear that it will not approve fractured units – that is, combinations of employees that are too narrow in scope or that have no rational basis. Seaboard Marine, 327 NLRB 556 (1999). However, *all* relevant factors must be weighed in determining community of interest.

There is very little discussion regarding the pay of electrical superintendents, lead electrical superintendents, electrical planners, and lead electrical planners. The record does indicate that all electrical planners start at a 100-level. Electrical planners can promote from a 100-level to a 200-level and eventually to a 300-level. However, it is unclear the wage of each level.

Also, during an outage, the Employer can employ between 750 and 1,100 employees. One staffing difference between the online and outage work performed by the Employer is that there are two shifts for an outage: a day shift and a night shift. For each shift, there is a separate site manager, production superintendent, and work control Superintendent. During an online period, all work performed is typically performed during the day so only one site manager, one production superintendent, and one work control superintendent is employed. It is unclear the number of employees who work on day shifts and nights. It is also unclear what hours these employees work.

Lead electrical superintendents and electrical superintendents work in the field. Lead planners and electrical planners work in offices. Lead electrical superintendents and electrical superintendents report to the production superintendents. Lead electrical planners and electrical planners report to the work control superintendents. Ultimately, both the production superintendents and the work control superintendents report to site managers. Even though lead electrical planners and electrical planners do not share common supervision with lead electrical superintendents, separate supervision does not mandate separate units. Casino Aztar, 349 NLRB 603, 605-606 (2007). Rather, more important is the degree of interchange, contact and functional integration. *Id.*

Functional integration refers to when employees’ work constitutes integral elements of an employer’s production process or business. Thus, for example, functional integration exists when employees in a unit sought by a union work on different phases of the same product or as a group provides a service. Another example of functional integration is when the Employer’s work flow involves all employees in a unit sought by a union. Evidence that employees work

together on the same matters, have frequent contact with one another, and perform similar functions is relevant when examining whether functional integration exists. Transerv Systems, 311 NLRB 766 (1993).

The record reveals that, on a daily basis, lead electrical planners and electrical planners develop work packages, which are detailed instructions defining the specific scope of work to be performed for a given project and providing guidance needed to safely perform the work. Lead electrical superintendents and electrical superintendents review the plans and determine the appropriate staffing levels to ensure that the work outlined in the work packages are completed in the field.

The record also reveals that there is some interchange between electrical superintendents and electrical planners. Witness John Dickson testified that he is currently employed as an electrical planner. However, prior to his position as an electrical planner, he worked as an electrical superintendent.

V. CONCLUSION

In view of the foregoing and record as a whole, I find that the following employees of the Employer constitute a unit appropriate for the purpose of collective bargaining within the meaning of Section 9(b) of the Act:

All electrical superintendents, electrical lead superintendents, work planners electrical, and lead electrical planners employed by the Employer at jobsites located in the following six cities in Illinois: Braceville, Byron, Clinton, Cordova, Marseilles, and Morris; BUT EXCLUDING office clerical employees, professional employees, and guards and supervisors as defined in the Act.

VI. DIRECTION OF ELECTION

The National Labor Relations Board will conduct a secret ballot election among the employees in the unit found appropriate above. Employees will vote whether or not they wish to be represented for purposes of collective bargaining by International Brotherhood of Electrical Workers Local Unions 145, 146, 364 & 601 (Joint Petitioners).

A. Election Details

I have determined that a mail ballot election will be held.⁴ The unit consists of approximately 73 employees who work at six different locations within the state of Illinois.

⁴ At the hearing in this matter, the Employer requested a mixed mail-manual election while the Petitioner sought a mail ballot election. I am ordering a mail ballot election because the record is insufficient to establish that a mixed mail-manual election would be effective. To that end, the

There does not seem to be an issue regarding the employees' ability to understand mail ballots. Also, since the employees in the unit are located in various locations, a mail ballot election is the most efficient use of Board personnel. San Diego Gas & Electric, 325 NLRB 1143 (1998); Williamette Industries, 322 NLRB 1120 (1997).

The ballots will be mailed to employees employed in the appropriate collective-bargaining unit. At 2:00 pm (EDT) on June 25, 2018, ballots will be mailed to voters from the National Labor Relations Board, Region 25, Regional office located at 575 N. Pennsylvania Street, Room 238, Indianapolis, IN 46204. Ballots are to be returned to the Subregional office located at 101 SW Adams Street, Suite 400, Peoria, IL 61602. Voters must sign the outside of the envelope in which the ballot is returned. Any ballot received in an envelope that is not signed will be automatically void.

Those employees who believe that they are eligible to vote and did not receive a ballot in the mail by Monday, July 2, 2018 should communicate immediately with the National Labor Relations Board by either calling the Subregion 33 Office at (309)671-7080 or our national toll-free line at 1-866-667-NLRB (1-866-667-6572).

All ballots will be commingled and counted at the Subregional office located at 101 SW Adams Street, Suite 400, Peoria, IL 61602 on July 24, 2018, at 10:00 am (CDT). In order to be valid and counted, the returned ballots must be received in the Subregional office prior to the counting of the ballots.

B. Voting Eligibility

Eligible to vote are those in the unit who were employed during the payroll period ending June 10, 2018, if they are paid on a weekly basis, and those in the unit who were employed during the payroll period ending June 3, 2018, if they are paid on a bi-weekly basis, including employees paid either weekly or bi-weekly who did not work during the specified period because they were ill, on vacation, or temporarily laid off. Also eligible to vote are all employees in the unit who either (1) were employed a total of 30 working days or more within the 12 months preceding the applicable election eligibility date or (2) had some employment in the 12 months preceding the applicable election eligibility date and were employed 45 working days or more within the 24 months immediately preceding the applicable election eligibility date. However,

record fails to identify that a significant number of the approximately 73 unit employees would be available to vote manually due to the nature of the work involved and at which facility(ies) they would be working and available to vote. Additionally, it is clear that it is impractical for at least a portion of the unit employees to be present at a manual polling place given the limited duration of their assignments with the Employer and the lack of any outage scheduled at any of the six involved facilities herein during June and July 2018. Under these circumstances, the record is insufficient to establish that a manual election, or partial manual election, at six facilities across a large geographic area in northern Illinois would be an efficient use of Agency resources.

employees meeting either of those criteria who were terminated for cause or who quit voluntarily prior to the completion of the last job for which they were employed, are not eligible.

Employees engaged in an economic strike, who have retained their status as strikers and who have not been permanently replaced, are also eligible to vote. In addition, in an economic strike that commenced less than 12 months before the election date, employees engaged in such strike who have retained their status as strikers but who have been permanently replaced, as well as their replacements, are eligible to vote. Unit employees in the military services of the United States may vote if they appear in person at the polls.

Ineligible to vote are (1) employees who have quit or been discharged for cause since the designated payroll period; (2) striking employees who have been discharged for cause since the strike began and who have not been rehired or reinstated before the election date; and (3) employees who are engaged in an economic strike that began more than 12 months before the election date and who have been permanently replaced.

C. Voter List

As required by Section 102.67(l) of the Board's Rules and Regulations, the Employer must provide the Regional Director and parties named in this decision a list of the full names, work locations, shifts, job classifications, and contact information (including home addresses, available personal email addresses, and available home and personal cell telephone numbers) of all eligible voters.

To be timely filed and served, the list must be *received* by the regional director and the parties by **June 13, 2018**. The list must be accompanied by a certificate of service showing service on all parties. **The region will no longer serve the voter list.**

Unless the Employer certifies that it does not possess the capacity to produce the list in the required form, the list must be provided in a table in a Microsoft Word file (.doc or docx) or a file that is compatible with Microsoft Word (.doc or docx). The first column of the list must begin with each employee's last name and the list must be alphabetized (overall or by department) by last name. Because the list will be used during the election, the font size of the list must be the equivalent of Times New Roman 10 or larger. That font does not need to be used but the font must be that size or larger. A sample, optional form for the list is provided on the NLRB website at www.nlr.gov/what-we-do/conduct-elections/representation-case-rules-effective-april-14-2015.

When feasible, the list shall be filed electronically with the Region and served electronically on the other parties named in this decision. The list may be electronically filed with the Region by using the E-filing system on the Agency's website at www.nlr.gov. Once the website is accessed, click on **E-File Documents**, enter the NLRB Case Number, and follow the detailed instructions.

Failure to comply with the above requirements will be grounds for setting aside the election whenever proper and timely objections are filed. However, the Employer may not

object to the failure to file or serve the list within the specified time or in the proper format if it is responsible for the failure.

No party shall use the voter list for purposes other than the representation proceeding, Board proceedings arising from it, and related matters.

D. Posting of Notices of Election

Pursuant to Section 102.67(k) of the Board's Rules, the Employer must post copies of the Notice of Election accompanying this Decision in conspicuous places, including all places where notices to employees in the unit found appropriate are customarily posted. The Notice must be posted so all pages of the Notice are simultaneously visible. In addition, if the Employer customarily communicates electronically with some or all of the employees in the unit found appropriate, the Employer must also distribute the Notice of Election electronically to those employees. The Employer must post copies of the Notice at least 3 full working days prior to 12:01 a.m. of the day of the election and copies must remain posted until the end of the election. For purposes of posting, working day means an entire 24-hour period excluding Saturdays, Sundays, and holidays. However, a party shall be estopped from objecting to the nonposting of notices if it is responsible for the nonposting, and likewise shall be estopped from objecting to the nondistribution of notices if it is responsible for the nondistribution. Failure to follow the posting requirements set forth above will be grounds for setting aside the election if proper and timely objections are filed.

VII. RIGHT TO REQUEST REVIEW

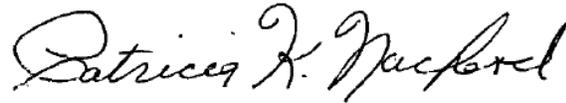
Pursuant to Section 102.67 of the Board's Rules and Regulations, a request for review may be filed with the Board at any time following the issuance of this Decision until 14 days after a final disposition of the proceeding by the Regional Director. Accordingly, a party is not precluded from filing a request for review of this decision after the election on the grounds that it did not file a request for review of this Decision prior to the election. The request for review must conform to the requirements of Section 102.67 of the Board's Rules and Regulations.

A request for review may be E-Filed through the Agency's website but may not be filed by facsimile. To E-File the request for review, go to www.nlr.gov, select E-File Documents, enter the NLRB Case Number, and follow the detailed instructions. If not E-Filed, the request for review should be addressed to the Executive Secretary, National Labor Relations Board, 1015 Half Street SE, Washington, DC 20570-0001. A party filing a request for review must serve a copy of the request on the other parties and file a copy with the Regional Director. A certificate of service must be filed with the Board together with the request for review.

Allied Power Services, LLC
Case 25-RC-219264

Neither the filing of a request for review nor the Board's granting a request for review will stay the election in this matter unless specifically ordered by the Board.

Dated: June 11, 2018



PATRICIA K. NACHAND
REGIONAL DIRECTOR
NATIONAL LABOR RELATIONS BOARD
REGION 25
575 N Pennsylvania St Ste 238
Indianapolis, IN 46204-1520

UNITED STATES OF AMERICA
BEFORE THE NATIONAL LABOR RELATIONS BOARD
REGION 25
SUBREGION 33

ALLIED POWER SERVICES, LLC

Employer

and

Case 13-RC-252563

INTERNATIONAL BROTHERHOOD OF
ELECTRICAL WORKERS LOCALS 145, 146, 176,
364, AND 601

Petitioner

DECISION AND DIRECTION OF ELECTION

Upon a petition duly filed under Section 9(c) of the National Labor Relations Act, hereinafter referred to as the Act, as amended, a hearing was held on December 10 and 11, 2019, before a hearing officer of the National Labor Relations Board, hereinafter referred to as the Board, to determine an appropriate unit for collective bargaining.¹

I. ISSUE²

The Petitioner seeks an election within a unit comprised of all full-time and part-time lead superintendents, superintendents, lead planners, planners, and trainees employed by the Employer at jobsites located in six cities in Illinois: Braceville, Byron, Clinton, Cordova, Marseilles, and Morris. The petitioned-for unit would include approximately 63 employees. The parties stipulated during the hearing that Work Planner – Electrical Trainee should be included in a unit appropriate for purposes of collective bargaining. The Employer contends that the petitioned-for unit is not appropriate because all the employees, except Work Planner – Electrical Trainee, in the petitioned-for unit are statutory supervisors pursuant to Section 2(11) of the Act.³

¹ Upon the entire record in this proceeding, the undersigned finds:

- a. The hearing officer's rulings made at the hearing are free from error and are hereby affirmed.
- b. The Employer is engaged in commerce within the meaning of the Act and it will effectuate the purposes of the Act to assert jurisdiction herein.
- c. The labor organization involved claims to represent certain employees of the Employer.
- d. A question affecting commerce exists concerning the representation of certain employees of the employer within the meaning of Section 9(c)(1) and Section 2(6) and (7) of the Act.

² Because the Employer failed to file a timely statement of position, the hearing in this matter and this decision address only the statutory issue of supervisory status. No other issues were considered.

³ On April 27, 2018, the Petitioner filed a petition in 25-RC-219264. The Employer contended that the petition was not appropriate because all of the individuals in the petitioned-for unit were

II. DECISION

Based on the record and relevant Board cases, I am directing an election in this matter be held because a question concerning representation exists under Section 9(c) of the Act. I conclude that a unit comprised of electrical superintendents, work planners - electrical, work planner – electrical trainee, and lead electrical planners employed by the Employer at the six facilities in question is appropriate for collective bargaining.⁴

Thus, the following constitutes a unit appropriate for purposes of collective bargaining:

All electrical superintendents, work planner – electrical trainees, work planners-electrical, and lead electrical planners employed by the Employer at jobsites located in the following six cities in Illinois: Braceville, Byron, Clinton, Cordova, Marseilles, and Morris; BUT EXCLUDING office clerical employees, professional employees, electrical lead superintendent and guards and supervisors as defined in the Act.

The unit found appropriate herein consists of approximately 63 employees for whom no history of collective bargaining exists.

III. STATEMENT OF FACTS

The Employer is a contractor which provides a broad suite of maintenance, repair, and upgrade services for the electrical power industry. The Employer has been in existence since May 2017. Currently, the Employer provides services for 14 different nuclear power plants in 5 states including Illinois. The Employer contracts with Exelon Corporation (Exelon) to provide services to Exelon's nuclear plants operating in Illinois: Braidwood Nuclear Generation Station, Byron Nuclear Generation Station, Clinton Nuclear Generation Station, Dresden Generation Station, LaSalle County Nuclear Generation Station, and Quad Cities Nuclear Generation Station. The Braidwood Nuclear Generation Station is in Braceville, Illinois. The Byron Nuclear Generation Station is in Byron, Illinois. The Clinton Nuclear Generation Station is in Clinton, Illinois. The Dresden Generation Station is in Morris, Illinois. The LaSalle County

supervisors under the Act, and the matter went to hearing on May 8, 9, and 10, 2018. On June 11, 2018, the Regional Director for Region 25 issued a Decision and Director of Election which found the following unit appropriate for collective bargaining: All electrical superintendents, electrical lead superintendents, work planners electrical, and lead electrical planners employed by the Employer at jobsites located in the following six cities in Illinois: Braceville, Byron, Clinton, Cordova, Marseilles, and Morris; BUT EXCLUDING office clerical employees, professional employees, and guards and supervisors as defined in the Act.

⁴ The parties stipulated on the record that these are correct titles of the job classifications in the petitioned for unit.

Nuclear Generation Station is in Marseilles, Illinois. The Quad Cities Nuclear Generation Station is in Cordova, Illinois.

With respect to the Employer's organizational structure, the site manager is the most senior individual at the jobsite. He has ultimate oversight over the field execution and planning aspects of the Employer's operations. The production superintendent oversees the field execution aspects of the Employer's operations. The production superintendent reports to the site manager. The electrical lead superintendents and electrical superintendents report to the production superintendent.

The work control superintendent oversees the planning side of the Employer's operations. The work control superintendent also reports to the site manager. The lead electrical planner and the work planners - electrical report to the work control superintendent. In total, during an outage, the Employer can employ between 750 and 1,100 employees. One staffing difference between the online and outage work performed by the Employer is that there are two shifts for an outage: a day shift and a night shift. For each shift, there is a separate site manager, production superintendent, and work control Superintendent. During an online period, all work performed is typically performed during the day so only one site manager, one production superintendent, and one work control superintendent are employed.

The Employer operates an electrical division and a mechanical division. With respect to the Employer's electrical division, customers' needs dictate the amount of work and the number of employees needed by the Employer. The Employer maintains a regular crew of work planners - electrical and electrical superintendents on a permanent basis. The Employer also employs work planners - electrical and electrical superintendents as needed to prepare for outages at various plants. An outage is a situation where a nuclear reactor is taken off-line or shut down so repairs and/or upgrades can be safely made to equipment. Outages occur at each plant approximately every 18 to 24 months. Outages typically last approximately three weeks but can last longer depending upon the scheduled work to be completed. During this time, the Employer performs varied and extensive work including maintenance, repair or enhancement of existing equipment, and installation of new equipment. Specific tasks can include scaffold builds, insulation removal, piping replacement, electrical inspections, electrical installations, and new modifications. The Employer also performs maintenance, repairs, and upgrades which occur when the nuclear reactors are online and producing power. Exelon dictates the timing and scope of work performed by the Employer. The Employer establishes milestones by which various aspects of work are tracked.

Planning for maintenance and modification begins when the nuclear power plant operator notifies the Employer of the portion of the maintenance modification work that the Employer will be hired to complete, which is outlined in a scope of work or work split. In the instant case, once Exelon gives the Employer a work split, the Employer's site manager, production superintendent, and work control superintendent analyze how many work planners - electrical, including a lead electrical planner, electrical superintendents, including an electrical lead superintendent, are necessary to begin planning and estimating the job. Once the work planners-electrical and initial electrical superintendents are hired, work planners - electrical develop work packages, which are detailed instructions defining the specific scope of work to be performed for

a given project and providing guidance needed to safely perform the work. Electrical superintendents review the plans and determine the appropriate staffing levels. When an appropriate staffing level has been determined, the Employer employs the appropriate number of additional electrical superintendents for the job by either hiring them outright or by transferring them from another site.

The Employer also hires craft workers. Craft workers are personnel hired through a labor organization to perform physical work. Craft workers include foremen, general foremen, journeymen, and apprentices. Once the appropriate personnel are hired, the Employer assigns work packages to a crew which consists of a superintendent, a general foreman, a foreman, and other craft workers and these employees complete the physical work.

IV. LEGAL STANDARD

To determine whether an individual is a supervisor within the meaning of Section 2(11) of the Act, the Board examines: (1) whether the individual has the authority to engage in any 1 of the 12 enumerated powers listed in Section 2(11) of the Act; and (2) whether the exercise of such authority requires the use of independent judgment. NLRB v. Health Care & Retirement Corp. of America, 511 U.S. 571, 573-574 (1994); NLRB v. Kentucky River Community Care, Inc., 532 U.S. 706, 707 (2001). Section 2(11) of the Act defines the term supervisor as:

Any individual having authority, in the interest of the employer, to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees, or responsibly to direct them, or to adjust their grievances, or effectively to recommend such action, if in connection with the foregoing the exercise of such authority is not of a merely routine or clerical nature, but requires the use of independent judgment.

Pursuant to this definition, individuals are statutory supervisors if (1) they hold the authority to engage in any 1 of the 12 supervisory indicia (e.g., “assign” and “responsibly to direct”) listed in Section 2(11); (2) their “exercise of such authority is not of a merely routine or clerical nature, but requires the use of independent judgment;” and (3) their authority is held “in the interest of the employer.” Oakwood Healthcare, Inc., 348 NLRB 686 (2006). In Oakwood Healthcare, the Board held that “assign” for purposes of Section 2(11), means the “designation of significant overall tasks to an employee, not...ad hoc instruction that the employee perform a discrete task” which requires the use of independent judgment. Oakwood Healthcare, 348 NLRB at 689. The Board interpreted the 2(11) language “responsibly to direct” as follows: “If a person on the shop floor has men under him, and if that person decides what job shall be undertaken next or who shall do it, that person is a supervisor, provided that the direction is both responsible...and carried out with independent judgment.” Id. at 691. The Board further held that, for direction to be responsible under Section 2(11), the person directing the performance of a task must be accountable for its performance. Id. at 691-692. The Board further stated that judgment must actually rise above what is “routine or clerical.” Id. at 693. The Board also stated that the judgment must be independent. It noted that “a judgment is not independent if it is dictated or controlled by detailed instructions, whether set forth in company policies or rules,

the verbal instructions of a higher authority, or in the provisions of a collective-bargaining agreement.” Id. However, the Board clarified that, “. . . the mere existence of company policies does not eliminate independent judgment from decision-making if the policies allow for discretionary choices.” Id.

In excluding individuals from a unit based upon supervisory status, the burden of proof rests upon the party alleging that an individual is a supervisor. NLRB v. Kentucky River Community Care, Inc., 532 U.S. 706 (2001); Bennett Industries, 313 NLRB 1363 (1994). A lack of evidence is construed against the party asserting supervisory status. The Board is reluctant to confer supervisory status too broadly because an employee deemed to be a supervisor loses the protection of the Act. Vencor Hospital – Los Angeles, 328 NLRB 1136, 1138 (1999). Notably, a mere inference of independent judgment without specific support in the record is insufficient to warrant a finding of supervisory status. Sears, Roebuck & Co., 304 NLRB 193 (1991). Rather, the record as a whole must establish that an alleged supervisor’s role is something other than the routine communication of instructions between management and employees without the exercise of any significant discretion. McCullough Environmental Services, 306 NLRB 565 (1992). Also, job titles, job descriptions, or similar documents are not given controlling weight and will be rejected as mere paper, absent independent evidence of the possession of the described authority. Golden Crest Healthcare Center, *supra*.

Conclusionary statements made by witnesses, without supporting evidence, does not establish supervisory status. Control Services, Inc., 314 NLRB 421 (1994); *citing* Sears, Roebuck & Co., 304 NLRB 193 (1991). Evidence must be in the record to show that an alleged supervisor actually exercised at least one of the statutory indicia of a 2(11) supervisor. Id. In Control Services, the Board noted that the record was devoid of any corroborating evidence to establish supervisory status and thus insufficient to support such a finding. It is well established that if an employee can discipline or has the authority to effectively recommend discipline then that employee is a supervisor. In Ken-Crest Services, 335 NLRB 777 (2001), the Board found that the employees in question issued verbal warnings; however, the record was devoid of any written warnings that referred to the previous verbal warnings. The Board found that the employer failed to show that any actual consequences flowed from the verbal warnings. Thus, the evidence was insufficient to establish supervisory status.

In the instant case, the Employer is asserting that individuals who hold the positions of electrical superintendent, electrical lead superintendent, work planner – electrical, and lead electrical planner are supervisors within the meaning of section 2(11) of the Act, and thus, are ineligible to vote in any election directed in this case. The Employer, therefore, has the burden of establishing the supervisory status of those individuals.

V. DISCUSSION AND APPLICATION OF BOARD LAW

A. Work Planner – Electrical

Job Description and Duties

The Employer maintains a core group of work planners-electrical year-round. The Employer also hires additional electrical work planners as needed to prepare for outages. They report to the work control superintendent. On May 20, 2019, the Employer revised the job description of Planner II and lists the Responsibilities/Accountabilities of the Senior Planners as follows:

1. Responsible for approving and reviewing all required work packages to ensure safety, high quality and technical rigor
2. Attend and participate in all scheduled management meetings as required
3. Clarify and implement modifications to work assignments when necessary
4. Complete assigned project physical work (shop fabrication, pre-outage, outage, and online)
5. Responsible for conducting field walk downs to identify and analyze corrective and preventive maintenance, modification and surveillance activities and for providing input for refining and improving work package quality to work crews
6. Define procedures, drawings, equipment and materials required to performing planned work packages
7. Develop, revise and review maintenance procedures to facilitate and enhance work package development
8. Facilitate package preparation by preparing and/or submitting out of service, plant barrier impairments, welding/grinding permits, fire impairments, operability impact statements, regulatory/code documentation, NOS hold/witness points, temporary leak repair documentation and other requests
9. Incorporates input from the planning team and other required groups to support field work
10. Independently plan and prepare work instructions that provide direction to the various workgroups for corrective maintenance repairs, performance of preventive maintenance, and surveillance
11. Interface and collaborate with work management, supply, operations and engineering to identify and resolve work package issues
12. Maintain compliance with codes, standards, vendor recommendations and maintenance directions
13. May participate in pre-job briefs and ensures appropriate understanding for the work at hand
14. Order all materials and equipment, including contingency materials required to complete the project work orders
15. Participate in schedule reviews and sequencing of activities

16. Perform assigned installation testing and support modification acceptance testing in accordance with CC-AA-107, Configuration Change Acceptance Testing Criteria and associated T&RM's
17. Perform other Work Planner responsibilities as required
18. Prepare work order packages for installation activities
19. Proficient in generating work packages from scratch, using established work planning processes, coordinating approval and directing activities associated with assigned packages
20. Provide evaluative feedback on performance of superintendents and craft workers
21. Recommend employees for hiring, advancement and promotion
22. Requires good communication skills and demonstrated ability to work efficiently and safely in plant environments
23. Select and approve purchase or make procurement recommendations for all materials needed for work package execution
24. Verify work instructions are adequate and comply with all applicable station procedures

Exelon generates work splits through which it identifies work that it will give to the Employer. The work control superintendent receives these work splits and determines the order in which the work must be planned. The work control superintendent and scheduler assign work to work planners – electrical. Work planners – electrical do not typically work in the field at a jobsite. They work primarily in offices along with other employees. They prepare work packages, which are detailed instructions defining the specific scope of work to be performed for a given project and providing all the guidance needed to safely perform the work. While a crew has some discretion as how to perform the task required under a work package, they are not allowed any deviation from the work package requirements. If there are anomalies which develop, they are required to contact work planners – electrical to request clarification or modification of the work packages. Electrical superintendents may go to electrical planners with questions about work packages. Any revisions outside of the scope of the original work require the electrical planners to consult Exelon engineers for resolution. Once engineering has decided how to resolve the anomaly, work planners - electrical enter the engineer's recommendation into the work packages. The work packages are created in software known as passport, which is software owned by Exelon and calibrated to its specifications.

In preparing work packages, work planners – electrical have the discretion to either take a specific procedure and extract the steps out of it and put it in his work package or reference the procedure number with the procedure included later in the work package. Once work planners – electrical have created work packages, the work packages are submitted to various work groups, such as engineering, quality control, weld administration, and others for final approval or superintendents can take the work packages to implement them. Once work packages have been fully implemented, the work planners – electrical review the documents to ensure completion, but they do not verify the work done in the field. Document clerks break the work package down. Work planners - electrical enter closure notes into passport. Package closure means

making sure that all signatures have been placed, and that somebody has done their diligence, and then the package goes through a closure process. Work planners – electrical do not physically go and inspect the work site after the work package has been implemented.

Analysis

The Employer asserts that work planners – electrical have the authority to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees, or responsibly to direct them, or to adjust their grievances. As set forth below, there is insufficient evidence that work planners – electrical are 2(11) supervisors under the Act.

As it relates to assigning work, hiring, suspending, discharging, recalling, transferring, promoting, rewarding, or adjusting grievances, the Employer failed to provide any examples or introduce any evidence that work planners – electrical engaged in any of the aforementioned supervisory conduct. Conclusory statements alone are insufficient to confer supervisory status. Accordingly, the Employer has not satisfied its burden to establish work planners – electrical assigned, hired, suspended, discharged, recalled, transferred, promoted, rewarded, adjusted grievance or recommended such action within the meaning of Section 2(11) of the Act.

The Employer asserts that work planners – electrical direct electrical superintendents and craft workers through work instructions and verbal directions. Site Manager Dirk Thorson testified about a situation where a retrofit kit was not lining up properly. The electrical superintendent and the crew asked for clarification from the work planner – electrical who indicated that they could loosen a part up consistent with the work package. This incident alone is not sufficient to establish supervisory status. Conclusory statements alone are insufficient to confer supervisory status, and there is insufficient evidence that this decision involved the use of independent judgment. There is insufficient evidence demonstrating that work planners - electrical responsibly direct electrical superintendents, craft workers, or other employees. There is also insufficient evidence demonstrating that work planners - electrical are held accountable for the actions or work of other employees. There is also insufficient evidence demonstrating that work planners - electrical use independent judgment in directing the work of other employees.

The Employer asserts that work planners - electrical recommend discipline. Thorson testified that work planners - electrical can provide feedback regarding the performance of electrical superintendents. In addition, Thorson testified generically that work planners - electrical can recommend discipline of superintendents. However, the Employer did not provide examples of such actions. Accordingly, the Employer has not satisfied its burden to establish that work planners - electrical disciplined or effectively recommended employees for discipline.

B. Lead Electrical Planners

Job Description and Duties

The Employer also employs some lead electrical planners at the Exelon facilities where it

is contracted to do work. They report to the work control superintendent. The Employer asserts that there is typically one lead electrical planner in the mechanical division and one lead electrical planner in the electrical division. None of the Employer's Standard Operating Procedures have a lead electrical planner classification or otherwise explain what the duties of a lead electrical planner are. However, the individual job description for the lead electrical planner position in June 2019 stated that their essential functions were as follows:

1. Oversee electrical engineers on the job site
2. Scope, plan, and write work packages
3. Provide maintenance work package technical review
4. Analyze time and material requirements for work activity
5. Develop and issue preventive maintenance records and work packages
6. Prepare and/or review efficient and specific instructions for the isolation, containment de-energization of various mechanical, physical, electrical, chemical energy systems or radiological sources according to established procedures.
7. Retrofit/upgrade/refurbish electrical systems
8. Interpret dated systems and designs
9. Writing work instructions and planning work packages

On May 20, 2019, the Employer revised the job description of the Civil, Electrical, and Mechanical Planners. The job description covers Senior Planners. The job description lists the Responsibilities/Accountabilities of the Senior Planners as follows:

1. Able to identify components and part options as input in initial design planning
2. Analyze time and material requirements for work activity
3. Complete assigned project physical work (shop fabrication, pre-outage, outage, and online)
4. Determine the number of planners needed to complete each project, prepare work schedules and assign duties and tasks for work planners
5. Develop and issue preventive maintenance records and work packages
6. In addition to the duties of a Planner I perform comprehensive design reviews, provide input into final design to enhance installation and schedule performance
7. Incorporates input from the planning team and other required groups to support field work
8. Interface with scheduling group to integrate planning efforts associated with large design changes, including "fast track" efforts that often require planning in parallel with final design
9. Interpret dated systems and designs
10. Responsible for investigating alleged violations of employer policies, recommending corrective action when necessary, and administering warnings, suspensions and discharge
11. May direct other planners to manage and facilitate package development for larger projects
12. May participate in pre-job briefs and ensures appropriate understanding for the

- work at hand
13. Order all materials and equipment, including contingency materials required to complete the project work orders
 14. Participate in schedule reviews and sequencing of activities
 15. Perform assigned installation testing and support modification acceptance testing in accordance with CC-AA-107, Configuration Change Acceptance Testing Criteria and associated T&RM's
 16. Perform other Lead Work Planner responsibilities as required
 17. Prepare and/or review efficient and specific instructions according to established procedures
 18. Prepare work order packages for installation activities
 19. Proficient in generating work packages from scratch, using established work planning processes, coordinating approval and directing activities associated with assigned packages
 20. Provide evaluative feedback on performance, including documenting corrective training and record performance deficiencies
 21. Provide maintenance work package technical review
 22. Recommend employees for hiring, advancement, and promotion
 23. Recommend the transfer, layoff and recall of employees to complete work assignments and enhance productivity
 24. Requires good communication skills and demonstrated ability to work efficiently and safely in plant environments
 25. Retrofit/upgrade/refurbish systems
 26. Scope, plan, and write work packages
 27. Responsible for directing the work of work planners, superintendents and craft workers on the job site
 28. Support activities as required by LIR
 29. Write work instructions and plan work packages

The Employer asserts that the biggest difference between work planners - electrical and lead electrical planners is that lead electrical planners have the responsibility to lay out the work that the planning department is going to do. The lead electrical planners get the scope of work from the work control superintendent and explain to the work planners - electrical what their priority work is supposed to be. After receiving the work split from Exelon, lead electrical planners perform analyses on the work, and determine the number of work planners - electrical needed in order to meet to perform the work, which is explained in the Employer's readiness plan

Analysis

The Employer asserts that lead electrical planners have the authority to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees, or responsibly to direct them, or to adjust their grievances. As set forth below, there is insufficient evidence that lead electrical planners are 2(11) supervisors under the Act.

There is detailed testimony in the record from Edward Meyer, a witness called by the Employer. Meyer testified that he is a Work Planner Lead at the Braidwood site. His performance evaluations submitted by the Employer indicate that his title is Work Planner Lead. Work Planner Lead is not a classification contained in the petitioned for unit. The Employer asserts that Meyer's performs the functions of a lead electrical planner, thus the Region should consider his testimony when evaluating whether lead electrical planners are 2(11) supervisors under the Act. Meyer testified that in his role as a Work Planner Lead, he reviews and approves electrical packages, assigns and direct the work of work planners - electrical. However, Meyer also testified that lead electrical planners do not report to him and that is unfamiliar with the title of lead electrical planners. Thus, his testimony is irrelevant as to the supervisory status of the lead electrical planners.

As it relates to assigning work, hiring, suspending, discharging, recalling, promoting, rewarding, or adjusting grievances, the Employer failed to provide any examples or introduce any evidence that the lead electrical planners engaged in any of the aforementioned supervisory conduct. Conclusory statements alone are insufficient to confer supervisory status. Accordingly, the Employer has not satisfied its burden to establish that lead electrical planners assigned, hired, suspended, discharged, recalled, promoted, rewarded, adjusted grievance, or recommended such action within the meaning of Section 2(11) of the Act.

The Employer asserts that lead electrical planners responsibly direct the work of other employees. Site Manager Dirk Thorson testified that lead electrical planners direct the work of work planners – electrical and distribute work to them. However, the evidence presented by the Employer does not explain how such distributions of work are made or the factors considered in making such distributions of work. Furthermore, there is insufficient evidence demonstrating that lead electrical planners are held accountable for the work performance of work planners - electrical, lead electrical superintendents, electrical superintendents, or other employees.

The Employer asserts that lead electrical planners recommend discipline. Thorson further testified that lead electrical planners can provide feedback regarding the performance of electrical superintendents. However, he did not provide examples of such actions. Accordingly, the Employer has not satisfied its burden to establish that lead electrical planners disciplined or effectively recommended employees for discipline.

The Employer asserts that lead electrical planners can lay off employees and effectively recommend that employees be laid off. Thorson testified that a lead electrical planner determined to release a work planner - electrical as a project was winding down. However, the Employer did not provide evidence regarding what consideration was given to that recommendation or the implementation of such a decision or specific examples of other similar incidents. Moreover, there is no evidence demonstrating that the recommendation of layoffs was based upon the use of independent judgment. The evidence demonstrates that these decisions were based on the work schedules and milestones established months before the work was performed. Accordingly, the Employer has not satisfied its burden to establish lead electrical planner laid off or effectively recommended employees for layoff.

The Employer asserts the lead electrical planner can recommend transfers. Thorson testified that lead electrical planners recommend the transfer of newly employed electrical superintendents. However, the Employer did not provide details regarding the nature of such recommendations or whether they were followed. The evidence demonstrates that some employees in the petitioned-for unit may have expressed preferences for who would be transferred from one project to the next. However, the evidence does not establish that their requests were given dispositive weight or that there was any real exercise of independent judgment. The decisions to transfer were made either when one employee was done at one location and available to transfer to another location, or when a transfer was mutually agreeable to the individual being transferred. Conclusory statements alone are not sufficient to confer supervisory status. Accordingly, the Employer has not satisfied its burden to establish that lead electrical planners transferred or effectively recommended employees for transfer.

C. Electrical Superintendents

Job Description and Duties

Electrical superintendents report to the production superintendent. The duties of all electrical superintendents are outlined in the Employer's Standard Operating Procedures for Roles and Responsibilities. The Employer's Standard Operating Procedures for Roles and Responsibilities defines electrical superintendents' duties as follows:

1. Taking Ownership and Accountability for implementation of the Company HSE Program.
2. Advising all employees to report personal medical conditions or restrictions to OHS.
3. Requiring any employee that sustains a work-related injury or illness to report to the Company HSE Representative or Client OHS without delay. Accompany the injured employee to OHS if feasible. Assist in the collection of relevant information.
4. Performing a field investigation of the circumstances surrounding all work-related Level 2 or Level 3 injuries or illnesses. Complete a field investigation and documentation for Level 2 or Level 3 injury or illness, initiate a Client Corrective Action Program Issue Report (IR) per SOP.
5. Providing information on near misses. A significant near miss requires that an IR be initiated. Additionally, supervisors recording a near miss must do so on the Company Incident/Near Miss Report describing what happened and lessons learned. This information is to be provided to the SM for dissemination.
6. Initiating a Client Issue Report (IR) and ensuring review by the respective PS before publication. Electronic input may be by the Company CAP

Coordinator.

7. Advising the Company HSE Representative immediately of all injuries and ensure that reports including photos, personal statements, or witness statements are completed and reach the Company HSE Representative before departing the work shift on the day of an incident, injury, or illness.
8. Conducting and documenting a Post-Accident Safety Meeting with the respective work crew for all Level 2 & 3 injuries or illnesses and assist the PS in communicating the incident details during shift brief.
9. Assisting the SM in communicating the incident details at the shift briefs and to the Company senior management on the SM morning call. Detail the preventative measures implemented.
10. Organizing and managing all assigned work tasks/activities
11. Coordinating and supporting field operations of sub-contractors as required
12. Assuring that only qualified and properly trained individuals are assigned to tasks.
13. Treating all assigned craft equally and fairly. Recognize employee concerns and notifying the Production Superintendent of potential issues.
14. Interfacing with station representatives related to assign the Company field tasks and activities.
15. Ensuring detailed pre-job briefings are delivered on a daily basis through personal presentation or participation. Attends all pre-job briefs for activities in High Rad Areas and documents by signature their attendance on the Pre-job sign in sheet.
16. Participate in the High Rad Brief with the crew requiring entry into a High Rad area ensuring crew signatures on the correct R WP and adequate three-way communication with an RP Technician using appropriate maps. Maintain positive control up to the boundary for crew personnel for first entry to a high rad area and as necessary thereafter.
17. Assuring that Task Specific Job Hazard Assessments and Analysis is performed for all work (Analysis performed shiftly).
18. Driving to reduce dose and to work jobs ALARA.
19. Spending 80% of their time in the field observing work activities.
20. Ensuring that the work meets the requirements of the work packages, work orders, and good work practice standards.
21. Identifying barriers to success and to aggressively pursuing permanent changes to increase productivity.

Under the Employer's Standard Operating Procedures for Outage Work, electrical superintendents' duties are further defined as:

1. Verifying that personnel are qualified prior to performing work activities.
2. Ensuring cost and schedule adherence on projects for which responsible.

3. Having resources including materials, tools, and special tools staged and physically available.
4. Verifying that support tasks such as scaffolding erection, insulation removal, etc. are scheduled and ready to work using the one-hour-rule.
5. Notifying support organizations such as Rad Protection, Security, etc. when their support is required using the one-hour-rule.
6. Ensuring prerequisites for performing the work as identified in the Work Package and/or procedure have been met.
7. Ensuring required permits are in place prior to performing work activities.
8. Ensuring that Human Performance Tools and Verification Practices are used while performing the work.
9. Ensuring that as work is completed it is demobilized and the area is cleaned, tools and equipment are returned to the proper location and work packages are properly completed.
10. Retaining forms used to obtain parts from supply. Unused parts must be returned and credited to the original material request or work order/task.

On May 20, 2019, the Employer revised the job description of electrical superintendents and it lists their Responsibilities/Accountabilities as follows:

1. Assign work locations, times and overall work duties to company and contractor field resources to optimize overall cost and schedule completion
2. Attend and participate in all scheduled management meetings as required
3. Audits SAFE Job briefs to ensure that appropriate discussion takes place, risks are thoroughly identified, and that appropriate mitigating actions or barriers are put in place to reduce or eliminate threats
4. Responsible for ensuring that client and Company safety rules, policies, and practices are documented and adhered to and ensure the implementation of any safety corrective measures
5. Responsible for ensuring that the unit delivers planned work at a cost equal to or less than the budget for a given period by providing solid budgetary estimates and responsibly directing the activities of the team, their scheduling (including overtime), material, and tool costs to deliver expected results efficiently
6. Responsible for establishing and monitoring work goals and objectives
7. Instill client values and personal responsibility into construction staff
8. Responsible for investigating alleged violations of employer policies, recommending corrective action when necessary, and administering warnings, suspensions, and discharge
9. Responsible for directing the performance of the unit and its individual members by setting consistent, realistic expectations and goals for improvement; influencing, supporting, and motivating employees to perform at their best;

- evaluating performance consistently for the members of the team; providing timely recognition, feedback, and coaching to improve performance; and fairly differentiate and document performance for members of the team
10. Responsible for directing, leading, assigning, coordinating and overseeing the activities of a team to effectively execute daily, weekly, and monthly work plans to fabricate, install, test, and put into service in a manner that complies with company Standards, Federal and State regulations, and meets commitments made to our customers
 11. Evaluating employee performance and set safety, quality and productivity metrics
 12. Monitor budget and/or cost per unit variances and identifies exceptions/variances and appropriate corrective actions
 13. Responsible for periodically inspecting work in progress and completed work to ensure conformance to specifications and for directing foreman and/or craft workers in the proper performance of work
 14. Observes work and driving to recognize, reward, and promote safe work and driving habits and compliance with safe work practices and procedures; coaches' employees to eliminate unsafe acts and practices
 15. Perform other Superintendent responsibilities as required
 16. Plans system outages in cooperation with other Company personnel and contractors to ensure that work can proceed safely
 17. Responsible for providing feedback on performance of work, including documenting corrective training and record performance deficiencies
 18. Recommend and/or authorize grievance adjustments
 19. Recommend employees for hiring, advancement, and promotion
 20. Recommend the transfer, layoff and recall of employees to complete work assignments and enhance productivity
 21. Responds to emergency situations (where applicable)
 22. Responsible for enhancing performance of construction staff through training, motivation and performance coaching
 23. Responsible for supervising and directing craft workers/foremen and determining the method of construction, manpower levels (e.g. the number of craft workers/foremen needed to complete each project), work schedules, documenting hours worked and assign duties and tasks for craft workers/foremen
 24. Responsible for the safety of each member of the team
 25. Review and approve highly complex work orders, proposed field changes and/or invoices in accordance with authorization approval policies
 26. Understand and adhere to all processes that are designed to help complete projects safely, with a high standard of quality and productivity

On a daily basis, electrical superintendents provide direction to craft employees. They gather foremen and crew and conduct pre-job briefings, which cover everything from scope of work that will be performed that day, to required protective equipment, tools, and

supervisory hold points. They also perform work in accordance with the task list set forth in the work package. While craft workers have some latitude to get the job done, the job of electrical superintendents is to provide overall direction and to make sure that the craft workers stay within the boundaries of their work, providing advice along the way to avoid the development of any problems. Also, electrical superintendents determine that additional manpower may be needed to complete a project. They can also make requests for additional manpower to the electrical lead superintendents. Electrical Lead superintendents then may reallocate employees from one crew to another.

John Dickson testified that he worked as an electrical superintendent at the Quad Cities outage. Dickson testified that a typical day at the Quad Cities outage would begin with the Lead Electrical Superintendent assigning him work. The General Foreman would select the foreman and the crew. Dickson testified that at the beginning of the shift there was a mass pre-job brief for the entire jobsite led by upper management to highlight the plant and safety issues. Dickson testified after the meeting employees broke into their individual crews. He testified that the foreman would find their crew members and then they have a pre-job brief that is specific to the job. During these pre-job briefs, the expectations are laid out, so the entire crew knows their roles and responsibilities. The electrical superintendent, foreman, and even a crew member can lead pre-job briefs, but generally the electrical superintendent led the meeting. After the pre-job brief, the crew would go to work. Dickson testified that he would tell the general foreman that it was time to start the first steps of the job. The general foreman would tell the foreman that it was time to do the first step and the foreman he would then direct his crew.

Site Manager Dirk Thorson testified that the relationship between electrical superintendents and general foremen is not hierarchal, but rather the general foreman would be “dotted line off to the side of the electrical superintendents” on an organizational chart. Former electrical superintendent John Dickson corroborated Thorson’s testimony. Specifically, Dickson testified that electrical superintendents and general foreman are on the peer level. Thorson further stated the electrical superintendents work hand in hand with the electrical lead superintendent to run down any safety concerns, ensure timesheets are filled out, and assist with fitness of duty. According to Thorson, electrical superintendents assist the electrical lead superintendent by laying out work assignments for daily briefings, helping maintain continuity when employees take their required days off. Thorson testified electrical superintendents direct the entire crew, but General Foreman can essentially fill in for the electrical superintendent if he or she has to go to another job. John Francimore testified that as an electrical lead superintendent he would give instructions to the electrical superintendent or general foreman and they in turn would instruct the crew.

Dickson testified that work start and end time is set by the production superintendent. Francimore also testified that as electrical lead superintendent he would give the electrical superintendents a written list of what to do each day based on the schedule. Dickson testified that as an electrical superintendent he never assigned work to foreman or craft workers. Dickson testified that if the crew was too big or if he had an issue with personnel, he would discuss that with the electrical lead superintendent.

Dickson testified that when he served as an electrical superintendent, he would give employees verbal warnings if they were not wearing ear plugs, wearing safety glasses, or hard hats; but also testified that he never hired, fired, made personal recommendations for hiring, laid off, requested recall, disciplined, promoted, gave raises or awards, evaluated employees, or adjusted grievances.

Executive Director Robert Nevin testified electrical superintendents are held accountable when they fail to supervise craft employees. Nevin testified that he sits on a disciplinary review board and testified to his knowledge regarding three disciplinary instances. Nevin testified that a craft employee had used the wrong equipment which caused a transmitter to crack. Nevin testified that the Employer disciplined electrical superintendent Tom Krager for inadequate supervision because he allowed the installation of the incorrect component and he signed off that the work had been performed appropriately. Electrical superintendent Alex Boehmke received discipline after a craft member plugged in a piece of equipment with a danger tag on it. Nevin testified that it was Boehmke's responsibility to ensure that the craft worker did not work on equipment marked with a danger tag. Electrical lead superintendent Francimore attended the disciplinary proceeding but only to provide general knowledge as to how work is to be performed.

Electrical lead superintendent John Francimore testified that he evaluated electrical superintendents on their ability to motivate their crews, treatment of their subordinates, the crew and the foremen, and provision of clear instructions to the crew. Francimore testified that when he was an electrical superintendent, he would spend time with the crew and provide them with clear instructions and objections. Francimore testified that he critiqued electrical superintendent Scott Knapp in his review for failing to complete his observations of his crew. Foremen, general foremen, and electrical lead superintendents are also required to submit observation cards.

Analysis

The Employer asserts that electrical superintendents have the authority to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees, or responsibly to direct them, or to adjust their grievances. As set forth below, there is insufficient evidence that electrical superintendents are 2(11) supervisors under the Act.

As it relates to suspending, discharging, recalling, promoting, rewarding, or adjusting grievances, the Employer failed to provide any examples or introduce any evidence that electrical superintendents engaged in any of the aforementioned supervisory conduct. Conclusory statements alone are insufficient to confer supervisory status. Accordingly, the Employer has not satisfied its burden to establish that electrical superintendents suspended, discharged, recalled, promoted, rewarded, adjusted grievances, or recommended such action within the meaning of Section 2(11) of the Act.

The Employer also asserts that electrical superintendents direct the crew working with them on a daily basis. The Board has held that in order for direction of work to be responsible, the judgment exercised must be independent. It noted that "a judgment is not independent if it is

dictated or controlled by detailed instructions, whether set forth in company policies or rules, the verbal instructions of a higher authority, or in the provisions of a collective-bargaining agreement.” Oakwood Healthcare, Inc., supra. Francimore testified that when he works as an electrical superintendent, he receives assignment and instruction from the electrical lead superintendent, and that he in turn assigned and instructed the crew. Dickson testified that as an electrical superintendent he never assigned work to foremen or craft workers. Dickson testified that if the crew was too big or if he had an issue with personnel, he would discuss that with the lead electrical superintendent. Thorson testified that electrical superintendents assist the electrical lead superintendent by laying out work assignments for daily briefings and helping maintain continuity when employees take their required days off. Thorson testified electrical superintendents direct the entire crew, but the General Foreman can essentially fill in for the electrical superintendent if he or she has to go to another job.

The Board has also held that, for the direction of work to be responsible, the person directing the performance of a task must have oversight of another’s work and be accountable for the other’s performance. To establish accountability, it must be shown that the putative supervisor is empowered to take corrective action and that there is a prospect of adverse consequences for other deficiencies. Oakwood Healthcare, Inc., supra. The Employer asserts that electrical superintendents are supervisors because they are held accountable for misconduct of their crew. In support of this assertion, the Employer introduced disciplinary actions of Tom Krager and Alex Boehmke into the record. Executive Director Robert Nevin testified that Krager was disciplined in part because he failed to supervise his crew. However, a review of Krager’s discipline indicates that Krager was disciplined for his own misconduct. The “Discipline Basis” states Krager “incorrectly signed off on a work step.” There is no mention in the discipline that Krager was disciplined for failure to supervise. Nevin further testified that electrical superintendent Alex Boehmke received a discipline after a craft member plugged in a piece of equipment with a danger tag on it. While Employer introduced the disciplinary action form into the record, it failed to include the notes and statements referenced on the form. The “Discipline Basis” on the form states “Discussion with ED, RD and circumstances pertaining to this incident.” Without the notes and statements referenced, it remains unclear if Boehmke was disciplined for failure to supervise his craft member. Based on the foregoing, there is insufficient evidence demonstrating that electrical superintendents are held accountable for the work performance of the crew. Furthermore, there is also insufficient evidence demonstrating that electrical superintendents use independent judgment to direct the crew. Accordingly, the Employer has not satisfied its burden that any of the electrical superintendents responsibly directed work or effectively recommended the direction of work.

The Employer also asserts that electrical superintendents can assign work to foremen and craft members. The Board has held that the assignment of work is defined as the act of designating an employee to a place such as a location, department, or wing, appointing an employee to a time such as a shift or overtime period, or giving significant overall duties, i.e., tasks to an employee. Oakwood Healthcare, Inc., supra. The Board has also held that determining the order in which the employee will perform discrete tasks within those assignments would not be indicative of the authority to assign. Id. Supervisory authority will not be found where there is only one obvious or self-evident choice, or to merely balance workloads. Id. The independent

judgment necessary to establish supervisory status based on the ability to assign work must be established by specific evidence showing the factors considered in determining how one employee was selected over another for an assignment. Cook Inlet Tug & Barge, 362 NLRB No. 111 (2015) (citing Brusco Tug & Barge Co., 359 NLRB 486, 492 (2012); WSI Savannah River Site, 363 NLRB No. 113, slip op. at 3 (2016)). Assignment based on known skills or employee abilities are not supervisory because they do not require independent judgment. CNN America, Inc., 361 NLRB 439, 460 (2014); WSI Savannah River, supra.

The Board has found that assignments made by the foremen did not require independent judgment because they were based upon the employees' known trades or skills as needed to complete the tasks for the day. Also, the Board found that there was no independent judgment needed to assign mundane tasks to employees based on their availability to complete the work or made to vary tasks or equalize workload. Shaw, Inc., 350 NLRB 354 (2007). Furthermore, the Board found that lead persons did not assign employees under the Act because they did not prepare the posted work schedules for employees, appoint employees to the production lines, departments, shifts or any overtime periods, or give significant overall duties to employees. The lead persons worked alongside other employees who performed work according to their classifications every day. Lead persons had no authority regarding who worked for them but could make assignment decisions from the people on their crew based on what the individuals were capable of doing. Croft Metals, 348 NLRB 717, 721 (2006). The Board further found that occasionally rotating tasks among the crew was more akin to ad hoc direction than to the assignment of work, and therefore was not indicative of supervisory status.

The evidence indicates that the electrical superintendents are more analogous to foremen rather than supervisors under the Act. Site Manager Dirk Thorson testified that the relationship between electrical superintendents and general foremen was not hierarchal, but rather the general foreman would be "dotted line off to the side of the electrical superintendents" on an organizational chart. Former electrical superintendent John Dickson corroborated Thorson's testimony. Specifically, Dickson testified that electrical superintendents and general foremen are peers. Thorson testified electrical superintendents direct the entire crew, but general foremen can essentially fill in for the electrical superintendent if he or she has to go to another job. Francimore testified as a lead electrical superintendent he would give instructions to the electrical superintendent or general foremen and they in turn instruct the crew. Francimore also testified that as lead electrical superintendent would give the electrical superintendents a written list of what to do each day based on the schedule. Dickson testified that as an electrical superintendent he never assigned work to foremen or craft workers. Dickson testified that if the crew was too big or if he had an issue with personnel, he would discuss that with the lead electrical superintendent.

The evidence also indicates that the electrical superintendents have little control over the schedule. Specifically, Dickson testified that work start and end times are set by the production superintendent. Francimore also testified that as electrical lead superintendent he would give the electrical superintendents a written list of what to do each day based on the schedule.

In addition, Francimore testified that when he assigned craft workers to specific or

emergent projects as an electrical superintendent, he would make those assignments based on the crew's familiarity with a certain project and who is best suited to complete the work. When questioned about other times he had to assign or reassign crew members, Francimore testified as to hypotheticals rather than provide actual examples. In addition, Francimore did not provide any testimony showing the factors he considered in determining how one employee was selected over another for an assignment. Accordingly, the Employer has not satisfied its burden that electrical superintendents assigned work or effectively recommended the assignment of work within the meaning of Section 2(11) of the Act.

Site Manager Thorson testified that electrical superintendents have been involved in the hiring of other employees. The Employer presented some evidence, specifically emails exchanged between the site manager, the production manager, electrical lead superintendent, and a representative of human resources, discussing creating a list of prior employees to be contacted for employment. An email dated January 12, 2018 from a production superintendent to human resources only stated that an electrical superintendent "said you guys might be hiring." There is no evidence demonstrating that the individual was hired or that the electrical superintendent had any role in the decision whether to hire the individual. Also, an email dated March 12, 2018 from an electrical lead superintendent to human resources gave a referral of someone who was interested in being contacted to work as an electrical superintendent at other sites. There is no evidence demonstrating that the person was contacted or hired. At most, the evidence demonstrates that the Employer may, on occasion, hire out of respect for the judgment of another, rather than because of his delegated authority to participate in the hiring. Local Union No. 195, 237 NLRB 1099, 1102 (1978). There is no evidence demonstrating that electrical superintendents were actively involved in the interviewing or other pre-hiring processes or that their views played any role in the hiring decision, while the record does show admitted supervisors were directly involved in those decision. Donaldson Bros. Ready Mix, Inc., 341 NLRB 958, 962 (2004). Accordingly, the Employer has not satisfied its burden to establish that electrical superintendents hired, or effectively recommended employees for hire.

The Employer asserts electrical superintendents can recommend discipline. Site Manager Thorson testified that electrical superintendents recommend discipline across craft lines. Moreover, according to Thorson, their role in the disciplinary process would be essentially the same as that of lead electrical superintendents. However, he did not provide examples of such actions. The evidence only demonstrates that electrical superintendents served a reportorial function, gathering facts and presenting them to decision makers. Illinois Veterans Home, 323 NLRB 890 (1997); DirecTV, 357 NLRB 1747, 1750 (2011). There is no evidence that the site manager or production superintendent who issued discipline relied exclusively on the recommendations of the electrical superintendents in making disciplinary decisions. The authority to effectively recommend discipline will only be found where discipline results without independent investigation by upper management. Veolia Transportation Services, 363 NLRB No. 98, slip op. at 7 (2016). Accordingly, the Employer has not satisfied its burden to establish that electrical superintendents disciplined or effectively recommended employees for discipline.

D. Electrical Lead Superintendents

Job Descriptions and Duties

Electrical lead superintendents report to the production supervisor. Their duties are outlined in the Employer's Standard Operating Procedures for Roles and Responsibilities. The Employer's Standard Operating Procedures for Roles and Responsibilities defines electrical lead superintendents' duties as:

1. Taking ownership and accountability for Implementation of the Company HSE Program (See responsibilities under Superintendent).
2. Properly addressing employee concerns.
3. Having and developing an understanding of labor contracts and jurisdictions.
4. Spending time in the field observing work activities during pre-outage activities and during outages as directed by the Project or Work control superintendent.
5. Directing the assigned work scope for an outage from the designated work control center. Assigned to this location working in direct support of the WCS and in direct communication with superintendents/supervisors.
6. Providing work status to WCS.
7. Identifying opportunities for improvement of the Company activities.
8. Assisting in preparation of reports as required.
9. Determining manpower needs.
10. Resolving labor issues.
11. Ensuring Superintendents are verifying that correct Radiation Work Permit (RWP) are signed and that high radiation briefings are attended by superintendents.
12. Providing oversight, mentoring and counseling to superintendents/supervisors ensuring detailed pre-job briefings are given, engagement in the field and post work briefs are accomplished on a daily basis.
13. Clearance verification requirements as necessary in accordance with Client procedure(s).
14. Reviewing and approving all timesheets prepared by supervisors.
15. Performing work/job observations in accordance with the Company Observation Program.
16. Supervisory Verification of critical attributes as necessary.

Furthermore, under the Employer's Standard Operating Procedure for Outage Work, electrical lead superintendents' duties are described as:

1. Assisting with interpretation of the work package.
2. Assisting with the maintenance of the work package (reviewing the work package as work progresses to assure that it is kept up to date).

3. Resolving technical problems when encountered in the field and interfacing with engineering or other departments as necessary.

On May 20, 2019, the Employer revised the job description of electrical lead superintendents and it lists their Responsibilities/Accountabilities as follows:

1. Responsible for coaching, mentoring and performance management for assigned employees, including participation in the disciplinary action process
2. Advises senior level management of potential problems, work interferences, schedule difficulties and assists in circumventing and resolving such problems as required
3. Responsible for assigning duties and task to craft, craft foreman, supervision and superintendents
4. Attend and participate in all scheduled management meetings as required
5. Audits SAFE Job briefs to ensure that appropriate discussion takes place, risks are thoroughly identified, and that appropriate mitigating actions or barriers are put in place to reduce or eliminate threats
6. Responsible for determining the number of craft workers and superintendents required to complete each project
7. Effectively communicating significant plant and personnel issues to Maintenance Manager and all applicable levels of station management
8. Responsible for supervising and directing craft personnel to ensure that all assigned maintenance activities are performed safely and effectively by qualified workers in accordance with plant procedures, NRC regulations, and the site schedule
9. Ensure effective communication of company programs, announcements, policies, etc. to assigned employees and feedback to the company from assigned employees
10. Responsible for ensuring that department personnel are properly supervised, trained and qualified to perform assignments, including emergency plan qualifications
11. Establish and monitor work goals and objectives
12. Fostering open communications and collaboration between all organization internal and external to the plant including INPO and regulatory agencies
13. Identify and support improvement opportunities, when applicable
14. Instill client values and personal responsibility into construction staff
15. Responsible for investigating alleged violations of employer policies and recommending corrective action when necessary, and administering warnings, suspensions, and discharge
16. Responsible for measuring employee performance and setting safety, quality and productivity metrics

17. Responsible for observing work and driving to recognize, reward, and promote safe work and driving habits and compliance with safe work practices and procedures; coaches' employees to eliminate unsafe acts and practices
18. Responsible for participating in various aspects of work control, coordination, scheduling, and engineering meetings involving online, load reductions, forced outages and refuel outages activities, to ensure that assigned work is properly assigned, planned and ready to work
19. Participates in all aspects of Maintenance Department management to support safe and efficient operation of the plant, including the development, implementation and performance monitoring of all corporate, site and divisional business goals and objectives
20. Perform other Lead Superintendent responsibilities as required
21. Responsible for periodically inspecting work in progress and completed work to ensure conformance to specifications and for directing superintendent, craft foreman and/or craft workers in the proper performance of work
22. Plans system outages in cooperation with other Company personnel and contractors to ensure that work can proceed safely
23. Prepare work schedules
24. Evaluate performance, including documenting corrective training and record performance deficiencies
25. Recommend and/or authorize grievance adjustments
26. Recommend employees for hiring, advancement and promotion
27. Recommend the transfer, layoff and recall of employees to complete work assignments and enhance productivity
28. Responsible for enhancing performance of construction staff through training, motivation and performance coaching
29. Responsible for the safety of each member of the team
30. Serves as the final trade technical expert on items/issues that are elevated from the field
31. Supervise vendor inspections and repair of plant equipment. Assure effective procurement and use of material, parts, tools, equipment and M&TE
32. Responsible for supervising and overseeing superintendent, craft foremen and/or craft activities that include determining the method of construction, manpower levels, work schedules and documenting actual hours worked
33. Understands and adheres to all processes that are designed to complete projects safely, with a high standard of quality and productivity
34. Understands, supports and administers all Maintenance processes, such as the training program, surveillance program, procedure revisions and CAP to ensure effective work practices

On a daily basis, electrical lead superintendents spend significant amounts of time during non-outage periods preparing for upcoming outages. Specifically, electrical lead

superintendents review and analyze scopes of work, estimate the type and amount of work to be performed, and ensure appropriate staffing. They also distribute work to electrical superintendents to be performed.

Electrical lead superintendent John Francimore testified electrical superintendents report to him. During the last outage, he was the electrical lead superintendent on night shift, and eight electrical superintendents reported to him. Francimore prepared end of outage reviews for all electrical superintendents that report to him. He submitted the reviews to the Production Superintendent. The Production Superintendent reviewed, signed, and returned the reviews to Francimore who then met with the electrical superintendents and went over their review. Francimore testified that the Production Superintendent has always accepted his recommendations and accepted his recommendations for those employees. Executive Director Robert Nevin testified that outage reviews such as those performed by Francimore are considered when merit increases are given. Nevin testified that Ernie Whitlow and Al Koen received merit increases at the end of 2018.

Electrical lead superintendent John Francimore testified that he assigns work to his electrical superintendents daily. Francimore goes through the schedule, ascertains what work needs to be done and assigns the work to the electrical superintendents accordingly. Francimore does not prepare the schedule, but rather looks at what work needs to be done per the schedule and decides to which electrical superintendent he is going to assign the work. Francimore also testified that he and the general foremen work together to assign the crews to specific jobs, but that it is his final decision as to who goes on each crew. Francimore provides each electrical superintendent with a list of what they are scheduled to do on any given day. In determining what work to assign, Francimore factored in what the electrical superintendents were good at, work they performed before, and what they could accomplish. Francimore testified that he does not consult anyone as to what to assign to the electrical superintendents.

Francimore also testified that if there is a schedule change, he makes the decision as to how many craft members need to flex to a particular assignment and makes the decision on his own. Francimore provided a specific example as to when he reassigned an employee. Francimore testified that he had an electrical superintendent and a foreman who were not working well together. Francimore moved the foreman at issue to another crew and found a new foreman. Francimore testified that he made the decision himself and considered who would be best suited based on their skillset to serve as foreman on that job.

Francimore also testified that the amount of craft employees necessary for a job is initially established based on the schedule. However, if there needs to be an adjustment to the amount of craft employees necessary to run a job, he makes the necessary adjustment of either adding or removing craft employees. Francimore testified that the number of layoffs is controlled by the production superintendent and site manager. These management personnel initially come up with a number of employees who need to be laid off. Francimore testified that if he disagrees with the number he will go speak to the appropriate personnel and sometimes they modify the number and other times they do not. As electrical lead superintendent, Francimore determines which electrical superintendent from his crew will be laid off. Francimore testified

that he selects electrical superintendents for layoff based on their job performances. He lays off his lower performing electrical superintendents first. Francimore testified that during the last outage at Dresden, he laid off Scott Knapp because he was not a good electrical superintendent. In this specific instance, he was not directed to lay off any electrical superintendents for costs reasons, but rather he laid off Knapp due to his performance issues. When Knapp was laid off, there was still work to be done so Francimore reassigned Leah Lutz to the Dresden outage based on his judgment that she would be well suited for the job. Francimore testified that he made the layoff and reassignment decision on his own.

Francimore testified during outages he had the authority to move electrical superintendents from one job to another if they were behind schedule. Francimore provided a specific example of Dresden Station falling behind while installing night switches. Francimore testified that he sent over an additional electrical superintendent and electricians to get the job back on track. Francimore instructed employees to rotate breaks and lunches until the job got back on track. Francimore testified that there was no set procedure as to which employees he was to transfer. He also testified that he was not required to ask permission or consult with anyone before transferring the above-referenced employees but stated that he informed the work control superintendent of what he was doing.

John Francimore testified that as an electrical lead superintendent, he promotes employees to foreman and fills out the necessary paperwork so the employees received increased pay at every outage at LaSalle Station. Specifically, Francimore testified that he promoted Bruce Cook from electrician to foreman and Brian Anderson from electrician to general foreman. Francimore testified that in the specific examples he provided he selected Book and Anderson out of approximately 50 craft employees. Francimore testified that he did not need anyone's permission to promote craft employees to foreman.

Analysis

The Employer asserts that electrical lead superintendents have the authority to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees, or responsibly to direct them, or to adjust their grievances. The evidence indicates that electrical lead superintendents exercise the authority described in several 2(11) indicia. Accordingly, electrical lead superintendents are supervisors under the Act.

As it relates to suspending, discharging, transferring, recalling, rewarding, or adjusting grievances, the Employer failed to provide any examples or introduce any evidence that electrical lead superintendents engaged in any of the aforementioned supervisory conduct. Conclusory statements alone are insufficient to confer supervisory status. Accordingly, the Employer has not satisfied its burden to establish that electrical lead superintendents suspended, discharged, recalled, promoted, rewarded, adjusted grievances, or recommended such action within the meaning of Section 2(11) of the Act.

The Board has held that to establish that a person is a supervisor under Section 2(11) based on direction of work, that person must responsibly direct the work of others. The Board

has also held that, for the direction of work to be responsible, the person directing the performance of a task must have oversight of another's work and be accountable for the other's performance. To establish accountability, it must be shown that the putative supervisor is empowered to take corrective action and that there is a prospect of adverse consequences for other deficiencies. Oakwood Healthcare, Inc., supra.

Here, the evidence indicates that the electrical lead superintendents responsibly direct electrical superintendents. Francimore testified that he reviews the schedule, ascertains what work needs to be done and assigns the work to the electrical superintendents accordingly. Francimore does not prepare the schedule, but rather looks what work needs to be done per the schedule and decides to which electrical superintendent he is going to assign the work. Francimore provides each electrical superintendent with a list of what they are scheduled to do on any given day. In determining what work to assign, Francimore factored in what the electrical superintendents were good at, work they performed before, and what they could accomplish. Francimore testified that he did not consult anyone as to what to assign the electrical superintendents. In addition, electrical lead superintendents are evaluated, in part, based on their leadership, feedback, and instruction as evidenced by Francimore's 2017 and 2018 performance reviews.

The evidence indicates that electrical lead superintendents have oversight over electrical superintendents. In his role as electrical lead superintendent, Francimore evaluates the performance of electrical superintendents who report to him. While Francimore's immediate supervisor reviews and signs off on the evaluations, Francimore testified that his reviews and recommendations have never been overturned. The evidence indicates these reviews affect electrical superintendents' ability to receive merit increases and future assignments. Based on the foregoing, there is sufficient evidence demonstrating that electrical lead superintendents use independent judgment to responsibly direct electrical superintendents. In addition, there is sufficient evidence demonstrating that electrical lead superintendents are held accountable for the work performance of electrical superintendents. Accordingly, the Employer has satisfied its burden in establishing that electrical lead superintendents responsibly directed work or effectively recommended the direction of work.

The Board has held that the assignment of work is defined as the act of designating an employee to a place such as a location, department, or wing, appointing an employee to a time such as a shift or overtime period, or giving significant overall duties, i.e., tasks to an employee. Oakwood Healthcare, Inc., supra. The Board has also held that determining the order in which the employee will perform discrete tasks within those assignments would not be indicative of the authority to assign. Id. Supervisory authority will not be found where there is only one obvious or self-evident choice, or to merely balance workloads. Id. The independent judgment necessary to establish supervisory status based on the ability to assign work must be established by specific evidence showing the factors considered in determining how one employee was selected over another for an assignment. Cook Inlet Tug & Barge, 362 NLRB No. 111 (2015) (citing Brusco Tug & Barge Co., 359 NLRB 486, 492 (2012); WSI Savannah River Site, 363 NLRB No. 113, slip op. at 3 (2016). Assignments based on known skills or employee abilities are not supervisory because they do not require independent judgment. CNN America, Inc., 361 NLRB 439, 460 (2014); WSI Savannah River, supra. Also, the assignment of work must be more than

routine, clerical, perfunctory or of a sporadic nature. There must be some use of independent judgment. Somerset Welding & Steel, Inc., supra.

Francimore testified that he and the general foreman work together to assign the crews to specific jobs, but that it is his final decision as to who goes on each crew. The amount of craft employees necessary for a job is initially established based on the schedule. However, if there needs to be an adjustment to the amount of craft employees necessary to run a job, electrical lead superintendent Francimore makes the necessary adjustment of either adding or removing craft employees. Electrical lead superintendents also have the authority to reassign electrical superintendents to another jobsite if that jobsite is running behind. Francimore testified about a specific incident in which he moved electrical superintendent Al Cohen and an electrician to Dresden station to assist with a job that was falling behind. Francimore chose Cohen because he was one the better electrical superintendent, and since the jobsite he was working on was in good shape, it would not hurt the overall outage. Francimore testified that there was no standard operating procedure for reallocating resources so he used his discretion. Francimore did not ask permission to move Cohen and his crew but did notify the Work Control Superintendent as a courtesy.

Electrical lead superintendent Francimore also testified that he had an electrical superintendent and foreman who were not working well together. Francimore determined that the best course of action was to move the foreman to another crew and bring in a new foreman. Francimore testified that he selected another foreman with a skillset that matched the job. Francimore made this decision without consulting his supervisor. Based on the foregoing, there is sufficient evidence demonstrating that electrical lead superintendents use independent judgment to assign work to electrical superintendents, foremen, and craft employees. Accordingly, the Employer has satisfied its burden in establishing that electrical lead superintendents assign work within the meaning of Section 2(11).

Site Manager Thorson testified that electrical lead superintendents have been involved in the hiring of other employees. The Employer presented some evidence, specifically emails from individuals in the petitioned-for unit, which it asserts established that electrical lead superintendents have been involved in hiring. Some of the emails exchanged between the site manager, the production manager, electrical lead superintendent, and a representative of human resources, discuss creating a list of prior employees to be contacted for employment. There is an email dated December 5, 2017 from an electrical lead superintendent to human resources, forwarding a resume and noting a recommendation from a lead electrical superintendent to another lead electrical superintendent. However, there is no evidence demonstrating that the individual was hired. At most, the evidence demonstrates that the Employer may, on occasion, hire out of respect for the judgment of another, rather than because of his delegated authority to participate in the hiring. Local Union No. 195, 237 NLRB 1099, 1102 (1978). There is no evidence demonstrating that electrical lead superintendents were actively involved in the interviewing or other pre-hiring processes or that their views played any role in the hiring decision, while the record does show admitted supervisors were directly involved in those decision. Donaldson Bros. Ready Mix, Inc., 341 NLRB 958, 962 (2004). Accordingly, the Employer has not satisfied its burden to establish that electrical lead superintendents hired, or effectively recommended employees for hire.

The Employer asserts that electrical lead superintendents can recommend discipline. Site Manager Thorson testified that electrical lead superintendents would notify the production supervisor and site manager if there had been an event which might warrant discipline and play a significant part in coordinating the efforts in the investigation, such as taking pictures and just gathering all the data. Illinois Veterans Home, 323 NLRB 890 (1997); DirecTV, 357 NLRB 1747, 1750 (2011). There is no evidence that the site manager or production superintendent who issued discipline relied exclusively on the recommendations of the electrical lead superintendents and electrical superintendents in making disciplinary decisions. The authority to effectively recommend discipline will only be found where discipline results without independent investigation by upper management. Veolia Transportation Services, 363 NLRB No. 98, slip op. at 7 (2016). Accordingly, the Employer has not satisfied its burden to establish that electrical lead superintendents disciplined or effectively recommended employees for discipline.

The Employer asserts that electrical lead superintendents can lay off employees and effectively recommend that employees be laid off. While evidence demonstrates that the layoff decisions were largely based on the work schedules and milestones established months before the work was performed, Francimore testified that as electrical lead superintendent he determines which electrical superintendent from his crew will be laid off. Francimore testified that he selects electrical superintendents for lay off based on their job performances. He lays off his lower performing electrical superintendents first. Francimore testified that during the last outage at Dresden he laid off Scott Knapp because he was not a good electrical superintendent. In this specific instance, Francimore was not directed to lay off any electrical superintendents for costs reason, but rather he laid off Knapp due to his performance issues. When Knapp was laid off there was still work to be done at the jobsite so Francimore reassigned Leah Lutz to the Dresden outage based his judgment that she would be well suited for the job. Francimore testified that he made the lay off and reassignment decision on his own. Based on the foregoing, there is sufficient evidence demonstrating that electrical lead superintendents use independent judgment to layoff electrical superintendents. Accordingly, the Employer has satisfied its burden in establishing that electrical lead superintendents can lay off employees.

The Employer asserts that electrical lead superintendents can promote employees and effectively recommend that employees be promoted. In support of their assertion, the Employer introduced Verification of Qualification /Rate Change forms for electricians Brian Anderson and Bruce Cook. Electrical lead superintendent Francimore testified that he promoted Bruce Cook from electrician to foreman and Brian Anderson from electrician to general foreman. Francimore testified that in the specific examples he provided he selected Book and Anderson out of approximately 50 craft employees. Francimore testified that he did not need anyone's permission to promote craft employees to foreman. Cook and Anderson both received pay increases as a result of their promotions. Francimore testified that he selects foremen and general foremen at every outage at LaSalle Station. Based on the foregoing, there is sufficient evidence demonstrating that electrical lead superintendents use independent judgment to promote employees. Accordingly, the Employer has satisfied its burden in establishing that electrical lead superintendents can promote employees.

VI. CONCLUSION

In view of the foregoing and record as a whole, I find that the following employees of the Employer constitute a unit appropriate for the purpose of collective bargaining within the meaning of Section 9(b) of the Act:

All electrical superintendents, work planner – electrical trainees, work planners - electrical, and lead electrical planners employed by the Employer at jobsites located in the following six cities in Illinois: Braceville, Byron, Clinton, Cordova, Marseilles, and Morris; BUT EXCLUDING office clerical employees, professional employees, electrical lead superintendents, guards and supervisors as defined in the Act.

VII. DIRECTION OF ELECTION

The National Labor Relations Board will conduct a secret ballot election among the employees in the unit found appropriate above. Employees will vote whether or not they wish to be represented for purposes of collective bargaining by International Brotherhood of Electrical Workers Locals 145, 146, 176, 364, and 601.

A. Election Details

I have determined that a mail ballot election will be held.⁵ The unit consists of approximately 63 employees who work at six different locations within the state of Illinois. There does not seem to be an issue regarding the employees' ability to understand mail ballots. Also, since the employees in the unit are located in various locations, a mail ballot election is the most efficient use of Board personnel. San Diego Gas & Electric, 325 NLRB 1143 (1998); Williamette Industries, 322 NLRB 1120 (1997).

The ballots will be mailed to employees employed in the appropriate collective-bargaining unit. At 2:00 pm (EST) on February 18, 2020, ballots will be mailed to voters from the National Labor Relations Board, Region 25, Regional office located at 575 N. Pennsylvania Street, Room 238, Indianapolis, IN 46204. Ballots are to be returned to the Subregional office located at 101 SW Adams Street, Suite 400, Peoria, IL 61602. Voters must sign the outside of the envelope in which the ballot is returned. Any ballot received in an envelope that is not signed will be automatically void.

Those employees who believe that they are eligible to vote and did not receive a ballot in the mail by Tuesday, February 25, 2020 should communicate immediately with the National Labor Relations Board by either calling 317-991-7643 or our national toll-free line at 1-866-667-NLRB (1-866-667-6572).

⁵ At the hearing in this matter, the parties stipulated to a mail ballot election.

All ballots will be commingled and counted at the Subregional office located at 101 SW Adams Street, Suite 400, Peoria, IL 61602 on March 17, 2020 at 10:00 am (CDT). In order to be valid and counted, the returned ballots must be received in the Subregional office prior to the counting of the ballots.

B. Voting Eligibility

Eligible to vote are those in the unit who were employed during the payroll period ending January 26, 2020 including employees who did not work during the specified period because they were ill, on vacation, or temporarily laid off. Also eligible to vote are all employees in the unit who either (1) were employed a total of 30 working days or more within the 12 months preceding the applicable election eligibility date or (2) had some employment in the 12 months preceding the applicable election eligibility date and were employed 45 working days or more within the 24 months immediately preceding the applicable election eligibility date. However, employees meeting either of those criteria who were terminated for cause or who quit voluntarily prior to the completion of the last job for which they were employed, are not eligible.

Employees engaged in an economic strike, who have retained their status as strikers and who have not been permanently replaced, are also eligible to vote. In addition, in an economic strike that commenced less than 12 months before the election date, employees engaged in such strike who have retained their status as strikers but who have been permanently replaced, as well as their replacements, are eligible to vote. Unit employees in the military services of the United States may vote if they appear in person at the polls.

Ineligible to vote are (1) employees who have quit or been discharged for cause since the designated payroll period; (2) striking employees who have been discharged for cause since the strike began and who have not been rehired or reinstated before the election date; and (3) employees who are engaged in an economic strike that began more than 12 months before the election date and who have been permanently replaced.

C. Voter List

As required by Section 102.67(1) of the Board's Rules and Regulations, the Employer must provide the Regional Director and parties named in this decision a list of the full names, work locations, shifts, job classifications, and contact information (including home addresses, available personal email addresses, and available home and personal cell telephone numbers) of all eligible voters.

To be timely filed and served, the list must be *received* by the regional director and the parties by **Tuesday, February 4, 2020**. The list must be accompanied by a certificate of service showing service on all parties. **The region will no longer serve the voter list.**

Unless the Employer certifies that it does not possess the capacity to produce the list in the required form, the list must be provided in a table in a Microsoft Word file (.doc or docx) or a file that is compatible with Microsoft Word (.doc or docx). The first column of the list must

begin with each employee's last name and the list must be alphabetized (overall or by department) by last name. Because the list will be used during the election, the font size of the list must be the equivalent of Times New Roman 10 or larger. That font does not need to be used but the font must be that size or larger. A sample, optional form for the list is provided on the NLRB website at www.nlr.gov/what-we-do/conduct-elections/representation-case-rules-effective-april-14-2015.

When feasible, the list shall be filed electronically with the Region and served electronically on the other parties named in this decision. The list may be electronically filed with the Region by using the E-filing system on the Agency's website at www.nlr.gov. Once the website is accessed, click on **E-File Documents**, enter the NLRB Case Number, and follow the detailed instructions.

Failure to comply with the above requirements will be grounds for setting aside the election whenever proper and timely objections are filed. However, the Employer may not object to the failure to file or serve the list within the specified time or in the proper format if it is responsible for the failure.

No party shall use the voter list for purposes other than the representation proceeding, Board proceedings arising from it, and related matters.

D. Posting of Notices of Election

Pursuant to Section 102.67(k) of the Board's Rules, the Employer must post copies of the Notice of Election accompanying this Decision in conspicuous places, including all places where notices to employees in the unit found appropriate are customarily posted. The Notice must be posted so all pages of the Notice are simultaneously visible. In addition, if the Employer customarily communicates electronically with some or all of the employees in the unit found appropriate, the Employer must also distribute the Notice of Election electronically to those employees. The Employer must post copies of the Notice at least 3 full working days prior to 12:01 a.m. of the day of the election and copies must remain posted until the end of the election. For purposes of posting, working day means an entire 24-hour period excluding Saturdays, Sundays, and holidays. However, a party shall be estopped from objecting to the nonposting of notices if it is responsible for the nonposting, and likewise shall be estopped from objecting to the nondistribution of notices if it is responsible for the nondistribution. Failure to follow the posting requirements set forth above will be grounds for setting aside the election if proper and timely objections are filed.

VIII. RIGHT TO REQUEST REVIEW

Pursuant to Section 102.67 of the Board's Rules and Regulations, a request for review may be filed with the Board at any time following the issuance of this Decision until 14 days after a final disposition of the proceeding by the Regional Director. Accordingly, a party is not precluded from filing a request for review of this decision after the election on the grounds that it

did not file a request for review of this Decision prior to the election. The request for review must conform to the requirements of Section 102.67 of the Board's Rules and Regulations.

A request for review may be E-Filed through the Agency's website but may not be filed by facsimile. To E-File the request for review, go to www.nlr.gov, select E-File Documents, enter the NLRB Case Number, and follow the detailed instructions. If not E-Filed, the request for review should be addressed to the Executive Secretary, National Labor Relations Board, 1015 Half Street SE, Washington, DC 20570-0001. A party filing a request for review must serve a copy of the request on the other parties and file a copy with the Regional Director. A certificate of service must be filed with the Board together with the request for review.

Neither the filing of a request for review nor the Board's granting a request for review will stay the election in this matter unless specifically ordered by the Board.

Dated: January 31, 2020



PATRICIA K. NACHAND
REGIONAL DIRECTOR
NATIONAL LABOR RELATIONS BOARD
REGION 25/SUBREGION 33
101 SW Adams St
Suite 400
Peoria, IL 61602

OFFICIAL REPORT OF PROCEEDINGS
BEFORE THE
NATIONAL LABOR RELATIONS BOARD

Case No. 25-RC-219264

In the Matter of:

ALLIED POWER SERVICES, LLC,

Employer,

and

INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS
LOCAL UNIONS 145, 146, 364 & 601.

Joint Petitioners.

Place: Peoria, Illinois

Date: May 8, 2018

Pages: 1 through 195

Volume: 1 of 3

OFFICIAL REPORTERS

ARS REPORTING

22052 West 66th Street, Suite 314

Shawnee, Kansas 66226

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1 UNITED STATES OF AMERICA
2 BEFORE THE NATIONAL LABOR RELATIONS BOARD
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6 ALLIED POWER SERVICES, LLC,
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8 Employer,

9
10 and

Case No. 25-RC-219264

11
12 INTERNATIONAL BROTHERHOOD OF
13 ELECTRICAL WORKERS LOCAL UNIONS
14 145, 146, 364 AND 601,
15
16 Joint Petitioners.
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19

20 The above matter came on for hearing pursuant to Notice,
21 before TIFFANY MILLER, Hearing Officer, at the National Labor
22 Relations Board, at 101 Southwest Adams, Suite 400, Peoria,
23 Illinois 61602, on Tuesday, May 8, 2018, at 11:35 a.m.

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1 UNITED STATES OF AMERICA
2 BEFORE THE NATIONAL LABOR RELATIONS BOARD
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13 ELECTRICAL WORKERS LOCAL UNIONS
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A P P E A R A N C E S

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On Behalf of the Joint Petitioners:

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A P P E A R A N C E S
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1 usually handled through --

2 What I can do is, at the end of the hearing, at the
3 conclusion, if you'd like to, you know, renew your
4 request that we --

5 MS. KALIS: Take evidence.

6 HEARING OFFICER MILLER: -- take evidence on that,
7 I can talk to the Regional Director about that.

8 MS. KALIS: Thank you.

9 HEARING OFFICER MILLER: In off-the-record --
10 before getting on the record, the parties have agreed to
11 a set of stipulations. For the purposes of this matter,
12 the Company has agreed that they are engaged in
13 construction industry work. Is that accurate?

14 MS. KALIS: Yes, that is accurate.

15 HEARING OFFICER MILLER: Joint Petitioner?

16 MR. RYAN: Yes. Agreed.

17 HEARING OFFICER MILLER: Okay. So, that stipulation
18 is received into evidence.

19 The parties have -- in off-the-record conversations,
20 the parties have agreed that the Petition for a Unit would
21 be superintendents, lead superintendents, planners, and
22 lead planners. Is that accurate?

23 MR. RYAN: Yes.

24 MS. KALIS: That is the Employer's understanding as
25 well. Yes.

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1 HEARING OFFICER MILLER: For the Petition for a Unit.

2 Okay.

3 MS. KALIS: Yes. In the electrical department.

4 HEARING OFFICER MILLER: In the electrical department.

5 Is that --

6 MR. RYAN: That's correct.

7 HEARING OFFICER MILLER: So, the Petition for a Unit
8 should be electrical lead -- lead electrical
9 superintendents, electrical superintendents, lead
10 electrical planners, and electrical planners. Is that a
11 better description of the unit?

12 MR. RYAN: The Petitioners agrees.

13 HEARING OFFICER MILLER: Okay.

14 MS. KALIS: Let me just double check my job
15 classifications. Electrical superintendent, electrical
16 lead superintendent, work planner electrical, and lead
17 electrical planner, those are the four classifications, and
18 they are contained within the Employer's Attachment B to
19 its position statement.

20 HEARING OFFICER MILLER: Okay. Joint Petitioner, is
21 that appropriate?

22 MS. RYAN: I believe so. Just let me double check.
23 Yes, we're good with that.

24 HEARING OFFICER MILLER: And can you --

25 MS. KALIS: Do you want me to restate those?

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1 HEARING OFFICER MILLER: Yeah, that would be great.

2 MS. KALIS: Electrical superintendent, electrical lead
3 superintendent, work planner electrical, lead electrical
4 planner.

5 *[Long pause]*

6 MS. KALIS: So, electrical superintendent, electrical
7 lead superintendent, work planner electrical, lead
8 electrical planner.

9 HEARING OFFICER MILLER: Okay. And then just to
10 confirm, Joint Petitioner, that's an accurate reflection of
11 the Petition for a Unit?

12 MR. RYAN: Yes.

13 HEARING OFFICER MILLER: Okay.

14 MS. KALIS: And one other clarification is the
15 Employer understands this petition to be relating to the
16 six sites within the State of Illinois.

17 MR. RYAN: Yes, that's correct.

18 HEARING OFFICER MILLER: And then to just further
19 clarify those six sites. The names of them?

20 MS. KALIS: Certainly, and again those are contained
21 within Attachment E. Braidwood, Byron, Dresden, Quentin,
22 LaSalle, and Quad Cities.

23 HEARING OFFICER MILLER: Okay. That stipulation is
24 received into evidence.

25 *[Long pause]*

1 confidential as attachments to the decision.

2 Are there any other notations?

3 MS. KALIS: Just that the Employer reserves the right
4 to renew its request for the Region to enter into the
5 stipulated Protective Order at the close of the hearing
6 once you've seen the evidence.

7 HEARING OFFICER MILLER: Okay. Joint Petitioner are
8 you -- and Employer, do you have any objections to receipt
9 of this as Joint Exhibit 1?

10 MR. RYAN: No objection.

11 MS. KALIS: No objection.

12 HEARING OFFICER MILLER: Okay. Then this is accepted
13 as Joint Exhibit 1 into the record.

14 **(Joint Exhibit No. 1, received into evidence.)**

15 HEARING OFFICER MILLER: Are there any other issues
16 that we -- that you'd like to state for the record before
17 we move on with the opening statement and presentation of
18 evidence?

19 MS. KALIS: Not from the Employer's prospective.

20 MR. RYAN: Not from the Petitioner either.

21 HEARING OFFICER MILLER: Okay. Then I'd like the
22 parties to give a brief opening statement on their
23 positions on the -- just to be clear, the Region is -- what
24 we'll be getting evidence on is the supervisory status of
25 the -- let me get the titles of the employees at issue, the

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1 unit employees.

2 MS. KALIS: For the convenience of the hearing, the
3 Company would stipulate that work planner electrical could
4 be called planner, electrical superintendent could be
5 called superintendent, the lead electrical planner could be
6 called lead planner, and electrical lead superintendent
7 could be called lead superintendent so that it shortens it
8 to the four, superintendent, lead superintendent, planner,
9 and lead planner.

10 MR. RYAN: I think those make sense.

11 HEARING OFFICER MILLER: Okay. Stipulation is
12 received into evidence.

13 So, then just to confirm, what we'll be taking
14 testimony and evidence on today is the supervisory status
15 of the superintendent, lead superintendent, planner, and
16 lead planner?

17 MS. KALIS: Yes.

18 HEARING OFFICER MILLER: Okay. So, if you'd like to -
19 - Employer, if you'd like to provide your opening
20 statement.

21 MS. KALIS: Thank you.

22 **OPENING STATEMENT**

23 BY MS. KALIS: Good morning -- or I guess almost good
24 afternoon. My name is Sara Kalis. I am an attorney for
25 the Respondent Employer, Allied Power Services, LLC. With

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1 the client we're talking about today.

2 Q Okay. Okay. And who is that client?

3 A Exelon Nuclear.

4 Q Okay. And so, what does that contract provide for?

5 What type of services do you do?

6 A We have the maintenance modification contract for
7 Exelon Nuclear at 14 nuclear sites in five different
8 states, Illinois, New York, Pennsylvania, Maryland, and New
9 Jersey.

10 Q And within Illinois, what are the sites?

11 A The six sites are Quad Cities, Clinton, Byron,
12 Braidwood, LaSalle, and Dresden.

13 Q When you describe maintenance modification work, what
14 does that mean?

15 A Maintenance modification work -- let me paint a little
16 picture. So, the Exelon -- or the nuclear units come up
17 and they're refueled depending on whether it's a
18 pressurized water reactor or a boiling water reactor,
19 either 18 months or every two years. It's similar to
20 pulling in to fill your car up with gas. When they fill
21 the nuclear reactor up with gas, then they say, "Okay.
22 We're going to check all the tires, check under the hood,
23 and repair anything that has to be done."

24 Well, that amount of repair is considerable. You
25 know, so we do everything from scaffold builds to

1 insulation removal, piping replacement, electrical
2 inspections, electrical installations, new modifications,
3 and we employ almost all the building trades people,
4 electricians, pipefitters, sheet metal workers,
5 ironworkers, millwrights.

6 Q So, that process of sort of refueling the nuclear
7 reactor, do you have a term for that time period?

8 A Outage, a refueling outage.

9 Q Okay. Is there -- so, that's when -- how frequently
10 are there outages?

11 A Like I said, if it's a boiling water reactor,
12 typically, they're on a two-year refueling cycling. So,
13 most of the sites have two units. So, if they're on a two-
14 year refueling cycling, you have a refueling outage there
15 every 12 months.

16 Q For each reactor?

17 A For each reactor.

18 Q Okay. Does Allied provide non-outage services to any
19 of the sites in Illinois?

20 A Yes, it's minimal as compared to outage work, but the
21 way our contract is set up is we have three -- what we call
22 key core positions, which is a site manager, production
23 superintendent, and work control superintendent. So, that
24 is our basic staffing.

25 From there, we go up to, you know, planning packages

1 to estimating. So, we go from -- if you take the I'll call
2 it one-year cycle after an outage, then we get the work
3 split, what we're going to perform for the next outage.

4 Q What's a work split?

5 A Work split is -- okay, if I go back to pulling your
6 car in to get gas, it's everything we're going to look at
7 or change on that car when we pull in.

8 Q Okay.

9 A So, it says, "Okay. Allied Power, here's your work
10 scope. Here's what you're going to do." And they keep a
11 lot of work and do themselves, so we're not perform--

12 Q They being the customer.

13 A They being the client. Correct.

14 So, under that scope, we'll have electrical work, you
15 know, mechanical work, scaffold, insulation, all the
16 various trade involvement that I talked about.

17 Q Okay. So, you were starting to describe you have the
18 three individuals on site in the non-outage. How do you
19 build up to an outage staffing?

20 A Okay, so, we take the -- we take the work split,
21 analyze it, and say, "Okay, we need three electrical
22 planners," work planners as we refer to, "three electrical
23 work planners, three mechanical work planners. We're going
24 to need a scheduler to put this together. We're going to
25 need our leads in here to estimate and walk down all the

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1 work to see what it entails." So, that would be the lead
2 electrical, lead mechanical, actually mechanical is broken
3 into a leader boilermaker, lead piping superintendent, the
4 carpenter's superintendent. So, depending on how big the
5 outage is determines how soon we bring those people in.

6 Q During an outage, approximately how many employees
7 could you have on a site?

8 A In the midwest, I would say it ranges between 750 and
9 1100 people.

10 Q I am going to hand you a document.

11 MS. KALIS: Do you want to mark these or do you want
12 me to mark?

13 COURT REPORTER: You can mark them.

14 MS. KALIS: Do you prefer Employer 1 or Company 1?

15 HEARING OFFICER MILLER: Employer.

16 *[Long pause]*

17 Q BY MS. KALIS: I'm going to hand you a document that
18 I've marked as Employer 1. Could you take a look at this,
19 all the pages of this document and let me know -- or tell
20 us what it is?

21 **(Employer Exhibit No. 1, marked for identification.)**

22 *[Long pause]*

23 A These are refueling outage organizational charts for
24 each of the six sites in the midwest, what we call the
25 nonmanual org chart.

1 Q Okay. When you say, "nonmanual," what do you mean
2 nonmanual?

3 A That means bargaining unit members are not on here.
4 So, the electricians I talked about, boilermakers,
5 pipefitters, they are not on this org chart.

6 Q Okay. And so, you said, "for a refueling." Is that
7 the same as for an outage? Do you use those terms --

8 A Without getting too technical, a refueling outage is a
9 scheduled -- scheduled outage. There is also things called
10 a maintenance outage where they say, "Okay, we're going to
11 take the unit down in two months," you know, "to do
12 maintenance." Not to be compared with a refueling outage.
13 So, there are other outages, but typically, our involvement
14 with that is very minimal.

15 MS. KALIS: Do you want a copy?

16 UNKNOWN: I do, yes.

17 MS. KALIS: Right. But do you want the witness copy,
18 or do you want your own copy?

19 UNKNOWN: I prefer to have my own.

20 MS. KALIS: Okay.

21 *[Long pause]*

22 Q BY MS. KALIS: So, walk us through just this first
23 page, if you could, please?

24 A Okay, at the top level of the site is the site
25 manager.

1 Q Okay. And I see two names underneath site manager.

2 Are there two site managers?

3 A During an outage, yes, but really our intent with an
4 outage is to mirror the same organization on days and the
5 same on nights. In some cases where the work scope is not
6 big enough to have both shifts, some cases it might just be
7 dayshift, but big picture, it's a mirrored organization,
8 days and nights.

9 Q Okay. So, there's a D and an N, is that what notates
10 next to their name that it's days and nights?

11 A Yes, days and nights.

12 Q So, there's a date next to their name, 4/27/18 and
13 4/21/18. What does that refer to? Is that sort of --

14 A It looks like those are release dates.

15 Q Okay. And I guess I missed the dates on the left-hand
16 side of their name.

17 A That would be the hiring date.

18 Q Okay. So, underneath the site manager, where does
19 this chart go to?

20 A Okay, underneath the site manager is the production
21 superintendent. He's responsible for all the field
22 execution.

23 Q Okay. And so, where do you see this site
24 superintendent -- I'm sorry, the production superintendent?
25 Is it just directly under?

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- 1 A He's directly under the site manager.
- 2 Q Okay. Who does the production superintendent oversee
- 3 --
- 4 A He oversees --
- 5 Q -- or supervise?
- 6 A -- all lead superintendents.
- 7 Q Okay. Where do you find the lead superintendents on
- 8 this document?
- 9 A Right below the production superintendent. If you
- 10 look straight below, you'll see a mechanical lead
- 11 pipefitter.
- 12 Q Okay.
- 13 A On the left of that electrical lead superintendent.
- 14 Q Okay.
- 15 A You come down we should have boilermaker lead super--
- 16 yeah. You come down to boilermakers down three quarters of
- 17 the way down. Above that, you'll see a lead superintendent
- 18 for the RCP motor replacement above that.
- 19 Q So, I see kind of these lines. It looks more dense
- 20 than a typical flowchart, but I see the line off to the
- 21 left of the production superintendent box and off to the
- 22 right. Is that -- does that sort of create the flowchart,
- 23 if you will, of the org chart?
- 24 A *[No response]*
- 25 Q So, you'll see right above the three, production

1 superintendent and then the box. There's a three. There's
2 a line right above that. Does that line create the
3 connection to who that individual oversees?

4 A Correct.

5 Q Okay. On the electrical box sort of to the left of
6 that where you said that the lead superintendent was
7 listed.

8 A Correct.

9 Q The three boxes underneath that, the temporary power
10 1C RCP motor, 1RD 01E motor, and seismic monitoring, are
11 those all electrical positions?

12 A Yes, they are.

13 Q What do they refer to?

14 A Those individuals are superintendents.

15 Q And superintendents over what?

16 A They're responsible for directing the craft.

17 Q Okay. So, what is a temporary power superintendent?
18 Describe what that area might entail?

19 A So, for a refueling outage, you're performing all
20 kinds of work in different areas of the plant, such as
21 welding, lighting. We have bus outages that occur during
22 those outages. So, the temp power individual is
23 responsible for getting power to welding machines, to
24 lighting in the area, various activities like that.

25 Q Okay. So, they would be assigned a particular area to

- 1 work on, and that would be under that superintendent.
- 2 A Correct.
- 3 Q Okay. The inspection and repairs, MPT, CW motor,
4 miscellaneous electrical, those are all under the
5 electricals?
- 6 A That's correct.
- 7 Q And then I see sort of an open area where it looks
8 like a new box starts for modifications, is that --
- 9 A Okay, the 7300 modifications is what --
- 10 Q Yes.
- 11 A -- you're referring to?
- 12 Q Yes.
- 13 A That is a significant modification we just did this
14 last outage at Braidwood.
- 15 Q Okay. Does that relate to electrical?
- 16 A It's really gone from I believe analog to digital with
17 all their controls.
- 18 Q Okay. Does that relate to electrical?
- 19 A Correct.
- 20 Q Okay. So, then on the -- on this chart you also
21 mentioned work control superintendent is listed.
- 22 A That's correct.
- 23 Q Where is that position on this --
- 24 A That's up on the top right.
- 25 Q -- organizational chart?

1 A I would say there's a straight line to the site
2 manager that is not in there, but he reports to the site
3 manager.

4 Q Does a production superintendent also report to the
5 site manager?

6 A That's correct.

7 Q So, under the work control superintendent, what flows
8 in that workgroup?

9 A You have the planners, as you see there, mechanical,
10 electrical. You've got the cost people, admin, doc
11 control, payroll.

12 Q Okay. So, the electrical planners under this. Are
13 those the lead electrical planners or where would they be
14 on this chart?

15 A They're shown on there. Typically, there's one lead,
16 a lead mechanical and a lead electrical. They're not
17 denoted on this org chart.

18 Q Okay. So, the three electrical planners in this chart
19 includes one lead and two -- one lead planner and two
20 planners.

21 A That's correct.

22 Q Okay. If we turn to the next page in this exhibit,
23 base labeled 15-12. Can you describe what this page
24 relates to?

25 A This is the proposed Byron org chart for this coming

1 fall.

2 Q Okay. And then is this set up the same as the prior
3 document for the Braidwood station?

4 A Similar but depending on the scope assigned to them at
5 Byron, it may be larger or smaller.

6 Q Okay. But it has the same sort of flowchart where the
7 site manager, the production superintendent, and the work
8 control superintendent are sort of the three core --

9 A Yes.

10 Q -- management at the site?

11 A Yes, same organizational structure.

12 Q Okay. Does this chart -- or this organizational chart
13 show the electrical leads and the superintendents report to
14 the production superintendent?

15 A I'm trying to get my lines correct here.

16 Yes, if you look under the electrical temp power,
17 minor mods, then you got electrical lead, come to the
18 right, and then that box goes up to the production -- or
19 the line goes up to the production superintendent.

20 Q Okay. And how about under the work control
21 superintendent, does --

22 A He reports to the site manager.

23 Q -- this show the electrical --

24 Okay. So, the electrical planners are under the work
25 control superintendent again?

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- 1 A That's correct.
- 2 Q And here there are five electrical planners?
- 3 A That's correct.
- 4 Q Would one of those five be a lead --
- 5 A Yes.
- 6 Q -- electrical planner?
- 7 A Yes.
- 8 Q On the electrical side, you said that the site -- or
- 9 that this organizational chart does not include
- 10 craftworkers, right -- or your bargaining unit employees?
- 11 A That's -- correct.
- 12 Q How many superintendent -- electrical superintendents
- 13 are on this particular chart?
- 14 A Do you want me to add them up?
- 15 Q Sure.
- 16 *[Long pause]*
- 17 A It appears to me reporting to the leads is 26.
- 18 Q Okay. And how many leads are there?
- 19 A Two. Well, hold on. There's actually four. You see
- 20 the two top electrical leads?
- 21 Q Yes.
- 22 A And then you come down to the 7300 modification.
- 23 Again, the two boxes below that are the lead
- 24 superintendents, so there's actually four out of the ones I
- 25 said.

1 chart. Correct.

2 Q BY MS. KALIS: So, temporary power, miscellaneous
3 electrical --

4 A Switch gear, cleaning and inspect.

5 Q -- switch gear, cleaning and inspect, SRV support,
6 non-segment business, IPBC temp power, and transformer
7 replacements.

8 A Correct.

9 Q Okay. Where are the planners on this document?

10 A You look to the -- underneath the work control
11 superintendent on the right down about six boxes, you'll
12 see work planners, electrical, and mechanical.

13 Q Okay. And again, is the lead planner contained within
14 that same box?

15 A Correct.

16 Q If you'll turn to the fourth page in this exhibit, 15-
17 14. What does this document -- what is this page?

18 A This is the proposed Dresden organizational structure
19 for their fall 2018 outage.

20 Q Okay. And is the same flow where you have the work
21 control superintendents overseeing the planners and the
22 lead planners and the production superintendent overseeing
23 the lead superintendents and the superintendents?

24 A Correct.

25 Q Okay. Where are the lead superintendents on this

1 Q Yeah.

2 A And four electrical superintendents under them.

3 Q Okay. Where are the planners on this document?

4 A If we stay on the left there under RR project --

5 Q Uh-huh.

6 A -- motor replacement, all the way down on the bottom,
7 you've got the mechanical work planners and electrical work
8 planners.

9 Q ELWP?

10 A That's correct.

11 Q And within that are the lead -- are the lead planners
12 included in that box?

13 A I'm not positive they had a lead under that project as
14 compared to a lead at LaSalle.

15 So, if we go over to the right, we should find
16 planners under the work control superintendent. We come
17 down under that do you see work planner mechanical lead?

18 Q Uh-huh.

19 A And work planner electrical leads. So, you've got the
20 two leads with the planners there.

21 Q Okay.

22 A I do not know that they had leads under the project or
23 if they reported to the leads under the organization.

24 Q Sure. So, under work planner electrical lead, there's
25 a box that says "Electrical." Are those electrical

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1 planners?

2 A Can you give me clear dir-- work planner electrical
3 lead.

4 Q Yep. And then there's a box right under that --

5 A That's correct.

6 Q -- that says "Electrical." Are those electrical
7 planners?

8 A Correct. You're talking Steve Collin and Dan Kindred?

9 Q Yes.

10 A Yes.

11 Q And if you turn to the next page in this exhibit
12 that's base labeled 15-16, what is this page?

13 A This is the recently completed Quad Cities refueling o
14 outage --

15 Q Okay.

16 A -- organizational structure for Allied.

17 Q And is it laid out the same?

18 A Yes. When you say, "the same," very similar.

19 Q Very similar. Fair enough. Same structure under --
20 with a site manager, production superintendent, and a work
21 control superintendent, and the two groups floating up to
22 each?

23 A Correct.

24 Q Where are the electrical superintendents and the lead
25 superintendents on this document?

- 1 A Okay, underneath the production superintendent, to the
2 left down about six boxes you see electrical. Underneath
3 it --
- 4 Q Yes.
- 5 A -- inside that box you see lead electrical -- lead
6 superintendent, Alex Boemke, Dave Daughenbaugh?
- 7 Q Yes.
- 8 A And then the superintendents follow beneath below
9 that.
- 10 Q Until how far? ERVR? Are those all the electrical
11 leads -- oh, I'm sorry. Electrical superintendents?
- 12 A Yes.
- 13 Q Is project lead Torres electrical?
- 14 A No.
- 15 Q Where are the planners on this document?
- 16 A Okay, if you look to the right under work control
17 superintendent down six or seven boxes, you'll see work
18 planners electrical.
- 19 Q And does that box include the leads?
- 20 A Yes.
- 21 Q There's an NR in that box, do you know what that
22 relates to?
- 23 A Not required for this outage.
- 24 Q Okay. So, these are for the six particular sites in
25 Illinois in outage?

1 A Correct.

2 Q You mentioned craftworkers at the sites. Where would
3 the craftworkers fall under sort of this organization
4 structure?

5 A Craftworkers report to the superintendents.

6 Q Okay. And so, within the definition of craftworkers,
7 who are you referring to?

8 A I'm talking anyone that's in the bargaining unit.

9 Q So, specifically, as it relates to electrical
10 bargaining unit members, who would be a craftworker that
11 would be in sort of a chart below this organization
12 structure?

13 A The journeyman wireman.

14 Q Okay.

15 A Journeyman wireman welders, foreman, and general
16 foreman.

17 Q You've given us rough numbers for how many
18 craftworkers might be on a site during a particular outage.
19 Approximately how many electricians in that craftworker
20 bucket that you just said, the two journeyman groups, the
21 foreman and the general foreman, approximately how many
22 electricians on a particular outage?

23 A I would say 90 to 140.

24 Q Okay.

25 A You know, the one we just had at Braidwood had 200

1 electricians, but that was really an out buyer because of
2 this huge scope for the 7300 mod that we talked about. But
3 a normal -- you said, "What's a normal outage in the
4 midwest?" I'd say 90 to 130 -- 140 electricians.

5 Q Okay. So, if we go to Page 1 of this Employer Exhibit
6 1, and you said there were 200 electricians?

7 A Correct.

8 Q How many superintendents and lead superintendents were
9 at the site? You might need to count again.

10 A I'll have to do the math again.

11 *[Long pause]*

12 I've got 41, if my math is correct. I took out the
13 project leads. There's five in there for that and project
14 managers. There's two for that. So, if my math is correct
15 --

16 Q Okay.

17 A -- I'd say 41.

18 Q To oversee approximately 200 individuals?

19 A Correct.

20 HEARING OFFICER MILLER: Did you say 41
21 superintendents?

22 THE WITNESS: Correct.

23 HEARING OFFICER MILLER: Is that leads, too?

24 THE WITNESS: No, I did not count the leads.

25 HEARING OFFICER MILLER: Okay. So, that was just 41

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1 superintendents, two leads -- you said there were two lead
2 planners and four planners?

3 MS. KALIS: At this outage for Braidwood, there were -
4 - there was one lead planner and two planners, right?

5 HEARING OFFICER MILLER: Sorry.

6 THE WITNESS: I don't believe I stated what the
7 planners were -- number was.

8 MS. KALIS: Sorry.

9 THE WITNESS: We should have one lead on each shift,
10 and then I'd have to look and see the number, but I didn't
11 say one and two.

12 HEARING OFFICER MILLER: Oh, okay.

13 THE WITNESS: Because I don't think -- if we look on
14 here, it's going to prove out those numbers.

15 Q BY MS. KALIS: So, I guess let's break it down to make
16 sure that we're tracking the same numbers and the same
17 people.

18 So, let's talk about planners first. At the Braidwood
19 site, where there were 200 electrical craftworkers, how
20 many planners were there at the site?

21 A Based on this org chart, it's three.

22 Q Okay. Were any of those three lead planners?

23 A Yes.

24 Q Okay. So, let's break it out, and I'm sorry to have
25 to go to this level of detail. How many lead planners were

1 there?

2 A It appears to be one based on this org chart.

3 Q Okay. And how many planners were there?

4 A Two electrical planners.

5 Q On the lead superintendents on this org chart, how
6 many lead superintendents over those 200 craftworkers?

7 A *[No response]*

8 Q And we can identify them. So, I see lead
9 superintendent at the top.

10 A Frost and Francimore.

11 Q Okay. That's two. And then I see halfway down about
12 lead superintendents.

13 A Aichele and Provance.

14 Q So that's four. Are there any other lead
15 superintendents?

16 A Not that I see on here.

17 Q Okay. So four lead superintendents.

18 For the superintendents over electrical, let's go box
19 by box. So, there's temporary power. There's four there?

20 A Correct.

21 Q Is the next box, umm, 1C RCP motor, is that -- are
22 those superintendents?

23 A Correct.

24 Q So there are two there?

25 A Correct.

1 **(Employer Exhibit No. 4, marked for identification.)**

2 Q BY MS. KALIS: This is marked on the top as
3 superintendent FE electrical. Are you familiar with this
4 document?

5 A Yes, I am.

6 Q I'm going to hand you Employer 5.

7 **(Employer Exhibit No. 5, marked for identification.)**

8 Q BY MS. KALIS: It says "Work Planner Lead EL." What
9 does the EL stand for? Electrical?

10 A That's correct.

11 Q Are you familiar with this document?

12 A Yes, I am.

13 Q And then I'm going to hand you Employer 6 that says
14 "Electrical Work Planner" at the top.

15 **(Employer Exhibit No. 6, marked for identification.)**

16 Q BY MS. KALIS: Are you familiar with this document?

17 A Yes, I am.

18 Q What are these four documents, Employer 3 through 6?

19 A They're describing the functions of the lead
20 electrical superintendent, the electrical superintendent,
21 the lead work planner, and the electrical work planner.

22 Q Okay. And where would these job descriptions be
23 found?

24 A They're typically what Human Resources posts when
25 we're looking for a candidate for these positions.

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1 between 4 and 12 guys.

2 Q Okay. And how about for a superintendent?

3 A I think I've already stated that. I'm not positive on
4 the numbers I'm repeating but roughly, you know, 3 to 12, 3
5 to 14, 4 to 14, depending on technical nature of the work.

6 Q Sure.

7 A Complexity as well.

8 Q Okay. If you'll turn to the next document, Employer
9 Exhibit 5, the lead planner.

10 A Correct.

11 Q Can you tell us what a lead planner is responsible for
12 during an outage on a day-to-day basis?

13 A During an outage, to put in prospective, we've already
14 -- all the work packages are prepped, so when it would come
15 time for an outage, it's either emergent work that comes
16 out that has to be prepped, or when we're out there
17 executing the work, it can't be performed as directed by
18 the work package, so he'll make modifications.

19 So, as the scope comes in, his two or three, as you
20 see -- as we went through the org chart, it depends on the
21 size of the outage. But he takes that workload, performs
22 some of it himself and distributes the rest and provides
23 direction to the other planners.

24 Q Okay. And how about the planners, if you turn to
25 Employer Exhibit 6? What are the planners'

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1 responsibilities on a day-to-day basis during an outage?

2 A During an outage, it's either revising already
3 prepared work packages because of the scope is different
4 than we anticipated out there, or we've got new repairs to
5 be done during the outage, and they'll be creating work
6 packages for that new scope of work.

7 Q You use the term work package. What does work package
8 mean?

9 A Work packages provides all the guidance to safely
10 perform the work. It's got what we call clearance orders,
11 which really protects the workers from the energy in these
12 systems to make sure that its isolated. So, that's
13 referenced in this document. Any permits required in case
14 we're going into confined space, whether there's lead-based
15 paint, whether there's asbestos. So, it's all the hazards
16 that are identified.

17 And now we get into the process of doing the work,
18 whether it's procedurally driven. For example, there's
19 procedures for putting in concrete expansion anchors,
20 procedures for doing Megger testing, all kinds of
21 procedures. And also provides directions to the worker on
22 what -- how to perform the work on the technical nature.

23 Q How does a -- you said that a planner during an outage
24 could make modifications to a work package. How would a
25 planner know that there were problems with a particular

1 A We don't -- well, it could be two different things.
2 One is prepping for an outage, which he could be assisting
3 the lead superintendent in looking at that work. The other
4 thing he could be doing is we may have a modification that
5 we're doing during a non-outage.

6 Q And then the superintendent would be responsible for
7 the same things as he or she would be during an outage?

8 A That's correct.

9 Q If you turn to Employer Exhibit 5, the work planner
10 lead. What are the planner -- the lead planners'
11 responsibilities during a non-outage?

12 A Did I not already talk about that? Okay, work planner
13 --

14 Q Just a little bit, but I want to make sure --

15 A This is a work planner lead. So, he's taking that
16 scope of work, looking at it, distributing it, determining
17 how many planners he needs, creates a work down curve,
18 saying, "Okay, I'll be done with these packages" -- we have
19 deadlines and all these milestones for completion. So, if
20 we've got 50 work packages that have to be done at six
21 months prior to the outage, here's how many people I'm
22 going to need to accomplish that and distributes it and
23 works on those packages himself as well.

24 Q Okay. And so then, Employer Exhibit 6, the planners,
25 their assigned by the lead planner to do those work

1 packages?

2 A That's correct.

3 Q Do the planners have any other job responsibilities in
4 a non-outage situation?

5 A None other than everything that it takes to put that
6 work package together.

7 Q Sure. Sure. I'm just talking big picture. How --
8 what do we see on a day to day? What do they do?

9 A Right, or if we have modifications going on, he's
10 supporting that day to day, any revisions, any changes in
11 scope.

12 Q Okay. The modifications that would happen during a
13 non-outage?

14 A Correct.

15 Q And we'll come back and we'll talk more about the
16 supervisory duties of each of these individuals, but I just
17 want to get the big picture, what are they doing on a day
18 to day.

19 HEARING OFFICER MILLER: Can I also just clarify?
20 Who's drafting the work packages again?

21 THE WITNESS: Rather than drafting, we use the word
22 creating.

23 HEARING OFFICER MILLER: Creating. I'm sorry. Who's
24 creating?

25 THE WITNESS: The lead planner and the planners.

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1 Q Sounds like a, you know, short description for what
2 really is a lot at work.

3 A Right.

4 Q And histogram is defined here. You used the term
5 histogram before. That was on Page 2, base labeled 24-25.

6 A Yes.

7 Q On Page 24-29, it says, "Outage Preparation
8 Milestones." Does this identify the separate types of
9 duration that you talked about initially for a particular
10 outage?

11 A That's correct.

12 Q On Page 24-30, where it says "Planning Resource,
13 Development, and Authorization." It talks about outage
14 work scope. Can you just briefly explain again kind of the
15 process for preparing for an outage?

16 A Okay, so big picture, we get a work split assigned to
17 us.

18 Q Okay. And that's sort of what the customer and client
19 said here's what you Allied are responsible to perform.

20 A Right, here's what we want you to do.

21 Q Here's your split of the work.

22 A Right. So, we take that scope, break it down by
23 discipline. When I say, "discipline," I mean electricians,
24 boilermakers, pipefitters, carpenters, laborers, sheet
25 metal workers. Break it down by that.

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1 On the one hand, we give it to the work planners to
2 develop work packages. On the other hand, we give it to
3 the superintendents to start estimating the work to see how
4 many bodies and how much time it's going to take to
5 execute.

6 So, we're preparing work packages, we're doing
7 estimates that are going into one, for money. How much is
8 going to cost to execute the outage, and two, the durations
9 and resources it's going to take to execute the work.

10 So, once that estimating and everything's done,
11 typically, at two months we want to have -- you know, how
12 many craft we're going to need, what impact it has to the
13 outage duration. You know, all these activities summed up
14 and how they line up create a critical path that says how
15 long the outage is going to take.

16 So, at two months out, we like to have the budget
17 locked in as close as we can and what it's going to cost to
18 do the outage, how many of each craft we're going to need.
19 From that we develop a hiring plan that we call the local
20 union hall then and say here's how many people we need and
21 here's when we need them.

22 Q Okay. And what positions do you call the local hall
23 for?

24 A Every bargaining unit position.

25 Q Do you call the local hall for superintendents or lead

1 A Correct.

2 Q If the superintendent doesn't get a requisite permit,
3 what would happen?

4 A It holds up work.

5 Q Would the superintendent be disciplined?

6 A If it happened more than, you know, once. I say more
7 than once, I mean typically in the nuclear world those
8 prerequisites are followed. I mean, you know, so it's rare
9 that --

10 Q Someone misses the prerequisite.

11 A Correct.

12 HEARING OFFICER MILLER: Are you aware of a
13 superintendent ever being disciplined for failing --

14 THE WITNESS: Oh, yes.

15 HEARING OFFICER MILLER: -- to follow this rule?
16 Well, getting permits for example?

17 THE WITNESS: Not for getting permits, but I have many
18 examples of supervisors being disciplined for improper
19 verifications. We talked about these critical attributes.

20 HEARING OFFICER MILLER: Um-huh.

21 THE WITNESS: You know, for acknowledging something
22 was correct and it wasn't. You know, making sure a lead
23 was landed on the correct terminal done inappropriately.
24 We've terminated people for being less than trustworthy.
25 So, there's discipline.

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1 journeyman.

2 Q Okay. The journeyman are the craftworkers?

3 A Correct.

4 Q Does the superintendent give any specific instructions
5 during that pre-job briefing?

6 A Yeah, he describes what's in the work package. He
7 tells them where to go get the tools. You mentioned the
8 tools -- where to get the tools, where to get the M&TE
9 equipment, measuring and testing equipment.

10 Q Okay.

11 A You know, torque wrenches. Discusses the radiation
12 work permit with them. He has to go with them if it's in
13 the high radiological area and take them to the area and
14 show them exactly where that work is going to take place.

15 Q Okay. Does the superintendent assign work to any
16 particular individual?

17 A Yes, as I talked about -- the crew size could be as
18 small as 4 to 12. So, if he's got 12 guys in the crew
19 running temp power, you might say, "Joe and Bill, you guys
20 are going to run the" condu-- "cable from here to there."
21 The other two, you're going to be working in this other
22 building today. You're going to run it from here to
23 there." You know, so he splits up that 12-man crew into
24 perhaps six locations.

25 Q Okay. Does he decide how far along in the work

1 package they're going to get for that day?

2 A Yes, it's our expectation that they set goals for each
3 shift.

4 Q That the superintendent sets the goals?

5 A Correct.

6 Q Okay. Where is the lead superintendent during this
7 pre-job briefing?

8 A He doesn't participate in the pre-job briefs.

9 HEARING OFFICER MILLER: Is this daily -- are these
10 daily pre-job --

11 THE WITNESS: Correct.

12 HEARING OFFICER MILLER: Okay.

13 Q BY MS. KALIS: Is the superintendent responsible for
14 making sure if someone with a certain qualification or
15 certain skill is correctly assigned to a task requiring
16 that skill?

17 A Yes.

18 Q What happens -- are there particular tasks that
19 require say a welding certificate or something that --

20 A Yes.

21 Q -- not every craftworker would have?

22 A Correct.

23 Q What happens if a superintendent assigns a craftworker
24 who doesn't have a welding certificate to perform welding?

25 A That is a significant -- significant error on the part

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1 of the Company.

2 Q Okay. So, who would be responsible? Would the
3 craftworker? Would the superintendent? Would they both be
4 responsible?

5 A It would go all the way down the chain of the command
6 starting with me.

7 Q Okay.

8 A I mean in a nuclear work if you're welding without a
9 qualification, it is a big deal.

10 Q So, the superintendent really is responsible for
11 knowing the qualifications of his or her craftworkers and
12 assigning them appropriately?

13 A Right, but the individuals are also expected to check
14 their qualifications every day.

15 Q Okay.

16 *[Long pause]*

17 Q So, if there's something you haven't done before or
18 something that's different or infrequently performed, is
19 the superintendent responsible for making sure the
20 craftworkers know what they're doing?

21 A Correct. The superintendent is responsible for
22 understand -- understanding what the makeup of his crew is.

23 Q Okay.

24 A You know, most of the time through verbal
25 conversations, you know, feedback from other people. You

1 Q -- in play?

2 A Yes.

3 Q Is the superintendent responsible for keeping his --
4 his or her eyes open to say this might be a problem. I
5 need to -- I either need to stop the work. I need to
6 figure out the problem. I need to tell my team --

7 A All the time. That's the expectation.

8 Q 4.8.7, the "Supervisory Verification Points," does
9 that relate to the critical attributes?

10 A What point?

11 Q On Page 22-75.

12 A Can you restate that question, please?

13 Q Sure. What are supervisory verification points?

14 A That you're referring to something to. Supervisory
15 verification points are similar to the critical attribute
16 that it performed in error could lead to a significant
17 plant impact or personnel impact.

18 Q Okay. And 4.8.8 also talks about QV inspections and
19 hold points.

20 A Correct.

21 Q Are those -- are those part of that critical
22 attributes?

23 A No. Well, you could state it that way, but our
24 supervisor verifications are not verifications performed to
25 a quality program if you will. Most of the time, when we

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1 talked about QV, quality verification inspections here,
2 that's a programatic inspection required by the nuclear
3 site. In most cases, we have our supervisor verification
4 prior to that occurring.

5 And so, if, you know, their quality verification is
6 going to come out and make sure all these terminations are
7 completed appropriately, our supervisor verification has
8 done that prior to. The same way with a weld. We'll have
9 a visual weld inspection for our superintendent prior to QV
10 coming and doing theirs.

11 Q So, the supervisor is sort of the last defense to make
12 sure that everything has been done correctly for your
13 customer?

14 A Correct.

15 MS. KALIS: Move admission of Employer Exhibit 10.

16 HEARING OFFICER MILLER: Joint Petitioner, do you have
17 any objections to that?

18 MR. RYAN: No. No objection.

19 HEARING OFFICER MILLER: Employer Exhibit 10 is in
20 evidence.

21 **(Employer Exhibit No. 10, received into evidence.)**

22 MS. KALIS: I think it might be good to take a break
23 now.

24 HEARING OFFICER MILLER: Onto the record?

25 MS. KALIS: Take a break? Is that okay? We've been

1 A Restate that please?

2 Q Sure. How does the experience of a superintendent
3 relate to the experience of a craft worker? Do you hope
4 the superintendent has more experience?

5 A Well, we'd like to believe that they have more
6 experience. Depending on the sites, there's some amount
7 of craft that are repeat workers that we typically get
8 back every outage. Out of the 90 to 120 I talked about,
9 oftentimes -- you know, depending on how much work is in
10 the area, we may get the first 15 or 20 that are
11 experienced guys that we know what their abilities are.
12 The rest are just coming out of the hall, we have no
13 knowledge of their skill set. We don't know anything
14 other than they have the NMAP card, which says they've
15 been through the apprenticeship program. That's all we
16 know about them.

17 MS. KALIS: Move in admission of Employer Exhibit
18 11.

19 HEARING OFFICER MILLER: Joint Petitioner, do you
20 have any objection to Employer Exhibit 11?

21 MR. RYAN: No objection.

22 HEARING OFFICER MILLER: Employer Exhibit 11 is
23 entered into evidence.

24 **(Employer Exhibit 11 received into evidence.)**

25 Q We started talking a little bit about

1 A Right, but rarely do we put a peer check in a work
2 package.

3 Q Okay.

4 A Concurrent verification, independent verification,
5 those are either a part in time or a part in action.
6 Hold point, we've talked about 210. Installers, the
7 worker, typically there's steps in the work package for
8 the installers to sign off that he's completed that
9 task. That would be the craftsman.

10 Q Okay.

11 A Job walk down, walkability, walk down, that
12 essentially walking down the work package to make sure
13 you go out there and you make sure the conditions are
14 out there that you can execute to the work package.

15 Q Sure.

16 A Verifier, we talked about that, critical attribute.
17 Supervisor verification points, as I said, there's three
18 of those and they're defined in the next steps 17.1, .2,
19 and .3.

20 Q Okay.

21 A Field verification is the last one.

22 Q Just to circle back, the verification plans, the
23 supervisor hold where someone would -- the craft worker
24 would have to stop what they're doing until the
25 supervisor --

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- 1 A That's correct.
- 2 Q -- viewed the work.
- 3 A Right.
- 4 Q Supervisor witness, the superintendent would have to
5 watch the craft worker perform the work?
- 6 A Correct.
- 7 Q And supervisor verification, the supervisor,
8 superintendent, has to go back and verify that the craft
9 worker actually did the work?
- 10 A Correct, did the work correctly, to a standard, if
11 you will.
- 12 Q Fair enough. If the work isn't done correctly, does
13 the superintendent tell the craft worker to go back and
14 do it again?
- 15 A Yeah.
- 16 Q If you turn to 3.3 on the next page, 2494.
- 17 A Yes.
- 18 Q This talks about the maintenance planners or
19 previously identified as a work planner. Is that the
20 planner that we've been talking about here today?
- 21 A Correct, I think the meaning here is it could be
22 either mechanical or electrical or civil.
- 23 Q Okay. Developing WPs, are those work packages?
- 24 A Correct.
- 25 Q And clients with client procedures and this

1 ever worked as a planner or a superintendent?

2 A I worked as a field engineer superintendent during
3 construction.

4 HEARING OFFICER MILLER: At a nuclear site?

5 WITNESS: That's correct.

6 HEARING OFFICER MILLER: Okay.

7 Q At Quad Cities?

8 A Braidwood.

9 Q Braidwood. Since you've been at Allied, you've been
10 in your current position?

11 A Correct. Can I go back? Did I say tech engineer or
12 field engineer superintendent?

13 Q You said field engineer.

14 A Tech engineer.

15 *[Long pause]*

16 Q Maybe I'll start with planners, kind of run through
17 that briefly. How does a planner get his work
18 assignments?

19 A I talked about the work split, which depending on
20 the rigor of the site, typically we get -- the
21 expectation is we get a listing of all the work for the
22 upcoming outage, which may be 400 or 500 job
23 descriptions, some scaffold, some insulation.

24 Q Right.

25 A For what we're talking about here, there'd be an

1 electrical -- say 100 electrical activities. That'd be
2 given to the electrical lead planner, say. The work
3 control superintendent says, okay, we've got these
4 packages to plan. The milestone is six months out, how
5 many planners do we need?

6 Q Okay. So the work control supervisor tells the lead
7 planner what --

8 A He gives him the scope of work, we've got this to
9 prep.

10 Q And the lead planner would distribute the work to
11 the other planners that are there?

12 A And do some himself.

13 Q Okay. This is going to be really broad, but I'll
14 ask it anyway. How long does it take to prepare an
15 average work package?

16 A I talked about modifications, which are -- let's
17 keep it to electrical. It's all in conduit notes. Big
18 modifications, we figure 12 hours for a work package.
19 Maintenance packages that are in Passport oftentimes are
20 -- they call them model work requests. The work has
21 been done before, so you put the EPN in, spit it out,
22 that may take three hours. Scaffold installation
23 packages are like an hour and a half a piece, depending
24 on the complexity of the --

25 Q Right. You talked about the Passport system. The

1 that comes about?

2 A Typically, the company position is to fill it with
3 non-manual supervisors. In some cases, we don't -- we
4 have conflicts with other sites, we don't have enough
5 superintendents to fill the positions. What we do with
6 known experienced electricians -- I'll use the word,
7 promote them to general foremen, pay them general
8 foreman's wages to perform functions of the supervisor
9 and essentially to perform the supervisor verification.

10 HEARING OFFICER MILLER: Do they -- in those
11 positions, are they still considered covered under the
12 collective bargaining agreement?

13 WITNESS: Correct.

14 HEARING OFFICER MILLER: Okay.

15 Q When they are assigned to this, are they bouncing
16 back and forth or are they really strictly doing the
17 superintendent work?

18 A When you say bouncing back and forth --

19 Q Maybe they'll do some general foremen work half the
20 day and half of the superintendent, or are they just
21 really one assignment?

22 A One assignment.

23 Q Would that be for the duration of the outage or
24 project?

25 A Correct.

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1 foremen will step into a superintendent's position for
2 the purposes of the project. Just rarely.

3 WITNESS: Typically not foremen, general foremen.

4 HEARING OFFICER MILLER: Okay, general foremen.

5 WITNESS: General foremen will.

6 HEARING OFFICER MILLER: Is there a reverse of that
7 where a superintendent will step back into a foreman or
8 a general foreman?

9 WITNESS: Never.

10 HEARING OFFICER MILLER: Okay.

11 WITNESS: Because are agreement with the halls as
12 they refer them out. We cannot put a superintendent
13 back into that position even if he was a member of the
14 building trades.

15 HEARING OFFICER MILLER: Okay. I don't have any
16 other questions.

17 MS. KALIS: Okay.

18 HEARING OFFICER MILLER: Would you like to
19 redirect?

20 MS. KALIS: I do.

21 **REDIRECT EXAMINATION**

22 Q BY MS. KALIS: You said you had experience as a
23 technical engineer superintendent at Braidwood?

24 A Yes.

25 Q Tech engineer? Is it fair to say that all

1 Q What are those reasons that you believe that you
2 need people who are more loyal to the company in a
3 superintendent role than in a collective bargaining
4 role? Why do you believe a superintendent should have
5 more loyalty to the company or has the supervisory
6 designation? Are you entrusting --

7 A Restate that one more time.

8 Q Sure. Does the company place any level of trust in
9 a superintendent such that it requires them to be a
10 supervisor?

11 A Yeah, we put a lot of trust in them. We believe
12 that they'll follow the company's direction and keep the
13 company's interest in -- the best interest of the
14 company in their decision making.

15 Q What types of decisions is the superintendent
16 expected to make?

17 A Productivity decisions as it relates to maintaining
18 rigor in the workday, not early breaks or early long
19 lunches, early quits, making sure the workflow is going,
20 make sure we're maintaining the schedule. It's people
21 that are known that we trust. There's a lot of good
22 tradesmen out there definitely, but we don't know a lot
23 of them and most of the general foremen or the vast
24 majority we know personally their work ethic, work
25 experience.

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1 Q I'm going to hand you another document that I'm
2 marking as Employer 17. Are you familiar with this?
3 **(Employer Exhibit 17 marked for identification.)**

4 A Yes, I am.

5 Q Can you describe it please?

6 A These are all the documents that would be contained
7 in a work package that -- it appears it requires
8 supervisor signature and approval.

9 Q Okay. There's the pre-job brief attendance sheet.
10 Is the superintendent required to keep attendance at the
11 pre-job?

12 A Yes, whoever gives the pre-job briefing is required
13 to keep attendance.

14 Q Okay. The work order and task verification, what is
15 this document that starts on page 1720?

16 A 1720 is the first page you come to when you open up
17 the work order task. The first section is the -- signed
18 by the clearance order facilitator coordinator. He's
19 making sure that the boundaries for the energy injection
20 are -- protect the worker. Before this package is
21 authorized, he's to make sure the isolation is correct,
22 there's no energy in the system. It's to protect the
23 worker.

24 The second section is for the supervisor to sign off
25 to make sure these prerequisites above are complete.

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1 Q Who's authorized to sign that Section 2?

2 A Our superintendent.

3 Q Are craft workers authorized to sign?

4 A No.

5 Q Are foremen authorized to sign?

6 A No.

7 Q Are general foremen acting in the capacity of a
8 general foreman authorized to sign?

9 A No.

10 Q Why are general foremen and foremen not authorized
11 to sign Section 2?

12 A In most cases, they're not knowledgeable of what the
13 requirements are.

14 Q Are superintendents held accountable for complying
15 with Section 2?

16 A Yes.

17 Q Are superintendent held accountable for making sure
18 that they are actually supervising and leading the craft
19 workers in such a manner that they're able to comply
20 with the work orders, the work packages?

21 A Restate that please?

22 Q Sure. Are superintendents evaluated on their
23 leadership abilities?

24 A Yes, as part of our evaluation form after every
25 outage, superintendents are evaluated.

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OFFICIAL REPORT OF PROCEEDINGS
BEFORE THE
NATIONAL LABOR RELATIONS BOARD

Case No. 25-RC-219264

In the Matter of:

ALLIED POWER SERVICES, LLC,

Employer,

and

INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS
LOCAL UNIONS 145, 146, 364 & 601.

Joint Petitioners.

Place: Peoria, Illinois
Date: May 9, 2018
Pages: 196 through 472
Volume: 2 of 3

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A P P E A R A N C E S
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1 Superintendents that are working for us at the site.

2 Q Okay.

3 A Lead Superintendents and Superintendents.

4 Q Okay. And what do you expect from your Lead
5 Superintendents?

6 A I expect from the Lead Superintendents that they are
7 directing the work with the Superintendents, craft workers,
8 that the work is being estimated properly, scheduled
9 properly, that the daily expectations are laid out for work
10 assignments for each Superintendent, and -- in a schedule,
11 there are multiple projects, so we call it crew-coding. So
12 a crew code out say temporary power, transformers, relays,
13 so on and so forth, so they'll go through a daily schedule
14 and lay out the work, and then they will also assign each
15 crew code to a Superintendent to direct the work out in the
16 field as to where they are going and what the expectations
17 are and the goals are for the day.

18 Q Okay.

19 A It is also the expectation that they are reinforcing
20 positive behaviors of our observation program, and
21 electrical -- it is what we call a "JJ," which is a Job
22 Hazard Analysis, that out in the field, they are following
23 what our standards and putting rigor behind all of our
24 processes.

25 Q Okay. What do you expect of a Superintendent on a

1 daily basis?

2 A A Superintendent kind of follows along that line, just
3 at a different level. They're out in the field 80 to 85
4 percent of the time. Their expectation is that they are
5 sitting with their crews, the crews being a craft Foreman,
6 and journeyman, journeyman welders, as you may, to discuss
7 what the objectives are for the day; where there are
8 critical attributes, so they are going through a pre-job
9 brief, observing anything in the field, bringing up
10 questions where they recognize that a step isn't matching
11 maybe as found condition out in the field, and then they
12 would stop and go to a work Planner and ask for
13 clarification on how they get to the next step.

14 Q Okay. Just as long as we are covering the
15 expectations, what do you expect out of a Lead Planner?

16 A A Lead Planner?

17 Q Yes.

18 A The expectation for a Lead Planner, the expectation is
19 -- it is kind of broad-brush, because it -- it's -- there
20 are multiple areas. There's on-line period and there's
21 outage period. So there's prep, and then there is also the
22 part where we are in execution. So, if I can start with
23 where we are in the prep period --

24 Q Sure.

25 A We'll get a scope of work, and that's one of my

1 different example, where he may have to leave for a certain
2 period of time, whether that be vacation or, you know,
3 emergency or just isn't feeling good for the day. Dave has
4 that ability to say, "I want Alex to fill my shoes at this
5 point," or "I want such-and-such to fill my shoes," you
6 know, and he will leave us that feedback, "While I am gone,
7 such-and-such is going to fill in for me."

8 Q All right, and he has the authority to do that?

9 A Yeah.

10 Q Okay. Does he do anything with respect to the craft
11 workers? Does he have any authority to promote craft
12 workers?

13 A Yes.

14 Q How so?

15 A He can move a -- excuse me, a journeyman to a Foreman,
16 all the way through Foreman, to a General Foreman.

17 Q Okay. Does he have the authority to hire anyone?

18 A He has the authority to hire crafts, and -- and he can
19 suggest and recommend that he needs more crafts. So, let
20 me explain this a little better, as far as how the whole
21 process goes.

22 So, Dave will work on the estimates for a project, and
23 then he will work with the Scheduler and they input this
24 all into the schedule, and then that spits out a thing
25 called a histogram, and it tells Dave, "Hey, I need this

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1 many guys." Dave will go back and he will look at what the
2 schedule is telling him, and then just do an analysis of it
3 that seems right and just with his experience and if there
4 is anything that he missed, and so on and so forth. And
5 then, we will all get together and figure out exactly how
6 many electricians, and there may be some challenges and
7 things like that on -- on what durations and resources and
8 what not that we may have with each other, but ultimately
9 Dave will recommend how many electricians we are going to
10 hire.

11 The same goes for superintendents. Superintendents,
12 Dave will put who he wants on his team and we'll provide
13 that for him. We'll -- we'll have discussions on it as to
14 why, and just -- and just good business sense that, you
15 know, we make sure that we are not over-hiring or under-
16 hiring, but Dave is an intricate part on that piece, too,
17 just as other superintendents are, too.

18 Q Okay. So you take Dave's recommendation and
19 effectually implement that?

20 A Absolutely.

21 Q Okay. Does he ever provide names of individuals that
22 -- or resumes that may have been passed along to him for
23 the superintendent level to HR?

24 A Yes. Yes, he does.

25 Q Does he have the ability to reprimand specific

1 Q Could he recommend a hire as a Lead Superintendent?

2 A What was that one?

3 Q Could he recommend someone be hired as a Lead
4 Superintendent?

5 A Yeah.

6 Q And as a Superintendent, can he recommend hire?

7 A Yes.

8 Q I just want to make sure since he's covered both of
9 them, I want to make sure what you've talked about so far,
10 since he has done both and if he has the ability to do both
11 --

12 A Yes.

13 Q -- in both roles.

14 A Correct.

15 Q How about in the promotion, as a Lead Superintendent,
16 he has the ability to promote?

17 A Yes.

18 Q As the Superintendent, he has that same authority to
19 recommend and promote individuals?

20 A Correct.

21 Q Let's talk about transferring people.

22 How does it work when someone from say Dresden wants
23 to transfer to Quad Cities?

24 A When you say "someone," are you talking about a
25 Superintendent to transfer?

1 Q Sure.

2 A Okay. So we will use that for a Superintendent.

3 So, in the business that we're in, outages are stacked
4 up one right after the next after the next, and
5 Superintendents have -- Superintendents and all Non-
6 Manuals, whether clerical or what have you, all have start
7 dates and end dates that are established up front, and that
8 is part of your man-load and things like that. But the
9 Lead Superintendent, and I will use Dave for an example,
10 he'll do a good job at working with the previous site,
11 which for us, for Quad Cities, is LaSalle, so he'll do a
12 good job working with John Francimore who is the Lead over
13 there, and he'll coordinate with John, the guys -- the
14 Superintendents that he would prefer to see come out first.
15 Then John will communicate to Dave that, "Well, I need them
16 to finish this evolution up first, then you can have them,"
17 even though it may not say exactly that his end date is
18 April 1st, it may say on the organization chart, April 5th.
19 But they coordinate that effort together as far as
20 transferring people over, and then he will come and let me
21 or the Work Control Superintendent know from a money
22 standpoint that, "Hey, I would like to bring this guy in
23 early." You know, it is normally a good thing. So --

24 Q Has he acted in that capacity as Lead Superintendent?

25 A Yes.

1 Q How about when he was Superintendent? Would he have
2 the same type of ability to -- to recommend people?

3 A Superintendents will oftentimes, and Dave included,
4 will work with the Leads also in getting transferred from
5 place to place, and also coordinate that effort. It is not
6 just the Leads that talk amongst themselves.

7 Q Okay.

8 A And another part of that is the Superintendent may
9 have a counterpart that is already at the ongoing site,
10 that there are already communications. So, that's kind of
11 how part of that works also.

12 Q Okay. How about layoffs? What authority does the
13 Lead Superintendent like Dave Daughenbaugh have to either
14 recommend layoffs or, you know, be part of the decision-
15 making process in layoffs?

16 A Okay. So, his responsibility there is, that at the
17 beginning of the outage, far before the beginning of an
18 outage, they are provided a man-load, and they are
19 responsible for that curve of people. So, it is his
20 responsibility to be intricately involved with the layoff,
21 in coordinating with the Scheduler and taking a look at
22 what the histograms are telling them in comparison to what
23 his man-load shows.

24 So, it may be time from a financial standpoint to
25 layoff, but Dave may have a different -- different

1 HEARING OFFICER MILLER: Okay. Do you -- and is that
2 like the craft workers' responsibility to do it, or --

3 THE WITNESS: It is the Craft Superintendent and the
4 Lead Superintendent workers. It is normally -- it will be
5 a Lead or a Superintendent's decision that, "Hey, I need to
6 stay another hour longer to finish this evolution because I
7 don't want to turn it over because we are in this part of
8 it." That would be just kind of an example.

9 HEARING OFFICER MILLER: Uh-huh.

10 THE WITNESS: Then it is his responsibility to make
11 sure that he has all of the workers that is going to be
12 working for him, and take that over to the Work Hour Rule
13 person.

14 HEARING OFFICER MILLER: Okay. Thank you.

15 Q BY MS. KALIS: The Lead Superintendent and the
16 Superintendent, either one, they are in charge of actually
17 approving timecards, right?

18 A Yes.

19 Q Okay.

20 HEARING OFFICER MILLER: Are they paper timecards?

21 THE WITNESS: Yes.

22 HEARING OFFICER MILLER: All right.

23 THE WITNESS: Yes, they are paper, but they can be
24 done electronically, also, but they are still printed out,
25 yeah.

1 Q BY MS. KALIS: So that was the Lead Superintendent.
2 What authority does the Superintendent have to direct the
3 work of other individuals at the site?

4 A Can you clarify that a little better?

5 Q Sure. Does the Superintendent have the ability to
6 direct anyone's work at the site?

7 A Yes.

8 Q Okay. Whose work --

9 A Okay.

10 Q -- does the Lead -- does the Superintendent direct?

11 A So the Superintendent directs the crew that is working
12 for him or her for the day. So to give you like an
13 evolution of how that goes, is the Superintendent will grab
14 a Foreman and the crew and -- the rest of the crew, and
15 they'll sit down and they'll go through a pre-job brief,
16 and in that pre-job brief, they will cover everything from
17 scope to proper PPE to the performance tools that you are
18 going to use to what the critical attributes are, hold
19 points -- you know, Five Key questions is another part of
20 it, but it is a whole documented sheet that you use that --
21 as -- most of it is relevant to the work that you are going
22 out to do. Some of it is not, so it doesn't all have to be
23 covered, but I mean, if there is an RWP that you are going
24 to be working to, then you will cover that section of it,
25 and -- and so if there is a High Red Brief for an example.

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1 Q What is a High Red Brief?

2 A A High Red Brief is -- there is different locations in
3 a nuclear power plant that you can go into. There is some
4 that don't have any contamination or radiation whatsoever.
5 There are some that are just a radiation area that ranges
6 from zero -- from 1 to 100. A High Red Area is a 100 to
7 1,000. Locked High Red is over 1,000, and it gets into
8 some other stuff past that.

9 But anyway, if you are going to enter a High Red Area,
10 you -- the requirement per regulations is you have to go
11 over and get a High Red brief from Radiation Protection,
12 and then they will explain to you what all of your set
13 points and requirements are and the Superintendent will
14 direct all of the guys as far as where they are going to
15 go, how we are going to do it, and get all of the
16 requirements from RP with the crew with them. It is the
17 expectation that the Superintendent is there with the crew.

18 Q Okay. Does the Superintendent have the ability to
19 vary the work direction that is contained within the Work
20 Package?

21 A To vary the work direction that is contained in the
22 Work Package?

23 Q Yes. I can try to rephrase that if --

24 A If you could.

25 Q So, you are telling me that the Superintendent has the

- 1 A Mr.
- 2 Q Mr.?
- 3 A Yep.
- 4 Q Okay. Is he being reviewed for any leadership
5 responsibilities here?
- 6 A He is.
- 7 Q Where do you see that on this form?
- 8 A See where it talks about his leadership on this one.
- 9 Q How about Instruction Clarity? Does that have
10 anything to do with leadership?
- 11 A Yes.
- 12 Q So Stacey was being evaluated for having no HO errors?
- 13 A No human performance, no HU errors.
- 14 Q HU errors, okay.
- 15 A So each one of these attributes can, I mean, tie
16 directly into leadership. I may have misunderstood what
17 you were asking. I thought you were talking about
18 leadership for actually -- like the word spelled out, or --
- 19 Q Fair enough.
- 20 A Or in the attribute itself, but that is part of it. I
21 mean, it is a big part of being a Superintendent or a Lead,
22 is to lead by example, so that is one of the things that we
23 look very closely for.
- 24 Q Okay, even the first category, Safety Performance, was
25 Stacey being evaluated on coaching others and safety

1 standards?

2 A Yes.

3 MS. KALIS: I would move admission of Employer Exhibit
4 No. 20.

5 HEARING OFFICER MILLER: Joint --

6 Q BY MS. KALIS: I'm sorry, I didn't have you look at
7 the second and third pages. They are different
8 individuals. Is it the same form?

9 A It is.

10 Q Is it the same information being evaluated?

11 A Yes.

12 Q Let me ask you something. At the top it says "Non-
13 Supervisory Performance Evaluation Data." Is that the
14 right form that should have been used for these
15 evaluations?

16 A I believe so. I don't know if the title is exactly
17 correct though. I mean, this is what we would do a
18 performance review on.

19 Q But it was intending to evaluate these three
20 individuals on their supervisory skills?

21 A Correct.

22 Q Okay.

23 MS. KALIS: Move admission of Employer's Exhibit No.
24 20

25 HEARING OFFICER MILLER: Joint Petitioner, any

1 Attribute. It looks like there is almost a little Post-It
2 like notification on No. 3.3 and 3.4.

3 A Yeah.

4 Q Is that --

5 A Those would be highlighted in red typically, yeah.

6 Q Okay. So is Critical extra important for the
7 Superintendent to look and pay attention to that?

8 A It is an irreversible step.

9 Q Okay. And I will just have you turn to the next page.
10 Some of these they have "Supervisor Hold." What does
11 "Supervisor Hold" mean?

12 A A Supervisor Hold means that nobody can do anything
13 else until the Supervisor has validated that that work step
14 has -- meets the criteria and the condition to go and
15 proceed to the next step, or continue with that step.

16 Q Okay.

17 A So the worker on the crew, the electrician cannot
18 perform anything until the Supervisor has made that
19 signature.

20 Q Okay. So it kind of stops at that step and you can't
21 go to the next step until that is done?

22 A Correct.

23 Q Are these the work instructions? Is 4.1 the
24 instruction to the Superintendent to say, "Hey, go do
25 this?"

1 know he did at Braidwood for sure.

2 Q So he has held various --

3 A He has held various positions, yes.

4 Q Okay. I want to focus on his Planner --

5 HEARING OFFICER MILLER: Could you spell his name for
6 us, John Dickson?

7 THE WITNESS: Yes. Sure. John, J-o-h-n, last name
8 Dickson, D-i-c-k-s-o-n.

9 HEARING OFFICER MILLER: Okay, thank you.

10 THE WITNESS: Welcome.

11 Q BY MS. KALIS: Could you focus on his Planner and Lead
12 Planner responsibilities? I want to kind of go through the
13 same discussion that we had for the Superintendent and Lead
14 Superintendent, but with respect to the Planner and Lead
15 Planner classifications.

16 A Sure.

17 Q So as a Lead Planner, could you explain what John --
18 remind us where he was, if you know, and explain what his
19 responsibilities, as far as a Lead Planner?

20 A He was at Byron Station as a Lead Planner, and those
21 responsibilities include taking a look at the work that has
22 been assigned to Electrical from the Work Control
23 Superintendent. Breaking that work down and assigning it
24 to his Work Planners that work for him, identifying how
25 many Work Planners that he would need to meet his milestone

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1 of work planning.

2 Q What is a milestone?

3 A Okay, a milestone is a date that is set, that is
4 predetermined from when your outage is going to start. It
5 is predetermined as to when your Work Package has to be
6 ready.

7 Q If you will take a look in front of you, three is an
8 exhibit, Employer 9.

9 A Okay.

10 Q Kind of a color chart?

11 A Yes.

12 Q Are these the sort of milestones, one example of a
13 milestone document and dates?

14 A This is an example of a milestone date.

15 Q Okay. So he is expected to meet those milestones --
16 I'm sorry, I interrupted you. Please continue. You were
17 explaining his responsibilities as a Lead Planner.

18 A Okay. So once he has identified those and the
19 resources needed, he's -- he asked for what Work Planners
20 he would like to have on his team, by name, or if -- or
21 some of the names are already in assignments for a certain
22 period of time, he'll help with looking through resumes or
23 making suggestions of other people that would be qualified
24 to perform that job, or to bring on a Planner Trainee.
25 That would be a starting position in Planning, and mentor

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1 that person on how to do their job.

2 Q Okay.

3 A How to be a Planner.

4 Q Sure. When he held the role of a Planner, what were
5 his job expectations and responsibilities?

6 A His job expectations and responsibilities was to get
7 his assignment of work from the Lead Work Planner on what
8 his priority Work Packages were. His responsibility is to
9 task out that work order with the amount of activities that
10 it would take to perform it and how the work would flow out
11 in the field in order to be able to execute the work.

12 Q By "task out," you mean sort of take it and put --

13 A Let me explain that in a little more detail then.

14 Q Yeah.

15 A So you receive a work order for a certain project, and
16 then underneath that work order, you are going to have Task
17 1 through 99; 99 tasks is the most that Passport will let
18 you issue for one work order. If you get past that, then
19 you have to have another work order created.

20 But under that work order, each individual task may --
21 it will have specific activities to where you install a
22 support, install a core hole, an anchor, run conduit, pull
23 cable --

24 Q So would that have been sort of Section 4 that we
25 previously looked at on the Work Instructions that was on

1 A I am trying to think of the Superintendent. It was
2 Stacey Shelton.

3 Q Okay, so we decided Stacey Shelton reviews earlier
4 today, or one of them?

5 A Uh-huh.

6 Q Is that a "yes?"

7 A Yes.

8 HEARING OFFICER MILLER: Can you spell the name of the
9 Work Planner?

10 THE WITNESS: Fred is F-r-e-d, and last name,
11 Klinghammer,
12 K-l-i-n-g-h-a-m-m-e-r.

13 HEARING OFFICER MILLER: Thank you.

14 THE WITNESS: Yes.

15 Q BY MS. KALIS: Does a Lead Work Planner have the
16 ability to direct anyone's work at the site, and if so,
17 who?

18 A Does the Lead Work Planner have the ability to direct
19 anybody at the site?

20 Q Yep.

21 A Yes. He directs the Planners on what their roles and
22 responsibilities and work scope and priority for the day
23 and moving forward is. A Superintendent through their Work
24 Packages, the work instructions that they've created;
25 clarification that a Work Superintendent or worker may have

1 to perform their task out in the field. So.

2 Q Okay. Does the Lead Planner have the ability to
3 recommend suspension?

4 A Yes.

5 Q Can you think of any examples of that?

6 A Not at the moment. I still -- I don't have -- I am
7 just drawing a complete blank. I'm sorry.

8 Q Does the Planner have the ability to recommend
9 suspension of anyone?

10 A Yes.

11 Q And who would the Planner have the ability to
12 recommend suspension for?

13 A They could recommend it for the Superintendent, even
14 the Lead, and the worker if something has been performed
15 incorrectly. If one of the work steps has been performed
16 incorrectly, and however it has been identified, they have
17 that ability to recommend.

18 Q Okay. Does the Planner have the ability to recall or
19 recommend a recall of anyone?

20 A Yes.

21 Q Does the Lead Planner have the ability to recall or
22 recommend the recall of someone?

23 A Yes.

24 Q Can you think of any specific examples for either of
25 those?

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1 A Yes.

2 Q Can you give examples of that?

3 A Not specifically, no.

4 Q Okay. How about the Lead Planner? Does the Lead
5 Planner have the authority to adjust the grievances of a
6 Planner or to bring them to an end?

7 A He does, yes.

8 Q Can you provide any examples?

9 A No.

10 Q Is it something that they are both expected to do as a
11 part of their job?

12 A Yes.

13 Q I am going to start the litany of questions again,
14 just to make sure I have caught them all.

15 A Okay.

16 Q Okay. Does the Planner have the ability to hire or
17 effectively recommend hire?

18 A Yes.

19 Q Does the Lead Planner have the authority to
20 effectively hire or hire anyone?

21 A Yes.

22 Q Does the Lead Planner have the authority to transfer
23 or recommend transfer?

24 A Yes.

25 Q Does the Planner have the authority to transfer or

1 recommend transfer?

2 A Yes.

3 Q Does the Lead Planner have the ability to suspend or
4 effectively recommend suspension?

5 A Yes.

6 Q Does the Planner have the authority to suspend or
7 recommend suspension?

8 A Yes.

9 Q Does the Lead Planner have the authority to
10 effectively recommend layoff?

11 A Yes.

12 Q Does the Planner have the authority to effectively
13 recommend layoff?

14 A Yes.

15 Q Does the Lead Planner have the authority to recall or
16 effectively recommend recall?

17 A Yes.

18 Q Does the Planner have the authority to recall or
19 effectively recommend recall?

20 A Yes.

21 Q Does the Lead Planner have the authority to promote or
22 effectively promote?

23 A Yes.

24 Q Does the Planner have the ability to promote or
25 effectively recommend promotion?

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1 A Yes.

2 Q Does the Lead Planner have the authority to discharge
3 or effectively recommend discharge?

4 A Yes.

5 Q Does the Planner have the authority to discharge or
6 effectively recommend discharge?

7 A Yes.

8 Q Does the Lead Planner have the authority to assign --
9 to assign work?

10 A Yes.

11 Q Does the Planner have the authority to assign work?

12 A Yes.

13 Q Does the Lead Planner have the authority to reward?

14 A Yes.

15 Q Does the Lead -- I'm sorry, does the Planner have the
16 authority to reward?

17 A Yes.

18 Q I think I asked Planner twice.

19 Does the Lead Planner have the authority to reward?

20 A Yes.

21 Q Does the Lead Planner have the authority to discipline
22 other employees?

23 A Yes.

24 Q Or effectively recommend discipline?

25 A Yes.

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1 Q Does the Planner have the authority to discipline or
2 effectively recommend discipline of other employees?

3 A Yes.

4 Q Is the Planner responsible to responsibly direct the
5 work of other employees?

6 A Say that one again.

7 Q Is the Planner -- does the Planner have the authority
8 and responsibility to direct the work of other employees?

9 A By other employees --

10 Q Superintendents.

11 A Yes.

12 Q Does the Lead Planner have the authority to
13 responsibly direct Planners?

14 A Yes, and Superintendents.

15 Q Okay.

16 A Yeah.

17 Q Does the Lead Planner have the authority to adjust the
18 grievances of other employees?

19 A Yes.

20 Q Does the Planner have the authority to adjust the
21 grievances of other employees?

22 A Yes.

23 Q When I am asking all of these questions for a Planner,
24 the higher authority to transfer, suspend, layoff, recall,
25 promote, discharge, assign, reward, discipline of other

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1 employees, and responsibly directing them and adjusting
2 their grievances. I was talking about Superintendents. Is
3 that -- are your answers still correct for all of those?

4 A Yes, they are correct.

5 Q And for the Lead Planner, for all of those questions I
6 was referencing, both Planners as well as Superintendents?

7 A Okay, correct.

8 Q So your answers are "correct," as to all of those
9 classifications?

10 A Yes.

11 Q Okay.

12 MS. KALIS: Can I take a minute?

13 HEARING OFFICER MILLER: Yes. Off the record.

14 *[Off the record]*

15 HEARING OFFICER MILLER: On the record.

16 MS. KALIS: Thank you.

17 Q BY MS. KALIS: So, I wanted to circle back on
18 something that you testified to before about
19 Superintendents authorizing timesheets --

20 A Okay.

21 Q -- and the time of the craft workers.

22 A Okay.

23 Q What is the process by which a Superintendent
24 authorizes or approves craft workers' time records?

25 A So, just to kind of take you through the whole process

1 to twelve would be a small outage per shift.

2 Q Okay.

3 A So like a total of like 24 in that -- in that
4 ballpark, is a smaller refuel outage for Electrical
5 Superintendents.

6 Q Okay, so -- so how could all of those Superintendents
7 be over a General Foreman and the hierarchy is what I am
8 kind of struggling to get?

9 A How could all of the Superintendents be over the
10 General Foreman in the hierarchy?

11 Q Yeah.

12 A Is that the --

13 Q If you can help me understand that.

14 A The General Foreman, he's -- he's not a layer,
15 necessarily to -- the Superintendent doesn't go to the
16 General Foreman to tell the Foreman and the workers what to
17 do.

18 Q Okay.

19 A Okay. He is kind of a dotted line off to the side of
20 the Superintendents. He really works more hand in hand
21 with the Lead to -- to run down any safety concerns or
22 making sure that people are trained on what the PPE
23 requirements are for SA129. They ensure that the
24 timesheets helps with making sure that the timesheets are
25 filled out, and sometimes has to help with what we have is

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1 Fitness for Duty. He may help with coordinating where the
2 folks are.

3 Q Uh-huh.

4 A He also helps with the Lead on -- when he lays out the
5 work assignments for the day, and we have established
6 crews, he helps maintain continuity with people with their
7 required days off to -- so we are not -- so we are not
8 scattering crews with different projects, so they lose that
9 continuity of what they've already learned so far for
10 efficiency purposes.

11 Q Okay. So a General Foreman is more akin to the
12 Electrical Lead?

13 A He supports the Electrical Lead. He doesn't do any
14 directing.

15 Q The General Foreman doesn't do directing?

16 A No.

17 Q Okay. Do the Foremen do directing at all?

18 A Yeah.

19 Q Okay. So how -- can you help me understand the
20 relationship between General Foreman, Superintendent, and
21 the craft workers, because they are all typically in the
22 field together, correct?

23 A No. The General Foreman, a lot of his time is spent
24 in the office. The time he spends in the field is doing
25 observations or typically a General Foreman is familiar

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- 1 A 38 years this year.
- 2 Q Are you currently employed?
- 3 A Yes, I am.
- 4 Q By whom?
- 5 A By Allied Power Services.
- 6 Q How long have you worked for Allied?
- 7 A Since August, I believe the 25th, approximately,
8 2017.
- 9 Q What's your current position there?
- 10 A Presently, I'm a work planner, working Byron
11 Station.
- 12 Q How long have you been a planner at Byron Station?
- 13 A Approximately two or three months.
- 14 Q Have you held any other positions at Allied?
- 15 A Yes, I have.
- 16 Q What were those?
- 17 A I've been a supervisor.
- 18 Q When you say supervisor, the term we've been using
19 is superintendent. Is that the same thing or something
20 different?
- 21 A I don't understand them to be different.
- 22 Q Any other positions with Allied?
- 23 A I don't believe so.
- 24 Q Prior to working at Allied, what did you do most
25 recently, working backwards?

1 say filter, you go down there and put some validation
2 behind it because supervisor's job is to validate the
3 work as it's progressing. When craft would find
4 something, it would point it out to their supervisor,
5 here's a problem. The supervisor's job would be to
6 relay what was found, whatever anomaly might be there
7 and send that situation to the path of resolution.

8 Q I think you mentioned there were some things missing
9 from this packet to make it a complete package.

10 A Yeah.

11 Q What's missing?

12 A The procedure that's referenced at the very
13 beginning here, the procedure is still part of the
14 package so you can see where the original information
15 was drawn from. There's also prints and drawings. When
16 I develop a work package, I also like to provide things
17 that are part of the clearance order boundary.
18 Clearance orders are going to show you where your
19 protections are from voltages and things of that nature
20 because you want to make sure that the work that your
21 equipment that you're working on is de-energized.

22 Q Okay.

23 A And there's a procedure -- in this case, from
24 voltages, it's SA-AA-129, which is our electrical
25 procedure.

OFFICIAL REPORT OF PROCEEDINGS
BEFORE THE
NATIONAL LABOR RELATIONS BOARD

Case No. 25-RC-219264

In the Matter of:

ALLIED POWER SERVICES, LLC,

Employer,

and

INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS
LOCAL UNIONS 145, 146, 364 & 601.

Joint Petitioners.

Place: Peoria, Illinois
Date: May 10, 2018
Pages: 473 through 622
Volume: 3 of 3

OFFICIAL REPORTERS

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UNITED STATES OF AMERICA
BEFORE THE NATIONAL LABOR RELATIONS BOARD

In the Matter of:

ALLIED POWER SERVICES, LLC

Employer,

and

INTERNATIONAL BROTHERHOOD OF
ELECTRICAL WORKERS LOCAL UNIONS
145, 146, 364 AND 601,

Joint Petitioners.

Case No. 25-RC-219264

The above-titled matter came on for further hearing pursuant to adjournment, before **Tiffany Miller, Hearing Officer**, at the National Labor Relations Board, located at 101 SW Adams, Suite 400 in Peoria, Illinois, on Thursday, the 10th of May, 2018, at 9:02 a.m.

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A P P E A R A N C E S
Continued

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1 HEARING OFFICER MILLER: The package is paper?

2 A Yeah. Yes, they are. We haven't graduated to
3 electronics yet. The plant has they're implementing on,
4 but we still use paper.

5 HEARING OFFICER MILLER: Okay. Thank you.

6 A So that's what -- the work packages are in a three-
7 ring binder, and generally -- it's like a one-inch
8 binder, maybe inch-and-a-half. Sometimes we have these
9 -- on occasion, rare occasion a tremendous volume, but
10 typically it's like an inch to an inch-and-a-half, a
11 work package that's full of permission required to work.

12 Q (BY MR. RYAN) So when you get there who has access
13 to the work package in the crew?

14 A It's the crew's package. You know, as far as I'm
15 concerned they're the workholders and I'm associated
16 with it, so I have my share of ownership as well, but
17 the crew is implementing the packages. So out of
18 everything there's like the one thing that I can't
19 handle. I can handle the work package. I can't handle
20 the parts or the tools. That's discouragement. But the
21 work package itself, you know, that's something that's a
22 working, living document while you're performing work.

23 Q Okay.

24 A But you had asked what we do when we go to the
25 plant. So the very first thing you do is to identify

1 this work package and then go ahead and flag different
2 pieces of equipment in the field.

3 Q Okay.

4 A So sometimes flagging is important. There's two
5 styles of flagging. One of them is to flag that you
6 have a unique item that you're working on, and a second
7 style is more of a robust barrier to keep you away from
8 something. So that's it.

9 Q Okay.

10 A Sometimes you have four things in a row. Let's say
11 they're all the same, and there's been times that people
12 have, you know, looked at something, I know I'm working
13 on this one. They turn around to, you know, grab the
14 tool, then they turn back and inadvertently end up
15 working on the thing next to it. So robust barriers
16 meant more to repel you and focus you in on the one
17 spot, whereas a single flag would say: This is the one
18 that you're working on.

19 Q Okay.

20 A So the very first step is to identify that I'm in
21 the right place, working on the right piece of
22 equipment, and it matches my design documents.

23 Q Okay. All right. So you get to the job site. How
24 does -- who initiates the work actually physically
25 getting started?

1 A At that point then you're working with the package.
2 The package says this is the -- it'll say the first
3 thing that you have to do. Let's say it's something
4 that says verify wiring. It'll say verify the polarity
5 matches the as- found conditions. So there's going to
6 be a print in this work package that shows how the
7 wiring is supposed to be configured in the panel. And
8 so you'd open it up and a crew member would start to
9 identify that the wiring that's on the as-found
10 condition indeed matches, you know, the way the plant
11 was designed to be. Sometimes there's anomalies, but...

12 Q Okay. So do you as Superintendant tell the crew
13 member, okay, get started?

14 A I would say as a kickoff. Well, you said crew
15 member. I work for a Foreman.

16 Q Okay.

17 A And I would tell the Foreman: Now, this is what
18 we're doing. Basically it's time to do the first step.

19 Q Okay.

20 A Because then the Foreman would direct his crew
21 members.

22 Q Okay. I'm going to ask you to find Employer No.
23 29. I don't know if the stack is still in front of you.

24 A It's semi-numerical, yeah.

25 Do you have it? Thank you.

1 the library. We sign for it, and for tracking purposes
2 you want to know where your work package is and who's
3 the owner basically so you can find it later.

4 Q Okay. So the Superintendent is the one who holds
5 the package once it's checked out, or has responsibility
6 for it?

7 A Sure, the work package, yes.

8 Q All right.

9 A And then the signature at the bottom of Section 2,
10 down here it says, "By signing the Supervisor I
11 understand the expectations for the performance of the
12 work." And it explained the details to my crew so that
13 they understand the required expectations, too.

14 Q So you would sign that after the daily briefing?

15 A After the pre-job briefing is completed.

16 Q Okay. And then if I can skip you ahead to -- we'll
17 use the page numbers on the bottom right-hand corner --
18 3358.

19 A 3358. Yep.

20 Q Can you tell me --

21 A Safety Champion Expectations. Sure. During the
22 pre-job brief -- if you have let's say any ten people it
23 would say: Hey, this is what I expect. And then really
24 expect ten people that are going to do these things, you
25 know. The chances happening thoroughly is not as good

1 Q Okay. So once work has started can you tell me a
2 little bit about what a Superintendent is doing as work
3 is being performed?

4 A Oversight. It's the craft -- you know, you
5 connect everything. I try to look at it as a coach at
6 the worst, and then oversight maybe at the best.

7 Q Okay.

8 A So coaching is a lot of times you have, you know,
9 need a little help with understanding what the -- how
10 the work step will be performed, or something like that.
11 You coach them through the process.

12 Q Okay.

13 A Sometimes you get a first-time Foreman or something
14 like that and you want to work a little closer with
15 them, and we have a Foreman that's, you know, done this
16 several times, you know what he's capable of, and then
17 you get to step back and we're in an oversight role.
18 And, you know, if we do the Supervisor verifications,
19 observe the crew, do safety observations, make sure
20 they're conforming to the procedures and such not, one
21 of the very next steps on here says "Test before touch."
22 Another hold point before we go on working this panel
23 we're going to check all the very specific spots that
24 we're working on with a voltage tester and make sure
25 that everything is dead. And, you know, from an

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1 A I watch the work in progress making sure that
2 they're conforming to procedures. I mean all the safety
3 aspects, that they're working on the thing that they're
4 supposed to be working on. That they haven't deviated
5 from the task or the stuff at hand.

6 Q Okay.

7 A That the signatures that they're responsible for
8 are going into place.

9 Q Do you tell the craft worker what to do next?

10 A As far as going to the next step? Sure.

11 Q Okay.

12 A When you say craft worker, again I like to work
13 through the Foreman.

14 Q Okay.

15 A Now, I'm going to say that sometimes they've --
16 from a technical perspective I would say, you know, we
17 talk to the craft about something, but I like to direct
18 all the work through a Foreman.

19 Q Okay. All right. So when it comes to a Supervisor
20 hold points are you always there watching so you know
21 when it arises?

22 A Well, the only procedure actually says the craft
23 will notify the Supervisor that they're coming to a hold
24 point, but we're expected to be in the field working
25 with a craft I believe it's 80 percent of the time. In

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1 within the package, and because it is allowed I say:
2 Yeah, this is allowed to be done. And then the craft
3 will go perform that piece of work.

4 Let's say that, as an example, we come and we're
5 supposed to de-term a wire from a certain point and
6 you've got a lug in this conductor and cable, and
7 there's a deformation in it, or there's something wrong
8 with this lug. You're allowed to cut the lug off and
9 put a new one on.

10 Q Okay.

11 A So that's within the level, skill of the craft
12 thing. Because we work with a transient work force
13 that's a piece of information that they wouldn't
14 necessarily know. I mean you jam so many cautions at
15 them it's almost like, you know, they don't want to
16 proceed. You say: No, this is perfectly within your
17 skill level. Go ahead. We've got the correct material.
18 You've got the correct tool. You know, you can replace
19 that lug.

20 Q Okay.

21 A And then proceed from there. If it was something
22 like I described yesterday where you had, you know, a
23 terrible crack into the wire, you have an exposed
24 conductor, you know, something that's beyond a simple
25 fix, then you would take it up to another level. Work

1 A I'm going to be notified by somebody else. At that
2 point in time basically the work is completed. It's out
3 of my hands. And depending on the nature of whatever
4 was discovered, first they're going to ask questions.
5 Hey, let's clarify it. If it's minor maybe that's all
6 you need is a little bit of clarification. But if it's,
7 you know, it sounds like something that's major, you
8 signed for something that absolutely didn't happen, I
9 would expect that you're in for some type of discipline
10 or something like that. Or, you know, my Supervisor
11 will go up a step above that, just going to lay out
12 these are the expectations. This is what's happened.
13 Can you explain what happened here?

14 Q Okay. Has that ever happened to you?

15 A Yes.

16 Q With Allied?

17 A Oh, you're talking about at the end of a -- you
18 know, after work package is complete?

19 Q Right.

20 A No, not during -- no.

21 Q No? Okay.

22 Now, do you ever report let's say poor performance
23 or safety issues to anybody when you're working as a
24 Superintendent? So if you see a craft worker or a
25 Foreman who is being unsafe.

1 A A lot of the time, the approval's been at a
2 different level. On occasions, I've approved them if
3 the crew size is small enough, there's only a few left
4 on the site, but it hasn't been for Allied. For Allied,
5 I have not done this.

6 Q Okay. So superintendents do approve it, but you
7 haven't?

8 A Yes, approved the timesheet and by the method of
9 approving the timesheet, and I do a crew accounting, how
10 many men are onsite, I do oversight, count the correct
11 number of names, make sure there's not an extra body
12 being paid for the day, so accountability for the crew.
13 That's what I would sign for.

14 Q So you do sign timesheets?

15 A I have for the other company, I have not signed a
16 timesheet for Allied.

17 Q Okay. Thank you. You can set that one aside. I
18 want to ask you whether as a supervisor/superintendent
19 you've ever gone through a performance review.

20 A Yes, I've been evaluated, yes.

21 Q Do you know on what criteria you are evaluated?

22 A I think the evaluated sheets are pretty standard.

23 Q Okay.

24 A I have trouble recalling any individual questions.

25 Q What do you think as a superintendent you're

1 evaluated on? What are the things that a superintendent
2 needs to be doing?

3 A Maintaining the schedule, safety of my crew,
4 reporting out in a timely basis, there's an overall
5 safety performance. Those are the highlights. I think
6 there's nine things on a single page for a performance
7 evaluation. I'm sure one of these exhibits is one of
8 them.

9 Q Sure, but I'm just asking you in your experience
10 what you remember being evaluated on. When you say
11 maintenance of schedules, that means you're making sure
12 that the foremen and the craft workers are doing the job
13 in a timely manner?

14 A In a timely manner and that I've reported out their
15 progress, correct.

16 Q If someone is not doing their job, loafing around,
17 does that impact your performance?

18 A It could. I would say it's more how you handle that
19 type of person.

20 Q Okay. How would --

21 A You've got somebody that's a loafer, that's going to
22 be a hard thing to define.

23 Q Okay.

24 A But if you've got -- if you're trying to maintain a
25 schedule and you've got somebody that's just not helping

1 you maintain the schedule, I go back to the general
2 foreman and say I need help.

3 Q Okay.

4 A Leave it up to the general foreman to either assign
5 a new crewmember or he can have a conversation with him,
6 which is his business, here's some expectations.

7 Q But you could ask the general foreman to say, "Hey,
8 give me a different guy?"

9 A Yes.

10 Q The pre-jobs, you said that typically you would have
11 your foreman run the pre-job?

12 A No, I did not say typically.

13 Q Okay.

14 A The superintendent or the foreman can give a pre-job
15 brief and we can go down to the craft level, which I
16 talked about being a reverse pre-job brief where it
17 tells me that the craft have a grasp of the scope of
18 their work.

19 Q Okay.

20 A It's the way to determine the level of engagement
21 the craft has.

22 Q Check for their understanding?

23 A That's correct.

24 Q Sure, that's pretty smart. As a
25 supervisor/superintendent, how else do you make sure

1 that your craft workers are engaged in knowing what
2 they're doing?

3 A By being in the field with the craft and observing
4 because that's the role we have. We're in the role of
5 observers. I'll use this analogy, I say if we're at
6 bowling alley and you see the bumpers for kids. The
7 process of performing the work is having this ball that
8 you're going to deliver down to the other end. My job
9 is to make sure that the ball's going to go down. I
10 consider myself kind of like the bumpers.

11 You want to make sure, here's your pathway and I'm
12 going to make sure that the crew is directed. There's
13 so much latitude on the job that's not a problem at all.
14 The crew's got latitude to be that creative in the
15 process of work. That's normal. But if you're going to
16 go outside of it, if you're approaching that boundary,
17 then I make suggestions how we're going to proceed so
18 that we stay within the boundaries. That keeps us safe,
19 that keeps us on schedule, it keeps everybody out of
20 harm's way, and makes sure nobody gets in trouble.

21 Q Sure. It seems like you have a pretty good
22 leadership mentality and wanting to keep people in the
23 bounds in a non-confrontational and appropriate way.

24 A If you can lay out expectations in advance, you have
25 a good chance of succeeding.

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1 Q I'm sure there are other superintendents that have
2 different styles.

3 A Everybody has their own.

4 Q Are there any superintendents that you recall when
5 you have been working at Allied or even elsewhere that
6 have had a different style that resulted in a few more
7 confrontations between the superintendent and the craft
8 workers?

9 A Not really, no confrontations.

10 Q How about a discipline scenario?

11 A I don't think discipline's that common. It does
12 happen, but we realize by the time you hit the nuclear
13 plant, the things that you've gone through, there's
14 evaluations done on a person. You go through a
15 screening process, you can't have felonies or they have
16 to be adjudicated. By the time the person hits a
17 jobsite, they're --

18 Q Pretty high level of competence.

19 A A higher level.

20 Q Sure.

21 A Do you still have problems? Yeah, you do. By that
22 time, we're pretty well screened and you work with what
23 you have at hand.

24 Q Do you find it easier to try and correct problems
25 before it gets to the disciplinary steps?

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1 A Always. Why would you wait?

2 Q Sure. As a superintendent/supervisor, you've
3 definitely done things like that, it sounds like,
4 adjusted along the way to stay within your bumpers.

5 A You give correction along the way and make sure we
6 don't get into a problem.

7 Q How many craft workers and foremen are on your crew
8 again on average as a superintendent?

9 A Foreman and three, four, five, it's situational
10 dependent upon the job.

11 Q Would larger crews of 20 to 25 be more difficult to
12 manage?

13 A Yes, they are.

14 Q Okay. How about a ratio of 150?

15 A That's why they have a division of labor. That's
16 why you structure from a size that's appropriate to the
17 job.

18 Q Okay.

19 A Which is why you have people that estimate the work.

20 Q Sure. In your experience as a planner, what
21 participation have you had in any of the pre-outage
22 planning?

23 A I work in pre-outage material right now.

24 Q You're doing the work packages. Have you played any
25 role in dividing up the work packages among the other

1 HEARING OFFICER MILLER: How can you get permission
2 to work your lunch?

3 WITNESS: That's a level above mine, that's the
4 production superintendent has to authorize that one.

5 HEARING OFFICER MILLER: Has that ever happened to
6 you?

7 WITNESS: Sure.

8 HEARING OFFICER MILLER: Okay.

9 WITNESS: But not for Allied.

10 HEARING OFFICER MILLER: Okay. How is the change
11 in lunch breaks -- how do you determine the lunch break
12 is going to be for the day? Who determines that? If
13 you're working and you're working on a package, they're
14 doing their job, etc., etc., how do you decide and who
15 decides when to go on lunch?

16 WITNESS: You're talking about during that flexible
17 time of --

18 HEARING OFFICER MILLER: Yeah.

19 WITNESS: I'd say between the foreman and myself, we
20 would find this natural break, and that's it.

21 HEARING OFFICER MILLER: Do you actually tell the
22 guys, "Hey, go to lunch," as the superintendent?

23 WITNESS: I would say if we hit lunchtime, yes, you
24 know, hey, let's go.

25 HEARING OFFICER MILLER: So you're all going to

1 lunch?

2 WITNESS: Typically.

3 HEARING OFFICER MILLER: All right. Would you like
4 redirect -- or re-cross?

5 MR. RYAN: I don't think I have anything else.

6 HEARING OFFICER MILLER: Do you have any additional
7 questions based on what I just --

8 MS. KALIS: Just one clarification.

9 **RECROSS-EXAMINATION**

10 Q BY MS. KALIS: You have a lot of years of
11 experience. Do other planners with less experience who
12 said they like having someone from the field -- do other
13 planners experience the need to have more redirection
14 for superintendents for other work packages? I assume
15 so just because you said that you wanted someone
16 available around the clock for the superintendents.

17 A When you say I want somebody available --

18 Q You agree that it was a good idea?

19 A It's a good idea, but it's going to be set up by
20 company management.

21 Q Is it your experience that you've seen other work
22 packages and other superintendents -- superintendents
23 coming back to planners, other planners, for
24 redirection?

25 A I think I'm the only one that shifts in and out of

1 A Yes.

2 Q In here, we have the description of a general
3 foreman that starts on page 2161. I just want to
4 understand the structure between the general foreman,
5 the foreman, and the superintendent. Could you take us
6 through what a general foreman is expected to do at the
7 site?

8 A Do I read through this or just a high level?

9 Q Just a high level.

10 A The general foreman, he works almost as a dotted
11 line across from the lead to where he helps -- the lead
12 will help identify who he wants on the crews and the
13 general foreman will help maintain that continuity from
14 shift-to-shift. He'll work through the required days
15 off with the lead. He'll pick up any tools or odds and
16 ends stuff that may be needed in order to support
17 something. He helps with making sure that the trainings
18 for SAA-129, which is an Exelon procedure on electrical
19 safety, being sure that everybody that is required to
20 have that has had that training. He keeps of record --
21 I guess where I'm going, he does a lot of administrative
22 duties. Timesheets is another one and presents those.
23 That's some of the duties and roles and responsibilities
24 of a general foreman.

25 Q It sounds fairly administrative.

1 A Yes.

2 Q Is the general foreman a supervisor?

3 A Yes.

4 Q In terms of --

5 A If the general -- there's two general foremen.

6 There's a general foreman that's been upgraded to a

7 supervisor when you don't have enough non-manuals, so he

8 has -- there's a process that we go through to do that.

9 Then there's the general foreman that doesn't direct any

10 craft, he doesn't do any directing of work.

11 Q Okay.

12 A Which is -- that general foreman is the general

13 foreman of outage where you have one on days, one on

14 nights of each discipline.

15 Q You provided expectation. The general foreman

16 that's cleared or authorized to work as a

17 superintendent, that you would identify as a white hat

18 and a supervisor?

19 A Correct.

20 Q And the general foreman, that's just a more

21 administrative stuff, one on days and one on nights, he

22 would not be a supervisor?

23 A No. I'm agreeing, no, he is not a supervisor.

24 Q Thank you. What does a foreman do?

25 A A foreman helps support the superintendent with work

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OFFICIAL REPORT OF PROCEEDINGS
BEFORE THE
NATIONAL LABOR RELATIONS BOARD

In the Matter of: Case Nos. 13-RC-252563

ALLIED POWER SERVICES, LLC,

Employer,

and

INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS
LOCAL UNIONS 145,146, 176, 364 & 601,

Joint Petitioners.

Place: Peoria, Illinois
Date: December 10, 2019
Pages: 1 through 227
Volume: 1 of 2

OFFICIAL REPORTERS

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1 UNITED STATES OF AMERICA
2 BEFORE THE NATIONAL LABOR RELATIONS BOARD
3 REGION 13
4

5
6 In the Matter of:
7
8 ALLIED POWER SERVICES, LLC,
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10 Employer,
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12 and
13
14 INTERNATIONAL BROTHERHOOD OF
15 ELECTRICAL WORKERS LOCAL UNION
16 145, 146, 176, 364, AND 601,
17
18 Joint Petitioners.
19
20

Case No. 13-RC-252563

21 The above-titled matter came on for hearing
22 pursuant to Notice, before **TIFFANY L. MILLER, Hearing**
23 **Officer**, at the National Labor Relations Board, 101
24 Southwest Adams Street, 4th Floor, Peoria, Illinois, on
25 Tuesday, the 10th of December, 2019, at 10:45 a.m.

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A P P E A R A N C E S

On Behalf of the Employer:

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A P P E A R A N C E S
(Continued)

On Behalf of the Petitioners:

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1 exhibits are received into evidence as Employer's
2 Exhibit -- let's see, the December 5th filing will be
3 Employer's Exhibit 1, and the December 6th filing, which
4 is the amended, will be Employer's Exhibit 2.

5 Is that acceptable?

6 MS. SIEGEL: Yes.

7 HEARING OFFICER MILLER: Okay.

8 MS. SIEGEL: And on the record, I will state that
9 the two documents are largely similar, and that the
10 correction on the -- on Employer's Exhibit 2 is largely
11 to the Voter List, with other typos or formatting
12 issues, as well, cleaned up. But that is the
13 substantial change, is to the Voter List.

14 HEARING OFFICER MILLER: All right. The exhibits
15 are entered into the record as evidence.

16 **(Employer's Exhibits No. 1 and 2, received into**
17 **evidence.)**

18 HEARING OFFICER MILLER: Off the record.

19 *[Off the record]*

20 HEARING OFFICER MILLER: Back on the record.

21 MS. SIEGEL: The other issue discussed in off-the-
22 record discussions that we would like to clarify at the
23 start of our presentation of evidence is an issue in
24 regards to classifications or job titles.

25 So, in off-the-record discussions, we spoke with

1 the Joint Petitioners' counsel, that we are in agreement
2 that the job titles that are used in the description of
3 the unit in the Petition should be the appropriate job
4 titles used in any Voter List, subject to the Region's
5 determination as to who should be included in that Voter
6 List, so we will be referring in this hearing, in any
7 subsequent briefing, and would ask the Region to refer
8 to, in its DD&E, the Electrical Superintendent, the
9 Electrical Lead Superintendent, the Work Planner -
10 Electrical, the Lead Electrical Planner, and the Work
11 Planner - Electrical (Trainee). Also -- and we
12 represented that while there may have been some changes
13 in our internal systems as to classifications, that
14 those are the functional job titles and those are what
15 we believe to be the appropriate titles for
16 determination as to who is a supervisor, and then for
17 purposes of the Voter List.

18 HEARING OFFICER MILLER: Okay. Do you have any
19 comments or anything that you would like to make?

20 MR. RYAN: We would agree that the description in
21 the Petition is the appropriate bargaining unit.

22 HEARING OFFICER MILLER: Okay.

23 MS. SIEGEL: And just to be --

24 MR. RYAN: Or the description --

25 HEARING OFFICER MILLER: Okay.

1

EDWARD EUGENE MEYER

2 having been sworn/affirmed, was called as a witness
3 herein, and was examined and testified as follows:)

4 HEARING OFFICER MILLER: Okay, can you state and
5 spell your name for the record?

6 THE WITNESS: Edward Eugene Meyer, E-d-w-a-r-d,
7 E-u-g-e-n-e, M-e-y-e-r.

8 HEARING OFFICER MILLER: Thank you.

9

DIRECT EXAMINATION

10 Q BY MS. SIEGEL: Good morning, Mr. Meyer, or almost
11 good afternoon.

12 Thank you for being present today.

13 A Okay.

14 Q You have already stated your name and spelled it on
15 the record, so we are already off to a good start.

16 Are you currently employed?

17 A Yes, I am.

18 Q And by what company are you currently employed?

19 A Allied.

20 Q What position is that that you currently hold with
21 Allied?

22 A Lead Work Planner.

23 Q And when you refer to Allied, are you referring to
24 Allied Power Services, LLC, the employer in this matter?

25 A That is correct.

1 A Early -- early '87, probably.

2 Q And what position was that that you moved in to?

3 A Lead Electrical Work Planner.

4 Q I know at the outset I asked you what job title you
5 hold presently, and -- and you said that you were a Lead
6 Work Planner. How is the position that you currently
7 hold related to the Lead Electrical Work Planner?

8 A The current position I am in, I supervise a group
9 of all of the Planners, be it electrical, mechanical,
10 civil/structural, and the Lead Electrical Planner, I
11 just supervised the Electrical Work Planners.

12 Q Okay. And we talked about you assuming that job in
13 1985. Who was your employer at the time when you first
14 assumed this Lead Electrical Work Planner job at
15 Braidwood?

16 A The venture at that point.

17 Q The venture?

18 A Yeah.

19 Q Okay, can you just explain briefly what you mean by
20 that?

21 A It was Gust K. Newburg and Phillips Getchow formed
22 a joint venture, and that was the employer.

23 Q Okay, and from 1987 to present, can you tell me
24 more about your work history during that time?

25 A I -- I spent several more years at Braidwood during

1 stop you if there is a term that I know that laymen who
2 don't spend 24/7 in that industry may not know.

3 A Understood.

4 Q All right, so you said that you were loaned out to
5 the Dresden Station when I stopped you. How long did
6 you remain at the Dresden Station?

7 A I was loaned out for the first year or so, and
8 while -- while I was there supporting the contractors
9 that were -- that were there, I ended up leaving the
10 venture and hired on with Bechtel Corporation. They had
11 -- they had the maintenance contract at the Dresden
12 Station.

13 Q Okay, so backing up one step when you moved over to
14 Dresden, were you still serving in the role of Lead
15 Electrical Work Planner?

16 A Yes, I was.

17 Q Okay. And then, you said you hired on to Bechtel
18 that was performing the maintenance; am I correct --

19 A Yes.

20 Q -- at Dresden?

21 A Yes, maintenance/mod contractor, right.

22 Q Okay. And I am going to break that down a little
23 bit. So what is a maintenance/mod contractor?

24 A The utility decides what scope they want a
25 maintenance/mod contractor to come in and support. From

1 the maintenance side, they decide stuff that their
2 normal shops, the electrical maintenance shop,
3 mechanical maintenance shop, don't have the resources to
4 support any refueling outage, and they transfer that
5 work over to the contractor.

6 From the "mod" side, the -- the contractor
7 implements large design changes for equipment and, you
8 know, plant improvements.

9 Q So, just to make sure that I understand, a
10 maintenance/mod contractor is a contractor that is
11 engaged to come on to a site and perform modification.
12 That's what "mod" is short for, modification work on a
13 contracted basis, as an additional resource; is that
14 right?

15 A That's correct.

16 Q Okay. I just wanted to make sure that we are all
17 clear on the terminology as we go through this.

18 All right. So you are hired on with Bechtel to do
19 that work at Dresden. What next?

20 A While I was at Dresden working for Bechtel, I was
21 approached by the utility and hired on in '95 for Exelon
22 which used to be Comed at the time.

23 Q All right, what position were you hired into?

24 A I was hired into the -- to the Lead Electrical
25 Planning position for the Electrical Maintenance Shop.

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1 Q And at what location?

2 A Dresden Station.

3 Q Okay. How long did you remain at Dresden as an
4 employee of Exelon?

5 A Umm, my mom passed away in December of '96, came
6 back to work, got promoted from the Lead Electrical
7 Planner to the Maintenance Planning Supervisor over all
8 of the planners, and was there for approximately a year.

9 Q Okay. All right, and that -- that was still at
10 Dresden that you were promoted to the role of
11 Maintenance Planning Supervisor; is that right?

12 A Correct.

13 Q Okay. And then what happens next after that?

14 A They were still on a watch list and we were working
15 tons of hours, and I just got tired of it, so I
16 approached my contacts back at Braidwood, and being an
17 Exelon employee or a Comed employee, took a transfer
18 from Dresden Station back to Braidwood.

19 Q Okay, and approximately what year was that?

20 A It would have been the -- in late '97.

21 Q Okay.

22 A Early '98.

23 Q All right, and what job did you hold when you
24 returned to Braidwood as an Exelon employee in 1997 or
25 1998?

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1 A Actually, when I came back -- when I first came
2 back, I was a Mechanical Maintenance Planner performing
3 their PM work order activity.

4 Q Okay. Let's break that down. When you say "PM" --

5 A Preventive maintenance.

6 Q Okay. All right. What position did you hold after
7 that?

8 A I transferred from the MM side back over to the
9 Electrical side as an Electrical Work Planner.

10 Q Okay, and what do you mean by that? There's a
11 Maintenance side and an Electrical side of the business?

12 A There's a Mechanical side --

13 Q Mechanical side.

14 A There's a Mechanical Department, an Electrical
15 Department, and an I&C, Instrumentation and Control
16 Department.

17 Q Okay. So, when was it approximately that you moved
18 back to the Electrical side, rather than the Mechanical
19 side?

20 A Probably a year later.

21 Q Okay.

22 A Thereabouts, so.

23 Q So that's about 1998 or 1999?

24 A End of '98 or the beginning of '99, yeah.

25 Q And tell me again what the position was that you

1 then held on the Electrical side?

2 A I started out as just an Electrical Planner.

3 Q Okay. And how long did you work for Exelon in that
4 position as a Planner at Braidwood?

5 A A couple of years, and then the lead planner for
6 the Electrical group retired and I took that position.

7 Q And what is your best estimate as to what year that
8 was that you became the Lead Electrical Planner?

9 A Let's see. I retired in '17 so back then ten
10 years, another period, so probably became the Lead
11 Electrical Planner in 2002 or 2003 timeframe.

12 Q Okay. Is that your best estimate as you sit here
13 today?

14 A Yes.

15 Q Okay. And how long did you --

16 A Should have brought my resume or something.

17 Q How long did you hold the Lead Electrical Planner
18 position for Exelon?

19 A Until '07 when I transferred over to Work Control
20 at Braidwood Station. I left the Planning Group, but I
21 transferred over to Work Control as a Cycle Planner.

22 Q Okay. We are going to talk a little bit later
23 about what planning really means, and that is already in
24 the previous transcript in large part from the hearing
25 in 2018, but just for a brief understanding, you are

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1 still performing planning work, but you just transferred
2 to Work Control planning, under that kind of roof as
3 opposed to Electrical at that time; is that right?

4 A I was still involved with the work orders that are
5 used to prepare tasks to execute work in the field, yes.

6 Q Okay, and then, what happened next?

7 A Retired in July of '17, was off for a week and a
8 day, and went back to work as a contractor for Allied.

9 Q Okay. That doesn't look much like retirement.

10 A It wasn't.

11 Q Okay. And what position did you first hold when
12 you were hired by Allied as a contractor.

13 A Electrical Planner.

14 Q Okay, and what location?

15 A The Braidwood Station.

16 Q And I -- I must ask the question that I think we
17 all have, which is what was the rationale for you
18 retiring and then returning to work with Allied?

19 A I only had 21 years with the company, so my pension
20 really wasn't enough, so I am currently subsidizing it a
21 little bit until I can get to 59 1/2 and pull from my
22 401 to supplement it a little bit.

23 Q Okay. When you first came to work for Allied, were
24 you working for Allied as a part-time or full-time
25 employee?

1 A Part-time.

2 Q Okay. At some point, did that change?

3 A Yes, it did.

4 Q When, approximately, was that?

5 A About fourteen months ago when we -- when the
6 existing Lead Planner retired.

7 Q Okay. And so when that individual retired, what
8 position did you assume at that time?

9 A The Lead Planning position for Allied.

10 Q And is that a full-time position?

11 A Yes, it is.

12 Q Is that a supervisory role?

13 A Yes, it is.

14 Q All right, so now that we have gotten through your
15 long employment history in this industry, I want to talk
16 back more specifically about the role that you are
17 currently holding and have been holding for the past
18 fourteen months.

19 So I think you touched on this, but you said that
20 you are a Lead Work Planner. As the Lead Work Planner,
21 are you limited to Electrical, or is Mechanical under
22 your supervision?

23 A All disciplines. All planners for Allied are under
24 my supervision.

25 Q Okay. So, when you say all planners, does that

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1 include Electrical Planners?

2 A Yes, it does.

3 Q Does it include mechanical planners?

4 A Yes, it does.

5 Q Are there any other categories of planners that you
6 also supervise?

7 A There is an individual that does scaffolding
8 installation-type tasks.

9 Q You said scaffold?

10 A Scaffolding, yes.

11 Q Okay.

12 A Support tasks.

13 Q Okay. And I think this is in the record, but just
14 in case it is not, for the last fourteen months, you
15 have been doing that job at Braidwood?

16 A That's correct.

17 Q Okay. Is your position a salaried position?

18 A Yes, it is.

19 Q All right. Now, when I asked you if that was a
20 supervisory role, you said yes. Do you consider
21 yourself to be a supervisor?

22 A Yes, I do.

23 Q Okay. Who do you report to?

24 A I report directly to Rob Pickens, the Work Control
25 Superintendent, and his boss, John Janek, the Site

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1 Manager.

2 Q Okay. What positions report to you?

3 A All of the discipline planners, the -- the
4 Construction Electrical Planners, the Construction
5 Mechanical Planners, and the Support Planner that we
6 have got doing scaffolding installation tasks.

7 Q Okay. So starting with the present, how many
8 people do you have reporting to you in each of those
9 titles?

10 A I have four Mechanical Planners, I have three
11 Electrical Planners, and the one Support Planner.

12 Q Okay. I have -- we haven't defined the
13 terminology, but I think we are all in understanding
14 based on the prior record as to -- that there is
15 something that happen at electrical, or at nuclear
16 facilities called an "outage." Is that correct?

17 A That's correct.

18 Q Okay, do you have a larger number of planners
19 working under you during an outage period or an outage
20 planning period?

21 A Occasionally, yes. We have more planners in to
22 support the outage, because the outages are typically 16
23 to -- to 20-some days long, so we bring in additional
24 support to cover the two 12-hour shifts around the clock
25 for seven days.

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1 Q Okay. And during that peak period of an outage,
2 approximately how many planners would you typically have
3 working underneath you?

4 A It might go up a couple more --

5 Q Okay.

6 A -- to ten, maybe.

7 Q Okay.

8 A Occasionally there might be one or two more, but
9 ten is a good number.

10 Q So would you say ten is typical during an outage,
11 but it could be up to twelve; is that fair?

12 A It could be, yes.

13 Q Okay. All right, and how is work divided between
14 Mechanical Planners and Electrical Planners, and then
15 this -- I guess I understand how the person who is
16 scaffolding is assigned to scaffolding, but what is the
17 difference between the Mechanical and Electrical --

18 A The disciplines you are pepping the work for. The
19 Electrical Planners plan work for the electricians. The
20 Mechanical Planners plan work for the pipefitters,
21 boilermakers, and the iron workers, and that kind --
22 that kind of support.

23 Q So, to be clear that I understand, it is dependent
24 on the type of work they are planning, who is doing that
25 --

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1 A That's correct.

2 Q -- planning work.

3 A Yes.

4 Q Okay. We have done a little bit of this, and I
5 think we have done a good job so far, but I want to
6 further break down some of the terminology that you are
7 using and that we may use going forward as we talk to
8 you.

9 A Okay.

10 Q Again, because we are all laymen compared to your
11 broad experience in this industry, so when you talk
12 about work planning, starting now in broad terms, what
13 are you referring to?

14 A Work planning, we typically get work orders from
15 the client, in this case Exelon, assigned to us for
16 either an outage period or a non-outage period. Most of
17 the --

18 Q Stop there for just a moment.

19 We talked about outage. What would be a non-outage
20 period where there is work to be performed?

21 A Anytime that we are not -- that we are not
22 currently in an 18-month refueling outage, or in the
23 milestone for planning the refuel outage.

24 Q What are some of the -- what kind of work would you
25 be doing -- doing during that timeframe that was not

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1 outage planning or the actual outage itself, with the
2 other kind of -- is there another kind of work that you
3 do planning?

4 A Yeah.

5 Q Okay.

6 A We do mods like currently right now, we are not in
7 an outage period. We are at the end of the year, so
8 every year, the station coughs up all kinds of money to
9 go do plant beautification, implement these late -- late
10 add, fast-track mods in, you know, October, November,
11 December timeframes, and that is currently what we are
12 doing right now.

13 Q Okay. So, when I stopped you, you said you get
14 work orders assigned from Exelon, and that might be for
15 an outage or a non-outage situation. Can you continue
16 as to your explanation of work planning?

17 A Right. For the outage side, they -- the
18 disciplines, the shops that work for Exelon, scrub --
19 scrub the work that they don't have resources to
20 support, and they transfer it over to Allied as the
21 maintenance contractor to perform that work.

22 Q Okay.

23 A When it comes over, it gets an outage code assigned
24 to it, and I -- I run the reports and I scan that list
25 to make sure that there is nothing out of the ordinary

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1 that we as Allied don't have qualified people for.
2 Occasionally we will transfer some of that back.

3 During a non-outage period, the station gets
4 assigned these mod packages or this work scope, and it
5 goes to the senior leadership team along with union
6 representation from Exelon, and they have what they call
7 O&C, Ordinary and Customary scope split meeting, and
8 decide what the shops are going to keep for Exelon and
9 what they are going to transfer over to Allied.

10 Q All right, and once it has cleared the scope of
11 work that Allied is being asked to perform what do you
12 do once that comes to you?

13 A I take the work orders and make sure that they have
14 got the correct coding on them. I run my work order
15 list and I assign work to the planners in my group.

16 Q Okay. And just broadly, because we will get into
17 this in a little bit in a little more detail later, when
18 you -- say you assign work to Work Planners in your
19 group, what is the planning that they are doing?

20 A They are planning either maintenance work orders
21 that the shops would typically perform for Exelon but
22 they don't have resources, we are planning mods or other
23 work orders for, like right now, we are doing a bunch of
24 painting for plant beautification, and we are upgrading
25 high pressure facility lights with LED bulbs throughout

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1 the plant in different areas.

2 Q So that is examples of what you are doing
3 presently?

4 A Correct.

5 Q All right, okay, and what is the product or
6 document that these Work Planners are putting together
7 for these work orders?

8 A They are putting together work order tasks.

9 Q Okay.

10 A Work order packages, however you want to call them.

11 Q Okay. So if we refer to a work order task or a
12 work order package, are you referring to the same thing?

13 A Yes, I am.

14 Q Okay, and what is the work order package or task?

15 A It's a binder that contains all of the necessary
16 checks and balances to execute the installation of the
17 work in the field.

18 Q Okay.

19 A Work instructions, drawings, everything that is
20 necessary hopefully let the work come off without a
21 hitch and a work stoppage in the field.

22 Q Okay. Before I move on, besides the work
23 instructions and drawings, anything else that would
24 typically be found in the work package?

25 A Engineering change documents, procedures, let's

1 see, bill of material lists, references to clearance
2 requests and clearance orders for isolating the
3 equipment to make sure that it is safe to work on.
4 Yeah, there is all kinds of information in the work
5 package.

6 Q Okay. And -- all right. I think we have covered
7 some of my other definitions, but I wanted to make sure
8 we addressed before we started talking in some more
9 substance.

10 At Braidwood, who is it that is determining which
11 planners should work on putting together which package?

12 A I do.

13 Q Is that a decision you make in your sole judgment
14 as to who should be doing that?

15 A Yes.

16 Q Does anyone else weigh in on that decision?

17 A At points -- at certain points, the Mechanical --
18 the Senior Mechanical Planner will weigh in on the
19 mechanical scope.

20 Q Ultimately, whose decision is it?

21 A It is mine.

22 Q Okay. And what about on the electrical side
23 specifically, which is what we are discussing --

24 A It is completely mine on the electrical side.

25 Q Okay. All right. I am going to take you back

1 Q All right. So after you distribute the list to the
2 planners, what happens next?

3 A Well, I also attend a staff meeting for the Allied
4 management on-site once a week on Tuesdays.

5 Q Okay, so that Tuesday meeting, that is a management
6 meeting?

7 A Yes, it is.

8 Q Okay, who is in attendance at the Tuesday
9 management meeting?

10 A The Site Manager, the Site Work Control
11 Superintendent, the -- the Work Superintendent, the Cost
12 Engineer, me as the Lead Planner, and the Site Admin.

13 Q Okay, and that happens every Tuesday?

14 A Correct.

15 Q Okay. All right, are there any other meetings that
16 you attend --

17 A Yes, there is.

18 Q Okay.

19 A There is a two o'clock daily meeting where we go
20 over -- we review the scheduled work that was scheduled
21 for the day, and -- and get updates from the field, and
22 we go over the work that is going to be performed the
23 next day.

24 Q And who -- is that telephonic, or is that in
25 person?

1 A It is in person.

2 Q Okay, and who attends that meeting?

3 A Lower level supervision. It has -- it has still
4 got the Site Manager there, Work Control Superintendent,
5 the Site Superintendent, but it also has like the Lead
6 Superintendents for Electrical, Mechanical -- it has our
7 daily Scheduler, and the Lead Work Planner.

8 Q Okay. All right. And the two meetings that you
9 just referred to, the Tuesday meeting and this 2:00 p.m.
10 daily meeting, do they have names, or are they called
11 something in particular?

12 A Yeah. The Tuesday meeting is the Site Manager
13 Staff Meeting, and the two o'clock meeting is the Daily
14 Work Control Update.

15 Q Okay. All right. Now, we have talked about who is
16 in attendance, but I want to make sure it is clear what
17 the topics are of discussion at these two meetings.

18 A Okay.

19 Q So, the two -- let's start with the 2:00 p.m. daily
20 meeting that we were just discussing. What is generally
21 what is discussed in that meeting?

22 A The work that was supposed to happen for that day
23 that may or may not have. Occasionally there are issues
24 in the field and stuff has to be delayed and worked
25 later, and the work that is lined up to be performed the

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1 following day.

2 Q Okay. Is it ever the case that after attending
3 that meeting, you need to reassign work --

4 A Yes.

5 Q -- to the planners?

6 A Yes.

7 Q What is an instance where what you hear in that
8 meeting might result in you reassigning that work?

9 A They come across a field problem and it needs
10 engineering response, so it really shuts down that work
11 for that day, and potentially a couple more days for
12 Engineering to weigh in, provide the response, you know,
13 where I would then go find some other work, you know,
14 and reassign some other work to a planner to make it
15 available, you know, within a couple days.

16 Q Okay. And whose decision is it as to what work you
17 reassign to that planner in those circumstances you just
18 described?

19 A It is mine.

20 Q Okay. In your -- are you then, in that instance,
21 re-prioritizing what work gets planned next?

22 A Yes.

23 Q And whose decision is that as to prioritization of
24 the work?

25 A It is mine. I do it, you know, via, you know, the

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1 scheduling process and the priorities that are coming to
2 Allied from the station, from Exelon.

3 Q And how frequently does that happen that you have
4 to both -- it is kind of related -- both reassign and
5 re-prioritize, you know, based on the changing
6 circumstances in the field?

7 A It is not real frequent, but here lately it's been
8 a little more. We have had large projects going on
9 where the stations just completely shut them down, and
10 we boxed up everything and we started working on other
11 stuff.

12 Q Okay. And you are the one making that decision as
13 to what the next thing is that you will start working
14 on?

15 A I am the one that is reassigning the work, yes.

16 Q Okay. All right, and is anyone dictating to you
17 how to do that?

18 A No one individual. I mean, it is through the
19 station schedule and in the priorities set by the
20 station.

21 Q Okay. So, if one project can't be worked on
22 anymore, everyone might switch to starting to work on
23 another project; is that what you're relaying?

24 A Correct.

25 Q Okay. And then, within that next project, whose

1 decision is it as to the order in which those packages
2 get prepared?

3 A It's mine and the way it is laid out in the
4 schedule.

5 Q So you are taking the schedule and then making a
6 determination as to the prioritization --

7 A Yes.

8 Q -- is that correct?

9 A Correct.

10 Q All right.

11 A Other times the schedules aren't even developed
12 until after the packages are already planned.

13 Q Okay.

14 A So there is no schedule, so it is me dissecting --
15 tasking it out, dissecting it out and assigning it in
16 the logical order I think it is going to work.

17 Q Okay. So in that instance, you don't have a
18 schedule to rely upon.

19 A Correct.

20 Q Okay. So I think we had just talked, in that
21 instance, about everything that happens or the -- or
22 might happen as a consequence of the 2:00 p.m. Daily
23 Meeting.

24 So what is the Staff Meeting on Tuesday? What are
25 the topics that are generally discussed then?

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1 A Upcoming work, resources required to accomplish the
2 work, any issues within your group, any issues that the
3 other groups might be having with people in your group,
4 and that kind of stuff.

5 Q Okay. All right. So, we talked about the meeting
6 function of your job, so moving on to your other job
7 duties...

8 I think you said you take work, you assign it, you
9 make sure it is coded properly. You run a list, you
10 distribute it, and you attend meetings. What else?

11 A I task out all of the electrical work scope that is
12 assigned to my group.

13 Q What does that mean?

14 A I take the design change package in case -- in the
15 case of some of the larger ones, they'll send an EC
16 over, that is anywhere from 1,000 to 1,500 pages of
17 documents, typically 300 or 400 design drawings, and I
18 will take those -- that information and sit down with
19 the work order and start dicing it up into smaller
20 portions that can be packaged up for installation in the
21 field.

22 Q So you are taking this larger thing and it sounds
23 like you are breaking it down into smaller portions.
24 Are those smaller portions what get assigned to
25 individual work planners --

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1 A That's correct.

2 Q -- to work on?

3 A That's correct.

4 Q Okay. And who is making that determination as to
5 how that work is tasked out?

6 A I am.

7 Q Okay.

8 A Occasionally I will task something out, and when
9 the planner starts planning it, they might see perhaps a
10 little better way of doing something, you know, and it
11 might change a little bit, but for the most part, I am
12 the one that is tasking it out.

13 Q Okay.

14 A I like to task it out because it gets me familiar
15 with the whole design scope, and I make sure that
16 everything that is in the design scope gets addressed,
17 and nothing gets missed, because if I don't do it -- if
18 I don't task it out, then as I am reviewing the work
19 packages, I have to make sure that everything gets
20 addressed. So it is just easier for me to do it.

21 Q And how are you deciding how the work should be
22 tasked out? What are you factoring in when you are
23 making that decision?

24 A I am using my experience with -- with electrical
25 installations for -- you know, I start with the raceway

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1 first, the conduit in the supports, get that out, then -
2 - then you start pulling cable. Then, after you get
3 your cable pulled, if there is any seal breaches, that
4 kind of stuff, you terminate the cable at the end,
5 install any new equipment. So -- so there is just a
6 logical sequence for going through it.

7 Q And when you say logical, is that sequence that
8 you're talking about, something that you learned through
9 your years of experience in this industry?

10 A Most definitely.

11 Q Is there anything that dictates to you the order --
12 you know, how -- what the segments are that you should
13 breaking work into?

14 A No.

15 Q Okay, so what are you relying upon in making that
16 decision? Is it your own judgment?

17 A It is my experience in -- and judgment of how it
18 gets put together.

19 Q Okay. I think you talked about there are some
20 instances where a planner will come back to you and it
21 sounds like make a suggestion that a change occurs; is
22 that right?

23 A Right.

24 Q Okay. What happens then? Will you confer with the
25 planner to discuss whether a change is necessary?

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1 A Correct.

2 Q Okay.

3 A And then if -- if it is more logical, you know -- I
4 can't always do it, right, so if it is more logical, he
5 will create -- he or she will create another task and
6 split out the portion that they are looking at.

7 Q And ultimately, whose decision is it as to the task
8 that they end up completing?

9 A It's mine.

10 Q Okay. All right, so as I understand your testimony
11 earlier, ultimately you are providing a list of tasks to
12 the planners; is that right?

13 A That's correct.

14 Q All right, and how often does that list come out?

15 A I print the list usually once a week, on Mondays.

16 Q And how does it designate which planner will be
17 doing which task?

18 A Some of the lists will have their user ID's on it,
19 but if it is clearly like a -- an M-4 discipline that is
20 relief valves, I know that I have got one guy that
21 specializes in relief valves, so I will give him the
22 whole list and he will put his user ID on it.

23 Q Okay. But for the ones that aren't obvious like
24 that, who is the person that is making the decision as
25 to who will be performing the work?

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1 A I am assigning the work.

2 Q Okay. And what are some factors that you are
3 taking into consideration when determining which task
4 gets assigned to which planner?

5 A The experience of the planner, you know, his
6 qualifications. As I said, I've got people that
7 specialize in different areas; relief valves, mechanical
8 welding, just the different scope -- normal -- normal
9 valves...

10 Q Do you take into consideration the work that they
11 already have on their plate to do --

12 A Yes.

13 Q -- when you are making those assignments?

14 A Yes. Yes. Yes.

15 Q Okay. Do you ever take into consideration giving
16 someone different work to help them gain experience in
17 an area where they haven't done work before?

18 A Yes, I do.

19 Q Okay. And can you think of a recent example where
20 you did that and assigned someone work to help them to
21 gain experience and training?

22 A I've got a planner that we brought in in November
23 to help work on an AVR project. It is an Area Voltage
24 Regulator. It is a large project, so we needed
25 additional resources. When I looked at this planner, I

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1 ran a report to see what he had worked on before. He
2 had had a little mod planning experience with security,
3 but when I brought him in, I give him some -- some
4 breach core holes, breaches and restores for fire seals
5 for pulling cable through walls. You know, you have to
6 core a hole through the wall, and then pull a cable
7 through and you install a fire seal. It is a little out
8 of the norm for an Electrical Planner but to gain --
9 gain some additional experience, I assigned stuff to
10 them.

11 Q Okay. Are there times -- so we talked about that
12 you come out with this list. I think you said, weekly -
13 -

14 A Correct.

15 Q Is that right?

16 A Yes.

17 Q All right. Okay, and we talked about some
18 instances earlier where you might make an adjustment
19 after a meeting when you learned that things have
20 changed, compared to what you expected. With what
21 frequency are you making adjustments to that list?

22 A Well, hopefully, it is not daily. You know,
23 hopefully we can lay it out and pick -- follow the plan,
24 but it is probably once or twice a week that you are
25 making an adjustment.

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1 Q Okay.

2 A Here recently, I had a -- a gige mod which was a
3 year-end project. There is some outdated fiber cable,
4 so they want -- the station wants us to pull it and a
5 new fiber cable, and this cable is ran through manholes
6 underground. So, you -- we haven't been inside of
7 manholes for a long time, and open up a manhole...when
8 you pull the lid off the manhole, you have to have it
9 sniffed for air sample and it has got to be established
10 for confined space, because there is only one entry
11 point, and there are other safety precautions. If there
12 is water in the manhole, you have got to Chemistry
13 involved and have it sampled for tritium, so they know
14 how to dispose of the water. So, in that case, I had
15 initially assigned the whole gige project to Kyle
16 Roberts, but I reassigned the two manhole tasks to a
17 more seasoned work planner.

18 Q And why did you decide that you needed to reassign
19 that work?

20 A Because they -- it -- it is a year-end project that
21 is supposed to be completed, so for the -- the -- I
22 mean, to get it accomplished quicker, I divvied it up
23 and spread it out amongst the group.

24 Q Okay, so did you think that by dividing it up, the
25 work could be done by the deadline?

1 Q Okay.

2 HEARING OFFICER MILLER: Can you spell that name?

3 THE WITNESS: Gary, his last name is Gruhn. It is
4 G-r-u-h-n.

5 HEARING OFFICER MILLER: Thank you.

6 Q BY MS. SIEGEL: Thank you.

7 All right. And what specifically was the work that
8 you reassigned from Kyle? I know you talked about --

9 A It was the manholes.

10 Q -- manholes.

11 A Opening the manholes because of all of the
12 additional safety consequences and sampling and, you
13 know -- it's something that is really out of the, you
14 know, norm, everyday norm for an Electrical Planner.

15 Q Okay. All right.

16 *[Long pause]*

17 Q Okay, let's again back up a little bit of a step,
18 and I want to talk about when you are planning for an
19 upcoming project. I think you touched on this briefly
20 when you were talking about whether you have enough
21 resources.

22 So, when you sit down to plan your project, do you
23 make any assessment, you know, as to the number of
24 Electrical Planners that you will need working under you
25 for that project?

1 Q So, in your judgment, was that sufficiently related
2 to the work that you would have him doing, that he would
3 be a good asset to you?

4 A Yes, it was.

5 Q Okay, and did you think that it was possible that
6 he would need training on the job, based on his prior
7 experience?

8 A Yes, I did, and yes, he does, because that is why I
9 assigned him the fire seals in the core hole and some of
10 the stuff that is out of the norm for him.

11 Q Have you been providing Kyle with training since he
12 came on at Braidwood in September?

13 A Yes.

14 Q Okay. And what are some of the ways that you have
15 been providing him training, besides giving him
16 different kinds of work to do?

17 A Okay. So, I provide feedback to him on his package
18 content and his work instructions. I -- he is not
19 familiar with the Braidwood drawing scheme and how to
20 find drawings, and information at Braidwood, so I train
21 him on that kind of stuff.

22 Q Okay. I think this is kind of a foregone
23 conclusion at this point, but was Kyle ultimately
24 selected to work on this project?

25 A Yes, he was.

1 that we just found out about in late November.

2 Q Okay.

3 A Or, no. Actually it was late October. They issued
4 the design in pieces, they dissected it up and issued
5 advance work authorization packages and different work
6 scope packages or pieces, and we're currently working on
7 the Fourth Station Air Compressor. We had that five --

8 HEARING OFFICER MILLER: Who is they? They -- you
9 have been saying "dice it up."

10 THE WITNESS: I -- the -- the design engineers.
11 The Design Group typically issues an EC, which is an
12 Engineering Change Package.

13 HEARING OFFICER MILLER: Uh-huh.

14 THE WITNESS: Okay, in this case, they decided not
15 to issue the EC, to dice it up into these Advance Work
16 Authorizations, so they issued the cable pulls in the
17 Turbine Building first, under one AWA, and then they
18 issued some more cable pulls and fire seal information,
19 so "they" diced up the design package.

20 HEARING OFFICER MILLER: Okay.

21 THE WITNESS: And then I take that design package
22 and I task it out into work orders.

23 Q BY MS. SIEGEL: So, you flagged that they -- the
24 "they" that we were just talking about, into bits and
25 pieces. Is that atypical or unusual for the work to be

1 issued to you in that manner?

2 A It is un-untypical, but for fast-track mods, you
3 know, you're the -- at the end of the year, it seems to
4 happen more frequently.

5 Q Okay. We are talking about a fast-track mod. Is
6 that a modification that needs to be done on a fast
7 track, as the name implies?

8 A Right, yes.

9 Q Okay.

10 A Short timeclock. They're -- they are behind the 8-
11 ball in everything; the design phase, bringing the parts
12 in that they need, us planning it, right on through.

13 Q How does that affect how you do your work in
14 tasking it out and assigning work --

15 A It --

16 Q -- that they did this in pieces?

17 A It makes it way more difficult, and it usually
18 increases the cost of the project because you are
19 putting small portions of it together without having the
20 entire package in front of you.

21 Q Okay.

22 A So you will get the information. The slice of it
23 that comes out may change the previous information that
24 you got. You know, it just has a domino effect.

25 Q Does it cause you to have to reassign more

1 frequently when it is done that way?

2 A Yes.

3 Q Okay, and why is that?

4 A Because of the changes I was just talking about. I
5 mean, we had to -- when we got the cable pulls in the
6 Turbine Building, there was no fire seal information.
7 The next EC came out, or AWA came out, and it had some
8 of the fire seal information but not all. In the
9 meantime we had already looked up a lot of the
10 information. It provided some additional stuff, so then
11 you have got to task out the new seals and create tasks
12 for all of the scope that is in the second AWA, followed
13 by the third, in this case.

14 Q Does that -- does that cause you to have to
15 re-prioritize the assignments, as well?

16 A Yeah, it -- you have to re-prioritize and the
17 scheduler -- as you are throwing this stuff together,
18 has more -- more trouble putting the schedule together
19 without all of the scope being defined up front.

20 Q All right, and in this instance, who was making the
21 decisions as to the new priority list, given the changes
22 that had happened?

23 A I was.

24 Q Okay.

25 A I went to the meetings on the initial kick-off of

1 it, and was involved in the -- the discussions of how
2 Engineering was going to issue the AWA's, and the AWA's
3 were delivered to me for me to start tasking out.

4 Q Okay. And who was making the decision as to how
5 the reassignment should happen based on these changes?

6 A I was.

7 Q I think you talked earlier, just briefly, about --
8 in regards to this particular project, a reassignment
9 that you had to do on it. I want to talk about that a
10 little bit more.

11 A Okay.

12 Q Originally who did you have assigned to handle this
13 project generally?

14 A For the Fourth Station Air Compressor, I initially
15 all of the cable pulling stuff for under the first AWA
16 to Gary Gruhn.

17 Q Okay. And who did you assign some of the other
18 tasks related to the Fourth Station Air Compressor to?

19 A When the second AWA came out with fire seals, I
20 assigned those to Kyle Roberts.

21 Q And I think you talked --

22 A Some of those.

23 Q Okay.

24 A Actually both of them worked on them, but Kyle got
25 the new ones.

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1 Q Okay. And how did you decide, and I think you
2 mentioned this before, but how did you decide that that
3 was work that Kyle should be doing?

4 A It's work that I wanted to get him more experience
5 in doing, to breach and restore -- you know, like I said
6 before, it was really not an everyday package that an --
7 that an Electrical Planner does.

8 Q Okay. And how did you assign -- how did you decide
9 to assign the cable tasks to Gary?

10 A Gary has got more experience with putting together
11 a cable pulling packages. These cable pulling packages
12 had multiple cables, and you have to do -- pull records,
13 checklists, and calculation sheets for pulling these
14 cables in, and Gary had more experience, site experience
15 with locating all of the cable routing drawings that you
16 need to follow the -- the design routing of how the
17 cable is supposed to be installed.

18 Q Okay. And were those decisions made to -- who made
19 those decisions as to what work would be assigned to
20 Kyle and what work would be assigned to Gary, in that
21 particular instance?

22 A I did.

23 Q Okay. We talked -- okay.

24 I think I may have covered this, but I just want to
25 make sure it is fully covered: What are the factors

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1 there is something that is generic like this torquing
2 issue, I will bring the group together.

3 Q Okay.

4 A But work-related corrections and -- is normally one
5 on one.

6 Q Okay.

7 *[Long pause]*

8 MS. SIEGEL: If you will give me one moment, I am
9 just going to collect and make sure that --

10 HEARING OFFICER MILLER: Okay, off the record.

11 *[Off the record]*

12 HEARING OFFICER MILLER: On the record.

13 Go ahead.

14 Q BY MS. SIEGEL: We've covered a lot of ground. I
15 want to take you to the topic of -- I think what you
16 were just starting to talk about a little bit, which is
17 reviewing the work of the planners.

18 A Yes.

19 Q Okay. So, when a planner provides you a work
20 package that they have completed, what do you do?

21 A It's -- it's assigned to me on a route list. I am
22 a 300-Level Qualified Planner to do -- to perform
23 package reviews and approvals. You have to be a 300-
24 Level Qualified Planner, so they route the package to me
25 for my review, and what I do is -- when I review a

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1 package, I print out the work instructions, the nine or
2 fifteen or twenty pages of typed up instructions, and I
3 use that packet to document and make all of my comments.
4 The work instructions refer you to other checklists,
5 other procedures, other requirements, and as I am
6 reviewing those documents, if I find issues, I take
7 notes on that set of work instructions. And then, I
8 will provide that set of work instructions and my issues
9 back to the planners to get them corrected.

10 I don't approve the package until they have taken
11 that marked-up set of instructions, made all of the
12 changes, then I come back and approve the package.

13 Q Okay. Are there judgment calls that are made in
14 the preparation of packages?

15 A Yes.

16 Q What are some examples of judgment calls that would
17 be made by the planner in preparing that package?

18 A One example would be, in the Turbine Building, all
19 of the electrical raceways is field routed. So that
20 means it can be routed in any fashion that you see fit.
21 So the planner uses his experience, goes out and walks
22 down the area and decides how he is going to route --
23 field route this conduit and install it, whether he is
24 going to use CEA-type supports, concrete expansion
25 anchors into the concrete, or whether he needs welded

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1 the preparation of the work packages?

2 A Correct.

3 Q All right. Okay. And you direct them as to your
4 guidance as to how you do that; is that right?

5 A Correct.

6 Q Okay. We talked about how you provide feedback
7 informally in regards -- well, I guess -- let's take
8 this in steps.

9 So you provide feedback at the time that a package
10 comes to you and the planner represents that it is
11 complete; is that --

12 A Correct.

13 Q -- right?

14 A Yes.

15 Q Are there other times that you providing coaching
16 and feedback to planners, other than that?

17 A Yes. I'm directly involved with the year-end
18 performance reviews or evaluations, and I am also --
19 also -- Allied, at the end of each outage for anyone
20 that was there to support the outage, I fill out and am
21 involved with completion of the end of the outage
22 reviews, also.

23 Q Okay. So, as I understand, there is two kinds of
24 reviews. There is an end-of-year review and an end-of-
25 outage review; is that correct?

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1 A Correct.

2 Q All right. Okay, what about if the work that is
3 being performed is not an outage, do you do like an end-
4 of-modification review?

5 A Not a documented review, no.

6 Q Okay. At -- when a modification ended, would it be
7 your practice to provide some feedback to the planner?

8 A If there was issues, yes.

9 Q Okay.

10 *[Long pause]*

11 Q All right. I want to show you some documents.

12 HEARING OFFICER MILLER: Off the record.

13 *[Off the record]*

14 HEARING OFFICER MILLER: Back on the record.

15 Q BY MS. SIEGEL: All right. Mr. Meyer, we are
16 coming back from a break and we are going to proceed
17 with your testimony that we were discussing just prior
18 to the break.

19 Are you ready to proceed?

20 A Yes.

21 Q Okay.

22 HEARING OFFICER MILLER: Let me remind you that you
23 are still under oath.

24 THE WITNESS: I understand.

25 HEARING OFFICER MILLER: Okay, thank you.

1 Q BY MS. SIEGEL: Whose responsibility is it -- I
2 think we had talked before the break generally about
3 reviews, and I am refreshing myself. You had talked
4 about there is an end-of-the-outage review and then
5 there is an end-of-year review; is that right?

6 A Correct.

7 Q Okay, and -- and talking specifically about 2018 to
8 start, who prepared end-of-outage reviews at -- during
9 2018 at Braidwood for Electrical Planners?

10 A I did.

11 Q Okay. And what about in 2019, who drafted reviews
12 at the end of outage for Electrical Planners?

13 A I filled the evaluations out and provided the
14 comments to the individuals, and then they were turned
15 in and signed by the Work Control Superintendent.

16 Q Okay. In 2018, who sat down with the planners to
17 discuss their evaluations?

18 A In 2018, I did.

19 Q Okay, and in 2019, who did that?

20 A I did that, also.

21 Q Okay. So, talking about the process, when we are
22 looking at a --

23 A Let me back up. Let me back up.

24 Q Yeah.

25 A I want to tell you -- to correct one thing.

1 Q Okay.

2 A I filled them out and sat down with them in '18. I
3 -- my signature, I believe, is on the -- did you say
4 end-of-outage or end-of-year?

5 Q End-of-outage.

6 A Okay, end-of-outage, I did all of those.

7 Q Okay.

8 A That's fine.

9 Q Let's -- let's start there and I will show you some
10 actual documents.

11 A Yeah, yep.

12 Q Then we can talk about what your role was.

13 I am going to start by presenting you with what I
14 believe is going to be Employer 3.

15 **(Employer's Exhibit No. 3, marked for identification.)**

16 Q BY MS. SIEGEL: Do you have that document in front
17 of you, sir?

18 A Yes, I do.

19 Q Okay. At the top it says that it is a Non- -- a
20 Non-Supervisory Performance Evaluation; do you see that?

21 A Yes, I do.

22 Q Okay. Who is this reviewing?

23 A It is for one of my Electrical Planners, Gary
24 Gruhn.

25 Q Okay. And so is this what we call an end-of-outage

1 Q Okay. What did you expect would happen with Gary's
2 pay, if anything, as a result of this review?

3 A These outage reviews -- these end-of-outage reviews
4 are also factored in with the year-end reviews for merit
5 increases.

6 Q Okay. All right. Would you expect that this
7 review would be factored in to get Gary a raise for the
8 following year?

9 A Yeah, definitely.

10 Q Okay.

11 *[Long pause]*

12 I am going to show you another document that is being
13 marked as Employer's Exhibit No. 4.

14 **(Employer's Exhibit No. 4, marked for identification.)**

15 HEARING OFFICER MILLER: I want to ask really
16 quick, do you know if he got a raise after you submitted
17 the performance reviews?

18 THE WITNESS: Yes, I do know.

19 HEARING OFFICER MILLER: And he -- and you know
20 because he --

21 THE WITNESS: Because my -- because John Janek, the
22 Site Manager, passed out the raises and he got called in
23 and he got a raise as a result of the review, the end-
24 of-the-year, with this in combination.

25 HEARING OFFICER MILLER: Okay. Are you in the

1 meetings where he calls everybody in and tells them they
2 got a raise or --

3 THE WITNESS: No. No. No, I am not in the
4 meetings where they discuss money. I just know that,
5 you know, he got a raise.

6 HEARING OFFICER MILLER: Is that because they told
7 you, or why?

8 THE WITNESS: Because Janek, in this case, called
9 me first, and then he had me send the other individuals
10 to see him --

11 HEARING OFFICER MILLER: Oh, okay.

12 THE WITNESS: -- afterwards.

13 HEARING OFFICER MILLER: Thank you --

14 THE WITNESS: Uh-huh.

15 HEARING OFFICER MILLER: -- for clarifying.

16 THE WITNESS: Okay.

17 Q BY MS. SIEGEL: Going back to the previous document
18 that you have in front of you, did you sit down to
19 discuss this document with Gary?

20 A This one for 2019 --

21 Q Sorry, the -- the one -- the one prior. The one
22 that is the --

23 A Oh, the one prior?

24 Q The one for 2018.

25 A Yes, I did. That is his signature on the bottom

1 right-hand corner.

2 Q Okay, was that an in-person discussion that you had
3 with him?

4 A Yes, it was.

5 Q Okay. I am going to ask you to look at the next
6 document that has been put in front of you that is dated
7 October 25th, 2019, and has been marked as Employer's
8 Exhibit 4. Do you have that?

9 A Yes, I do.

10 Q Okay, whose handwriting appears on this document?

11 A That's my handwriting.

12 Q Okay, and who circled the number ratings on this
13 document?

14 A I did.

15 Q Okay. Whose opinion do the comments and the rating
16 on this document reflect?

17 A Mine.

18 Q Under "Quality of Work," you gave him a 7?

19 A Yes.

20 Q Okay, and why did you think Gary was a 7 in regards
21 to quality of work?

22 A He -- he does a good job, you know. The comment
23 there is -- is -- the quality of his packages reflect
24 the way they -- they should be prepped.

25 Q Okay. And you also made a comment under

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1 "Cooperation and Teamwork." What is the comment that
2 you are making there?

3 A It's basically about the same comment that I made
4 on the other -- on the other end-of-outage, but it -- it
5 -- he openly accepts any assignment that I give him.

6 Q Okay.

7 A He has the experience to accomplish it, you know.

8 Q Okay. And at the bottom under the "Recommended for
9 Future Assignment" box that we looked at in the last
10 review, who checked the box for "yes?"

11 A I did.

12 Q Okay, and was that your recommendation?

13 A Yes, it was.

14 Q All right. Okay, on the bottom on this one, it has
15 a different name under "Supervisor's Printed Name."
16 Whose name is that?

17 A It is Rob Pickens, my supervisor, my immediate
18 supervisor.

19 Q Okay. And who delivered this review to Gary for
20 this year?

21 A I did. The signature was obtained by me before I
22 give this back to Rob, and he did the final signature.

23 Q Okay. So, comparing this to the 2018, the only
24 difference in the process was whose signature was under
25 "Supervisor's Printed Name;" is that right?

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1 A That's correct.

2 Q Okay. Did you expect that this would have an
3 impact on Gary's end-of-year performance rating this
4 year?

5 A I would hope that it does.

6 Q Okay, would you expect that it would have an impact
7 on Gary's merit increase for 2019?

8 A Ys.

9 Q Do you know if that has happened yet?

10 A It has not. No, it doesn't -- it will happen in
11 January sometime.

12 Q Okay. Do you hope that this has an impact on
13 Gary's merit increase for 2019?

14 A Yes, I do.

15 Q Okay. Are you familiar with someone named Robert
16 Phenix?

17 A Yes, I am.

18 Q Who is Robert Phenix?

19 A Okay, Robert Phenix is a contract planner that we
20 brought in to support outage milestone prep, and to
21 support an outage.

22 Q Okay, and when did -- when was he brought in to do
23 that work?

24 A It's been several previous outages. I would say it
25 was probably the '16-17 timeframe.

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1 Q Okay. I am going to give you a document that we
2 are going to mark as Employer's Exhibit 5.

3 A Okay.

4 **(Employer's Exhibit No. 5, marked for identification.)**

5 *[Long pause]*

6 Q BY MS. SIEGEL: Do you have that document in front
7 of you?

8 A Yes, I do.

9 Q Okay, and what is the date of this review document?

10 A It is December of '18.

11 Q Okay. Does that refresh your recollection as to
12 when Robert Phenix worked --

13 A Yes, yes, it does.

14 Q Okay. Okay, and when does this reflect that he
15 worked in 2018?

16 A This was the end-of-the-outage evaluation, so he
17 was there ahead of the outage to help with the prep
18 work, and through A1R20.

19 Q Okay. So, at the top, his supervisor is Ed Meyer.
20 Is that --

21 A That's correct.

22 Q Is that your handwriting there?

23 A Yes, it is.

24 Q Okay, whose handwriting appears on the rest of this
25 document?

- 1 A Mine.
- 2 Q Okay. Who circled the numbers on this document?
- 3 A I did.
- 4 Q Okay. Whose opinion do these comments reflect?
- 5 A Mine.
- 6 Q Okay. Did anyone else give you input on what
7 numbers or comments you made on this document?
- 8 A No, they did not.
- 9 Q Okay. Whose signature is at the bottom under
10 "Supervisor's Signature?"
- 11 A My signature.
- 12 Q Okay. I -- I don't know that I asked you this
13 question about the other review that we just looked at
14 for Gary, so if you will go back to Employer's Exhibit
15 4...
- 16 A Okay.
- 17 Q Do you consider this review generally to be a good
18 review?
- 19 A Yes, I do.
- 20 Q Okay. Now, going back to Employer's Exhibit 5,
21 which is the Robert Phenix review, how would you
22 characterize this review? Is it good, average --
- 23 A It is a below-average.
- 24 Q Okay. And what was it about Robert Phenix'
25 performance that led you to give him a "below-average"

1 review?

2 A The quality of his packages. I mean, I did give
3 one good comment about, you know, that he was flexible
4 and would help out whenever I needed, but the quality of
5 his packages, I kept having to explain the same things
6 over and over to him, and the other issue was, he was
7 from out-of-state. His family lived in Texas and he was
8 frequently coached on being on the phone all of the
9 time.

10 Q Okay. Did -- it was -- was it your intent that
11 this review would be reflected in this year-end review?

12 A Yes.

13 Q Okay. And, if -- if one were to occur.

14 A Correct.

15 Q And was it your intent that this review would be
16 taken into account when merit increases were determined,
17 if merit increases were appropriate?

18 A Yes. They -- they play into that.

19 Q Okay. Do you know if Mr. Phenix got a merit
20 increase at the end of 2018, and how good that increase
21 was?

22 A I don't know that for a fact, no.

23 Q Okay.

24 *[Long pause]*

25 Q I am going to show you another document that I am

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1 group, it would be discussed in the staff meeting.

2 Q Okay. And you mean issues with what's going on
3 with the planners that report to you?

4 A Correct.

5 Q Okay, and they would raise that to you in the staff
6 meeting that you attend?

7 A They -- or bring it right upstairs when it
8 happened, you know, if there is something that went
9 wrong.

10 Q Okay. And in that hypothetical situation, you are
11 envisioning that they would be giving you feedback on
12 how you were supervising the planners; is that --

13 A Yes.

14 Q -- what you are saying?

15 A Yes.

16 Q Okay. What are you evaluated on?

17 A The criteria that is on this evaluation form.

18 Okay. And generally, are you evaluated, as you
19 understand, on how you are assigning work?

20 A If I am meeting the milestones and meeting the
21 schedule, there is typically no issues. I mean, I make
22 the assignments. If something falls behind, then --
23 then I -- I receive feedback from downstairs.

24 Q And if something falls behind, does that reflect
25 on, you know, your assignment of that work and how you

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1 are monitoring that work?

2 A Yes.

3 Q Okay. Are you evaluated on the quality of the work
4 done by your group?

5 A Most definitely.

6 Q Okay. Are you evaluated on the thoroughness of the
7 work done by your group?

8 A Yes.

9 Q Are you evaluated on the direction and guidance
10 that you provide to the planners in your group?

11 A Yes.

12 Q Okay. Do you believe -- who do you believe to be
13 responsible for assigning the work to the Electrical
14 Planners at Braidwood?

15 A I -- I am the one who is responsible.

16 Q Okay. Who do you believe to be responsible for
17 directing the work of the planners at Braidwood?

18 A Once again, that's me.

19 Q Okay. If the planners were not being productive --
20 meeting their productivity expectations, who would be
21 held accountable?

22 A Me.

23 Q What would you expect the consequences to be if you
24 were not effectively assigning and directing the work of
25 the planners?

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1 A Coaching on the spot, poor reviews, feedback from
2 my supervisors, and if it didn't -- didn't get resolved,
3 ultimately, I would probably be back as a planner.

4 Q Okay. Do you think that you could be potentially
5 demoted?

6 A Oh, yeah.

7 Q Okay.

8 HEARING OFFICER MILLER: Do you know anybody in
9 your position that has actually been demoted because of
10 --

11 THE WITNESS: I don't know --

12 HEARING OFFICER MILLER: -- difficulty --

13 THE WITNESS: I don't know of people in my position
14 under Allied. I know of planners -- lead planners under
15 Exelon that got reassigned out of the group because of
16 issues.

17 HEARING OFFICER MILLER: Okay.

18 Q BY MS. SIEGEL: Is that something that could --
19 that you believe could also happen at Allied, if there
20 were issues with the group?

21 A Yes.

22 Q Okay.

23 HEARING OFFICER MILLER: Can you also tell me what
24 coaching is? You have referenced it a couple of times
25 in your testimony, but --

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1 THE WITNESS: Coaching is just on-the-spot feedback
2 on performance issues, issues you are having with their
3 packages, missing information, and that kind of stuff.

4 HEARING OFFICER MILLER: Is it verbal?

5 THE WITNESS: Yes.

6 HEARING OFFICER MILLER: Is it ever written?

7 THE WITNESS: We don't -- we don't document a lot,
8 other than what you see on these evaluation forms.

9 HEARING OFFICER MILLER: Okay.

10 Q BY MS. SIEGEL: And what is the -- let's talk a
11 little bit about the frequency of the evaluations, okay?

12 So we have shown you a few samples of end-of-outage
13 reviews that you have done. How many outages do you
14 have a year at Braidwood?

15 A Every -- there's -- there's two units. Each unit
16 has an outage every eighteen months, so one year, you do
17 a spring outage and a fall outage. The next year, you
18 do a fall outage. So it is on staggered eighteen
19 months. So one year you do two outages, and the next
20 year you do one.

21 Q Do you do the end-of-outage reviews at the end of
22 every outage?

23 A Yes.

24 Q Okay. How many outages were there in 2018?

25 A So, we are in 2019. We just had a spring -- we

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1 Station Air Compressor project. Which task is this?

2 A This is Task 37 --

3 Q Okay.

4 A The work order number on the top of most of the
5 pages, or if you flip back a couple pages, you will see
6 the -- the Passport Work Order, five pages, that has the
7 work order number on the top.

8 Q Okay. And what task -- can you give me a
9 description of what kind of task this work package is
10 for?

11 A This is a task for the Construction Electricians to
12 install two new cables.

13 Q Okay. We were talking earlier about the tasks that
14 you assigned Gary earlier to this project. Is this one
15 of the tasks that you had talked about before?

16 A Yes.

17 Q Okay. And is this the one that you talked about
18 that you assigned Gary because of his experience?

19 A Yes.

20 Q Okay, and specifically, what was it about this
21 package and the preparation of this package that you
22 felt needed Gary's experience?

23 A Well, with this being a fast-track mod, we didn't
24 have all of the design information that we typically
25 have, and he knows how to research and find all of the

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1 cable routing drawings and the information necessary to
2 put this package together.

3 Q Is this the kind of -- is this the kind of work
4 that is common for you to be planning, or was this a
5 different kind of work?

6 A It -- it is common work.

7 Q Okay.

8 A It is a cable-pulling package.

9 Q Okay. And was it really the speed that you needed
10 Gary's expertise?

11 A Yes.

12 Q Okay.

13 MS. SIEGEL: I am going to move for the admission
14 of the Employer documents that I have done so far, just
15 before I forget to do so.

16 HEARING OFFICER MILLER: I think that was
17 Employer's Exhibits 3 through 7?

18 MR. RYAN: No objection.

19 HEARING OFFICER MILLER: Okay. Employer's Exhibits
20 3 through 7 are accepted into evidence.

21 MS. SIEGEL: Thank you.

22 **(Employer's Exhibits Nos. 3 through 7, received into**
23 **evidence.)**

24 Q BY MS. SIEGEL: You can set that document aside.

25 A Okay.

1 Well, let's start here: Overall, did you think
2 that this was a good review?

3 A Yes.

4 Q Okay. Do you expect or hope to receive a merit
5 increase on the basis of this review?

6 A I would hope.

7 Q Okay. Let's look first at the comments under "Cost
8 to" on the first page.

9 A Okay.

10 Q Do you see that?

11 A Yep.

12 Q Okay, so the first line, I believe reads, "Ensures
13 that the quality work package is prepared."

14 A That's correct.

15 Q Do you see that?

16 A Yes.

17 Q Okay. Your planners are the ones preparing the
18 work package; is that right?

19 A That's correct.

20 Q Okay. Why is it your responsibility to ensure that
21 a quality work package is prepared?

22 A To ensure that we don't have work stoppages
23 downstairs, installation issues, stuff that -- that gets
24 work done in the field that has to be worked on before
25 the end of the next 18-month cycle when the unit is

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1 going to be down. Ensure that nobody gets hurt; there
2 is no unknown risks to the plant that puts them in a
3 condition that -- that they shouldn't be in.

4 Q Is --

5 A That kind of stuff.

6 Q Is that a planner's responsibility, your
7 responsibility, or both?

8 A It is both.

9 Q Okay. And are you held accountable for ensuring
10 that the work package is prepared by your planners are
11 quality?

12 A Yes, I am.

13 Q Okay. There's a comment at the bottom of that same
14 section that says, "If any discrepancies exist, he
15 drives to resolution."

16 Do you see that?

17 A Yep.

18 Q I think that is what that says.

19 A Yes.

20 Q Is that what you read?

21 A Yes.

22 Q Okay, what did you understand from that comment?

23 A That me being the Lead Planner, you know, I keep my
24 thumb on the pulse of the entire group, and if there are
25 issues within the group, that is preventing them from

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1 planning packages or parts issues, whatever it might be,
2 that I am there to help them through the issues that
3 they are having and make sure that they get the
4 acceptable resolution that we are looking for.

5 Q Okay. And then, in that instance that you just
6 described with the -- I am going to use the word
7 "hurdles," might it be that you would have to reassign
8 or re-prioritize the work in that instance?

9 A Yes.

10 Q Would that be part of driving to resolution?

11 A Yes.

12 Q Okay.

13 A In a lot of cases we come across an engineering
14 issue and I have to write an ECR, an Engineering Change
15 Request, asking the Engineering Group for some type of
16 resolution.

17 Q In the second box, it says in about the middle,
18 "Ensures all work planners are working on current
19 priorities."

20 Do you see that?

21 A Yes, I do.

22 Q Okay, and what did you understand that comment to
23 be conveying to you?

24 A Make sure I have got them doing what they need to
25 do -- you know, need to be doing to support the -- the

1 Allied organization.

2 Q I -- I'm sorry, I think I might have misread that.

3 Does that say -- I don't know if I said "current"
4 or "correct." I think it says "correct." Is that what
5 you read?

6 A Yes.

7 Q Okay. All right, it also says, "Understands" -- in
8 the same box, "Understands and drives to meet planning
9 milestones for outage prep."

10 What is your responsibility for driving to meet
11 planning milestones for outage prep?

12 A The -- I think I previously said, but Exelon has a
13 -- an outage indicator, an outage milestone, where their
14 -- for their refueling outage that happens every
15 eighteen months, prior to that start date, all of the
16 packages have to be planned and ready to work six
17 months' prior. So that is the milestone.

18 So, after the beginning of this year, 2020, we will
19 -- we will start in heavy on prepping for the spring
20 outage of 2021, and all of the packages will have to be
21 done by October, six months prior to the spring outage.

22 Q And again to confirm, you are assigning out these
23 work packages for your planners to be putting together
24 those outage packages; right?

25 A Correct.

1 HEARING OFFICER MILLER: Okay.

2 Do you want to ask some follow-up questions to what
3 I asked, either one of you?

4 MS. SIEGEL: Yeah, I think I can ask some follow-up
5 questions.

6 HEARING OFFICER MILLER: Okay.

7 REDIRECT EXAMINATION

8 Q BY MS. SIEGEL: Are there times when you are
9 wearing the hat of the Lead Electrical Planner when you
10 are working at Braidwood?

11 A Yes, when I am reviewing and approving electrical
12 packages.

13 Q When you are assigning and directing work to
14 Electrical Planners, are you doing that in the function
15 of Lead Electrical Planner?

16 A Yes, I believe -- you know, I -- I -- I am
17 unfamiliar with that position somewhat, but, yes, I -- I
18 am the lead for any of the disciplines below --

19 Q So, are you the -- the person responsible for the
20 electrical -- the assignment of work to Electrical
21 Planners?

22 A Yes, I am.

23 Q Okay. Has it ever been the case that a Lead
24 Electrical Planner has reported to you at Braidwood?

25 A No.

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1 Q So, we'll talk about your job duties as a Lead
2 Superintendent generally. Do you perform any manual
3 electrician work right now?

4 A No.

5 Q What about Superintendents? Is that the same?

6 A They do not perform manual work.

7 Q Does a General Foreman perform manual work?

8 A No.

9 Q What about the Foremen?

10 A Yes.

11 Q And obviously the craft does as well.

12 A Uh-huh.

13 Q So, let me ask you this: You get a work order.
14 How do you -- are you involved at all in the selection
15 of Superintendents?

16 A Yes.

17 Q Can you walk us through what happens when you get a
18 work order and you have to select Superintendents?

19 A If I get a work order, I would try to match up that
20 work with the Superintendent that I know is good at that
21 type of job. If I have a Superintendent that is very
22 good in the control room, then -- and the work order is
23 for the control room, I would try to give that work
24 order to the Superintendent that is -- that is good at
25 that. I try to play to the Superintendents' strengths.

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1 me through that, right? If I am Mr. -- if you are Mr.
2 Root and you've got a crew of how many people hooking up
3 that rigging?

4 A For that particular job, I believe he had four
5 workers. The things that the -- excuse me -- a
6 qualified and competent rigger need to look for is,
7 first of all, they need to know how much the piece of
8 equipment weighs that they are going to rig. The slings
9 that are selected to perform the rigging, they have to
10 make sure that they are properly rated for the weight,
11 as long as the -- as well as the shackles, everything
12 that is going to be used, has to be adequate to lift
13 something of that weight.

14 There is also -- there is also a proper way to hook
15 up the rigging, make sure that the shackles are not
16 backwards, and...

17 Q So, if I am a craft worker on Mr. Root's crew, how
18 do I know where I am going -- what I am going to be
19 doing to hook up that particular rigging?

20 A John will give him the instructions and tell him.

21 Q Okay, so is he -- so is each person on the crew
22 receiving instructions from John?

23 A Whoever he would give them to. I can't say if he
24 would give them to every person or if he would just give
25 them to the foremen.

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1 *[Long pause]*

2 Q BY MR. TUZZO: This is --

3 MR. TUZZO: Can we please go off the record for
4 just a second?

5 HEARING OFFICER MILLER: Off the record.

6 *[Off the record]*

7 HEARING OFFICER MILLER: All right, back on the
8 record.

9 Okay, so we did take a little bit of a break again,
10 and I am just reminding you again that we are still --
11 you are still under oath.

12 THE WITNESS: Yes.

13 HEARING OFFICER MILLER: Thank you.

14 MR. TUZZO: Thank you.

15 Q BY MR. TUZZO: So, John, as the Lead Electrical
16 Supervisor, do you do superintendent -- do you do
17 performance reviews of superintendents?

18 A Yes.

19 *[Long pause]*

20 Q Okay, so I am going to ask you to take a look at
21 what will be marked as Employer's Exhibit 11.

22 A Okay.

23 **(Employer's Exhibit No. 11, marked for identification.)**

24 Q BY MR. TUZZO: When you are done looking that over,
25 let me know, please.

1 Oh, you didn't get one?

2 A No.

3 MS. SIEGEL: I'm sorry, that was my failing.

4 Q BY MR. TUZZO: Do you recognize this document here?

5 A I do.

6 Q Do you know the name in the top left-hand corner,
7 Sean McCarthy?

8 A Yes.

9 Q Who is Mr. McCarthy?

10 A Sean McCarthy was an Electrical Superintendent who
11 worked for me at Quad Cities this past March for the
12 outage.

13 Q And then in the -- there's a spot that is marked
14 "Site," do you see that, "Quad?"

15 A Yes.

16 Q Is that the outage?

17 A Quad is the site that the outage was at, Quad
18 Cities Station.

19 Q Okay. And then there is some handwriting in the --
20 on the sheet here. For instance, under "Working
21 safely," and you had "One minor first aid on crew." Do
22 you see that?"

23 A Yes.

24 Q Do you recognize this handwriting?

25 A Yes.

1 Q How do you recognize it?

2 A It is mine.

3 Q And is that the same for all of the handwriting
4 that is on this document, except for the signatures down
5 at the bottom?

6 A Yes, sir.

7 Q Why did you prepare this -- this evaluation?

8 A I prepare an evaluation for all of the
9 superintendents who work for me during an outage. At
10 the end of an outage, everybody gets a performance
11 review.

12 Q So this was an end-of-outage performance review?

13 A Yes, sir.

14 Q Do you give any reviews during the outage?

15 A No.

16 Q Okay.

17 A End of outage is when they receive their reviews.

18 Q Okay. So then, if we go through this, I think you
19 mentioned Mr. McCarthy was a superintendent; is that
20 correct?

21 A That is correct.

22 Q And then if you go through this where it says, I
23 see "Leadership," how --

24 A Yes.

25 Q "How effectively this person has vision and

1 effectively communicates it to others, resulting in a
2 change of behavior, has the ability to motivate others."

3 Do you see that?

4 A Yes.

5 Q Who would Mr. McCarthy be motivating?

6 A His crew.

7 Q And then, if you go above that, under
8 "Professionalism," "How effectively this person treats
9 all peers and subordinates with dignity and respect."

10 Do you see that?

11 A I do.

12 Q Who are his subordinates?

13 A His subordinates are his crew.

14 Q Okay, and who -- who is his crew that you are
15 referring to?

16 A His crew would be his foremen and the electricians
17 that work for him.

18 Q And about how many electricians work for him in
19 this Quad outage?

20 A To the best of my knowledge, he had one foreman and
21 two or three workers. I am not sure. But it wasn't
22 more than a four-man crew. He was doing EQ cable
23 inspection.

24 Q Do you consider this a good review?

25 A No.

1 Q Why not?

2 A He has an overall rating of 2.5, which is between
3 "good" and "fair."

4 Q Well, let me ask you this: Are superintendents
5 held accountable for the performance of their crews?

6 A Yes.

7 Q And is that reflected anywhere on this performance
8 evaluation?

9 A Yes.

10 Q Can you show me where?

11 Strike that.

12 Actually, if you will look at "Communication." Do
13 you see that?

14 A Yes.

15 Q What's -- what was Mr. McCarthy being rated on
16 communication-wise?

17 A This comment refers to the job status updates that
18 he would provide to me as the Electrical Lead. Mr.
19 McCarthy did not provide adequate updates, status
20 updates.

21 Q And then, when you go up one above, and it says,
22 "Needs" -- it is written, "Needs to be more assertive
23 setting expectations for crew."

24 Why did you write that?

25 A I wrote that because I felt that Mr. McCarthy did

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1 not spend adequate time with his crew. He did not
2 provide clear instructions. He did not set clear
3 expectations on what the crew should accomplish in the
4 shift or before break or before lunch. I felt he needed
5 to be more assertive or more clear.

6 Q Can you give us an example of where you felt Mr.
7 McCarthy needed to be more clear in his instructions to
8 his crew.

9 A What they needed to accomplish in the timeframe,
10 and then also, you know, how to accomplish those, those
11 objectives.

12 Q So then, do you remember what job Mr. McCarthy --
13 so he was a superintendent, but do you remember what
14 jobs you assigned him --

15 A Yes, he did EQ cable inspections.

16 Q And what would be the kind of instructions that he
17 -- that Mr. McCarthy would be giving his crew for that
18 particular job?

19 A For that particular job, he would be instructing
20 them to de-term the cable -- at a device then, in turn,
21 going and de-termining the cable at an MCC, inspecting the
22 cable for cracks, defects, and also the cable would be
23 meggered so if he would -- he would instruct the crew on
24 how to properly use the megger.

25 Q And would he be communicating that instruction

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1 directly to the crew or to the foreman?

2 A He should be communicating that information to the
3 entire crew during the pre-job brief.

4 Q Okay, so -- what is a pre-job brief?

5 A Excuse me.

6 Before we perform any work, we conduct a pre-job
7 brief. During the pre-job brief, you talk about the
8 job, how you are going to perform it, what hazards are
9 involved with the job, and what safety precautions you
10 need to take for the job.

11 Q And who runs the pre-job brief?

12 A The superintendent.

13 Q And then, who attends? Is it just his crew or is
14 it all of the crews?

15 A It would be his crew. It would be his foreman and
16 the workers.

17 Q So, if I am a craft person and I show up on this
18 particular job, what -- what was it that you referred
19 to? The EQ cable?

20 If I am a craft person and I show up on that EQ
21 cable job, how do I know that I have got to go to this
22 particular place or to this particular assignment? Does
23 that come through the foreman or does that come through
24 Mr. McCarthy at the start of the pre-job brief?

25 A It would come through Mr. McCarthy at the start of

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1 the pre-job brief.

2 Q And then what are some of the things that a
3 superintendent would take in consideration when they are
4 assigning a craft to a particular component of that job?

5 A When assigning workers to particular components of
6 the job, you would take into consideration what the
7 worker's skillset is that they had previously performed
8 the job. You might also take into consideration
9 physical capabilities, age, if you had to send a worker
10 into an area that was very hot, like a dry well, and
11 they had to wear PC's, you wouldn't want to put somebody
12 in that position that could get hurt. So you wouldn't
13 select somebody who was elderly, but you would select
14 someone who is more agile.

15 Q And why is it so important for a superintendent to
16 give clear instruction to the crew?

17 A To make sure that the job is done correctly and
18 safely, and doesn't have a negative impact on the plant.

19 Q So, referring back to Employer's Exhibit 11, there
20 -- at the bottom is a section that says, "Recommended
21 for Future Assignment." Do you see that?

22 A I do.

23 Q And it says, "Marginal." What does that mean?

24 A To me, "Marginal" means maybe. I -- he is not a
25 definite candidate for rehire. Maybe you would hire him

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1 or maybe you don't. He would not be somebody who you
2 would call first.

3 Q And is this end-of-outage evaluation considered in
4 opportunities for future -- strike that. I will ask you
5 a more specific question.

6 When you are looking for superintendents, do you
7 consider things like an end-of-outage performance
8 evaluation?

9 A Yes.

10 Q And if you saw something like a "marginal"
11 evaluation rating, would that weigh into whether you are
12 going to hire that person for the next available
13 opportunity?

14 A Yes. I -- I gave Mr. McCarthy the "marginal"
15 rating, and that would -- that would play into whether I
16 would want him hired for my outage.

17 Q Okay. Now, below that, under the "Supervisor's
18 Printed Name," I see that there is Barry Massa, and a
19 signature, "Barry Massa."

20 Who is Mr. Massa?

21 A Barry Massa is the Production Superintendent at
22 Quad Cities.

23 Q So how did it come to be that you wrote the
24 comments in the evaluation and then Mr. Massa signed it?

25 A I fill out the performance review. I fill out the

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1 rating, 1 through 7. I also provide comments. I then
2 take the form. I give it to the Production
3 Superintendent. He reviews it, signs it, gives it back
4 to me, and then I give it to the superintendent.

5 Q Have you ever had an opportunity where Mr. Massa
6 has rejected one of your performance evaluations?

7 A I have not.

8 Q Okay, so he -- in your experience, he always
9 accepts your recommendations?

10 A Yes.

11 HEARING OFFICER MILLER: How many of these have you
12 done?

13 THE WITNESS: I do a performance evaluation for
14 every superintendent. I have probably worked around
15 twenty -- I have probably done over a hundred of these,
16 I would guess, yeah.

17 HEARING OFFICER MILLER: Okay. For Allied, how
18 many would --

19 THE WITNESS: For Allied, let's see. We had two
20 years, six...

21 I'm sorry, I am doing the math.

22 HEARING OFFICER MILLER: Uh-huh.

23 THE WITNESS: I'm sorry.

24 HEARING OFFICER MILLER: Sure. An estimate would
25 be fine.

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1 THE WITNESS: I would say a little less than a
2 hundred.

3 HEARING OFFICER MILLER: Okay.

4 Thank you.

5 MR. TUZZO: You're welcome.

6 Q BY MR. TUZZO: To your knowledge, is this -- is a
7 performance evaluation considered in other things, like
8 wage increases?

9 A Yes.

10 Q And did you deliver this particular evaluation to
11 Mr. McCarthy?

12 A I did.

13 Q And did you do it in person or over the phone or
14 how did that happen?

15 A In person. I handed it to him.

16 Q Did you sit and discuss it with him?

17 A I did.

18 MR. TUZZO: So I would move to admit Employer's
19 Exhibit 11.

20 HEARING OFFICER MILLER: Any objection?

21 MR. RYAN: No objection.

22 HEARING OFFICER MILLER: Okay, Employer's Exhibit
23 is accepted into the record.

24 **(Employer's Exhibit No. 11, received into evidence.)**

25 MR. TUZZO: And then, we will mark 12, Employer's

1 A I did.

2 Q Why did you write that?

3 A I wrote this because Scott was not spending enough
4 time with his crew and was not providing instructions.
5 He didn't spend enough time with them in the field. He
6 did not provide proper oversight.

7 Q Why is it important for a superintendent to spend
8 time in the field with his crew?

9 A That is his job. His job is to spend time in the
10 field with his crew, to make sure that the work is put
11 in correctly and safely.

12 Q And did Mr. Knapp hold the same type of pre-job
13 briefs that you mentioned earlier, with his crew?

14 A Every job has a pre-job brief. Yes.

15 Q And then, under "Communication," I see, "Did not
16 provide status updates." Why did you write that?

17 A The time hat Scott worked for me at Dresden
18 Station, he did not provide me one job status update.

19 Q And then, under "Leadership," it says, "Needs to be
20 more assertive." Why did you write that?

21 A Scott did not do a very good job with leading his
22 crew. There was a lot of times that Scott would be at
23 his desk, and his crew would be out in the field
24 working, and he should have been out in the field with
25 them.

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1 Q Were there times that his crew didn't meet their
2 schedules or the expected performance of the task, as a
3 result of him not being --

4 A They did not meet any schedule durations. They
5 were behind schedule on every job.

6 Q And who did you hold responsible for that failure
7 to meet the schedule?

8 A Scott.

9 Q So there where it says, "Recommend for Future
10 Assignments," what did you select?

11 A I selected "Marginal."

12 Q And then in the Remarks, did you write those
13 remarks, "Needs improvement in leadership communications
14 and observations?"

15 A I did.

16 Q Let me ask you. What -- under "Leadership" here,
17 it says, "Has the ability to motivate others." Do you
18 see that?

19 A I do.

20 Q When you were a superintendent, did you have any
21 tricks or ways that you motivated your crews?

22 A I wouldn't call them tricks. When I run a crew, if
23 I currently still run a crew, I would spend time with
24 the crew. I tried to provide them -- well, I don't try.
25 I do provide them with clear instructions. I set

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1 objectives for them, and you need to earn their trust.

2 Q Well, let me ask you this: So, you've got a work
3 package and that is separate from the schedule, right?

4 A Every work package number will be in this schedule,
5 but it is different from the schedule, yes.

6 Q Okay, so when you are setting the objectives to
7 help motivate your crew, are you setting something other
8 than what is provided in the package, or are you just
9 reading the package?

10 A No. I -- I will set expectations other than what
11 is in the package.

12 Q Can you give me an example?

13 A Hypothetically, let's say I have got a work package
14 that has got a hundred terminations in it. Generally we
15 can get the termination done in say, fifteen minutes, so
16 I would set the expectation -- I have got this amount of
17 time between here and break, so whatever that time would
18 be, that is how many terminations we should be able to
19 complete by break.

20 Q And then what would you -- what are some of the
21 factors that you would consider when you say, "Okay, we
22 should be able to set this many terminations by break?"

23 A A big factor would be location. If you are working
24 in a control room and you are basically in your street
25 clothes versus being in a dry well basement where you

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1 are in double rubbers and a cassi suit, obviously the
2 terminations are going to be much more difficult in a
3 dry well basement than they are going to be in a control
4 room. They are going to take a lot longer.

5 Q Sorry, I have to ask you, what are double rubbers
6 and a cassi suit?

7 A Well, sorry. When you go into a contaminated area,
8 you have to wear personal contamination clothing, but
9 when you go into a contaminated area that is really
10 contaminated, instead of wearing one set of rubber
11 gloves, you wear two sets of rubber gloves, and instead
12 of wearing one set of rubber boots, you wear two sets of
13 rubber boots, and over the whole thing, you put what is
14 basically a great big rain suit over yourself, and that
15 is a cassi suit. It is not a fun place to be.

16 Q It does not sound fun, you are right.

17 So in the remarks written, "Needs improvement in
18 leadership, communications, and observations," do you
19 see that?

20 A I do.

21 Q Did you write that?

22 A I did.

23 Q Why did you write that?

24 A I wrote that because Scott needed to improve with
25 leading his crew. I felt that he really lacked in

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1 ensure that the work is done in a quality manner?

2 A He provides instructions and oversight.

3 Q And if he sees an error in work, what is he
4 expected to do?

5 A He is inspected to correct it to make sure that the
6 work is put in correct.

7 Q And how would he correct it?

8 A He would instruct the foremen that he needed to
9 change whatever was wrong.

10 Q Let me ask you this: Is the foreman held
11 accountable for the performance of the work of that
12 crew?

13 A Can you be more specific?

14 Q I can. That was a bad question.

15 So, Mr. Battersby is a evaluated on the performance
16 of his crew.

17 A Yes.

18 Q Is a foreman likewise evaluated on the performance
19 of his crew?

20 A Foremen do not receive performance evaluations.

21 *[Long pause]*

22 MR. TUZZO: I am going to have Employer 14 marked.

23 **(Employer's Exhibit No. 14, marked for identification.)**

24 THE WITNESS: Thank you.

25 Q BY MR. TUZZO: Take a look at Employer 14, please,

1 crew, can you give me an example of an instruction or an
2 assignment that I would receive from Mr. Koen to
3 accomplish this task?

4 A Al would say we have to pull a cable in the dry
5 well from, you know, ground level elevation, I believe
6 is 710, over to whatever component it is.

7 Q So, "Hey, Adam," go do what? What would be the
8 instruction?

9 A Get set up for this cable pull.

10 Q And what -- what would that involve from me? What
11 would I have to do?

12 A You would have to go pick up the cable from Stores.
13 You would have to get reel jacks, if they were required,
14 based on the size of the cable, immobilize all of the
15 tools that you would need.

16 Q And in a work package, does it instruct the
17 superintendent as to which crew members should do which
18 job or which task?

19 A Can you repeat that?

20 Q Sure. So, in a work package, does it tell the
21 superintendent which crew member to assign to which task
22 or which component to?

23 A No.

24 Q Is that something that the superintendent does
25 utilizing his own discretion?

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1 A Yes.

2 Q And what are some of the factors that would go into
3 a decision like that?

4 A A decision like that would be based on the worker's
5 skill, again, physical capabilities, experience; do they
6 know their way around the plant. Has -- have they been
7 at that station before? Are they brand new to that
8 station? Do they have nuclear experience? Ae they
9 brand new to the nuke. All of those things would fall
10 into play. I mean, I cannot send somebody to the
11 storeroom if they don't know where it is.

12 Q And would you expect that this rating be considered
13 for things like wage increases for Mr. Koen?

14 A Yes.

15 Q And did you deliver this evaluation to Mr. Koen?

16 A Yes.

17 Q Did you do it in person?

18 A Yes.

19 MR. TUZZO: Move to admit Employer 14.

20 HEARING OFFICER MILLER: Do you have any
21 objections, Petitioners?

22 MR. RYAN: No objection.

23 HEARING OFFICER MILLER: Okay, Employer's Exhibit
24 14 is admitted onto the record.

25 **(Employer's Exhibit No. 14, received into evidence.)**

OFFICIAL REPORT OF PROCEEDINGS
BEFORE THE
NATIONAL LABOR RELATIONS BOARD

In the Matter of:

Case Nos. 13-RC-252563

ALLIED POWER SERVICES, LLC,

Employer,

and

INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS
LOCAL UNIONS 145,146, 176, 364 & 601,

Joint Petitioners.

Place: Peoria, Illinois

Date: December 11, 2019

Pages: 228 through 382

Volume: 2 of 2

OFFICIAL REPORTERS

ARS REPORTING

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1 UNITED STATES OF AMERICA
2 BEFORE THE NATIONAL LABOR RELATIONS BOARD
3 REGION 13
4

5
6 In the Matter of:

7
8 ALLIED POWER SERVICES, LLC,

9
10 Employer,

11
12 and

13
14 INTERNATIONAL BROTHERHOOD OF
15 ELECTRICAL WORKERS LOCAL UNION
16 145, 146, 176, 364, AND 601,

17
18 Joint Petitioners.
19
20

Case No. 13-RC-252563

21 The above-titled matter came on for hearing
22 pursuant to Notice, before **TIFFANY L. MILLER, Hearing**
23 **Officer**, at the National Labor Relations Board, 101
24 Southwest Adams Street, 4th Floor, Peoria, Illinois, on
25 Wednesday, December 11, 2019, at 8:12 a.m.

A P P E A R A N C E S**On Behalf of the Employer:**

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A P P E A R A N C E S
(Continued)

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On Behalf of the Petitioners:

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1 you're going to have a crew dedicated to different
2 locations in the plant. You might have two or three
3 foremen.

4 I've been at outages where I've run two crews that
5 are two completely separate jobs. They try to keep me
6 in the same building. There was one year at Dresden
7 where I had a crew working on the turbine deck. They
8 were installing some cabling and conduit underneath the
9 turbine skirt. One floor down on what we call the iron
10 horse, there was a crew that was working -- I believe it
11 was the ASD mod. I was bouncing back and forth between
12 the two floors.

13 HEARING OFFICER MILLER: Okay. On this particular
14 -- the question that you just asked about this job, you
15 just had one --

16 WITNESS: This particular job for the compensate
17 booster pump motor at Braidwood Station, I had one crew.

18 HEARING OFFICER MILLER: Okay. Thank you.

19 Q When you are a superintendent, you have two crews,
20 how do you assign the work to your crews? How do you
21 select them for the job, etc.?

22 A I try to keep the -- if there's a crew that's been
23 working on a job, I would try to keep the same crew on
24 that job if possible. If the job's going well, if it's
25 not broke, don't fix it, there's no reason to change.

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1 If it's a brand new job, I would go back to -- you know,
2 I know this individual has done this type of work in the
3 past. If they were successful in the past, they can be
4 successful now. There's a lot of factors.

5 MR. TUZZO: Move to admit Employer 20.

6 HEARING OFFICER MILLER: Any objection?

7 MR. RYAN: No objection.

8 HEARING OFFICER MILLER: Okay. Employer 20 is
9 entered into the record.

10 **(Employer's Exhibit No. 20, received into evidence.)**

11 Q John, would you turn to the second page?

12 A Yes.

13 Q What is this?

14 A This is the end of outage review for Braidwood,
15 2018.

16 Q Did you receive this?

17 A Yes.

18 Q The second page of mine says 4/17/19. I want to
19 make sure we're on the --

20 A No, we're not on the same page. That's my third
21 page.

22 MR. TUZZO: We'll correct the order off the record.
23 Let me just do it like this.

24 Q This packet of documents here, is this -- are all
25 of these end of outage reviews that you received?

1 Q What is this document?

2 A This is my end of outage review for Braidwood,
3 April 19th, 2018.

4 Q Is this a document that you received?

5 A Yes.

6 Q How did you receive it?

7 A It was given to me by Rob Sumler.

8 Q If you flip to the last page, do you recognize this
9 document?

10 A Yes.

11 Q What is this document?

12 A This is my end of outage review for the outage at
13 Quad Cities this year, March.

14 Q Is this a document that you received?

15 A Yes.

16 Q How did you receive it?

17 A It was given to me by Dale Rosman.

18 Q Thank you. I'd like you to put your superintendent
19 hat on for a moment. During the periods that you were a
20 superintendent, did you ever have the opportunity to
21 assign work?

22 A Yes.

23 Q Who did you assign work to?

24 A The foreman in my crew.

25 Q Did you assign them to a place?

1 A Yes.

2 Q Can you give us an example?

3 A I used to be a superintendent for temp power, I
4 used to run temp power, and I would instruct my crew, go
5 up to the turbine deck and hook up the 480 HEPA units.

6 Q What went into your making that decision, that
7 assignment? What factors did you consider when you made
8 that assignment?

9 A Can you be more specific?

10 Q Sure. When you assigned your crew, what factors
11 did you consider to making that assignment?

12 A Who was familiar with the turbine deck.

13 Q How do you determine if you're on track to complete
14 a project, timing wise?

15 A As a superintendent?

16 Q As a superintendent. The questions I'm asking you
17 now all pertain to your experience as a superintendent.

18 A Okay.

19 Q As a superintendent, how do you make sure -- how do
20 you tell that you're on track to complete a task on
21 time?

22 A The schedule.

23 Q How do you tell if there's going to be any issues
24 with you completing the task according to the schedule?
25 Strike that. Are you able to tell if you're going to

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1 complete the task according to the schedule? Are you
2 able to project that?

3 A You can tell if you're on schedule or behind.

4 Q Are there ever opportunities where you are behind,
5 where you recognize that your crew is falling behind?

6 A Yes.

7 Q What do you do in those situations?

8 A As a superintendent, I would go speak to the
9 electrical lead. I may need additional resources, I may
10 need some tooling. It would just depend on the
11 situation.

12 Q How do you decide what you need to get back on
13 schedule, what factors do you consider in that?

14 A Just knowledge of the job.

15 Q When you go to the electrical lead and you request
16 additional resources, is your recommendation typically
17 followed?

18 A Yes.

19 Q Are you familiar with a schedule update?

20 A Yes.

21 Q As a superintendent, are you ever responsible for
22 schedule updates?

23 A Yes, I provide schedule updates to the lead at the
24 time that he requests them. The leads have a schedule
25 update meeting typically around 3:00, either a.m. or

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1 p.m. The electrical superintendents are typically
2 required to provide them by 2:00 or 2:30, whatever the
3 lead requests what time he wants them by.

4 Q What is a schedule update? What's the content of
5 it?

6 A The content of it is telling the electrical lead
7 what work is completed, what work you think you'll have
8 completed by the end of shift that has been assigned to
9 you.

10 Q When you tell the electrical lead that you
11 completed a task, does anybody go behind you and verify
12 that the task is complete?

13 A No.

14 Q How do you verify as the superintendent that the
15 task is complete?

16 A I make sure that all the steps in the work package
17 are completed.

18 Q If any of the steps are not complete, what happens,
19 what do you do?

20 A We have to complete them. The job isn't finished.
21 If it's not complete, it's not finished.

22 Q How does that translate down to instruction to a
23 foreman? Do you tell the person, go do this, go do
24 that?

25 A Yes.

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1 Q In regards to your time estimates in your schedule
2 updates, does anybody verify that, tell you, yeah, I
3 agree with your estimates or I disagree with your
4 estimates?

5 A No. No, I tell the lead, I think I'll have this
6 done by the end of shift or I think I'll have this done
7 by whatever time it is. It's my time estimate.

8 Q Are there times where you have to reassign craft or
9 foremen during mid-task?

10 A Yes.

11 Q Can you give us an example?

12 A If I was to give instruction from my electrical
13 lead that there was an emergent job and he said, I need
14 you to send a couple people over to go take care of this
15 for me right away, I would tell my foreman, hey, send
16 two guys or I might send him personally, depending on
17 what the job was. Send this many people over here and
18 take care of this job.

19 Q How do you decide who to send where?

20 A Just judgment, what the job is, who's best suited
21 to perform the work.

22 Q Is that a decision that you make by yourself or is
23 that one that you have to get permission to make?

24 A No, I make that by myself.

25 Q Are there ever times where you have to reassign

1 craft employees to a typical task? Are there
2 opportunities where the foreman has put a certain craft
3 member on a task and you decide that that person should
4 be reassigned?

5 A Yes.

6 Q Can you give us an example?

7 A Probably the best example I can think of is let's
8 say we were going to do a job in the dry well. When
9 you're working in a dry well, you have to wear
10 protective clothing, it's cumbersome, it's hot,
11 difficult to get on and off. If I had an older
12 gentleman or woman in my crew that I thought that wasn't
13 a good environment for them, they could get hurt maybe
14 putting their PCs on or taking them off, I would say to
15 my foreman, you know, we should probably use them for
16 your out person and they can run and get you tools and
17 material if needed to make sure that they don't get
18 hurt.

19 Q How often does that happen?

20 A Fairly often, as needed. If I see that there's
21 something that needs to be corrected, I'll correct it.

22 Q Do you give that directive directly to the craft or
23 do you relay it through the foreman?

24 A I relay it through the foreman.

25 Q When you give that direction to the foreman, do you

1 expect it to be followed?

2 A Yes.

3 [Long pause]

4 Q I'm going to ask you to put your lead
5 superintendent hat back on, okay? Do you ever have an
6 opportunity where you need to move superintendents
7 around?

8 A Yes.

9 Q Can you give us an example?

10 A If -- would you like a specific example?

11 Q Please.

12 A Give me a second please and I'll come up with one.

13 [Long pause]

14 A I'm sorry.

15 Q Let me ask you this, what would be some of the
16 reasons that you might reassign superintendents mid-
17 task?

18 A I would reassign them if somebody else needed help,
19 if there was a job that was falling behind schedule.

20 Q Do you ever have opportunities where you just see
21 that this dynamic isn't working, this personality --

22 A Yes.

23 Q Can you think of an example where that might've
24 been the case?

25 A Yes. This past outage at Quinton Station, I had --

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1 A Yes.

2 HEARING OFFICER MILLER: Regularly, were those the
3 same -- with the same frequency -- you attended -- as
4 superintendent, you attended a meeting with your lead
5 superintendent regularly?

6 WITNESS: Yes, daily.

7 HEARING OFFICER MILLER: Okay.

8 WITNESS: That's where we receive our work
9 assignments.

10 HEARING OFFICER MILLER: As the lead
11 superintendent, do you do the same thing that other lead
12 superintendents did while you were a superintendent?

13 WITNESS: That's correct.

14 HEARING OFFICER MILLER: Okay. Thank you.

15 Q BY MR. TUZZO: While you were a superintendent, did
16 you ever run into roadblocks or obstacles to completing
17 the job that you were working on?

18 A Yes.

19 Q Can you give us an example?

20 A Something that comes up from time to time is you
21 get a work package and it doesn't have an RWP assigned
22 to it, which is a RAD worker permit. If it's within the
23 RCA, you can't go to work without the RAD worker permit.
24 I would have to contact RAD protection and have an RWP
25 assigned to that work order.

1 Q Is that something that -- how did you make the
2 decision to do that?

3 A When I get a work order as a superintendent, one of
4 the things that we do is go into our computer system,
5 Passport, and you check and you can see if that work
6 package is at working, if it's at ready. You need to
7 make sure it's at working and just check and make sure
8 that all of your information is correct, clearance
9 orders, RWPs, you need to make sure that you get on the
10 right RAD worker permit or you could potentially be on a
11 RAD worker permit that doesn't have adequate set points
12 for where you're going to be working.

13 When I would go in and check that, if there's
14 nothing assigned then I would know I need to contact RAD
15 protection to get one assigned before I can go to work.

16 Q If you fail to get that permit, what would happen?

17 A I'll have a serious bad day. That's a RAD
18 protection violation.

19 Q A bad day would be some type of discipline?

20 A Yeah, it could be a letter in my file. It would be
21 up to Exelon what the discipline would be and Allied's
22 upper management. They would hold a human performance
23 review board.

24 HEARING OFFICER MILLER: Have you actually seen
25 that done?

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1 WITNESS: Not for myself personally as a violation,
2 but yes, I have attended a meeting.

3 HEARING OFFICER MILLER: For who?

4 WITNESS: We had an incident at Quinton Station. I
5 was the electrical lead on that shift. There was an
6 incident where electricians got hurt, received an R
7 clash. There was a human performance review board for
8 the superintendent that was involved and I took place --
9 I was at that meeting.

10 HEARING OFFICER MILLER: As the superintendent
11 lead?

12 WITNESS: As the lead, correct.

13 HEARING OFFICER MILLER: Okay. Can you tell me
14 what the outcome of the meeting?

15 WITNESS: To the best of my knowledge, the
16 superintendent received three days off without pay.

17 HEARING OFFICER MILLER: Did you receive any
18 discipline?

19 WITNESS: No, ma'am, I did not.

20 HEARING OFFICER MILLER: Okay. Why were you in the
21 meeting?

22 WITNESS: I was requested to be there. As the
23 electrical lead, I was requested to be there.

24 HEARING OFFICER MILLER: Did you provide any
25 evidence or you just needed to be there? Do you know

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1 why you were --

2 WITNESS: I was there so we could speak about
3 procedures and any knowledge I may have to help with the
4 proceedings.

5 HEARING OFFICER MILLER: You were there in your
6 capacity as knowing what the job was and what the
7 procedures were?

8 WITNESS: Just general knowledge as an electrical
9 lead on how we do things.

10 HEARING OFFICER MILLER: Okay.

11 *[Long pause]*

12 HEARING OFFICER MILLER: When was that?

13 WITNESS: This past month.

14 HEARING OFFICER MILLER: Okay.

15 WITNESS: September.

16 HEARING OFFICER MILLER: Okay. Who was the
17 superintendent?

18 WITNESS: Alex Boehmke.

19 Q BY MR. TUZZO: Going back to your example of the
20 permit --

21 A Yes.

22 Q -- is it safe to say that while you're waiting for
23 the permit, work doesn't just stop?

24 A No, you find something else for your crew to do.

25 Q Can you give us an example of how you would do

1 that?

2 A Depending on what I had to do, I might do something
3 as simple as send my crew to stores to get material. I
4 might have them set up a lay down area. I might have
5 them gather tools. I would have them do whatever I
6 could have them do without that RWP.

7 Q Is that something that you relay directly to the
8 craft or do you go to the foreman?

9 A Typically, I would go to the foreman.

10 Q Is it expected that the foreman would comply with
11 your instructions?

12 A Yes.

13 Q Is that something that you have the authority to do
14 in your position or did you have to get somebody's
15 permission?

16 A No, I can do that on my own.

17 HEARING OFFICER MILLER: Has it ever happened where
18 the foreman hasn't listened to what you ask them to do?

19 WITNESS: I personally have not experienced that,
20 no.

21 HEARING OFFICER MILLER: Okay.

22 Q When you were the superintendent, can you think of
23 an example where you had to reassign your crew while you
24 were waiting for the road block to be lifted?

25

[Long pause]

1 A This past outage at Braidwood we were doing the
2 condensate booster pump. We were in the process of
3 flying the new motor onto the base. Just before we got
4 it to the base, engineering determined that the base was
5 cracked and was going to have to be re-grouted. I could
6 no longer perform that task.

7 Because of that, what I had my crew do was there
8 was some vents that needed to be reinstalled on the old
9 motor. Instead of having them fly the new motor onto
10 the base, I redirected them to put the vents onto the
11 old motor so it could be shipped out.

12 Q How did you make that decision?

13 A It needed to be done. I had to find something for
14 them to do, that was a job that they could perform.

15 Q Were there other jobs that you could've assigned
16 them to?

17 A I'm not sure. That was the most logical thing to
18 do.

19 Q You were a superintendent at the time. Is that
20 right?

21 A That is correct.

22 Q That decision was made in your judgment?

23 A I made the decision. I let my electrical lead know
24 what I was doing. If he decided he wanted me to do
25 something else, he could've told me.

1 Q Your recommendation was followed in that instance.
2 Is that correct?

3 A Yes, sir.

4 Q As the superintendent, are there ever occasions
5 where you have to give some coaching because your craft
6 or your foreman are not performing up to your
7 expectations?

8 A Sometimes.

9 Q Can you give us an example?

10 A Maybe your crew's taking too long for break and you
11 might have to tell the foreman, hey, you need to get
12 these guys moving, we need to get out in the field.

13 Q How would you deliver that coaching?

14 A Go up to the foreman and tell him exactly that.

15 HEARING OFFICER MILLER: Have you actually done
16 that?

17 WITNESS: Yes, ma'am.

18 Q Is that something that you have to do frequently?

19 A Not too often.

20 Q I think you mentioned you do some verification as
21 to whether the work is complete or not.

22 A Yes.

23 Q If you detect a work quality issue, how do you
24 handle that?

25 A It's going to have to be fixed, so depending on

1 what it is, we'll have to find a way to correct it.

2 Q Can you give us an example?

3 A If you found a termination that was not adequate
4 for Exelon's standards, maybe the wire wasn't properly
5 inserted into the lug and the crimp wasn't properly
6 performed, you would have to redo that crimp.

7 Q In that instance, how would you have it redone?

8 A If it was just a supervisor verification, I would
9 have -- instruct the foreman to have them cut the lug
10 off, re-strip it, put the new lug on and land it.

11 Q Is that something that you had to do previously?

12 A I'm sure I have at some point.

13 *[Long pause]*

14 MS. SIEGEL: If we can take a few minute break,
15 we're going to double check what we still need to cover
16 with this witness --

17 HEARING OFFICER MILLER: Okay.

18 MS. SIEGEL: -- and identify how much longer we
19 have with him.

20 HEARING OFFICER MILLER: Okay. Off the record.

21 *[Off the record]*

22 HEARING OFFICER MILLER: You're still under oath.

23 WITNESS: Yes.

24 Q BY MR. TUZZO: John, you had just given us an
25 example where a wire was terminated -- a lead was

1 terminated incorrectly. Putting your lead
2 superintendent hat on, is that something that you would
3 hold the superintendent responsible for if it wasn't
4 caught?

5 A Yes.

6 Q Would that be something that would show up in an
7 end of outage report, a coaching?

8 A Both. I would also use that example to bring up at
9 my morning meeting so that all of my superintendents
10 could learn from the experience.

11 Q I'm going to hand you what we're going to have
12 marked as Employer 21 and 22. We'll do 21 as Mr. Cook
13 and 22 as Mr. Anderson.

14 **(Employer's Exhibit Nos. 21 and 22, marked for**
15 **identification.)**

16 *[Long pause]*

17 Q Take a look at these documents and let me know if
18 you recognize them.

19 A Yes, I do.

20 Q What is Employer 21?

21 A It is a foreman upgrade sheet.

22 Q And Employer 22?

23 A It's the same, it's an upgrade sheet.

24 Q There's a signature here by requester. Do you
25 recognize that signature?

1 paid hourly?

2 WITNESS: I'm salaried with approved overtime.

3 HEARING OFFICER MILLER: Okay.

4 WITNESS: When I said I'm hourly, I was thinking of
5 the overtime portion of it, but I'm classified as an
6 exempt employee. That was an error on my part.

7 Q You would still be receiving your salary today, for
8 example?

9 A Yes, sir.

10 *[Long pause]*

11 Q For starters, we can talk about your role when
12 you're working as a superintendent not as a lead.

13 A Okay.

14 Q When you're at a worksite, what is your role in
15 overseeing the work that's done?

16 A Can you be more specific?

17 Q You're not working with the tools, correct?

18 A That is correct.

19 Q What is your primary function when you're -- my
20 understanding is 80% of the time you're expected to be
21 at the worksite as a superintendent.

22 A That's correct.

23 Q What is your function during that 80% when you're
24 on the site?

25 A To make sure that the work is installed correctly,

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1 that safety procedures are followed, general oversight
2 of the crew.

3 Q Okay.

4 A Make sure that if there's any redirect, any
5 instructions I need to provide to do that.

6 Q When you're on a jobsite, you're implementing a
7 work package, correct?

8 A Yes.

9 Q The instruction that you're giving are to make sure
10 that the crew is implementing the work package
11 appropriately. Is that correct?

12 A Sometimes.

13 Q What else would you instruct them?

14 A If I was going to perform a cable pull and I need
15 to set up a lay down area or I need to set up reel jacks
16 and axels, those instructions are not going to be in the
17 work package.

18 Q But would the craft worker typically know that as a
19 journeyman electrician?

20 A There --

21 MS. SIEGEL: Lack of foundation -- or speculation.
22 He's asking what a craft worker would typically know.

23 HEARING OFFICER MILLER: I will overrule it because
24 I think we had testimony that you were a journeyman. As
25 a journeyman, you can answer the question of whether or

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1 not you --

2 Q The skill of the craft know how to prepare a pull
3 cable.

4 A They may. There's not a guarantee that they would.
5 They would not necessarily know exactly where to set up
6 the location.

7 Q Okay. Why would you do that as opposed to the
8 foreman?

9 A I'm responsible for the work and it's going to be
10 done as I think is best.

11 Q Okay.

12 *[Long pause]*

13 Q It's a fairly -- space is what it is when you're
14 working at a jobsite, right? You can't -- the work is
15 being performed at a particular location, correct?

16 A Yes.

17 Q Sometimes it's limited space.

18 A It can be.

19 Q If you're setting up to pull cable within a
20 confined space, aren't there limits to where you could
21 set up to get that job underway?

22 A Not necessarily. I decide that I wanted to start
23 that cable pull from the center and go in two
24 directions. I could decide that I wanted to set up that
25 cable pull from one end and pull from one end to the

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1 other.

2 Q Okay.

3 *[Long pause]*

4 Q As a superintendent when you discussed assigning
5 craft workers on a job, can you refresh -- review again
6 what you consider -- you're assigned a work package, you
7 go to a site, you've got your crew. Who decides which
8 craft worker does what?

9 A It could be the foreman or it could be the
10 superintendent.

11 Q Okay. How often would it be the superintendent?
12 Would you as a superintendent --

13 A Myself as a superintendent, if I saw that there was
14 a mistake, I would step in and instruct my foreman, hey,
15 I don't think that's a good idea.

16 HEARING OFFICER MILLER: Have you actually had to
17 do that?

18 WITNESS: Yes.

19 Q The situation like that where it's safety oriented,
20 it sounds like it's self-evident that there's a health
21 or safety issue when you step in those situations. Is
22 that fair to say?

23 A No.

24 Q No? Okay. If it's not self-evident that somebody
25 could be in jeopardy, I'm not quite sure why you'd make

1 you have to have it a week before.

2 Q Okay. But you have it before you do your pre-job
3 brief at the start of a shift?

4 A Yeah.

5 Q And an opportunity to review?

6 A Yes, I review the package before I give the brief,
7 yes.

8 Q It gives you time to think about things like how
9 you would lay out a cable pull ahead of time.

10 A Not reviewing a package, maybe performing a walk
11 down.

12 Q When you're implementing a work package, at the
13 last hearing we had some testimony about a supervisor
14 hold point. Are you familiar with that term?

15 A Yes, sir.

16 Q It's not -- as a superintendent, you would sign
17 that. Is that correct?

18 A Superintendents sign supervisor holds, yes.

19 Q Does the craft sign any part of the work package?

20 A They sign installer work.

21 Q At the supervisor hold point, there'd be two
22 signatures, one for the craft and one for the
23 superintendent?

24 A There's a supervisor hold point, witness point,
25 verification point, and then there's an installer

1 signature.

2 Q But there are other parts of the work package that
3 a supervisor doesn't sign, it would just be the craft,
4 correct?

5 A I'm not sure what you're referring to.

6 HEARING OFFICER MILLER: Which exhibit do you have?

7 MR. RYAN: I'm flipping through Employer Exhibit 7.

8 HEARING OFFICER MILLER: There should be an
9 Employer Exhibit 7 on here. If it's not numbered, it's
10 the work planning package.

11 WITNESS: Okay.

12 Q I'm trying to understand the superintendent's role
13 in verifying that the work was done and how often that
14 occurs in the course of a work package.

15 A There's certain steps that have different
16 verification points for a superintendent. However, if
17 I'm superintendent and I'm signing off anything on that
18 work, I'm going to make sure that everything's done
19 correctly.

20 Q Okay. But you're not usually standing over their
21 shoulder watching the craft worker do it. You verify it
22 at that point. Is that fair?

23 A No, it depends. There's not a set standard. If my
24 crew is going to be doing terminations, I'm going to be
25 there.

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1 Q So certain aspects of the work package you feel
2 that you need to be there to verify or to observe the
3 whole time?

4 A Certain aspects of the work package will instruct
5 you to be there. If there's a supervisor witness, for
6 example, that means that you have to be there. It's a
7 witness point. You can't come back and verify it after
8 the fact. A supervisor verification point, you can, but
9 if I'm a supervisor and somebody's performing that type
10 of work, I'm with my crew. That's my job, to make sure
11 they do it correctly.

12 HEARING OFFICER MILLER: And this is as a
13 superintendent, not a superintendent lead?

14 WITNESS: Correct, as a superintendent.

15 MR. RYAN: Yes, I'm focusing on superintendent at
16 this point.

17 Q You're following the work package to make sure that
18 you're accomplishing the goals?

19 A Yes, we work to the work package.

20 Q Okay. You also discussed the RWPs earlier. Those
21 are federally mandated, correct?

22 A That, I can't answer.

23 Q Okay. Are they part of Allied's policy to require
24 RWPs at certain points?

25 A No, it's not Allied's policy, it's the policy of

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1 WITNESS: They try to get involved, but when I'm
2 the lead I really don't allow that because every
3 superintendent then would want the best foreman on the
4 job. We keep it between myself and the general foreman.
5 That dynamic works well.

6 HEARING OFFICER MILLER: Okay. Thank you.

7 Q Once you -- when going into an outage, once you've
8 assigned a superintendent to a crew, is it fair to say
9 they generally stay together throughout or do you mix
10 and match as things go?

11 A I try to keep continuity because it works best.
12 However, if changes need to be made in order to get the
13 job done, then I will do that.

14 Q You testified earlier about the personality
15 conflict where you made that change. The other time
16 when that changes the scheduled dictated?

17 A A lot of times it's schedule dictated. It could be
18 various reasons.

19 Q Right. The superintendent doesn't get to pick
20 which crew he's assigned, correct?

21 A No.

22 Q Okay.

23 *[Long pause]*

24 Q You testified earlier about layoffs, when you're
25 working as a lead when you had to lay off

1 MS. SIEGEL: We'll use the same break to see if
2 we've got any follow-up questions.

3 HEARING OFFICER MILLER: Okay. Off the record.

4 *[Off the record]*

5 MR. RYAN: Mr. Francimore, I don't have further
6 questions for you. Thank you for your time these last
7 few days.

8 HEARING OFFICER MILLER: Do you have redirect?

9 MR. TUZZO: Just a few.

10 REDIRECT EXAMINATION

11 Q BY MR. TUZZO: John, between you and the general
12 foreman, who has the final decision making authority as
13 to who goes on which crew?

14 A I do.

15 Q If you have multiple jobs as a superintendent, do
16 you assign and reassign members of your crew?

17 A Of my own crew, yes.

18 Q Are there opportunities as a superintendent when
19 you'll have more than one work package assigned to you
20 at the same time?

21 A Yes.

22 Q In that scenario, if you encounter a road block
23 with one work package, can you go to the other work
24 package as a superintendent?

25 A If it's been assigned to me, yes.

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1 Q Is that something you have the authority to do on
2 your own?

3 A Yes.

4 Q Are there times you make the decision to layoff or
5 recommend a layoff based upon the work to be performed?

6 A Define craft or --

7 Q If you're the lead superintendent, are there times
8 where you make the recommendation to lay somebody off
9 based upon your assessment of the work left to be
10 performed?

11 A Yes.

12 Q We talked about schedule changes. When you get a
13 schedule change, does that tell you how many craft
14 people to flex to a particular assignment?

15 A No.

16 Q Is that something you need to decide based on your
17 own judgment?

18 A Yes.

19 Q As the superintendent, that's a decision you're
20 making?

21 A As a lead superintendent.

22 Q As a lead superintendent, that's a decision you're
23 making?

24 A Yes.

25

[Long pause]

1 Q Do you have the same responsibilities that you
2 described during the hearing last year?

3 A Yes.

4 Q As to Allied, does Allied continue to operate
5 business in the same manner as described last year?

6 A Yes.

7 Q Did you attend the entire hearing last year?

8 A Yes.

9 Q Did you hear all of the witnesses' testimony?

10 A Yes.

11 Q Does Allied continue to do outage planning, as
12 described last year?

13 A Yes.

14 Q Does Allied continue to do work outages at nuclear
15 plants, as described last year?

16 A Yes.

17 Q Does Allied continue to do modifications at nuclear
18 plants, as described last year?

19 A Yes.

20 Q Has there been a change to the job descriptions
21 since the hearing last year?

22 A Yes.

23 Q I'm going to present you with a copy of what we've
24 marked as Exhibit 23, Employer's Exhibit. Do you have
25 that document in front of you, sir?

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1 cover other planner titles?

2 A It covers planner 1, planner 2, and senior planner
3 under the terminology used in this job description.

4 Q I think you were referring to in testimony that
5 this uses the term, senior planner. Is that correct?

6 A Correct.

7 Q Before I get to that point, do you see the revision
8 effective date on this document?

9 A Yes.

10 Q What is that date?

11 A 20 May 2019.

12 Q Is it the case that this was revised for the same
13 reasons you testified to in regards to the
14 superintendent job description?

15 A Yes.

16 Q When you look at the section on senior planner,
17 we've been talking here about a lead electrical planner
18 and been using that terminology. You've been here for
19 that testimony, right?

20 A Yes.

21 Q Are the duties that are described under senior
22 planner the same duties that the position as lead
23 planner performs?

24 A To the best knowledge, he cut and pasted senior
25 planner where a lead planner had been previously.

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1 Q Upon review of the senior planner job duties, are
2 these duties that a lead electrical planner performs?

3 A Correct.

4 Q You were here at last year's hearing, correct?

5 A Yes.

6 Q You listed to all the witnesses. You also
7 testified as to a job description in that hearing. Do
8 you recall that?

9 A Not specifically.

10 Q Okay. Do you recall -- I'm going to show you what
11 was entered as Employer 5.

12 HEARING OFFICER MILLER: Do you happen to know
13 where in the transcript we introduced Employer 5?

14 MS. SIEGEL: Give me one moment, I can tell you
15 that answer.

16 HEARING OFFICER MILLER: Thank you.

17 *[Long pause]*

18 MS. SIEGEL: On page 72 in the prior transcript,
19 this job description was entered.

20 HEARING OFFICER MILLER: Okay.

21 MS. SIEGEL: It was testified to starting on page
22 77.

23 HEARING OFFICER MILLER: Okay, thank you.

24 Q I think this is a record fact that this document
25 was shown to you in the prior hearing and you testified

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1 as to this document. Does this document describe the
2 job duties in part of the job that we've been calling
3 the lead electrical planner?

4 A Yes, I believe it does.

5 Q The update to that job description, is that the
6 senior planner description in Employer 24?

7 A Yes, I believe it is.

8 Q You've heard the testimony about the accountability
9 of superintendents. In your role, do you have access to
10 information about incidents where superintendents were
11 disciplined due to their failure to appropriately
12 supervise?

13 A Yes.

14 Q How are you familiar with those kinds of incidents?

15 A Any discipline that is not pre-described gets
16 presented to human performance review board, which I
17 chair. Any discipline beyond that, I personally sit in
18 on.

19 Q I'm going to show you what I have marked as
20 Employer 25. Do you have that document in front of you,
21 sir?

22 **(Employer's Exhibit No. 25, marked for identification.)**

23 A Yes, ma'am.

24 Q Are you familiar with the discipline and the facts
25 in this document?

1 A Yes, I am.

2 Q Are you familiar for the reasons you just talked
3 about based on your role on the board?

4 A Yes.

5 Q What happened in this instance?

6 A A craft individual selected the wrong ring size on
7 a lug that caused the bake light transmitter to crack.
8 Upon testing, it was discovered both the worker and the
9 supervisor signed off that the termination was
10 appropriate.

11 Q Who was -- you said supervisor. Was that the
12 superintendent who had signed off?

13 A Correct.

14 Q Who was serving as the superintendent in that
15 instance?

16 A Tom Krager.

17 Q What does this document in front of you reflect was
18 the consequence to the craft employee and to Mr. Krager?

19 A I believe it was a written warning for both of
20 them.

21 Q Had Mr. Krager made the work error?

22 A No.

23 Q He wasn't the person using tools. Is that correct?

24 A That's correct.

25 Q Why was it that Mr. Krager was disciplined in

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1 addition to the craft employee?

2 A Inadequate supervision for allowing the
3 installation of the incorrect component and for signing
4 off that the work was performed appropriately.

5 Q What should Mr. Krager have done differently as the
6 superintendent?

7 A He should have stopped when he saw the wrong size
8 lug was used or not signed off the step when he
9 inspected the installation.

10 Q Why was it appropriate to discipline Mr. Krager as
11 well as the craft for that?

12 A Because you have to hold people accountable for
13 performance of their work.

14 *[Long pause]*

15 Q Did you find any other examples -- I'm going to
16 show you what we'll mark as Employer 26. Do you have
17 the document in front of you?

18 **(Employer's Exhibit No. 26, marked for identification.)**

19 A Yes, I do.

20 Q What is this document?

21 A This is documents that shows discipline against a
22 superintendent.

23 Q Who was the superintendent in this instance?

24 A Alex Boehmke.

25 Q He was holding the position of superintendent at

1 the time he received this discipline?

2 A That's correct.

3 Q Are you familiar with this incident described on
4 these two pages?

5 A Yes, I am.

6 Q How were you familiar with that?

7 A Because it was a significant event when it
8 occurred, so I was briefed on it, very involved in what
9 happened there, basically corrective actions for the
10 following fall outages to make sure it didn't happen
11 again. I was involved in the discipline.

12 Q What happened in this instance?

13 A The craftsmen were working in an energized
14 electrical panel and components had danger tags. Danger
15 tags essentially say this piece of equipment is being
16 controlled under clearance and tagging procedure, do not
17 touch it. One of our gospel rules in the nuclear world
18 is you do not touch a danger tag component for personal
19 safety and nuclear safety.

20 In this instance, the individuals working for Alex
21 Boehmke landed -- plugged that piece of equipment in
22 with the danger tag on it, a strict violation.

23 Q Was Mr. Boehmke issued discipline for this
24 incident?

25 A Yes, he was.

1 Q Was Mr. Boehmke the one who plugged the plug with
2 the danger tag on it?

3 A He did not.

4 Q Who did that?

5 A Craftsman, I don't know the specific name.

6 Q Why was it appropriate to discipline Mr. Boehmke
7 for that incident?

8 A He's responsible for the workers' performance that
9 work for him.

10 Q What should he have done differently?

11 A He should've made sure throughout his briefs and as
12 he inspected that we do not work on danger tag
13 component. He should've made sure the individuals were
14 aware of that. I think the investigation found that
15 they did understand the requirement, they just lost
16 focus.

17 Q And you found it appropriate to discipline Mr.
18 Boehmke for that?

19 A Yes, he's accountable for his workers' performance.

20 Q Are you aware of any other examples of
21 superintendents being disciplined for their failure to
22 supervise?

23 A There was an incident in Quad Cities in September
24 2017 where a superintendent named Shizzle had four
25 electricians working for him that performed work inside

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1 a two-foot zone. A two-zone is an area delineated that
2 you don't go inside without operation approval. They
3 worked in there and bumped a switch. Shizzle, the
4 superintendent, and the workers were disciplined in that
5 case.

6 Q How are you familiar with that incident?

7 A I chaired the HERB as well.

8 Q The HERB is the board we've been talking about?

9 A Correct.

10 Q Why in that instance was it appropriate to for Mr.
11 Shizzle to get discipline in addition to the craft?

12 A He's responsible and accountable for his workers'
13 performance.

14 Q There was a handbook entered last year. Do you
15 know if there has been a new handbook updated since last
16 year's hearing?

17 A No.

18 Q In last year's hearing there was discussion as to
19 organizational structure of Allied. Does the
20 organizational structure largely remain the same?

21 A Yes.

22 Q People have the same reporting responsibilities?

23 A Yes.

24 Q Okay. You were present when Mr. Meyer testified
25 yesterday. Is that correct?

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1 A Yes.

2 Q Did you hear Mr. Meyer describe his job duties as
3 it pertains to electrical work?

4 A Yes, I did.

5 Q Was that an accurate description of the job duties
6 for what we've called a lead electrical planner?

7 A Yes, it was.

8 Q Does Mr. Meyer have --

9 MR. RYAN: I will object for the record that I
10 don't think that's what the testimony was yesterday. I
11 just wanted that on the record.

12 HEARING OFFICER MILLER: Just so I can clarify the
13 objection, is it the title you object you or is it --

14 MR. RYAN: It was based on the title and the duties
15 that he was describing were the duties of the work
16 planner.

17 HEARING OFFICER MILLER: Okay.

18 MR. RYAN: A title that he gave -- he told me he
19 was holding.

20 HEARING OFFICER MILLER: Sure, okay. I don't know
21 that I want to rule on that. Let's move on.

22 Q BY MS. SIEGEL: Does Mr. Meyer have additional
23 duties in the role he is in beyond the duties of a lead
24 electrical planner?

25 A Yes, he does.

1 Q What are the additional duties that he has beyond
2 the duties of a lead electrical planner?

3 A He's also the lead mechanical planner and the lead
4 civil planner.

5 Q Okay. Who gets year end reviews?

6 A Who gets the results or who receives a year end
7 review?

8 Q Who receives a year end review?

9 A Year end reviews are performed on all fulltime non-
10 manual employees.

11 HEARING OFFICER MILLER: What does non-manual mean?

12 WITNESS: Non-bargaining unit, not under a
13 collective bargaining agreement.

14 HEARING OFFICER MILLER: Okay. Thank you.

15 Q What purposes do you use year end performance
16 reviews and outage reviews for?

17 A One, they are used for merit increases. Two,
18 they're considered for promotions. Three, they're
19 considered for out of cycle merit increases. Many of
20 these people that receive evaluations during an outage
21 are temporary employees, so we're often negotiating with
22 them several times a year to secure their employment for
23 another outage. Oftentimes, many of them want wage
24 increases.

25 Q Who can receive a merit increase at the end of the

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1 year?

2 A 100% of the non-bargaining unit people are
3 eligible.

4 Q So it's not limited to those who get a -- a
5 fulltime person who gets a yearly review?

6 A Correct.

7 Q Have you had the opportunity -- you heard Mr.
8 Francimore talk about some of the individuals he gave
9 reviews, correct?

10 A Yes.

11 Q Have the 2019 merit raises been distributed yet?

12 A No.

13 Q I assume 2018 has been distributed?

14 A Yes, ma'am.

15 Q Did you have the opportunity to look at any of the
16 2018 merit increases for individuals that were discussed
17 by Mr. Meyer or Mr. Francimore?

18 A Yes, I have.

19 Q In regards to Mr. Phenix, did you see what merit
20 increase he got in 2018?

21 A Yes, he received 2.5% merit increase -- 1.25%.

22 Q Did you look for Mr. Gruhn?

23 A Yes, he received 2.75%.

24 Q Mr. Kohn?

25 A 2.75%.

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1 Q And Mr. Whitlow?

2 A 2.75%.

3 Q Do you know what the average was of merit increases
4 at the end of 2018?

5 A 2.5%.

6 *[Long pause]*

7 Q Do the outage reviews and the yearly reviews weigh
8 in the determination of what the merit increase will be?

9 A Most definitely.

10 MS. SIEGEL: That's all I have for this witness at
11 this time.

12 HEARING OFFICER MILLER: Okay. Petitioner, are you
13 okay going forward with your cross-examination?

14 MR. RYAN: I think so.

15 CROSS-EXAMINATION

16 Q BY MR. RYAN: Mr. Nevin, thank you for being here
17 again. If you could take a look at Exhibit 23 and 24,
18 the job descriptions that were introduced?

19 A Okay.

20 Q You testified that the new HR director prepared
21 these.

22 A My understanding, yes.

23 Q You did not personally prepare them.

24 A Correct.

25 Q If you could take a look at Employer Exhibit 25

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1 cabinet.

2 Q Okay. Was there an investigation report prepared
3 separate from this document?

4 A Yes.

5 Q Did he have a role in the events outside of just
6 being superintendent?

7 A Specific to the event, no, but he would've been
8 involved in the pre-job brief that morning. He'd been
9 in that cabinet before, there's danger tags in there,
10 don't touch them. On one hand, I say no when it
11 occurred, but he was involved in the evolutions that led
12 up to prior to it.

13 Q Was he there when the incident happened?

14 A No.

15 Q Was that part of the issue?

16 A They wouldn't have performed it if he was there.
17 If he prepared them correctly, so --

18 Q Would the work package have explained that they
19 shouldn't be doing what they did?

20 A It would not.

21 Q How do people know about danger tags?

22 A I believe danger tags are talked about as part of
23 nuclear general education training. When you get badged
24 in a nuclear power plant, that's part of the training
25 they explicitly talk to you about.

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UNITED STATES GOVERNMENT
NATIONAL LABOR RELATIONS BOARD
RC PETITION

DO NOT WRITE IN THIS SPACE	
Case No. 25-RC-219264	Date Filed 4/27/18

INSTRUCTIONS: Unless e-Filed using the Agency's website, www.nlr.gov, submit an original of this Petition to an NLRB office in the Region in which the employer concerned is located. The petition must be accompanied by both a showing of interest (see 6b below) and a certificate of service showing service on the employer and all other parties named in the petition of: (1) the petition; (2) Statement of Position form (Form NLRB-505); and (3) Description of Representation Case Procedures (Form NLRB 4812). The showing of interest should only be filed with the NLRB and should not be served on the employer or any other party.

1. PURPOSE OF THIS PETITION: RC-CERTIFICATION OF REPRESENTATIVE - A substantial number of employees wish to be represented for purposes of collective bargaining by Petitioner and Petitioner desires to be certified as representative of the employees. The Petitioner alleges that the following circumstances exist and requests that the National Labor Relations Board proceed under its proper authority pursuant to Section 9 of the National Labor Relations Act.

2a. Name of Employer Allied Power Services, LLC		2b. Address(es) of Establishment(s) Involved (Street and number, city, State, ZIP code) 36400 Essex Road, Wilmington, IL 60481	
3a. Employer Representative - Name and Title Victoria Boyle - Director of Human Resources		3b. Address (if same as 2b - state same) 36400 Essex Road, Wilmington, IL 60481	
3c. Tel. No. 815-458-7530	3d. Cell No. 815-408-1858	3e. Fax No.	3f. E-Mail Address TBoyle@AlliedPwr.com

4a. Type of Establishment (Factory, mine, wholesaler, etc.) Electrical Generation Facility Maintenance	4b. Principal product or service Electrical Maintenance	5a. City and State where unit is located: Braidwood, Illinois
---	--	--

5b. Description of Unit Involved Included: All full-time and part-time workers in the electrical department to include Planners and Superintendents employed within this group by the employer in Illinois. Excluded: Supervisory, Managerial, and confidential employees and guards as defined by the Act and other employees.		6a. No. of Employees in Unit: 61
		6b. Do a substantial number (30% or more) of the employees in the unit wish to be represented by the Petitioner? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Check One: 7a. Request for recognition as Bargaining Representative was made on (Date) 04/20/18 and Employer declined recognition on or about N/A (Date) (If no reply received, so state).
 7b. Petitioner is currently recognized as Bargaining Representative and desires certification under the Act.

8a. Name of Recognized or Certified Bargaining Agent (if none, so state). None	8b. Address
---	-------------

8c. Tel No.	8d. Cell No.	8e. Fax No.	8f. E-Mail Address
8g. Affiliation, if any		8h. Date of Recognition or Certification	8i. Expiration Date of Current or Most Recent Contract, if any (Month, Day, Year)

9. Is there now a strike or picketing at the Employer's establishment(s) involved? No if so, approximately how many employees are participating? _____
(Name of labor organization) _____, has picketed the Employer since (Month, Day, Year) _____

10. Organizations or individuals other than Petitioner and those named in items 8 and 9, which have claimed recognition as representatives and other organizations and individuals known to have a representative interest in any employees in the unit described in item 5b above. (If none, so state)
None

10a. Name	10b. Address	10c. Tel. No.	10d. Cell No.
		10e. Fax No.	10f. E-Mail Address

11. Election Details: If the NLRB conducts an election in this matter, state your position with respect to any such election.

11a. Election Type: <input type="checkbox"/> Manual <input checked="" type="checkbox"/> Mail <input type="checkbox"/> Mixed Manual/Mail		
11b. Election Date(s): ASAP	11c. Election Time(s):	11d. Election Location(s): Illinois

12a. Full Name of Petitioner (including local name and number)
International Brotherhood of Electrical Workers, Local Unions 145, 146, 364 & 601, Joint Petitioners

12b. Address (street and number, city, state, and ZIP code) 6820 Mill Road, Rockford, IL 61108

12c. Full name of national or international labor organization of which Petitioner is an affiliate or constituent (if none, so state)
International Brotherhood of Electrical Workers

12d. Tel No. 815-398-6282	12e. Cell No.	12f. Fax No. 815-398-1203	12g. E-Mail Address agolden@ibew364.net
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13. Representative of the Petitioner who will accept service of all papers for purposes of the representation proceeding.

13a. Name and Title Alan R. Golden, Business Manager Local 364	13b. Address (street and number, city, state, and ZIP code) 6820 Mill Road, Rockford, IL 61108		
13c. Tel No. 815-398-6282	13d. Cell No.	13e. Fax No. 815-398-1203	13f. E-Mail Address agolden@ibew364.net

I declare that I have read the above petition and that the statements are true to the best of my knowledge and belief.

Name (Print) Patrick N. Ryan	Signature 	Title Attorney	Date April 27, 2018
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WILLFUL FALSE STATEMENTS ON THIS PETITION CAN BE PUNISHED BY FINE AND IMPRISONMENT (U.S. CODE, TITLE 18, SECTION 1001)

PRIVACY ACT STATEMENT

Solicitation of the information on this form is authorized by the National Labor Relations Act (NLRA), 29 U.S.C. § 151 et seq. The principal use of the information is to assist the National Labor Relations Board (NLRB) in processing representation and related proceedings or litigation. The routine uses for the information are fully set forth in the Federal Register, 71 Fed. Reg. 74942-43 (Dec. 13, 2006). The NLRB will further explain these uses upon request. Disclosure of this information to the NLRB is voluntary; however, failure to supply the information will cause the NLRB to decline to invoke its processes.

1(a)

AIR20 OUTAGE ORGANIZATION REV 14



BRAIDWOOD STATION

Outage Dates 4/9/18-4/27/18

Pre-Outage 3/26/2018

WAOP 203	INDUSTRIAL SAFETY
7	04/02/18 D ANDERSON, CINDY 04/21/18 c
8	03/29/18 D JAMES, BRANDON 04/21/18 c
9	03/19/18 N CONSIDINE, DOUG 04/21/18 c
10	04/06/18 N BROWN, LAVELLE 04/21/18 c
11	04/02/17 D KING, CHIP 04/21/18 c
12	03/26/18 N MEFFERD, DON 04/21/18 c

WAOP 203	CLEARANCE COORDINATOR
13	03/20/18 D SEAL, MARK 04/25/17 c
14	03/06/18 N LYONS, DAVE 04/21/17 c
15	03/19/18 D ALLEN, PAT 04/21/17 c

WAOP 203	LEAD WORKERS
16	04/02/18 D HARVEY, PHILL 04/25/18 c
17	09/20/18 D BONITES, CRAIG 04/25/18 c
18	03/20/18 N SKOLE, GREG 04/21/18 c

WAOP 203	IN-PROCESSING
19	03/12/18 D BEVERLY, KELLY 04/13/18 c
20	03/12/18 D BACKES, JERALYN 04/13/18 c
21	03/12/18 N KNOTTEK, MELISSA 04/13/18 c
22	03/12/18 D COLE, ED 04/13/18 c

WAOP 203	IP INSTRUCTORS
23	NR
24	NR

WAOP 203	CAP COORDINATOR
25	04/02/18 D CLINE, DEB 04/27/18 c

WAOP 309	RXS SUPPORT	SECONDED
26	04/04/18 D GEIGER, BRIAN 04/27/18 c	
27	03/30/18 N MEIER, ERIC 04/27/18 c	

WAOP 306	NURSES
29	04/02/18 D TRENT, REBEKAH 04/27/18 c
30	04/09/18 N ESPARZA, SARAH 04/21/18 c

WAOP 305S	EXELON IP TRAINING	STAFF
WAOP 305T	EXELON IP SECURITY	AUG
31	S NR	
	S TBO	
	37/18 S STRUCK, LINDA	04/28/18
	36/18 S BARRY, KATHY	04/28/18
	33/27/18 S HORKAVY, DAWN	04/28/18
	36/02/26/18 T WIX, JEFF	04/20/18
	37/02/26/18 T VARJU	04/20/18
	38/02/26/18 T POTOCNIC	04/20/18
	39/03/05/18 T LEHENY	04/20/18
	40/03/05/18 T CHAPPELL	04/20/18
	41/03/05/18 T CONGO	04/20/18
	42/03/12/18 T KEESEE, MIKE	04/20/18
	43/03/12/18 T KNORR	04/20/18
	44	T NR

Notes / Legend
Confirmed
TBD
Changes
Position Change
Declined

WAOP 203	ELECTRICAL
45	11/01/18 D FROST, CHRIS 04/25/18 c
46	04/02/18 N FRANCIMORE, JOHN 04/21/18 c

WAOP 215	TEMP PWR
47	02/13/18 D GIBSON, DAN 04/25/18 c
48	03/26/18 N GECAN, MIKE 04/21/18 c
136	04/02/18 D GENTILE, CHET 04/21/18 c
55	03/26/18 N DURKIN, KERRY 04/21/18 c

WAOP 520	1C RCP MOTOR
49	04/02/18 D MCKEE, JIM 04/22/18 c
50	04/02/18 N SHELTON, STACY 04/21/18 c

WAOP 518	LRDIE MOTOR
51	04/02/18 D ROOT, JOHN 04/22/18 c
52	04/02/18 N CDHRS, CHRIS 04/21/18 c

WAOP 526	SEISMIC MONITORING
53	03/26/18 D ANDERSON, ZACH (GF) 04/24/18 c
54	03/29/18 N WHITLOW, ERNIE 04/21/18 c

WAOP 228	INSPECTIONS & REPAIRS
57	03/26/18 N WEBER, GERRY 04/22/18 c
58	03/26/18 N KONOPA, ROGER 04/21/18 c
59	04/02/18 D BERKELEY, RICH 04/22/18 c
60	04/02/18 D DAUGHENBAUGH, DAVE 04/21/18 c

WAOP 522	MPT
61	03/28/18 D NUÑEZ, DAVE (GF) 04/21/18 c
62	03/19/18 N ERIKSON, JACK 04/24/18 c

WAOP 521/229	CW MOTOR / MISC ELECTRICAL
186	03/21/18 D BALL, ROBERT 04/21/18 c
187	04/02/18 N HORTON, MATT 04/21/18 c

WAOP 534	7300 MODIFICATIONS
63	On Site D ECKERT, KIT 04/28/18 c
64	03/26/18 N SEBBY, MARK 04/28/18 c

WAOP 534	LEAD SUPERINTENDENTS
65	03/26/18 D AICHELE, DAN 04/28/18 c
66	04/02/18 N PROVANCE, GREG 04/28/18 c

WAOP 534	PROJECT LEADS
67	On Site D MEENTS, BRIAN (514) 04/28/18 c
68	On Site N WAGNER, RICH (515) 04/28/18 c
194	On Site D KAVANAUGH, JIM (510) 04/28/18 c
198	02/06/18 N WINTERS, CHUCK (514) 04/28/18 c
192	03/29/18 N GARCIA, JUVÉ (514) 04/28/18 c

WAOP 534	SUPERINTENDENTS
69	03/26/18 D GLABE, GARY 04/28/18 c
70	03/26/18 N MONFORT, TERRY 04/21/18 c
71	01/30/18 D BATHERSBY, JAMES 04/21/18 c
72	04/02/18 N KRASER, TOM 04/21/18 c
73	03/26/18 D POESCHEL, MIKE 04/21/18 c
74	04/02/18 D STEFFES, WALT 04/21/18 c
75	04/02/18 N NOHREN, LUKE 04/21/18 c
76	04/02/18 D BOEHMKE, ALEX 04/21/18 c
77	04/02/18 D LANTZ, STEPHEN 04/21/18 c
78	02/13/18 D MOFFETT, DOUGLAS 04/21/18 c
79	04/02/18 N HDSEY, TARREE 04/21/18 c
80	04/02/18 N SCHISSEL, JOE 04/21/18 c
81	04/02/18 N KOEN, AL 04/21/18 c
82	04/02/18 N JANSSEN, MIKE 04/21/18 c
83	04/02/18 N HESTER, MATT 04/21/18 c
50	04/02/18 D BIRKIE, JACK 04/21/18 c
85	04/02/18 N WIMBERLEY, BRAD 04/21/18 c
86	04/02/18 D WALKER, ROY 04/21/18 c
87	04/02/18 N CLEMENTS, MIKE 04/21/18 c
88	04/02/18 D PROVANCE, DAVE 04/21/18 c
89	03/12/18 D FURTEK, LARRY 04/21/18 c

WAOP 534	TASK MANAGER / LVS
89	03/12/18 D FURTEK, LARRY 04/21/18 c

WAOP 203	SITE MANAGER
1	HERE D JANEK, JOHN 04/27/18 c
2	04/02/18 N ROSS, RON 04/21/18 c

WAOP 203	PRODUCTION SUPT
3	HERE D DOYLE, DAN 04/27/18 c
4	03/19/18 N SUMLER, ROBBIE 04/21/18 c

WAOP 203	MECHANICAL LEAD - PF
91	10/31/17 D HOFFMAN, JOHN 04/29/18 c
92	04/02/18 N WILKINSON, MIKE 04/26/18 c
94	04/02/18 D ROSSMAN, DALE 04/25/18 c
93	03/29/18 N VERICK, DAVE 04/21/18 c

WAOP 502	CNMT (C1) SUPT: 8010-ECCS SUMP
95	04/05/18 D DAVIS, MIKE 04/27/18 c
96	03/27/18 N REINEBERG, BRADLEY 04/20/18 c

WAOP 520	CNMT (C2) RCP INTERFERENCE REMOVAL
97	01/02/18 D WIELDING, HENRY 04/25/18 c
98	04/02/18 N LANGHOLF, MIKE 04/21/18 c

WAOP 502	TURBINE-MISC. SUPT. (T1)
99	On Site D MELKE, GEORGE 04/25/18 c
100	03/19/18 N DRESCH, SCOTT 04/21/18 c

WAOP 228	TURBINE-MISC. SUPT. (T2)
101	03/19/18 D MITCHELL, BRANDON 04/22/18 c
102	04/02/18 N MAU, JIM 04/21/18 c

WAOP 224	TURBINE-MISC. COND. SUPT. (T3)
103	04/02/18 D BRANDSMA, DAN 04/24/18 c
104	03/27/18 N NEWELL, BENJAMIN 04/22/18 c

WAOP 502	STEAM TUNNEL (ST-1)
105	03/29/18 D VANN, RICK 04/21/18 c
106	04/02/18 N NEUMAN, DAVE 04/20/18 c

WAOP 502	AUX (A1) SUPT: WS REPAIRS
107	04/02/18 D BURNETT, DAVE 04/20/18 c
108	04/02/18 N SULLIVAN, PETER 04/21/18 c

WAOP 228	AUX (A2) SUPT:
109	04/02/18 D MAGEE, DANNY 04/22/18 c
110	03/19/18 N EDWARDS, BRADLEY 04/22/18 c

WAOP 219	FAC / ISI SNUBBERS SUPTS	WAOP 222
111	03/29/18 D BESSE, KIM 04/21/18 c	
112	03/28/18 N WATTS, KEITH 04/20/18 c	

WAOP 505	FAC PIPING REPLACEMENT
113	03/29/18 D PEAVEY, TOM 04/25/18 c
114	04/02/18 N LYON, ILM 04/21/18 c

WAOP 240	RCFC CLEANING
115	04/02/18 D DURHAM, MIKE 04/24/18 c
116	04/04/18 N MURR, TRENT 04/21/18 c

WAOP 516/515	TDRFP PIPING
188	04/02/18 D HAMILTON, CHRIS 04/21/18 c
189	03/19/18 N CLOYD, JOHN 04/21/18 c

WAOP 521	CW MOTOR PIPING
190	03/12/18 D O'BRIEN, JON 04/21/18 c
191	NR

WAOP 520	LEAD SUPERINTENDENT / RCP MOTOR
182	01/05/18 D DILL, DAVE 04/22/17 c
183	03/12/18 N HILL, JOE 04/22/17 c

WAOP 520	LEAD SUPERINTENDENT / RCP MOTOR
117	03/19/18 D CHANDLER, BILL 04/22/18 c
118	04/02/18 N REYNOLDS, MATT 04/22/18 c

WAOP 520	RCP / 7300 SCHEDULER
119	09/26/17 N BESSMAN, TOM 04/29/18 c

WAOP 520	IW & SM RCP
120	03/19/18 D BAGIONI, MARCUS 04/22/18 c
121	04/02/18 N MOUNT, JEREMY 04/22/18 c

WAOP 520	NEW RCP
184	03/15/18 D YOICUM, REID 04/22/18 c
185	04/02/18 N CREEKMORE, TERRY 04/22/18 c

CONDENSOR	TANKS	HEATERS
122	03/29/18 D SADNICK, JUSTIN 04/22/18 c	
123	04/02/18 N SOMMERFELD, DAVE 04/21/18 c	

WAOP 224	WATER BOXES
124	04/02/18 D ZELTNER, RICHARD 04/21/18 c
125	04/02/18 N REED, DAVID 04/24/18 c

WAOP 240	TO COOLDERS /HTRS	MSR's
126	04/02/18 D FORSTALL, MATT 04/21/18 c	
127	04/02/18 N KACHMER, JOE 04/21/18 c	
128	04/06/18 D MORELAND, JOHN 04/20/18 c	
129	04/02/18 N KNIGHT, AARON 04/20/18 c	

WAOP 223	CONDENSOR
130	04/02/18 D PRATT, DOUG 04/21/18 c
131	04/06/18 N MOORE, TOM 04/22/18 c

WAOP	
132	D NR
133	N NR

WAOP 240	1A/B GS COND.
134	04/02/18 D LARSON, JOE 04/24/18 c
135	04/02/18 N FLORES, RALPH 04/21/18 c

WAOP	
NR	04/24/18
D	04/21/18

WAOP 543	TF PIPING - On Line Work
03/26/18 D TBO - PF Supt.	4/28/2018
03/26/18 N TBO - PF Supt.	4/28/2018

WAOP 203	WORK CONTROL SUPT.
5	HERE D PICKENS, ROB 04/27/18 c
6	03/19/18 N MILLER, JOE 04/21/18 c

WAOP 203	MECHANICAL PLANNERS
138	On Site D FRANCISCO, MARK 04/29/18 c
139	On Site D STARKS, MARK 04/29/18 c
140	On Site N BANES, HENRY 04/29/18 c
141	On Site D JELENIEWSKI, LISA 04/29/18 c
142	03/26/18 N MARTIN, BENNIE 04/21/18 c

WAOP 203	ELECTRICAL PLANNERS
143	On Site D FIELDS, ERIC 04/27/18 c
144	On Site N PHENIX, ROBERT 04/21/18 c
145	On Site D GRUHN, GARY 04/27/18 c

WAOP 203	COST
146	On Site D KURTYAK, JENNY 04/27/18 c

WAOP 203/309	ADMIN ASSISTANT
147	On Site D LEITER, MICHELE 04/27/18 c
148	04/06/18 N JAMES, SHERRY 04/27/18 c

WAOP 203	DOCUMENT CONTROL
149	03/12/18 N LARSEN, KELLY 04/27/18 c
150	05/12/18 D BYE, LISA 04/21/18 c

WAOP 203	PAYROLL
151	04/02/18 D POOLE, BELINDA 04/27/18 c
152	03/26/18 N BIDNE, KAREN 04/21/18 c
153	04/02/18 D FERGUSON, JULIE 04/27/18 c

WAOP 203	PV SCHEDULERS
154	On Site D PATULA, GWEN 04/27/18 c
155	03/12/18 D HABEL, PAT 04/21/18 c
156	On Site D KROPP, JOE 04/27/18 c
157	03/12/18 N FAWLEY, DOUG 04/21/18 c

Case No. 25RC219264 Official Exhibit No. F1

Disposition: Identified
Rejected Received

IN THE MATTER OF: allied

Date: 5/6/14 Witness: Newin Reporter: DM

No. Pages: 8



BYRON STATION
 8910018 - 08/28/18
 8/22/2018

Outage Dates
 Pre-Outage

7-13-Aug	INDUSTRIAL SAFETY	28-Sep
8-30-Aug	D CONSIDINE, DOUG	28-Sep
9-4-Sep	D BIGLEY, DON	28-Sep
10-20-Aug	N ANDERSON, CINDY	28-Sep
11-20-Aug	N JAMES, BRANDON	28-Sep
12-1-Sep	N BROWN, LAYELLE	28-Sep
	N MEFFERD, DON	28-Sep
	CLEARANCE FACILITATORS	
13-31-Jul	D ALLEN, PAT	28-Sep
14-21-Aug	D SEAL, MARK	28-Sep
15-13-Aug	N LYON, DAVE	28-Sep
16-23-Aug	N MIKOS, MARK	28-Sep
	LEAD WORKERS	
17-4-Sep	D BALESTRIERI, GREG	28-Sep
18-4-Sep	N BONTJES, CRAIG	28-Sep
	WELD TEST	
19-1-Aug	D WILSON, GARY	28-Sep
	CAP COORDINATOR	
20-On Site	D CLINE, DEB	28-Sep
	IN-PROCESSING TEAM	
21-6-Aug	D BEVERLY, KELLY	28-Sep
22-6-Aug	D NEU, PENNY	28-Sep
23-6-Aug	D BACKES, JERALYN	28-Sep
	INSTRUCTORS	
24-8-Aug	D COLE, ED	28-Sep
	EXELON IP SUPPORT	
25	D MALL, RANDY	28-Sep
26-6-Aug	D TBD	28-Sep
	NURSE SUPPORT	
27-10-Sep	D TRENT, REBERAH	28-Sep
28-10-Sep	N ELIAS, CAROL	28-Sep
29-23-Aug	D GEIGER, BRIAN	28-Sep
30-30-Aug	N HEISER, ERNIE	28-Sep
	NOT REQUIRED FOR THIS OUTAGE	
31		
32		
33		
34		

8	Confirmed
9	TBD
10	Changes
11	Position Change
12	Declined

35-On Site	DAUGHENBAUGH, DAVE	28-Sep
36-21-Aug	N SMOTHERS, JOE	28-Sep
	TEMP POWER	
37-7-Aug	D NOHREN, LUKE	28-Sep
38-13-Aug	N SCHUSSEL, JOE	28-Sep
	NON-SEG BUS	
39-22-Aug	D SHELTON, STACEY	28-Sep
40-22-Aug	N ERICKSON, RON	28-Sep
	RCP	
41-21-Aug	D RATZLAFF, ARN	28-Sep
42-28-Aug	N KRAGER, THOMAS	28-Sep
	CWCD MOTORS	
43-15-Aug	D GLABE, GARY	28-Sep
	TRANSFORMERS	
45-23-Aug	D BOHRMKE, ALEX	28-Sep
46-14-Aug	N SHRIVER, MARK	28-Sep
	MISC.	
47-14-Aug	D ADAMS, DEB	28-Sep
48-22-Aug	N KOEN, AL	28-Sep
	7300 MODIFICATIONS	
	PROJECT MANAGER	
49-On Site	D LAMTZ, STEVE	28-Sep
50-On Site	N BERKELEY, RICH	28-Sep
	TASK MANAGERS	
51-21-Aug	D RIDICAN, MIKE	20-Sep
52-21-Aug	N FENNEL, TOM	20-Sep
	LEAD SUPERINTENDENTS	
53-On Site	D GIBSON, DAN	20-Sep
54-15-Aug	N PROVANCE, GREG	20-Sep
	PAINT TASK MANAGER	
55-13-Aug	D TRACEY, HUBERT	20-Sep
	SUPERINTENDENTS	
56-On Site	D GECAN, MIKE	19-Sep
57-27-Aug	N WEBER, GERRY	28-Sep
58-27-Aug	D BEERLI, STEVE	28-Sep
59-27-Aug	N ERICKSON, JACK	20-Sep
60-28-Aug	D MCKEE, JIM	20-Sep
61-28-Aug	N HESTER, MATT	20-Sep
62-27-Aug	D TOMS, MARTY	20-Sep
63-28-Aug	N MURNEY, ED	20-Sep
	BOILERMAKERS	
	CONDENSERS	
	COOLERS/HEATERS	
	TANKS	
64-14-Aug	D SADNICK, JUSTIN	28-Sep
65-16-Aug	N SOMMERFELD, DAVE	28-Sep
	FW HEATERS, SJAE & MISC.	
66-27-Aug	D HOFFMAN, DEREK	28-Sep
67-30-Aug	N TURBINE, NICK	28-Sep
	TURBINE AUXILIARY	
68-23-Aug	D MORELAND, JOHN	28-Sep
69-30-Aug	N REED, DAVE	28-Sep
	CONDENSER	
70-14-Aug	D MOORE, TOM	28-Sep
71-14-Aug	N HILGERT, JOHN	28-Sep
	WATERBOX	
72-28-Aug	D FLORES, RALPH	28-Sep
73-30-Aug	N KNIGHT, ARON	28-Sep
	SCAFFOLD PROGRAM	
	SCAFFOLD LEAD	
74-On Site	D ANNIS, RICK	28-Sep
75-31-Jul	N SCHEIDCKER	28-Sep
	SCAFFOLD SUPT.	
76-14-Sep	D THOMPSON, TM	28-Sep
77-14-Aug	N GOULD, MARK	28-Sep
78-14-Aug	D LIND, RON	28-Sep
79-14-Aug	N FINK, CHAD	28-Sep
80-30-Aug	D DAIGGER, STAN SR.	28-Sep
81-21-Aug	N ISHMAEL, RICK	28-Sep

1-On Site	D LABRON, CHARLES	28-Sep
2-27-Aug	N ROSS, RON	28-Sep
	PRODUCTION SUPT	
3-On Site	D SUMLER, ROB	28-Sep
4-14-Sep	N MASSA, BARRY	28-Sep
	PIPING - MISC. MECH.	
	AND VALVES	
	MECHANICAL LEAD	
82-On Site	D MURR, TRENT	28-Sep
83-On Site	N MCCARREN, JERRY	28-Sep
84-21-Aug	D DAVIS, MICHAEL	28-Sep
85-4-Sep	N LORD, JOHN	28-Sep
	A - GROUP	
86	D TBD	
87	N TBD	
	B - GROUP MISC. MECH.	
	BOLTED CONN.	
88-14-Aug	D BURNET, DAVE	28-Sep
89-28-Aug	N NEUMANN, DAVE	28-Sep
90-14-Aug	D HARDENBROOK, PAUL	28-Sep
91-28-Aug	D NOVAK, STEVE	28-Sep
	C - GROUP: BSR/MS RLFS	
92-23-Aug	D HOYT, LUCAS	28-Sep
93	TBD	
	D - GROUP: TB WELDS & CONDENSER REPAIRS	
94-27-Aug	D FORTI, MICHAEL	28-Sep
95-27-Aug	N GARLAND, ROY	28-Sep
96-28-Aug	D JOHN DOZIER	28-Sep
97-21-Aug	N GRIFFITH, THOMAS	28-Sep
	E - GROUP: CONTAMINMENT AND AUX. BLDG.	
98-20-Aug	D BRANESMA, DAN	28-Sep
99-21-Aug	N PEAY, TOM	28-Sep
100-20-Aug	D VERICK, DAVE	28-Sep
101-27-Aug	N IVerson, NILES	28-Sep
102-30-Aug	D DURHAM, MIKE	28-Sep
103-23-Aug	N LARSON, JOE	28-Sep
	FAC / ISI SNUBBERS SUPTS	
104-20-Aug	D BESSE, KIM	22-Sep
105-23-Aug	N WATTS, KEITH	28-Sep
	GENERAL IW TASKS	
106-7-Aug	D CHANDLER, BILL	28-Sep
107-21-Aug	N REYNOLDS, MATT	28-Sep
	MW: MOTORS/PUMPS	
	MW LEAD	
108-13-Aug	D DILL, DAVE	28-Sep
109-On Site	N HILL, JOE	28-Sep
	CD/GB	
110-28-Aug	D FROST, MARTY	28-Sep
111-13-Aug	N YOHEM, REID	28-Sep
112-23-Aug	D MIK, JOHN	28-Sep
113-22-Aug	N EAGLE, BOB	28-Sep
	RCP MOTOR/RTK	
114-23-Aug	D CREAMORE, TERRY	28-Sep
115-28-Aug	N MITCHELL, BRANDON	28-Sep
116-13-Aug	D MOUNT, JEREMY	28-Sep
117-4-Sep	N SWINGEL, RON	28-Sep
	CW MOTOR	
118-23-Aug	D STRAND, DENNIS	28-Sep
119-23-Aug	N LANGHOFF, MIKE	28-Sep
	CIVIL WORK	
	LEAD	
120-On Site	D WITHEROW, JOHN	28-Sep
121-16-Aug	N LUKENS, ELWOOD	28-Sep
	INSULATORS	
	LEAD	
122-14-Aug	D MCKENNA, MARK	28-Sep
123-6-Sep	N O'CONNOR, MATT	28-Sep
	PAINTERS	
	ROD	
124-14-Aug	D BRATCHER, ROD	28-Sep

5-On Site	D KREGER, JEFF	28-Sep
6-29-Aug	N STUKINS, CONNIE	28-Sep
	WORK CONTROL SUPT.	
	MECHANICAL PLANNERS	
125-On Site	D BLISS, BRUCE	28-Sep
126-On Site	D MENDOZA, JOHN	28-Sep
127-On Site	N SPIRES, DON	28-Sep
128-On Site	N NYGREN, RUSS	28-Sep
	ELECTRICAL PLANNERS	
129-On Site	D DICKSON, JOHN	28-Sep
130-On Site	D DAVIS, MICHAEL J	28-Sep
131-On Site	D WELDON, RYAN	28-Sep
132-On Site	N FISHER, STEVE	28-Sep
133-On Site	N DAWSON, RICHARD	28-Sep
	COST	
134-On Site	D HOODSON, STEPHANIE	28-Sep
	ADMIN ASSISTANT	
135-On Site	D DEVRIES, JENNIFER	28-Sep
	DOCUMENT CONTROL	
136-3-Jul	D DELEPHANTY, BERNIE	28-Sep
137-23-Aug	N JAMES, SHERRY	28-Sep
	PAYROLL	
138-18-Aug	D POOLE, BELINDA	28-Sep
139-23-Aug	D FERGUSON, JULIE	28-Sep
140-23-Aug	N PRESTON, NICOLE	28-Sep
	PV SCHEDULERS	
141-On Site	D MCCARTNEY, RON	28-Sep
142-On Site	D HOWARD, CURT	28-Sep
143-On Site	N TUCKER, RANDY	28-Sep
	OWC COORDINATORS	
144-15-Aug	D ZULAU, SCOTT	28-Sep
145-24-Aug	N NICHOLSON, DENNIS	28-Sep
	MATERIALS COORDINATOR	
146-6-Aug	D PREDERGAST, STEVE	28-Sep
147-23-Aug	N BIPPIS, PERRY	28-Sep
	SCAFFOLD ADMIN	
148-14-Aug	D HAYENGA, PATRICIA	28-Sep
149-30-Aug	N FREEMAN, MICHELE	28-Sep

Allied
30-Apr-18
CIR18 Outage Non-Manual Organization

SITE MANAGER PEER SUPPORT

Allied SITE MANAGER					
1	D	Paul Bussey	c	Here	20-May-18
2	N	John Janek	c	16-Apr	20-May
WAO# 203					

Home Site

Allied PRODUCTION SUPT.					
3	D	Bill Hamm	c	Here	20-May-18
4	N	Robbie Sumler	c	23-Apr	20-May
WAO# 203					

Allied WORK CONTROL SUPT.					
5	D	Connie Stukins	c	Here	20-May-18
6	N	Gary Scott	c	16-Apr	20-May
WAO# 203					

INDUSTRIAL SAFETY REP					
7	D	Brandon James	c	16-Apr	18-May
8	D	Bruce Brast	c	23-Apr	18-May
9	N	Cynthia Anderson	c	23-Apr	18-May
10	N	Harry King	c	23-Apr	18-May
11	N	Douglas Considine	c	23-Apr	18-May
12	D	Lavelle Brown	c	23-Apr	18-May
WAO# 203					

CAP COORDINATORS					
13	D	Lynn Koloff	c	16-Apr	18-May
WAO# 203					

IN-PROCESSING (STAFF AUG)					
15	Dawn Horvay	lbd	7-Apr	27-Apr	
16	TBD	lbd	16-Apr	4-May	
17	NR	tbd	18-Apr		
WAO# 203					

MATERIALS COORDINATOR					
18	D	Perry Bippus	c	23-Apr	18-May
19	N	Michael Field	c	9-Apr	18-May
WAO# 203					

CLEARANCE COORDINATOR					
20	D	Larry McCoy	c	9-Apr	18-May
21	N	TBD	lbd	23-Apr	18-May
22	N	Ron Julin	c	16-Apr	18-May
WAO# 203					

CLEARANCE ORDER LEAD WORKERS					
24	D	Frank Swan	c	16-Apr	18-May
25	D	Ramsey Mason	c	9-Apr	18-May
26	N	Phil Harvey	c	23-Apr	18-May
WAO# 203					

IN-PROCESSING					
28	D	NR		16-Apr	7-May
29	D	Kelby Beverly	c	11-Apr	4-May
30	D	NR		16-Apr	
31	D	Jeralyn Backes	c	11-Apr	4-May
32	D	Melissa Knottick	c	16-Apr	4-May
33	D	Ed Cole	c	16-Apr	7-May
WAO# 203					

IN-PROCESSING (STAFF AUG)					
34	D	Erik Wallen	lbd	9-Apr	13-Apr
35	D	Dom Dermott	lbd	2-Apr	6-May
36	D	Bobbie Briscoe	lbd	16-Apr	4-May
37	D	Toby Loy	lbd	16-Apr	27-Apr
38	D	Tim Elsbury	lbd	16-Apr	4-May
39	D	Jim Michershuizen	lbd	23-Apr	4-May
40	D	Mike Paul	lbd	23-Apr	4-May
WAO# 203					

NURSES (STAFF AUG)					
42	N	Rebecca Trent	c	30-Apr	18-May
43	D	Sarah Esparza	c	30-Apr	18-May
WAO# 306					

BOILERMAKERS					
LEAD SUPT.					
100	D	Justin Sadnick	c	23-Apr	18-May
101	N	Dave Sommerfeld	c	23-Apr	18-May
WAO# 203					

CONDENSER OPEN REPAIRS / BOOT					
102	D	Nick Gustafson	c	23-Apr	13-May
103	N	Joe Kachmar	c	23-Apr	13-May
104	D	John Mansland	c	23-Apr	13-May
105	N	Aron Knight	c	16-Apr	18-May
WAO# 225 - 511					

HEATERS / MAIN TURBINE LUBE OIL					
106	D	Derek Hoffman	c	23-Apr	18-May
107	N	Ralph Flores	c	24-Apr	18-May
WAO# 240					

WATERBOXES					
108	D	Ben Newell	c	23-Apr	17-May
109	N	David Reed	c	23-Apr	17-May
WAO# 224					

REFUEL FLOOR (STAFF AUG)					
110	D	Brian Gelfer	c	9-Apr	15-May
111	N	Ernie Heiser	c	26-Apr	15-May
WAO# 298					

CAVITY LIFT					
112	D	Ron Swingel	c	16-Apr	18-May
113	N	Richard Adler	c	6-Mar	18-May
WAO# 515					

FAC CONDENSER NOZZLES					
114	D	Matt Reynolds	c	23-Apr	18-May
115	N	John Hilgert	c	23-Apr	18-May
WAO# 505					

ELECTRICAL					
200	D	Joe Smothers	c	Here	18-May
201	N	Chris Frost	c	Here	18-May
WAO# 203					

TEMP POWER					
202	D	Ronald Erickson	c	16-Apr	13-May
203	N	Al Koen	c	23-Apr	19-May
WAO# 215					

MISC ELECTRICAL					
206	D	Mike Clements	c	23-Apr	13-May
207	N	Alex Boehmke	c	23-Apr	13-May
208	D	Patrick Ford	c	23-Apr	13-May
209	N	Roy Walker	tbd	23-Apr	13-May
210	D	Matt Horton	tbd	23-Apr	13-May
WAO# 228					

EWORK CLEAN & INSPECT					
208	D	Mark Ehrhart	c	Here	16-May
209	N	Jim McKee	c	23-Apr	19-May
WAO# 228					

SRV SUPPORT					
N NR in CIR18					
D NR in CIR18					

NON SEG BUS / RBE					
215	D	Robert Ball	c	23-Apr	18-May
216	N	John Dickson	c	23-Apr	18-May
WAO# 228					

TEMP POWER / YOCP					
218	N	Chris Colza	c	23-Apr	13-May
219	D	Stacy Shelton	c	23-Apr	13-May
220	D	Tom Kraper	c	16-Apr	16-May
221	N	Sean McCarthy	c	23-Apr	13-May
222	D	Pete Frasca	c	13-Apr	13-May
WAO# 215					

TRANSFORMER REPLACEMENTS					
218	D	Greg Provance	c	16-Apr	18-May
220	N	Ernie Whitlow	c	23-Apr	16-May
221	D	Luke Nohren	c	23-Apr	18-May
222	N	John Root	c	23-Apr	18-May
WAO# 516					

TRANSFORMER REPLACEMENT PROJECT LEADS					
223	D	Brian Grant	c	18-Mar	18-May
229	D	Don Thorson	c	6-Apr	16-May
234	N	Bill Chandler	c	23-Apr	18-May
224A	N	Rob Pickens	c	30-Apr	18-May
WAO# 516					

FAC PROJECT LEADS					
250	N	Mike Davis	c	23-Apr	18-May
251	D	John Dozier	c	Here	18-May
WAO# 506					

PIPEFITTERS					
LEAD SUPT.					
300	D	John Lord	c	Here	16-May
301	N	Mike Wilkinson	c	23-Apr	18-May
WAO# 203					

ENGINEERING PROGRAMS					
302	D	Keith Watt	c	23-Apr	12-May
303	N	Kim Besse	c	23-Apr	12-May
WAO# 215					

ENGINEERING PROGRAMS					
304	D	NR in CIR18			
305	N	NR in CIR18			
WAO# 222					

ENGINEERING PROGRAMS					
306	D	NR in CIR18			
307	N	NR in CIR18			
WAO# 203					

Ballows / FAC Pipe					
308	N	Niles Iverson	c	16-Apr	7-May
309	D	Trent Muir	c	23-Apr	13-May
WAO# 502 - 505					

Misc. Mechanical					
310	N	Dave Burnel	c	16-Apr	18-May
311	D	Steve Novak	c	16-Apr	18-May
312	D	Jon O'Brian	c	25-Apr	18-May
313	N	Mike Durham	c	16-Apr	18-May
WAO# 228					

CAPITAL VALVES					
314	D	Dave Neumann	c	23-Apr	10-May
315	D	Jim Lyons	c	16-Apr	13-May
316	N	Shawn Martin	c	23-Apr	10-May
317	N	John Hoffman	c	23-Apr	13-May
WAO# 502					

SRV / ERV					
D NR in CIR18					
N NR in CIR18					
WAO# 503					

SCAFFOLD PROGRAM					
LEAD SUPT.					
320	D	Eric Poe	c	Here	18-May
321	N	Rick Lalmazel	c	16-Apr	18-May
WAO# 218					

SCAFFOLD SUPT.					
322	D	Glenn Kelley	c	16-Apr	18-May
323	N	Stan Dalger Sr	c	16-Apr	18-May
324	N	Ron Lines	c	23-Apr	18-May
325	D	Ron Donaldson	c	16-Apr	18-May
WAO# 218					

SCAFFOLD SUPT.					
326	N	Roger Scheidecker	c	16-Apr	18-May
327	D	Tim Thompson	c	23-Apr	18-May
328	D	Chad Fink	c	23-Apr	18-May
329	N	Ron Childers	c	23-Apr	18-May
WAO# 218					

SCAFFOLD ADMIN					
330	D	Michelle Freeman	c	16-Apr	18-May
331	N	Karen Bidne	c	23-Apr	18-May
WAO# 218					

CIVIL					
LEAD SUPT.					
332	D	Edward Lukens	c	Here	18-May
333	N	Todd Casey	c	23-Apr	18-May
WAO# 203					

INSULATION LEADS					
334	D	Matt O'Connor	c	23-Apr	16-May
335	N	Mark McKenna	c	30-Apr	16-May
WAO# 225					

WELDING COORDINATORS (Staff Aug)					
326	N	John O'Connor	c	13-Feb	4-May
337	D	Gary Wilson	c	18-Apr	4-May
WAO# 314					

CONFINED SPACE SUPT					
156	N	Gary Conboy	c	16-Apr	12-May
157	D	Tom Moore	c	23-Apr	13-May
WAO# 605 - 608					

COST CONTROL					
44	D	Debbie Obermeyer	c	Here	20-May
WAO# 203					

PAYROLL					
45	D	Alonna Dukeman	c	20-Mar	18-May
46	N	Julie Ferguson	c	16-Apr	18-May
47	D	Belinda Poole	c	23-Apr	20-May
47A	N	John Nevill	c	23-Apr	18-May
WAO# 203					

ADMINISTRATION					
48	D	Cindy Monkman	c	6-Feb	20-May
WAO# 203					

SCHEDULER					
49	D	Phil Kimlin	c	Here	18-May
50	D	Terry Fralley Wood	c	Here	18-May
51	N	Harold James	c	23-Apr	19-May
51A	N	John Brassard Sr.	c	9-Apr	18-May
WAO# 203					

OMC COORDINATORS					
52	D	Joe Miller	c	23-Apr	18-May
53	N	Denny Nicholson	c	23-Apr	18-May

DOCUMENT CONTROL					
54	D	Linda Tipton	c	9-Apr	18-May
55	N	Sherry James	p	23-Apr	18-May
WAO# 203					

WORK PLANNERS					
ELECTRICAL WAO# 203					
56	D	Fred Klinghammer	c	Here	18-May
57	D	Dan Holley	c	Here	18-May
58	D	Lisa Brunson	c	Here	18-May

MECHANICAL					
59	D	Scott Danner	c	Here	20-May
60	D	Steve Dunn	c	Here	18-May
61	D	Charlie Hinkler	c	5-Mar	18-May

EXELON OUTAGE STAFF	
D	Bohac, John
N	Kasmer, Nick

Allied Power SITE MANAGER	
1	D Carter, Bill 10/08-11/13
2	N Thorson, Dirk 10/15-11/13
DR318205	

Allied Power PRODUCTION SUPT.	
3	D Rossmann, Dale 10/08-11/13
4	N Lutz, Nate 10/15-11/13
DR318203	

Allied Power WORK CONTROL SUPT.	
8	D Cashe, Vic 10/08-11/13
9	N Cook, Jack 10/22-11/13
DR318203	

INDUSTRIAL SAFETY REP	
8	D Kurjak, Richard 10/16-11/13
9	N N/A 10/16-11/13
10	N James, Brandon 10/22-11/13
11	D Conardine, Doug 10/22-11/13
12	N N/A 10/16-11/13
13	N Brown, Lavelle 10/22-11/13
DR318203 DR318206 TB DR318612 FF	

CAP COORDINATORS	
12	D Cina, Debra 10/15-11/13
DR318203	

MATERIALS COORDINATOR	
13	D Bippus, Paul 10/22-11/13
14	N McMahel, Marta 10/15-11/13
DR318203	

CLEARANCE COORDINATOR	
15	N McCoy, Larry 10/22-11/13
16	D Higgins, Wm 10/15-11/13
17	D Weber, Roger 10/08-11/13
18	N N/A 10/22-11/13
DR318203	

CLEARANCE ORDER LEAD WORKER	
19	D Harvey, Phil 10/22-11/13
19	D Haas, Melissa 10/15-11/13
20	N Skole, Greg 10/15-11/13
20	N N/A 10/22-11/13
DR318203	

INPROCESSING	
21	D Beverly, Kelly 10/08-11/03
22	D Horkavy, Dawn 10/08-11/03
23	D Backes, Jerilyn 10/08-11/03
24	D Neu, Penny 10/08-11/03
25	D N/A 10/08-11/03
26	D Cole, Edward 10/08-11/03
*2625A	

RECESSING (STAFF AUG) - Lutsch	
J	N/A 10/22-10/27
28	D N/A 08/28-10/27
29	D Mau, Randy 10/02-11/03
30	D Kraiger, Koreen 10/02-11/03
DR318206	

Weld Instructors (STAFF AUG) - Lutsch	
31	D O'Connor, John 10/2-11/10
32	D Meyer, Bernie 10/2-11/10
DR318206	

NURSES (SECONDED)	
33	D Elias, Carol 10/22-11/13
34	N Trent, Rebekah 10/15-11/13
DR318204	

Confirmed
 Invalid for this yr

BOILERMAKERS LEAD SUPT.	
100	D Sadrick, Justin 10/15-11/13
101	N Hoffman, Derek 10/15-11/13
DR318203	

CONDENSER	
102	N Mesut, Jeremy 10/22-11/13
103	D Reynolds, Matthew 10/15-11/13
DR318223	

CIRC WATER	
104	N Gustafson, Nick 10/15-11/13
105	D Sommerfeld, Dave 10/15-11/13
DR318224 DR318245	

MS EXCHANGER	
106	D Flores, Ralph 10/22-11/13
107	N Schuster, Bob 10/15-11/13
DR318240	

FEED WATER HEATERS	
108	D Kachmet, Joe 10/15-11/13
109	N Andrews, Las 10/22-11/13
122	D Ladageber, John 10/15-11/13
123	N Cadle, Justin 10/22-11/13
DR318240	

LPC/MECH	
110	D Garland, Roy 10/15-11/13
111	N Sawyer, Edward 10/22-11/13
DR318240	

FAC PIPING/PM CAPS	
112	D Evans, Corey 10/15-11/13
113	N Moreland, John 10/15-11/13
DR318240	

ISOLATION CONDENSER	
114	N Brantson, Dan 10/22-11/13
115	D Forrestal, Matt 10/15-11/13
DR318206	

WATERBOX TUBE REPLACEMENT	
116	N Reed, Dave 10/23-11/14
117	D Creekmore, Terry 10/16-11/14
DR317282	

CONFINED SPACE	
118	N Shark, Dave 10/22-11/13
119	D Moore, Tom 10/15-11/13
DR318223 DE DR318224 TM	

REFUEL FLOOR LEAD SUPT.	
120	D Geiger, Brian 10/12-11/10
121	N Meier, Eric 10/20-11/13
DR318206	

ELECTRICAL LEAD SUPT.	
209	D Frost, Chris 10/15-11/13
201	N Daughenbaugh, Dave 10/15-11/13
DR318203	

TEMP POWER	
202	D Boehms, Aler 10/15-11/13
203	N Dickson, John 10/22-11/13
DR318218	

Electrical Misc	
204	D Francmore, John 10/22-11/13
205	N Smothers, Joe 10/15-11/13
DR318218	

RR OR Level Modification	
206	D McKee, Jim 10/15-11/13
207	N Kees, Al 10/22-11/13
DR318211	

NPCI Flow Converters	
212	D Ratzliff, Ann 10/15-11/13
213	N Glabe, Gary 10/22-11/13
DR318222	

Turbine Shaft Grounding	
214	D Hoesy, Tamee 10/15-11/13
215	N Krager, Tom 10/22-11/13
DR318223	

PIPEFITTERS LEAD SUPT.	
500	D Vann, Rick 10/15-11/13
501	N Wilkensen, Mike 10/15-11/13
DR318203	

SERVER/PLANGES/DOW INTERFERENCE	
502	D Hoyt, Lucas (GF) 10/15-11/13
503	N Baird, Derrick (GF) 10/22-11/13
DR318203	

RR OR Level Modification	
520	D Hoffman, John 10/15-11/13
521	N Lyon, Jim 10/15-11/13
DR318421	

VARIOUS PIPEMECH/FAC PIPING	
506	N Durban, Mike 10/15-11/13
507	D Langhoff, Mike 10/22-11/13
508	N Dresch, Bozart 10/15-11/13
509	D Fort, Michael 10/22-11/13
DR318228	

CCSW	
510	N Simcoe, Steve 10/15-11/13
511	D Peavy, Tom 10/15-11/13
512	N Davis, Mike 10/15-11/13
513	D Neeman, Dave 10/15-11/13
514	N Venick, Dave 10/15-11/13
515	D Tieman, Troy 10/15-11/13
DR318412	

LPCI SUPPORT	
504	N Boyle, Nicholas 10/22-11/13
505	D Larson, Joe 10/15-11/13
DR318228	

FAC/NUMBERS	
514	D Besse, Kim 10/15-11/13
515	N Watts, William 10/22-11/13
DR318219 KB DR318222 WW	

NER Cut and Cap	
516	D Dester, John 10/15-11/13
517	N Larson, Joe 10/22-11/13
DR318201	

SCAFFOLD PROGRAM LEAD SUPT.	
600	D Harcar, Jeff 10/15-11/13
601	N Ishmael, Rick 10/15-11/13
DR318218	

SUPT	
602	N Delgger, Stan 10/15-11/13
603	N Thompson, Tom 10/22-11/13
604	D Kelley, Glenn 10/22-11/13
605	D Poe, Eric 10/15-11/13
DR318218	

SCAFFOLD ADMIN 102-12 COORD	
606	D Obemeyer, Deb 10/9-11/13
607	N Freeman, Michele 10/22-11/13
DR318218	

CIVIL LEAD SUPT.	
700	D Casey, Todd 10/15-11/13
701	N Gould, Mark 10/22-11/13
DR318203	

ASBESTOS/INSULATION LEAD SUPT.	
800	D O'Connor, Matt 10/15-11/13
801	N McKenna, Mark 10/22-11/13
DR318225 MK DR318610 MK	

PAINTERS LEAD SUPT.	
300	D Bratcher, Rod 10/20-11/13
DR318234	

Gen'l Supts	
818	D Stettin, Walt 10/15-11/13
816	D Burnet, Dave 10/15-11/13

COST CONTROL	
40	D Clark, Lynn 10/08-11/13
DR318203	

PAYROLL	
41	D Poole, Belinda 10/24-11/13
42	N Ferguson, Julie 10/24-11/13
43	D Bidine, Karen 10/10-11/13
DR318203	

ADMIN ASSISTANT	
44	D Messenger, Lisa 10/08-11/13
DR318203	

SCHEDULER	
45	N Higgins, Kathy 10/15-11/13
46	N Petrovic, Greg 10/15-11/13
47	D Mathis, Scott 10/15-11/13
DR318203	

DOCUMENT CONTROL	
48	D Camp, Jessie 10/03-11/13
49	N Thorson, Tara 10/08-11/13
DR318203	

WORK PLANNERS ELECTRICAL	
50	D Reddy, Dave 10/15-11/13
51	D Meszaros, Robert 10/15-11/13
52	N Roberts, Kyle 10/15-11/13
DR318203	

MECHANICAL	
52	D Lyne, Robert 10/15-11/13
53	N Scanton, Rob 10/15-11/13
54	N Nugent, George 10/15-11/13
55	D Marks, Rick 10/15-11/13
DR318202	

CWC COORDINATORS	
56	D Zulauf, Scott 10/15-11/13
57	N Nicholson, Dennis 10/15-11/13
DR318203	

OCC REPRESENTATIVE	
58	D N/A 10/22-11/14
59	N N/A 10/15-11/14
DR318203	

3C CIRC WATER PUMP PROJECT MANAGER	
310	D Swinzel, Ron 10/15-11/13
311	D McDoast, Mike 10/15-11/13
DR318203	

SRV SUPT	
312	D Sanderson, Mike 10/15-11/13
313	N Yochum, Reid 10/15-11/13
DR318203	

PF SUPT	
314	D Mur, Trent 10/15-11/13
315	N Blakemore, Andy 10/15-11/13
DR318203	

EL SUPT	
316	D Gibson, Dan 10/15-11/13
317	N Warren, Al 10/15-11/13
DR318619	

ESS UPS REPLACEMENT PROJECT MANAGER	
907	D McMahel, Dale 10/15-11/13
908	N N/A 10/15-11/13
DR318203	

WORK PLANNER	
909	D Langston, Tim 10/15-11/13
910	D N/A 10/20-11/13
DR318203	

EL SUPT	
911	D Root, John 10/15-11/13
912	N Gecan, Mike 10/15-11/13
DR318617	

CONFIRMED
NOT CONFIRMED
CHANGES
UNCOVERED WORK

ALLIED POWER
March 19, 2018 - April 04, 2018
Q2R24 Outage Non-Manual Organization

ALLIED SITE MANAGER			
1	D	Dirk Thomson	Here
2	N	Ted Elakis	12-Mar
WAO# 203			

SITE MANAGER PEER SUPPORT			
TBD			TBD
TBD			TBD
TBD			TBD
Home Site			

ALLIED PRODUCTION SUPT.			
3	N	Ron Ross	17-Feb
4	D	Barry Massa	Here
WAO# 203			

ALLIED WORK CONTROL SUPT.			
5	N	Vic Castle	5-Mar
6	D	Tom Schlosser	Here
WAO# 203			

LEAD SUPT. BOILERMAKERS			
50	D	Justin Sadnick	12-Mar
51	N	Derek Hoffman	5-Mar
WAO# 203			

CONDENSER			
52	N	Fred Davis (GF)	12-Mar
53	D	Joe Larson	12-Mar
WAO# 223			

HEATERS/MISC MECHANICAL			
54	D	Jeremy Rodda (GF)	5-Mar
55	N	John Moreland	12-Mar
56	D	Aaron Knight (GF)	15-Mar
57	D	Ralph Florez	15-Mar
WAO# 240, 222			

WATER BOXES			
58	D	Dave Sommerfeld	12-Mar
59	N	Dave Reed	12-Mar
WAO# 224			

DRYWELL			
60	D	John Hilgert	5-Mar
61	N	Jeremy Mount	12-Mar
WAO# 219			

TURB AUX			
62	D	Boyd McFarren	13-Mar
63	N	Matt Reynolds	15-Mar
WAO# 240			

ELECTRICAL			
64	N	Alex Boemke	5-Mar
65	D	Dave Daughenbaugh	Here
WAO# 203			

TEMP POWER / LIGHTING / IPBD			
66	D	Doug Peden (GF)	12-Mar
67	D	Augie Molina (GF)	Here
WAO# 215			

CORE SPRAY MOTOR			
68	N	Stacey Shelton	12-Mar
69	D	John Root	12-Mar
WAO# 216			

RELAYS / EQ Cables			
70	D	Mike Clements	12-Mar
71	N	Tom Kraeger	1-Mar
WAO# 225			

RX Feed Pump Motor			
72	D	Michael Janssen	12-Mar
73	N	John Dickson	5-Mar
WAO# 212			

MISC.			
74	D	TBD	28-Feb
75	N	John Francione	1-Mar
WAO# 225			

ERVR			
76	N	Luke Norhen	5-Mar
77	D	Roy Walker	5-Mar
78	D	Chef Gentile	5-Mar
79	N	Al Koen	12-Mar

ISO Phase/In Seg			
80	N	Jim McKee	12-Mar
81	D	Terry Monfort	5-Mar

CONDENSATE BOOSTER PUMP MOTOR			
82	D	Ernie Wallow	12-Mar
83	D	Joe Schissel (GF)	12-Mar

DRYWELL COOLER MOTOR			
84	N	Greg Provanca	12-Mar
85	D	Ron Erickson	12-Mar
WAO# 460			

ERVR			
86	D	Arin Ratliff	12-Mar
87	N	Matt Horton	12-Mar
88	D	Brian Young	12-Mar
89	D	Ben Abbott (GF)	12-Mar
WAO# 517			

Project Lead - TORUS (Staff Aug)			
90	D	Denny Hebler	5-Mar
91	B	Bob Letko	5-Mar
WAO# 216			

DW COORDINATOR			
92	N	Cindy Truit	12-Mar
93	D	Cliff Wilkerson	12-Mar
WAO# 236			

SCAFFOLD ADMIN			
94	D	M. Freeman	5-Mar
95	N	Kayla Blum	15-Mar
WAO# 218			

LEAD SUPT. PIPEFITTERS			
96	D	Mike Davis	On Site
97	N	Ricky Van	14-Mar
WAO# 203			

FAC PIPE REPLACEMENT			
98	N	Mike Langhoff	12-Mar
99	D	Mike Wilkenson	15-Mar
100	N	Dan McGee	12-Mar
101	D	Ken Koeler (GF)	12-Mar
WAO# 505			

ENGINEERING PROGRAMS			
102	D	Kim Besse	5-Mar
103	N	Keith Watts	5-Mar
WAO# 218, 222, 504			

CAPITAL VALVES			
104	D	Dave Verica	1-Mar
105	N	Miles Iverson	12-Mar
WAO# 502			

HARDENED VENT			
106	D	Dave Neumann	16-Mar
107	N	Dan Brandama	Here

HEATER DRAIN LOGIC MOD			
108	D	Chris Hamilton	1-Mar
109	N	Mike Durham	5-Mar
WAO# 503			

SRV/ERV			
110	N	Peter Sullivan	5-Mar
111	D	Lucas Hoyt	12-Mar
WAO# 503			

MISC MECHANICAL			
112	N	Marc Galassi	13-Mar
113	D	Terry Creekmore	12-Mar
114	N	Tom Peavey	12-Mar
115	D	Trent Mraz	12-Mar
WAO# 228			

ERVR			
116	D	Frank Teroneti (GF)	18-Mar
117	N	Patrick Reineberg	19-Mar
118	D	Dave Burnett	12-May
119	N	Joe Kachner	3/12

RX FEED PUMP			
120	D	Jim Lyons	3/12
121	D	Kyle Shenefelt (GF)	On Site

SCAFFOLD PROGRAM			
122	D	Tim Thompson	Here
123	N	Stan Dalgger*	1-Mar
WAO# 218			

SCAFFOLD SUPT.			
124	N	Stan Dalgger Jr (GF)	5-Mar
125	N	Rick Ismael	5-Mar
126	D	Eric Poe	16-Mar
127	D	Ron Donaldson	23-Feb
WAO# 218			

SCAFFOLD SUPT.			
128	N	Chad Fink	5-Mar
129	D	Ron Childers	12-Mar
WAO# 218			

LEAD SUPT. CIVIL			
130	N	NR	
131	N	Perry Waddell	5-Mar
132	D	Jim Holcomb (DF)	3/8
133	D	Todd Casey (L)	11-Mar
WAO# 205, 516			

REFUEL FLOOR (Staff Aug)			
134	D	Brian Geiger	5-Mar
135	N	Ernie Heiser	5-Mar
WAO# 205			

FIREWATCH COORDINATORS			
136	D	Rodger Scheidecker	1-Mar
137	N	Jim Michershuizen	5-Mar
WAO# 214			

WELDING COORDINATORS (Staff Aug)			
138	N	John O'Connor	28-Feb
139	D	NR	
WAO# 215			

PAINTERS			
140	N	Bratcher, Rod	5-Mar
141	D	Jon Robinson (GF)	13-Mar
WAO# 234			

REGULATION			
142	D	Mark McKenna	18-Mar
143	N	Matt O'Conner	5-Mar
WAO# 203			

COST CONTROL			
144	B	NR	
145	D	Steph Hodson	Here
WAO# 203			

PAYROLL			
146	D	Belinda Poole	5-Mar
147	N	Donna Gabehart	12-Mar
148	D	Jube Ferguson	1-Mar
WAO# 203			

ADMINISTRATOR WAO#203			
149	D	Tracy Drabner	Here
150	N	NR	

SCHEDULER WAO# 203			
151	D	NR	
152	D	Ken Wolf	On Site
153	D	Robert Fernandez*	On Site
154	N	John Brassard	On Site

SCHEDULERS			
155	D	NR	
156	N	NR	
WAO#			

DOCUMENT CONTROL			
157	D	Nicky Preston	5-Mar
158	N	Sherry James	5-Mar
WAO# 203			

WORK PLANNERS			
ELECTRICAL WAO# 203			
159	D	Mike Davis	11-Mar
160	D	Tim Langston	Here
161	D	NR	
162	N	Dave Provanca	12-Mar
163	N	Fred Gross	Here
164	N	NR	

MECHANICAL			
165	D	NR	
166	N	Dan Butzen	5-Mar
167	N	Kyle Anderson	On Site
168	N	Dave Dale	On site
169	N	John Ruiz	5-Mar
WAO# 203			

OWC COORDINATORS			
170	D	Scott Zullof	28-Feb
171	N	Kevin Berté	5-Mar
WAO# 203			

CONFINED SPACE SUPT			
172	D	Tom Moore	5-Mar
173	N	Mark Laughlin	12-Mar
WAO# 213			

174	D	NR	
175	N	NR	

PROJECT LEADS			
176	C	Craig Richardson	19-Feb
177	B	Brian Wahlbaum	5-Feb
178	B	Rob Dammann	19-Feb
179	N	NR	19-Feb
180	D	Mike Neeth	on site
WAO#			

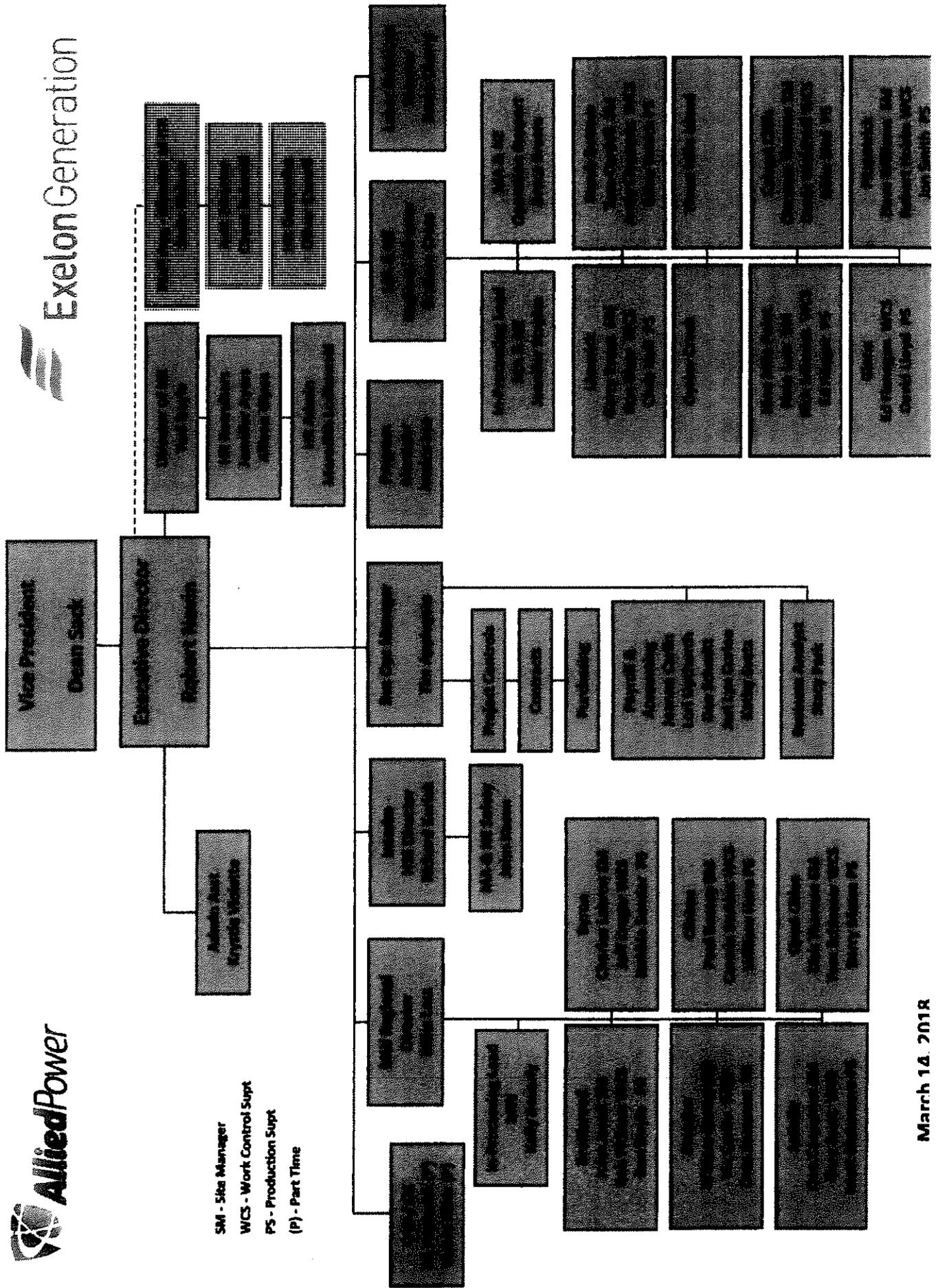
TASK MANAGERS (Staff Aug)			
181	D	Rick Norman	EBI 5-Mar
182	N	Tom Huizenga	EBI 5-Mar
183	N	NR	
184	D	NR	
185	N	NR	
186	D	NR	
187	N	NR	
188	N	NR	
WAO# 218			

HV SUPT./CAPITAL MOTORS			
189	N	Weaver Gibson	5-Mar
190	D	Ron Swingle	12-Mar
WAO# 222			

draft as GF



Exelon Generation





HUMAN RESOURCES JOB DESCRIPTION

Job Title: Work Planner -Lead -EL

Date Revised: 6/28/2017

Location: Nuclear Job Site

Issuing Authority: Vice President, Allied Power

Position Description:

Electrical Work Planners supervise electrical engineers performing a wide variety of skilled tasks including installation, repairs, troubleshooting, planning, modification, design, installation and calibration of instruments. They oversee and maintain a spare parts inventory, as well as train staff in the operation and maintenance of electrical and electronic instrumentation equipment.

Essential Functions:

Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

1. Oversee electrical engineers on the job site
2. Scope, plan, and write work packages
3. Provide maintenance work package technical review
4. Analyze time and material requirements for work activity
5. Develop and issue preventive maintenance records and work packages
6. Prepare and/or review efficient and specific instructions for the isolation, containment de-energization of various mechanical, physical, electrical, chemical energy systems or radiological sources according to established procedures.
7. Retrofit/upgrade/refurbish electrical systems
8. Interpret dated systems and designs
9. Writing work instructions and planning work packages

Competencies:

1. Leadership
2. Communication
3. Teamwork
4. Responsibility
5. Decision making
6. Organization
7. Technical Capacity

Physical Demands:

Case No. Official Exhibit No.

OSLC 219264 ES

Disposition: Identified
Rejected Received

IN THE MATTER OF: allied

Date: 5/9/18 Witness: Nevin Reporter: DM

No. Pages: 3

Exposure to noise, grease, fumes, gases, electrical energy, and inclement weather conditions. They must be comfortable doing moderate lifting, bending, stooping, and kneeling. Must be able to climb ladders. They will also be diagnosing equipment maintenance needs through listening and feeling machine surfaces; working in confined spaces. Must be able to see in the normal visual range with or without correction; vision sufficient to read computer screens and printed documents to operate equipment.

Required Education, Experience, Certification and Licenses:

1. High School Diploma or GED
2. Bachelor's degree or 8 years of nuclear experience
3. Experience writing work instructions for modification and repair of electrical equipment
4. Practical experience in work control, materials management, E&I/Mechanical maintenance or related areas
5. Knowledge of Nuclear facilities and operations
6. Knowledge of UCOR requirements, DOE Orders, and Incorporate Nuclear Safety Requirements
7. Subcontractor management experience
8. Safety/engineering management experience
9. Communication and interpersonal skills
10. Ability to adapt to a rapid changing environment
11. Microsoft Office experience



STANDARD OPERATING PROCEDURE
HIRING AND MOBILIZATION PLANNING

WP-40.02
Revision 0
Page 1 of 10

Prepared By:

Jessica Lee
Program Manager

08/14/2017
Date

Approved By:

Robert Nevin
Executive Director

08/14/2017
Date

DM
ER11

Case No. 25RC219264 Official Exhibit No. E11

Disposition: Identified
Rejected Retained

IN THE MATTER OF: allied

Date: 9/8/18 Witness: Nevin Reporter: on

1.0 PURPOSE

This procedure describes the hiring process for Company employees and mobilization process for personnel, tools and equipment at The Client sites which includes establishing a demobilization plan.

2.0 TERMS AND DEFINITIONS

- 2.1 **Work Assignment Order (WAO)** - A method of documenting and presenting an estimated cost to The Client for the purpose of creating Budget categories and generating a contract release for a specific scope of work.
- 2.2 **Hiring Plan** – Documents (Spreadsheets, Databases, etc.) that define when, how many and what type of personnel are needed, how long they are needed for and any special skills that are required. The hiring plan includes mobilization and demobilization resources.
- 2.3 **Mobilization Plan (Planning)** – Development of org charts, seating plans, phone lists, special training and any other logistical elements necessary to prepare new hired personnel to execute a defined scope of work. Includes the process of setting up work areas for fabrication and execution of job activities.
- 2.4 **Demobilization (Demob) Plan** - The strategy for organized personnel reductions; the return to storage of tools, equipment and material from a work area or outage site; and the final cleanup and restoration of Company used facilities and work areas. It may also include additional cleanup and de-staging as authorized by The Client in accordance with SOP WM-30.03.
- 2.5 **Craft (Employees)** – Craft (Union Labor) personnel hired through a Labor Organization to perform physical work. (Pipe fitters, Boilermakers, Laborers, etc.) Includes craft supervision, foreman and general foreman. Craft employees are also known as Manual Employees.
- 2.6 **Non-Manual (Employees)** – Personnel hired to plan, coordinate, direct, report on or support direct work. They may be permanent Company Partner Employees or personnel hired for specific positions to support an outage or specific online work scope/projects. They may be craft (manual) personnel placed in non-manual positions.

3.0 RESPONSIBILITIES

3.1 The Site Manager (SM) is responsible for:

- 3.1.1 Budgeting for the agreed upon numbers of manual and non-manual personnel.

- 3.1.2 Arranging for assistance as required during the development of activities associated with this procedure.
- 3.1.3 Conducting non-outage hiring and mobilization of manuals and non-manuals
- 3.1.4 Updating the Company Outage Organizational Database with outage and Client experience information for Company Superintendents.
- 3.2 The Work Control Superintendent (WCS) is responsible for:
 - 3.2.1 Development of resource loaded schedule/s.
 - 3.2.2 Development of Resource Loading (cash flows) to support planning, mobilization, execution and demobilization manpower requirements.
 - 3.2.3 Verification that the estimate rollups and the resource loaded mobilization and demobilization curves are supported by the budget.
 - 3.2.4 Coordinating the development of hiring, mobilization and demobilization plan/s for manuals and non-manuals based on input from the Production Superintendent.
 - 3.2.5 Tracking and reporting conformance to the Hiring Plan.
- 3.3 The Production Superintendent (PS) is responsible for:
 - 3.3.1 Developing estimates.
 - 3.3.2 Providing input to the WCS for hiring, mobilization and demobilization plan/s.
 - 3.3.3 Identifying manual training needs required to execute the work.
 - 3.3.4 Verifying that the hiring, mobilization, execution and demobilization plan/s (Outage plans) can support scheduled work.
 - 3.3.5 Execution of the Outage plans.
- 3.4 The In-Processing Coordinator (IPC) is responsible for:
 - 3.4.1 Implementing the hiring plan in accordance with SOP AD-50.02.

- 3.4.2 Providing craft demographic data to the SM and the PS as the information is available from the Local Unions, PADs database, and the Client Security Scheduler during in-processing.
- 3.5 Director of Human Resources is responsible for:
- 3.5.1 Hiring, notifying and confirming the acceptance of assignments and wage offers of the non-manual employees.
- 3.5.2 Updating the Company Outage Organizational Database with outage experience information for Superintendents.
- 3.6 Central Operations Office is responsible for:
- 3.6.1 Ensuring that standard planning and reporting tools are available to the Work Control Superintendent, such that the requirements of this procedure can be executed in a timely and efficient manner. These tools are placed in a central electronic network drive for access to the individual sites.

4.0 MAIN BODY

- 4.1 Prerequisites for Craft and Non-Manuals
- 4.1.1 The WCS shall determine outage planning and preparation Non-Manual requirements as well as Pre-outage, Outage and Non-Outage work execution personnel requirements using the processes described in SOP WP-10.01. Specifically needed (or developed through the process) are:
- Non-Manual Resource Planning requirements in accordance with SOP WP-20.03.
 - Developed estimates using SOP WP-30.03.
 - Cost data, WAOs and Budgets developed per SOP WP-40.01.
 - Client issued releases. SOP WP-10.01.
 - Scope Freeze. SOP WP-10.01.
 - Managed or Subcontracted work scopes identified. SOP WP-10.01.
 - Resource leveled schedule and histograms per SOP WP-40.01.
- 4.2 WCS and PS Develop Mobilization/Demobilization Curves (Hiring Plan)
- 4.2.1 Define Non-Manual needs for outage planning and work execution using SOP WP-20.03 and providing those needs to the Site Manager.

4.2.2 The WCS, with PS input, generates the Craft Hiring Plan using attachment A. Schedules, costs, and budgets for these plans are developed and approved in accordance with SOP WP-40.01.

4.3 Hiring of Craft Personnel (SOP AD-50.02)

4.3.1 SM / PS:

4.3.1.1 Verify sufficient craft with the correct job jurisdiction and skill have been identified in the Hiring Plan.

4.3.1.2 Make initial contact with the local unions to discuss the craft requirements and scope of work to be executed.

4.3.1.3 Conduct a Pre-Job Meeting with the local Building Trades Council with the Hiring Plan.

4.3.1.4 Notify and transmit the Hiring Plan to the In-Processing Coordinator and Client Security In-Processing contact at least 60 days before the start of the outage.

4.3.2 The IPC:

4.3.2.1 Develops the Craft In-Processing Plan, Attachment B from the Craft Hiring Plan

4.3.2.2 Executes the Craft Hiring Plan in accordance with SOP AD-50.02.

4.3.2.3 Tracks and reports to the SM the craft demographic information (number of P1 and P2, number of permitted workers, number of workers without previous Client experience) for the period T-3 to T-0.

4.3.3 The Site Manager:

4.3.3.1 Provides periodic summary information (Attachment B, Craft In-Processing Plan) to the Client's Maintenance Director, Project Manager, and Outage Director as requested for the progress of craft hiring to determine which groups may be more vulnerable to Human Performance issues and in need of increased oversight.

4.4 Hiring of Non-Manuals

Management's target for hiring experienced Superintendents for supervisory outage positions is $\geq 70\%$.

4.4.1 Site Manager

- 4.4.1.1 Make initial contact with the Director of Human Resources or Representatives to discuss the Non-Manual requirements.
- 4.4.1.2 Verify sufficient Non-Manuals with the correct knowledge and professional skill set have been identified in the Non-Manual Organizational Chart based on the outage work scope.
- 4.4.1.3 Forward Non-Manual Organizational Chart with position, timeframe, and the work shift for each Non-Manual to the Director of Human Resources.
- 4.4.1.4 Review the Superintendent outage experience staffing levels provided by Director of Human Resources.
- 4.4.1.5 Provide the Executive and Regional Director and the Client Maintenance Director, Project Manager and Outage Director the Superintendent experience information periodically from T-3 to T-0.
- 4.4.1.6 Develop and revise changes to the site organization as required to ensure the appropriate staffing needs are met and develop a course of action if staff experience levels are not achieving a minimum of 70% experienced superintendents.
- 4.4.1.7 Assign same-discipline type mentors for the new-to-nuclear Superintendents.

4.4.2 The Director of Human Resources or Representatives makes contact with and offers of employment to prospective non-manuals.

- 4.4.2.1 The offers of employment should be made at least 90 days prior to employment. Recruitment and assignment are conducted in accordance with SOP AD-50.01.
- 4.4.2.2 The Director of Human Resources or Representatives provide status updates of assignments to Site Manager.

4.4.2.3 The Director of Human Resources or Representatives populates the Non-Manual database with position, timeframe, and work shift for each non-manual per SOP AD-50.01.

4.4.2.4 The Director of Human Resources or Representatives maintains the Outage Organization Database with relevant experience data for each Superintendent by selecting or deselecting the appropriate fields for previous Client experience and previous site outage experience.

4.5 Mobilization and Demob Planning.

4.5.1 PS / WCS

4.5.1.1 Develop organization by responsibility.

- See SOP AD-50.01 Attachment D as an example.

4.5.1.2 Develop Seating Plans, Supervision layout map and site information handouts.

4.5.1.3 Establish training requirements and assure training sessions are available and scheduled and training documentation (including welder qualifications) is accurately updated and will be available to Craft supervision.

4.5.1.4 Establish communication requirements (Phone, Radio, Pagers) and arrange for assignment and distribution using Form WP-40.02F1.

- Track returns during demobilization.
- Refer to SOP AD-140.01 for a standardized phone list.

4.5.1.5 Establish Computer/Printer/Fax needs. Arrange for installation and assignment.

4.5.1.6 Assure Supervision areas, Lunchroom and Break Area facilities are established, adequate and functional.

4.5.1.7 Assure sanitary facilities are adequate for the anticipated workforce.

4.5.1.8 Capture hiring and mobilization lessons learned.

4.5.1.9 Develop a written Demob Plan that identifies the layoff curve, tool, materials and equipment removal, and plant facility/area cleanup.

- Utilize Attachment B of SOP WM-30.03.

4.6 Work Execution is accomplished in accordance with SOP WM-20.07.

4.7 Demobilization is accomplished in accordance with SOP WM-30.03.

5.0 REFERENCES

5.1 SOP AD-50.01, *Non-Manual Recruitment, Assignment and Staffing.*

5.2 SOP AD-50.02, *In-Processing and Out-Processing.*

5.3 SOP AD-140.01, *Communications and Notifications.*

5.4 SOP WM-20.07, *Outage Work.*

5.5 SOP WM-30.03, *Demobilization and End of Outage Reporting.*

5.6 SOP WP-10.01, *Work Execution Plan Development Overview.*

5.7 SOP WP-20.03, *Resource/Budget Preparation and Authorization Process.*

5.8 SOP WP-30.03, *Estimate Preparation, Review and Approval.*

5.9 SOP WP-40.01, *Cost/Budget/Schedule Development and Approval.*

6.0 ATTACHMENTS

6.1 Attachment A, *Typical Hiring Plan for Craft.*

6.2 Attachment B, *Typical Craft In-Processing Plan.*

7.0 FORMS

7.1 Form WP-40.02F1, *Communication and Access Key(s) Request and Authorization.*



STANDARD OPERATING PROCEDURE
ATTACHMENT B
TYPICAL CRAFT IN-PROCESSING PLAN

WP-40.02
 Revision 0
 Page 1 of 10

Allied Power Service Inprocessing Data
XPLANT

6/14/17

Craft/Position	Daily Information			Totals To Date			Ready for Work Status as of 4/3/17		Future Hires						MISSING MISSING NAMES			
	Planned Hire for Today	Actual Hires Today	No Shows Today	P1's Today	P2's Today	Total	Planned on Payroll	Actual on Payroll	Short on Payroll	Terms To Date	Planned Ready to Work	Actual Ready to Work	Names T-1 Rec.	Names T-2 Rec.		Names T-3 Rec.	Names T-4 Rec.	
BOILERMAKER	14	14	0	14	19	19	19	0	0	0	0	0	4	4	15	15	0	0
WELDER	4	4	0	4	4	4	5	5	0	0	0	0	1	1	4	4	0	0
RX SERVICES	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8	8
Total BM	18	18	0	18	23	23	24	24	0	0	0	0	5	5	19	19	8	8
CARPENTER	19	16	3	7	16	27	45	42	3	2	2	2	2	2	44	44	0	0
Total CP	19	16	3	7	16	27	45	42	3	2	2	2	2	2	44	44	0	0
ELECTRICIAN	0	0	0	2	5	5	13	13	0	0	0	0	3	3	5	5	0	0
SEC	2	2	0	2	3	3	4	4	0	0	0	0	7	7	7	7	0	0
Total EL	2	2	0	2	8	8	17	17	0	0	0	0	3	3	12	12	0	0
INSULATORS	3	1	2	2	11	11	15	13	2	2	2	2	0	0	17	20	0	0
BSF	0	0	0	6	6	6	12	12	0	0	0	0	3	3	9	9	0	0
ASB	0	0	0	6	6	6	27	25	2	2	2	2	3	3	26	29	0	0
Total IN	3	1	2	6	17	17	27	25	2	2	2	2	3	3	26	29	0	0
IRONWORKER	9	9	0	1	9	11	12	12	0	0	0	0	3	3	9	9	0	0
SEC	2	2	0	2	2	2	2	2	0	0	0	0	2	2	2	2	0	0
Total IW	11	11	0	1	11	13	14	14	0	0	0	0	3	3	11	11	0	0
LABORER	10	10	0	10	42	42	52	52	0	0	0	0	22	22	38	38	0	0
SEC	2	2	0	2	3	3	3	3	0	0	0	0	4	4	4	4	0	0
Total LB	12	12	0	12	45	45	55	55	0	0	0	0	26	26	38	38	0	0
MILLWRIGHT	25	23	2	1	23	29	33	31	2	2	2	2	1	1	5	5	27	27
Total MW	25	23	2	1	23	29	33	31	2	2	2	2	1	1	5	5	27	27
OPERATORS	3	2	1	6	2	5	11	9	2	2	2	2	4	4	8	10	6	6
Total OI	3	2	1	6	2	5	11	9	2	2	2	2	4	4	8	10	6	6
PAINTERS	0	0	0	0	3	3	4	4	0	0	0	0	3	3	3	3	0	0
Total PA	0	0	0	0	3	3	4	4	0	0	0	0	3	3	3	3	0	0
PIPEFITTER	4	4	0	2	7	8	12	12	0	0	0	0	5	5	9	9	12	12
Welder	0	0	0	1	2	2	3	3	0	0	0	0	4	4	4	4	0	0
SEC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total PF	4	4	0	2	7	8	12	12	0	0	0	0	5	5	9	9	12	12
SEC WELDER	0	0	0	2	9	9	14	14	0	0	0	0	5	5	5	5	0	0
Total SV	0	0	0	2	9	9	14	14	0	0	0	0	5	5	5	5	0	0
SEC SNUBBERS	0	0	0	2	3	3	5	5	0	0	0	0	5	5	5	5	0	0
Total SF	4	4	0	2	12	2	40	39	1	1	1	1	5	5	37	37	12	12
SEC TECHS	0	0	0	1	1	1	1	1	0	0	0	0	12	12	12	12	0	0
Total MC	0	0	0	1	1	1	1	1	0	0	0	0	12	12	12	12	0	0
Totals	87	80	5	79	106	106	273	261	10	2	2	2	33	33	234	234	58	58



STANDARD OPERATING PROCEDURE
WORK PACKAGE PLANNING,
DEVELOPMENT AND APPROVAL

WP-30.02
Revision 1
Page 1 of 34

Prepared By:

Jessica Lee
Program Manager

02/13/2018
Date

Approved By:

Robert Nevin
Executive Director

02/13/2018
Date

Case No. 2SRCP19264 Official Exhibit No. E13

Disposition: Identified ✓
Rejected Received ✓

IN THE MATTER OF:

allied
Date: 5/8/18 Witness: Nevin Reporter: an

No. Pages: 35

1.0 PURPOSE

This procedure provides guidance to the Maintenance Planner to enhance Work Packages (WPs) intended for the Company's Supplemental workforce. This procedure is to be used in conjunction with the Client's Work Package Preparation procedure(s) and related training and reference materials, and station specific procedures.

This procedure outlines minimum information that is required for Company Work Package standards and consistency between the Client sites.

2.0 TERMS AND DEFINITIONS

- 2.1 **Advanced Work Authorization (AWA)** – Authorization to proceed at risk with installation work activities in the field without issuance of a completely approved configuration change. The advance work does not affect any in-service equipment and should be enveloped by an out-of-service (OOS) boundary.
- 2.2 **Customization** – The process of developing, modifying, and enhancing Client-prepared Work Packages specifically for use by building trades' workers (temporary or Supplemental workers).
- 2.3 **Engineering Change (EC/ECR/DCR/DCP)** – Engineering Change Request (ECR) shall be utilized to request field changes to approved drawings and specifications and to notify the field of approved changes. Revisions to Engineering documents (drawings, specifications, etc.) are transmitted using the approved Configuration Change procedure applicable to the site.
- 2.4 **First Time Evolution** – A Company controlled activity (project, work request, work task or infrequently performed tasks) at a site involving a Specialty Task that has not been previously performed at a particular site by the personnel deployed by Company. See SOP AD-210.01.
- 2.5 **Significant Project or Significant Evolution** – A Company controlled activity (project, work request, work task) on installed plant equipment or plant facilities that, if performed incorrectly, could have significant adverse impact on nuclear safety or plant availability. See SOP AD-210.01.
- 2.6 **Specialty Task** – A significant work activity or special process that is beyond the normal skill of the craftsmen acquired in the Nuclear Mechanics Apprenticeship Process (NMAP). See SOP AD-210.01.
- 2.7 **Peer Check** – The act of verifying a component's position or condition, independent of the activities which established that condition. A second qualified individual who has not witnessed the activity that established the desired condition performs the Independent Verification. Independent Verification is documented upon completion. Peer check is not required when utilizing CV or IV.

NOTE: Prior to any individual performing either CV or IV, ensure the appropriate training has been completed.

- 2.8 **Concurrent Verification (CV)** – The act of two qualified individuals verifying the correct component identification and performing subsequent component manipulation, which, if performed incorrectly, would cause an irrecoverable condition with immediate adverse consequences to plant operation. Concurrent Verification is documented upon completion. See SOP AD-120.01.
- 2.9 **Independent Verification (IV)** – The act of verifying a component’s position or condition, independent of the activities which established that condition. A second qualified individual who has not witnessed the activity that established the desired condition performs the Independent Verification. Independent verification is documented upon completion. See SOP AD-120.01.
- 2.10 **Hold Point** – A stopping point in a procedure or work package instruction that requires completion of a verification or check by a designated person. Work **cannot** continue until the verification has been successfully performed. See SOP AD-210.01
- 2.11 **Installer (Worker)** – The person actually performing the work package steps; that is, “turning the wrench” or doing the required activity.
- 2.12 **Job Walk down** – A physical assessment of the proposed work activities at the jobsite location assessing the existing and potential conditions, interferences, and issues that will impact successful work completion.
- 2.13 **Workability Walk down** – An evaluation and job walk down, both objective and subjective of the instructions for work given to the Company; intended to assure clarity of purpose and the appropriate level of detail for implementation by a Supplemental craft workforce. See SOP WP-30.04.
- 2.14 **Verification** – is a physical act of inspecting the work or work package instructions (Supervisor Verification Point Attributes) to assure through independent means that the step(s) are performed or will be performed per the work package. Verification requires direct observation of the work as well as review of the applicable work package instruction details.
- 2.15 **Verifier** – Any person requested to check on the completion of steps or the preparation for the next step or series of activities. See SOP AD-210.01.
- 2.16 **Critical Attribute** – Any action that when performed improperly shall lead to an unintentional change that could adversely impact plant, systems, or personnel status.
- 2.17 **Supervisor Verification Point (SVP)** – A point established in the Company work package (either by the planner or supervisor) for the Supervisor /



Superintendent to personally confirm, witness, or verify a Supervisor Verification Point Attribute step. The SVP may be a:

- 2.17.1 **SH (Supervisor Hold)** – An SH designation shall be placed in position prior to a work instruction step in which the Hold Point applies or in the designated column of a checklist next to the intended activity. A Supervisor Hold Point indicates a mandatory stopping point in which the Supervisor shall verify the step or action and Initial and Date indicating its acceptance prior to Production proceeding with the step or action.
- 2.17.2 **SW (Supervisor Witness)** – An SW designation shall be placed in position next to the Installer Sign-Off of a work instruction step in which the Witness Point applies or in the designated column of a checklist next to the intended activity. A Supervisor Witness Point indicates a mandatory notification point to the Supervisor who shall witness the step or action in progress and Initial and Date indicating its acceptance after Production completes the step or action. Work may proceed after notification to the Supervisor and acknowledgement by the Supervisor. The Supervisor need not be present during the entire evolution but shall witness those critical actions necessary to verify compliance.
- 2.17.3 **SV (Supervisor Verification)** – An SV designation shall be placed in position after the Installer Sign-Off of a work instruction step in which the Verification Point applies or in the designated column of a checklist next to the intended activity. A Supervisor Verification Point indicates a mandatory verification point by the Supervisor to assure that a step(s) or action(s) has been completed in compliance with the Work Package and Procedures.
- 2.17.4 **Field Verification (FV)** – An FV designation shall be placed in position after the Installer Sign-Off of a work instruction step in which the Verification Point applies or in the designated column of a checklist next to the intended activity. A Field Verification Point indicates a mandatory verification point by a designated Craft Foreman or Craft General Foreman to assure that a step(s) or action(s) has been completed in compliance with the Work Package and Procedures. Supervisors may also perform this verification when Craft Foreman or Craft General Foreman are not available.

3.0 **RESPONSIBILITIES**

3.1 Site Manager (SM) is responsible for:

- 3.1.1 Requiring qualified Company Maintenance Planners (MPs) who are proficient with the Client's Work Management Software Program, or if not available, Maintenance Planners who can gain proficiency.



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- 3.1.2 Verifying that work packages assigned to the Company meet the criteria in this procedure before they are issued to the workforce.
- 3.1.3 Identifying First Time Evolutions and Significant Projects or Evolutions in accordance with SOP AD-210.01.
- 3.2 The Work Control Superintendent (WCS) is responsible for:
 - 3.2.1 Development of the WPs consistent with the station milestones and this procedure.
 - 3.2.2 Providing direction to the Company controlled MPs on day-to-day activities and providing feedback to the MPs (Station and Company) when work packages need additional information.
 - 3.2.3 Providing schedule priorities for work package development to ensure Maintenance Planning supports estimating, scheduling and work execution milestones.
 - 3.2.4 Working with the Client Maintenance Planning Supervisor to identify the individuals who will be conducting the technical review of the WPs
 - 3.2.5 Assuring that maintenance planners are (or become) qualified to the Client requirements in accordance with SOP AD-100.01.
 - 3.2.6 Providing direction to the Company MP for the appropriate work package level of detail; see steps 4.4.6 and 4.4.7
- 3.3 Maintenance Planners (MP) (previously identified as Work Planner) are responsible for and accountable for:
 - 3.3.1 Developing WPs in accordance with Client procedures and this procedure.
 - 3.3.2 Taking technical direction from the Client Maintenance Planning Supervisor
 - 3.3.3 Taking daily direction from the WCS.
 - 3.3.4 Interfacing with the WCS and PS to incorporate comments from reviewers of the Work Packages to ensure they meet the requirements of this procedure.
 - 3.3.5 Identifying/specifying correct parts and materials to support work package activities including identification coding of contingency material where appropriate in accordance with Client Procedures.

- 3.3.6 Establishing SVPs utilizing the Supervisor Verification Point Attributes Form WP-30.04F2.
- 3.3.7 Implementing the Engineering Change (EC) and Advanced Work Authorization (AWA) process as follows:
- Maintenance Planner (MP) receives EC/AWA from Client engineering to revise work scope.
 - MP contacts Project Superintendent (PS) and document control that a change in work scope is in-progress.
 - PS informs Lead Superintendent (LS) in charge of work to **stop** work in the field.
 - Document Control / MP recalls original work package or affected sections of the work package and all field copies remaining in the field.
 - Document Control / MP forwards original work package or affected sections of the work package to MP for revision/incorporation of EC/AWA.
 - Upon revising, MP re-issues revised work package or affected sections of the work package to document control.
 - Document Control / MP (East) revises field copies of work package or affected sections of the work package to comply with revision.
 - Work package or affected sections of the work package is then re-issued to LS in charge of work to resume work.
 - Follow normal process for re-start of work (C/O, pre-job brief, Two Minute Drill, etc.).
- 3.4 The Production Superintendent (PS) is responsible for:
- 3.4.1 Ensuring that Superintendents provide WP critical attribute information and walk down information to the MPs in accordance with SOP WP-30.04.
- 3.4.2 Performing reviews of the WPs as they are being developed and customized to assure that they include the information and level of detail required by this procedure and SOP WP-30.04.

4.0 MAIN BODY

4.1 Maintenance Planner Training and Qualification

4.1.1 Maintenance Planners shall:

4.1.1.1 Be qualified to the Client requirements in accordance with SOP AD-100.01.

4.1.1.2 Plan tasks for which they are qualified.

NOTE: Work planners assigned to a specific discipline (Mechanical, Electrical) may plan tasks for other disciplines as long as they have prior experience in that discipline as a work planner, and have a peer review for work package technical content performed by a qualified Lead Work Planner.

4.1.1.3 Plan tasks under the direction of a mentor until qualified.

4.2 Level 1 Company Work Package Standard Content – Attachment A

NOTE: Company Work Standard Content templates are to be stored in a designated area in the Client's Work Management Software Program.

4.2.1 Company standard should:

4.2.1.1 Be reviewed by Company supervisors or subject matter experts.

4.2.1.2 Work instructions for Supplemental craft should not depend heavily on site/Client training.

4.2.1.3 Maintain a worker focus, tailoring the WP to the end user (worker) not for the convenience of the MP.

4.2.1.4 The template is the standard format for “description of work scope”, “prerequisites and notes” and “cautions”.

4.2.1.5 Include the requirement for the supervisor verification of equipment configuration

4.2.2 Company Level 1 Work Package Standard (Attachment A) will help a Supplemental worker who, while otherwise technically qualified to perform the work, lacks familiarity with the site and site-specific information, or familiarity with nuclear terminology. Use of the Company template(s) and guidelines will:

4.2.2.1 Maintain consistency among WPs for like work.



4.2.2.2 Establish the same format from site to site.

4.2.2.3 Incorporate lessons learned in new WPs.

4.2.3 The Company work packages and templates shall be based on the Work Package Standard in Attachment A. Discipline specific templates should be developed as repetitive tasks and lessons learned become more evident as a result of work performed.

4.2.4 The “Authorization to Start Work Form” shall be used in all work packages and for all status tasks. Sections 1 and 2 shall be completed for all work order tasks in work packages. Section 2 shall be used only for status tasks (Scaffold, Insulation, IWs, Painters, etc.)

4.3 Maintenance Planning of Scaffold and Insulation WPs

4.3.1 WPs for scaffolding or insulation tasks/status tasks shall be formatted in accordance with Attachment E.

4.4 Maintenance Planning and Company WP Enhancement (Excluding Scaffolding and Insulation)

4.4.1 Perform a thorough review of the initiating document (Work Request, ECR, Condition Report, etc.) to gain an understanding of the work scope being requested.

4.4.2 Perform a pre-planning walk down of the work area and equipment to become familiar with the work area and work to be performed.

4.4.3 Define the task. Clearly indicate the work to be performed, and the expectations for the finished product (e.g., repack valve XXX according to instructions in Client’s procedure(s). Valve should stroke smoothly afterward and not leak.)

4.4.3.1 Ensure component or equipment location is detailed.

4.4.4 Develop work instructions using the Attachment A to provide a level of detail appropriate to the experience level of the workforce expected to perform the work and the potential risk to plant operations. (Assume no prior nuclear site experience for Company’s Supplemental workforce.)

4.4.4.1 Be concise and avoid confusing or vague language. Avoid use of acronyms unless first defined. Use language that the Company worker can understand.



Example:

“Torque bonnet bolts to 150 ft-lbs. in intervals of 25% (37.5, 75, 112.5, and 150 ft-lb) in a crisscross pattern as shown on sketch XXX-NNNN. Document on the Torque Data Sheet provided. Once the task is complete make additional passes in a clockwise or counterclockwise pattern until there is no movement of bolting at the final torque value. If a hydraulic torque wrench is to be used, then this shall be a Supervisor Hold Point (SH) for the Supervisor to verify craft training, wrench calibration, and wrench configuration including head size and hydraulic pressure.”

Instead of:

“Torque bonnet bolts in accordance with the applicable procedure.”

4.4.5 Develop a parts inventory and lay-down plan (including match marking as applicable) for complex jobs with large numbers of parts or jobs expected to have high personnel exposure or highly radioactive parts).

4.4.6 Determine the type of work package.

4.4.6.1 **Level 1:** Detailed work package – Full work package with highest level of detail and content (Custom work instructions, drawings, standard OLE docs, standard checklists and forms, etc.)

4.4.6.2 **Level 2:** Simple or Minimal Work Package – Streamlined work package which uses an approved procedure or simple work instructions steps.

4.4.6.3 **Level 3:** No work package – Work performed using skill of the craft at the WR/AR level Task.

4.4.7 Typical content of Level 1, 2 or 3 work packages:

NOTE: Use Table I and Client Work Management Software Program for guidance in determining the most appropriate type of work package (levels 1 or 2) or for identifying those circumstances when a work package may **not** be required at all (Level 3). The level designation refers to the work planner’s level of effort and rigor needed to prepare an appropriate work package, **not** necessarily the amount of information in the package itself.

Level 1	Level 2	Level 3
Minimum Expected Content		
Purpose and Scope	Purpose and Scope	Purpose and Scope



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Precautions and Limitations	Precautions and Limitations	Pre-Job Brief Form
Prerequisites and Post Work Forms	Pre-Job Brief Form	
Pre-Job Brief Form	Simple Instructions	
Detailed Instructions (OLE docs)	Procedures/Drawings	
Procedures/Drawings		
Optional Content		
Operating Experience	Operating Experience	Instructions as applicable
Special Instructions	Permits/Clearance	
Contingency Planning	Material/Parts	
Permits/Clearance	Maintenance Tag Out Information	
Maintenance Tag Out Information		
Material/Parts		
Photographs		
Support Activities		

4.4.8 Supervisor Verification Point Attributes – Maintenance Planners Establish SVPs utilizing the Supervisor Verification Point Attributes Form WP-30.04F2. Include SVPs identified by the Superintendents during the Work Package Walkdown per SOP WP-30.04.

4.4.8.1 Maintenance Planners shall incorporate identification & verification (SVPs) of specific portions of design documents, drawings, Client procedures, vendor manuals and other resource documents to ensure critical dimensions, tolerances, and other pertinent installation instructions are properly executed in the field. This shall include the addition of supervisory verification sign offs to procedure steps as appropriate (per Supervisor Verification Point Attributes), to specific EC, procedure or manual pages, and/or specific drawing details or notes. The work package should incorporate references to these specific pages or drawing details to the level necessary to ensure supervisory and field personnel have adequate guidance for proper execution.

4.4.9 Reduce paperwork whenever practical, by providing job steps and acceptance criteria in the WP instructions.

4.4.10 Clearly mark procedures to show applicable component information (e.g., select and state the appropriate torque value from a chart listing multiple sizes or values, rather than requiring the Company worker to select a torque value). Provide the cover sheet, annotated index, and only the applicable pages of a procedure.



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- 4.4.11 Add single line drawings, isometrics, schematics, P&IDs, etc., as appropriate to the applicable drawing list.
- 4.4.12 Use standard alphanumeric outline format for work instructions. For example:
- 4.4.13 Discuss WP development/structure/strategy with the Supervisor performing the work, or if not available, the PS prior to writing the WPs. (Especially important for Modifications)
- 4.4.14 Develop a reasonable number of WP steps (tasks) for large modifications.
 - 4.4.14.1 Minimize the need for various work groups to share WPs, considering craft jurisdiction, work locations, and number of crews performing the work. WPs (tasks) will be easier for the installer to follow, will require fewer revisions, and be easier to close.
 - 4.4.14.2 Work with the WCS to align the WP tasks/activities with the budget/cost reporting requirements per SOP WP-40.01.
 - 4.4.14.3 Operational Risk, Maintenance Risk and Human Performance Review
 - 4.4.14.4 The discipline planner performs the initial screening for potential Risks (Industrial Safety, Operational, Reactivity, Atmospheric, Environmental, etc.) and obtain Operations Review.
- 4.4.15 Materials
 - 4.4.15.1 Each Work Task should contain Material Request(s) (MR) or Bill of Material for its own parts when it is issued to the field. It is recognized that materials are frequently ordered under one task, to expedite procurement. However, as other task(s) are developed parts should be identified on the Bill of Material for each Work Task.
 - 4.4.15.2 Consumables should be listed on MR(s) but do not necessarily need to be ordered. Consumables may remain in the task in which they were ordered.
- 4.4.16 Work Package (WP) Content:
 - 4.4.16.1 Review and revise package hard copy to include typical WP content. Use of additional tabs (sub tabs) is encouraged



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especially when a WP contains a large number of documents or forms.

4.4.16.2 To aid the Company Supervisor, insert the following Items, Forms, or Permits:

The following forms are placed in package / activity just prior to the start of work

- Pre-Job Attendance Sheet Form WP-30.02F1.
- Authorization to Start Work Form / Clearance Order Release Verification of System Condition Form WP-30.02F2.
- Pre-job Briefing.
- Worker Tracking List or electronic equivalent when Clearance and Tagging is required.
- Clearance boundary verification requirements.
- Applicable procedures to ensure the latest revision is used.

The following forms and content can be inserted during package development:

- Form WP-30.02F6 Conduct of Work Checklist.
- List of required tools/equipment.
- Information on special or unique tools / equipment. The WP shall be annotated with SVPs for any unique specialty equipment needed to perform the work.
- Company Work Package Walkdown Checklist Form WP-30.04F1 and Station required Checklist(s) as applicable.
- FME requirements.
- Supervisor Verification Point Attributes Form WP-30.04F2.
- M&TE Sheets (As required).
- Maintenance Alteration Log (As required) for proper usage.
- Fire, Security, and Plan Barrier Impairments (As required).
- Copy of Engineering Change Request (EC) when required.
- Copy of equipment data and WR history only if it provides useful information such as special tools or tool lists.
- Reliable location information (i.e., equipment layout drawing or survey map annotated to show location).
- Photographs of component/area whenever available or reasonably obtainable (or building/room layout drawings with location of equipment annotated).
- Copy of Material Request(s) (As required).

- For tasks containing welding, include a copy of applicable Welding Procedure(s) (latest revision), High Risk/High Value Welding Screening, Walkdown, and Evaluation Checklist, and only those sections of the General Welding Requirements (GWR) as required for performance of the work. (Note: Station Weld Administrators may require that whole GWR be in the Work Package.)
- Weld maps/data sheets.
- Applicable Company or station lessons learned and OPEX information to include CAP products, and related events.
- Post-Job Review (Client Form)
- Electrical Safety Checklist.
- Other Checklists or Forms that are station specific.
- Reference Client Procedures needed to ensure that all configuration changes to the work scope have been included in the work package, implemented prior to work close out, and documented.

4.4.16.3 WP covers should contain the following on the top cover and on the spine as a minimum:

- WP and Task Number.
- Outage Number (As applicable).
- Work Week Number (As Applicable).
- Color Stripe if WP is a First Time or Significant Project or Evolution as defined by the SM in accordance with SOP-AD-210.01.

4.4.16.4 Work Packages for work in High Rad Areas shall be color coded RED. (Red cover page, Red Circle, or Magenta label, etc.)

4.5 Review and Approval

4.5.1 The MP shall select routings for Work Packages (Tasks/Activities) that assure that the following reviews and approvals are performed:

- Technical Review by Client station qualified reviewer as required.
- Welding review by the Client Site Welding Administrator as required.
- Review by ANII when required.
- Comprehensive review by Company Site Management to assure that the Work Package meets the requirements of this procedure.



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4.5.2 WPs that are written by others and issued to the Company to work subsequent to original work split shall be reviewed and revised as necessary in accordance with this procedure.

4.6 Walkdowns / Customization and Other WP Reviews

4.6.1 The MP shall resolve feedback from Work Package Workability Walkdowns in accordance with SOP WP-30.04 and other Work Package reviews (such as Peer Assessments or audits) making changes to the WPs as necessary.

4.7 Control of Work Packages

4.7.1 WPs shall be controlled in accordance with SOP AD-180.01 once they have been assembled or are at a ready status.

4.8 Pre-Job Brief and Activities Just Prior to Work

4.8.1 Review and verify the applicable element of the Conduct of Work Checklist, Form WP-30.02F6. **This is a Supervisor Hold.**

4.8.2 The Clearance Facilitator or Qualified Work Group Supervisor (who is a Qualified C/O Holder) shall enter the C/O number, complete Section 1 and sign/date Form WP-30.02F2, Company Authorization to Start Work for each work package.

4.8.2.1 Status Tasks that are not associated with a Clearance Order are not required to be authorized by the Clearance Facilitator to Start Work.

- These tasks may be authorized by the Work Group Supervisor or a Work Control Superintendent designee.

4.8.2.2 The Production Superintendent, Work Group Supervisor or designee shall complete Section 2 and sign/date Form WP-30.02F2, Authorization to Start Work / Clearance Order Release Verification of System Condition for each work package.

- The pre-job brief shall emphasize Company management expectations for C/O performance.

4.8.3 Work stopped or interrupted longer than one regular shift for reasons other than normally scheduled activities, or work within a changed or modified C/O boundary shall not resume until Form WP-30.02F3 has been signed and authorization to resume work is given.

4.8.3.1 Completion of the Form WP-30.02F3, Authorization to Resume Work / Clearance Order Release Verification of System Condition,



shall follow the same requirements of Section 4.8.1 of this procedure.

4.8.3.2 When Work is stopped for a changed or modified C/O boundary the Clearance Facilitator shall take control of the work package(s) associated with the Clearance Order(s) until the Clearance Order boundaries have been verified per SOP WM-20.06.

- Work contained in Work Packages that are not associated with the Clearance Order boundaries, such as shop fabrication work, may be authorized by the Clearance Facilitator to continue and the work package released back to the work group for that limited scope of work by completing WP-30.02F4, Inactive Clearance Notice.

4.8.4 The WTL shall be signed at each shift briefing and collected by the Lead Worker.

4.8.5 See the applicable Site Specific Attachment/Clearance Procedure for clearance order acceptance and release processes.

4.9 Prior to C/O Release

4.9.1 Workers shall sign off the WTL and return the WTL to the Lead Worker.

4.9.2 Verify the task/activity is complete in unless specifically verified by a supervisor with first-hand knowledge of the work status.

4.9.3 The Lead Worker shall account for and notify all workers they no longer have the protection of the C/O, remove the worker tracking list from the file location and insert Form WP-30.02F4 in the front of the work package.

4.10 Use the specific forms, checklists, and attachments from the appropriate site Clearance and Tagging procedure for walkdowns, worker tracking, Safety Verifications, etc.

5.0 REFERENCES

5.1 SOP AD-100.01, *Employee Training and Qualification.*

5.2 SOP AD-120.01, *Verification Practices.*

5.3 SOP AD-180.01, *Work Package Control.*

5.4 SOP AD-210.01, *Evaluation of Significant and First Time Evolutions.*

5.5 SOP WM-20.06, *Clearance Orders.*



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- 5.6 SOP WP-30.04, *Work Package Walkdown, Customization and Approval.*
- 5.7 SOP WP-40.01, *Cost/Budget/Schedule Development and Approval.*
- 5.8 Client Procedure, *Clearance and Tagging.*
- 5.9 Client Procedure, *Confined Space Entry.*
- 5.10 Client Procedure, *Electrical Safety.*
- 5.11 Client Procedure, *Human Performance Tools & Verification Practices.*
- 5.12 Client Procedure, *Integrated Risk Management.*
- 5.13 Client Procedure, *Maintenance Planning.*
- 5.14 Client Procedure, *Maintenance Planning, Work Package Enhancement (MMC) Maintenance Modification Contractor.*
- 5.15 Client Procedure, *Pre-Job, Heightened Level of Awareness, Infrequent Plant Activity and Post-Job Briefings.*

6.0 ATTACHMENTS

- 6.1 Attachment A, *Work Package Standard Content.*
- 6.2 Attachment B, *Generic Typical Maintenance Work Package Content.*
- 6.3 Attachment C, *Work Package Flow Chart.*
- 6.4 Attachment D, *Typical Content for Scaffolding and Insulation Work Packages.*

7.0 FORMS

- 7.1 Form WP-30.02F1, *Pre-Job Brief Attendance Sheet.*
- 7.2 Form WP-30.02F2, *Authorization to Start Work / Clearance Order Release Verification of System Condition.*
- 7.3 Form WP-30.02F3, *Authorization to Resume Work / Clearance Order Release Verification of System Condition.*
- 7.4 Form WP-30.02F4, *Inactive Clearance Notice.*
- 7.5 Form WP-30.02F5, *Scaffold-Specific Pre-Job Checklist.*
- 7.6 Form WP-30.02F6, *Conduct of Work Checklist.*



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The Maintenance Planner should delete any part of the Work Package Standard Content instructions that do not apply to the task.

WORK PACKAGE PREPARATION

In addition to the Client requirements in Client's "Maintenance Planning" procedure provide/insert the following:

Miscellaneous Company Data in front of Tab 1

- Authorization to Start Work / Clearance Order Release Verification of System Condition (Form WP-30.02F2)
- Authorization to Resume Work / Clearance Order Release Verification of System Condition (Form WP-30.02F3 when used)
- Pre-Job Briefing Form
- Task-Specific Hazard Assessment
- Worker Tag out Tracking Sheet or Pre-Job Attendance Sheet
- Post Job Critique
- Feedback Forms – Client or comparable station of Company Forms
- Bar Code & Cost Code Sheet (By Company)
- Information on first time evolutions
- Clearance verification requirements
- Attachment "Electrical Safety Guidelines" where appropriate
- Client Confined Space Entry

Tab 1 – Work Instructions

- Work Order Instructions
- Work Performed Continuation Sheets
- Work Package Revision Sheet
- Travelers
- Integrated Risk (As Applicable)

Tab 2 – Procedures

- NDE Request(s) (As Applicable)
- Procedures requiring signoff (As Applicable)
- FME Forms and Procedure
- Working Drawings
- Conduct of Work Checklist from Form WP-30.02F6
- Company Walkdown Checklist
- General Welding Requirements (as applicable)
- Weld Maps
- Maintenance Alterations Log



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Tab 3 – Parts

- Material Request (Copy)
- ASME Section XI, RR, Plans
- Evaluations (as applicable)
- Material Safety Data Sheets (MSDS)

Tab 4 – Equipment History

(No Company Enhancements for this Tab)

Tab 5 – Miscellaneous Support Documents (Ensure proper revision)

- Miscellaneous Drawings / Prints, FCRs, and other Engineering Paperwork (As Applicable)
- Tool and equipment list, special tools or complex equipment information
- Information Data

Tab 6 – Company Info (if applicable)

- Insulation, Grating, Scaffold, Temporary Power requests
- Additional Company documents as applicable



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1.0 WORK SCOPE LEVEL 1 OR LEVEL 2:

Work Scope:

(Describe here)

Equipment Location:

(Describe here)

Work performed under this work order package is classified as:

- | | |
|---|--|
| <input type="checkbox"/> Safety Related | <input type="checkbox"/> Reactivity Risk |
| <input type="checkbox"/> Code Section III | <input type="checkbox"/> Industrial Risk |
| <input type="checkbox"/> Code Section VIII | <input type="checkbox"/> Atmospheric Risk |
| <input type="checkbox"/> Augmented Quality | <input type="checkbox"/> Environmental |
| <input type="checkbox"/> Non-Safety Related | <input type="checkbox"/> Hexavalent Chromium |
| <input type="checkbox"/> Operational Risk | <input type="checkbox"/> Confined Space |
| <input type="checkbox"/> Seismic | <input type="checkbox"/> Welding/Hot Work |

2.0 NOTES AND PREREQUISITES:

******* NOTES *******

Any job step in section 3 of the work order that is **NOT APPLICABLE (N/A)** and is not written with N/A as an option shall be omitted using a Work Order revision by a Work Planner in accordance with the guidelines of "Maintenance Planning" procedure.



If a job step is written with NOT APPLICABLE (N/A) as an option, then the step may be omitted by a Supervisor.

- 2.1 Verify the Conduct of Work Checklist has been reviewed prior the start of work - Form WP-30.02F6

SUPERVISOR VERIFICATION

SV

Date

*****PREREQUISITES*****

- 2.2 PROTECT adjacent equipment from inadvertent bumping. DETERMINE if a robust barrier is required to protect nearby equipment or equipment in the 2 Foot Zone.

Robust barrier required: Yes No

SUPERVISOR VERIFICATION

SV

Date

- 2.3 EQUIPMENT/PARTS STAGING IN PLANT AREAS CONTAINING SAFETY-RELATED EQUIPMENT shall be IAW procedure Site Procedural Requirements. This includes, but not limited to, carts, the installation of barricades, barriers, scaffold racks, briefing huts, etc.

() N/A

Worker

Date

- 2.4 FOR CONTROL ROOM ENVELOPE BREACH, ensure there are means available to rapidly restore Control Room Envelope boundary in case of emergency. - The Work Group Planner shall discuss the issue with Engineering during work package planning for Site Specific Requirements and submit an ECR if deemed necessary. Planner must delete this step if the work activity does not involve Control Room Envelope.

PLANNER HOLD

PH

Date

- 2.5 IF ASME, SAFETY OR AUGMENTED RELATED PARTS NEED TO BE SUBDIVIDED, a second individual other than the one that performed the marking and not the Supervisor must verify that the proper identification of each piece has been maintained (transfer of heat no., material type, UTC, Cat



I.D. No., etc.), prior to separation. Stamping, indelible mark and/or etching shall be used to transfer material identification.

() N/A

Worker Date

() N/A

Worker Date

3 WORK INSTRUCTIONS

3.1 SH VERIFY that the equipment and or piping system to be worked on, is the same equipment number and/or line number, and location identified in the work package.

PLACE FLAGGING to identify equipment in accordance with SOP AD-120.01 "Verification Practices".

SUPERVISOR HOLD

Supervisor Verify Component

SH Date

Worker Date

*****NOTE*****

THE FOLLOWING PARTS VERIFICATION STEP MAY BE PERFORMED WHENEVER IT IS POSSIBLE TO PERFORM PROPER VERIFICATION.

3.2 Supervisor: VERIFY that all parts to be replaced or re-installed meet the FORM, FIT, AND FUNCTION of the intended parts. NOTE: You are signing that the parts you are replacing are like for like, or in accordance with approved engineering change documents. If parts do not meet the above intent, ENSURE an Engineering Evaluation has been approved for any differences and for use in current application in-accordance-with right selection process.

() N/A

SUPERVISOR VERIFICATION

SV Date

3.3 FME practices are to be adhered to IAW the FME forms and procedure MA-AA-716-008. This work has designated as FME zone:

3.3.1 - FME ZONE 1 [] - FME ZONE 2 []



STANDARD OPERATING PROCEDURE

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ATTACHMENT A

WORK PACKAGE STANDARD CONTENT

- The Work Group Planner shall specify the appropriate FME controls and special requirements based on the planned work activities or task and system – **(Reference Attachment 2 and 3A of MA-AA-716-008)**
- Reference the appropriate FME Plan if applicable. **INCORPORATE** specific guidance steps/instructions to provide detail inspections and specific requirements to successfully complete a task in the work instructions of each work package where system integrity will be breached or degraded. – Attachment 4 **(CM-6.1.8.6)**
- The WGS shall establish specific FME Zone Requirements in accordance with Attachment 5 of MA-AA-716-008. Documenting Zone transition shall be logged on Attachment 3B-1 of the procedure.
 - Refer to the following Attachments for additional requirements:
 - Attachment 3- Forms and Signs
 - – 3B-2 Work Package Device and Closeout Form
 - – 3C - FME Zone Tools Parts, and Equipment Log
 - – 3D - FME Drop Log
 - – 3E – FME ZONE 1&2 Sign
 - – 7 – FME Logging Requirements
- Refer to MA-AA-716-008 Attachments 9 and 10 as applicable for Loss of FME Integrity.

SUPERVISOR	Date
-------------------	-------------

3.4 DOCUMENT relevant "**AS- FOUND**" **CONDITIONS** in the Work Order "As-Found" section.
IDENTIFY if any failure found was a result of a defective part or improper maintenance practice.

Worker	Date
---------------	-------------

3.5 SH If required, **RIG AND LIFT** the load in-accordance-with MA-AA-716-021 Rigging and Lifting Program.
Rigging and Lifting Program and Installation of Temporary Rigging per CC-AA-402 using Attachments 35 and 36.



STANDARD OPERATING PROCEDURE

ATTACHMENT A

WORK PACKAGE STANDARD CONTENT

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NOTE: If the load is in excess of 500 lbs. or traverse over/near operating equipment, a Qualified Rigging Supervisor must **EVALUATE** the rigging, load path, etc. prior to the lift and **SUPERVISE** the lift.

SUPERVISOR HOLD

Qualified Rigging Supervisor Evaluate Rigging / Load Path Prior To Lift And Supervise Lift

- N/A. No Rigging required
- N/A. Load less than 500 lbs.
- N/A. Not over/near operating equipment
- N/A. Client Oversight for Heavy Loads

	SH	Date
	Worker	Date

3.6

SH Prior to installing required **CODE MATERIAL** items **VERIFY** that ER-AA-330-009, Att. "3 ASME Section XI Repair and Replacement Plan" is required and completed with all necessary approvals. **CONTACT** work planning for assistance if needed to provide 'CMTR'S / 'CODE DATA REPORTS to engineering programs.

ISI HOLD

Verify Code Material Requirements
 N/A No Code parts replaced

	ISI	Date
--	------------	-------------

SUPERVISOR HOLD

Verify Code Material Requirements
 N/A No Code parts replaced

	SH	Date
--	-----------	-------------

3.7

FOR BREACH OF SYSTEMS WHICH MAY CONTAIN HYDROGEN GAS, MOBILIZE a gas detector (sniffer) and beryllium tools. These items are to be used by the working department as deemed required by the supervisor.

- N/A, DETECTOR NOT REQ'D

SUPERVISOR VERIFICATION

	SV	Date
--	-----------	-------------

- N/A, BERYLLIUM TOOLS NOT REQ'D

SUPERVISOR VERIFICATION

	SV	Date
--	-----------	-------------

	Worker	Date
--	---------------	-------------



FOLLOW MA-AA-716-008-1010 FOR FME GUIDANCE FOR CONTROLLING THE USE OF WIRE BRUSHES/WHEELS. Note: Use Attachment 2 to document activities when wire brushes are to be used>

3.8 This task facilitates the installation of a plant modification as authorized by EC# _____.

VALIDATE that performance of this task is within Technical Specifications for the effected systems. (Operations)

(This step is for EC / MOD packages only. Step is part of Lessons Learned corrective action AR# 464917-12. Delete if not an EC Package. Step is only necessary when the EC / Mod have you install something to maintain system availability or operability.)

_____ / _____

Shift Manager / OPS Designee Sign Date

3.9 SH Document the "As-found" position, orientation and flow of the valve(s) being worked on.



Valve EPN: _____

As-found: Valve Open Valve Closed

Valve Orientation _____

Valve EPN: _____

As-found: Valve Open Valve Closed

Valve Orientation _____

SUPERVISOR HOLD

_____ SH

_____ Date

3.10 Additional work steps (instructions) here

_____ Worker

_____ Date

3.11 Repack the valve using MA-AP-736-710 – Adjustment and Repacking of Rotating Stem Valves and the designated site specific instructions and return the datasheet attachments to a Work Planner or a qualified valve Supervisor to run the valve data



STANDARD OPERATING PROCEDURE

ATTACHMENT A

WORK PACKAGE STANDARD CONTENT

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program. Valve may have to be disassembled for repack.
(Note: Run program using no more than a (5) ring set).

SUPERVISOR WITNESS

SW

Date

Worker

Date

3.12 **SH** Fabricate / Install Piping, Fittings, Valves(s), Etc. Utilizing the following: **Verify orientation and flow prior to tacking.**



- CC-AA-501-1003, Visual Weld Inspection
- CC-AA-501-1008, Welding General Requirements
- CC-AA-501-1010, Soldering Requirements
- CC-AA-501-1011, Preheat, Interpass, & PWHT
- CC-AA-501-1025, End Prep & Joint Details
- CC-AA-501-1026, Purging Techniques
- CC-AA-501-1027, Hot Work Precautions and Safety Practices
- CC-AA-501-1028, High Risk / High Value Welds
- MA-MW-796-101, Welding, Brazing, and Soldering Records
- MA-MW-796-101, EX. D, Weld Map (DOC# 2.0)
- MA-MW-796-101, EX. A, B, C, Weld Record (DOC# 3.0)
- WPS X-X-XX, ASME Welding Procedure Specification
- NSWP-M-02, Piping Installation
- NSWP-M-02, EX. A, Piping Installation Checklist (DOC# 4.0)
- NSWP-M-02, Ex. D, Bolted Connection Checklist (to install hardened flat washers when maintenance is performed on flanged connections)

NOTE: VALVE IS TO BE WELDED IN THE OPEN CLOSED POSITION.

Welding / Orientation / Flow
SUPERVISOR HOLD

SH

Date

Worker

Date

3.13 **SH** Fabricate / Install Pipe supports Utilizing the following:



- CC-AA-501-1003, Visual Weld Inspection
- CC-AA-501-1008, Welding General Requirements
- CC-AA-501-1011, Preheat, Interpass, & PWHT
- CC-AA-501-1025, End Prep & Joint Details
- CC-AA-501-1027, Hot Work Precautions and Safety Practices
- CC-AA-501-1028, High Risk / High Value Welds
- MA-MW-796-101, Welding, Brazing, and Soldering Records
- MA-MW-796-101, EX. D, ASME Weld Map (DOC# 2.0)



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WORK PACKAGE STANDARD CONTENT

- MA-MW-796-101, EX. A, C, ASME Weld Record (DOC# 3.0)
- MA-MW-796-101, EX. G, AWS Weld Map (DOC# 2.0)
- MA-MW-796-101, EX. E, F, AWS Weld Record (DOC# 3.0)
- WPS X-X-XXXX, ASME Welding Procedure Specification
- WPS D1.1-SM, AWS Welding Procedure Specification
- MA-MW-736-600, Torquing & Tightening Bolted Connections (install hardened flat washers when maintenance is performed on flanged connections)
- MA-MW-736-600, ATT. 8, Structural Bolting Sheet & Turn of Nut Method
- NSWP-M-04, Pipe Support Installation and Inspection
- NSWP-M-04, EX. B, Pipe Support Install Checklist (DOC# 4.0)

NOTE: ALL THREADED MATERIALS SHALL HAVE THE THREADS LUBRICATED WITH AN AMPLE AMOUNT OF FEL-PRO N-5000.

SUPERVISOR HOLD

	SH	Date
	Worker	Date

Note: If a Rad Wrench is used, to obtain the torque values in the following step the worker needs to obtain the Pre-Cal Sheet from the M&TE room that shows the PSI required to obtain the final Torque and return Work Package to a Planner for the required Pass Settings.

3.14 Add additional work steps (instructions) here....

	Worker	Date
--	--------	------

3.15 Add additional work steps (instructions) here....

	Worker	Date
--	--------	------

3.16 **SH** Verify system/component is free of foreign material prior to final system closure.



FME FREE
SUPERVISOR HOLD

	SH	Date
	Worker	Date



STANDARD OPERATING PROCEDURE
ATTACHMENT A
WORK PACKAGE STANDARD CONTENT

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3.17 **SH** Return the valve(s) to the as-found position documented earlier in the work instructions. Document the as-left position.

Valve EPN: _____

As-left: Valve Open Valve Closed

Valve EPN: _____

As-left: Valve Open Valve Closed

SUPERVISOR HOLD

SH

Date

3.18 **VERIFY** that all FME devices that may have been installed during rebuild, testing or manufacturing have been removed.

SUPERVISOR VERIFICATION

SV

Date

3.19 For all components that are being rebuilt, tested, or assembled for installation at a later time, make a copy of FME sheet (MA-AA-716-008. See Attachment 3 for guidance) and attach to the assembled components. (Delete step if not required)

SUPERVISOR VERIFICATION

SV

Date

3.20 **REMOVE** Fire impairment / PBI as applicable **after all work and PBI specified testing (if applicable) are complete** or as specified in the PBI Permit or applicable procedures. Reference OP-(MA or MW)-201-00I (Delete step if not req.)

SUPERVISOR VERIFICATION

SV

Date

3.21 **SH VERIFY** that all installed **CODE MATERIAL** items have been **DOCUMENTED** on the Bill of Material and have been approved for use per procedure ER-AA-330-009 and as applicable documented as such on Attachment "3" ASME Section XI Repair and Replacement Plan.



STANDARD OPERATING PROCEDURE

ATTACHMENT A

WORK PACKAGE STANDARD CONTENT

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SUPERVISOR HOLD

Verify Code Material Requirements
() N/A No Code parts replaced

SH **Date**

WORK PLANNER HOLD

Verify Code Material Requirements
() N/A No Code parts replaced

WPH **Date**

3.22 **SH** For IT-7000 X-XX-X and NSWP-M04 changes. Engineering changes or others that require a DCR submitted or "As-Built" marked up drawings forwarded to engineering. Perform the following: Generate an ECR and forward a marked up drawing to Engineering.



ECR#: _____

SUPERVISOR HOLD

Return Work Package to Planner

SH **Date**

WORK PLANNER HOLD

Verify ECR has been created.

WPH **Date**

4 WORK COMPLETION

4.1 Perform a job site **CLEANUP** and verify work area is clean or cleaner than when work started.

Worker **Date**

4.2 Obtain concurrence from Plant Engineering and / or CMO prior to disposing of failed components.

() N/A No failed components

SUPERVISOR VERIFICATION

SV **Date**

4.3 **VERIFY** all flagging to identify equipment and/or work area has been removed.

() N/A, No flagging installed

SUPERVISOR VERIFICATION

SV **Date**

4.4 **VERIFY** EPN labels are correct and properly installed.

() N/A, No labels required.

SUPERVISOR VERIFICATION

SV **Date**



4.5 **VERIFY** that the "Worker Tracking List" attachment has been completed, signed and returned to the Lead Supervisor.

() N/A, No clearance order required

SUPERVISOR VERIFICATION

SV

Date

4.6 **VERIFY** that Calibrated (M&TE) tools/equipment has been returned. If a "RAD" wrench was used **VERIFY** that the Pre and Post Calibrated documentation have been incorporated into the work package.

NOTE: All out of tolerances are to be reported in-accordance-with the Issue Report (IR) process.

() N/A, No M&TE used

SUPERVISOR VERIFICATION

SV

Date

4.7 **VERIFY** that all "Transient Fire Load Permits" have been returned to the Fire Marshall.

() N/A, No combustible material ,
No transient fire load

WORKER VERIFICATION

WORKER

Date

4.8 **NOTIFY** Confined Space Supervisor that work is complete and turn in all Confined Space paperwork to the RP Department.

() N/A, No Confined Space
Required

SUPERVISOR

Date

4.9 **NOTIFY** Painters that work is complete and ready to paint under task #XX.

() N/A, No painting required

SUPERVISOR

Date

4.10 **NOTIFY** Insulators that work is complete and equipment/pipe is ready to re-insulate under task #XX.

() N/A, No insulation required

SUPERVISOR

Date

4.11 **Verify** Welders Continuity Sheet attached to weld records in (Tab 2) has been completed.

SUPERVISOR VERIFICATION

SUPERVISOR

Date



STANDARD OPERATING PROCEDURE

WP-30.02

ATTACHMENT A

Revision 1

WORK PACKAGE STANDARD CONTENT

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4.12 DOCUMENT all process improvements or “Lessons Learned” on the “Post-Job Critique Worksheet / Package Closeout Checklist” or other comparable Station / Company Feedback Form.

N/A, No improvements or “Lessons Learned”

SUPERVISOR **Date**

5 WORK COMPLETION – FOR WORKER TAGOUT CLEARANCES (AS REQUIRED)

5.1 Close out Worker Tagout Tracking List in accordance with the station Clearance Order procedure and return cards to the Clearance Facilitator / Holder (Mid-West).

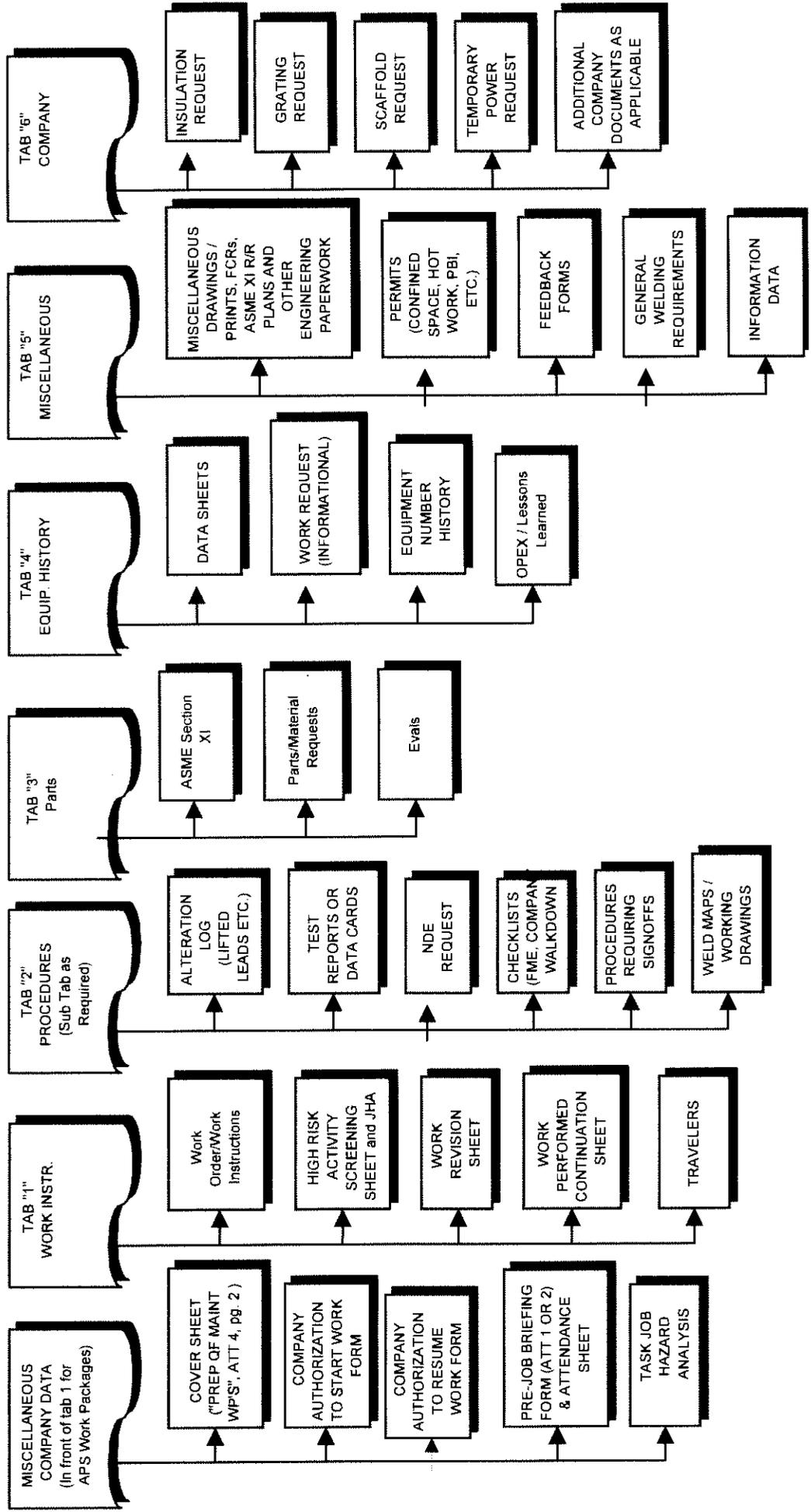
N/A, No Clearance required

SUPERVISOR **Date**



STANDARD OPERATING PROCEDURE
ATTACHMENT B

GENERIC TYPICAL MAINTENANCE WORK PACKAGE CONTENT

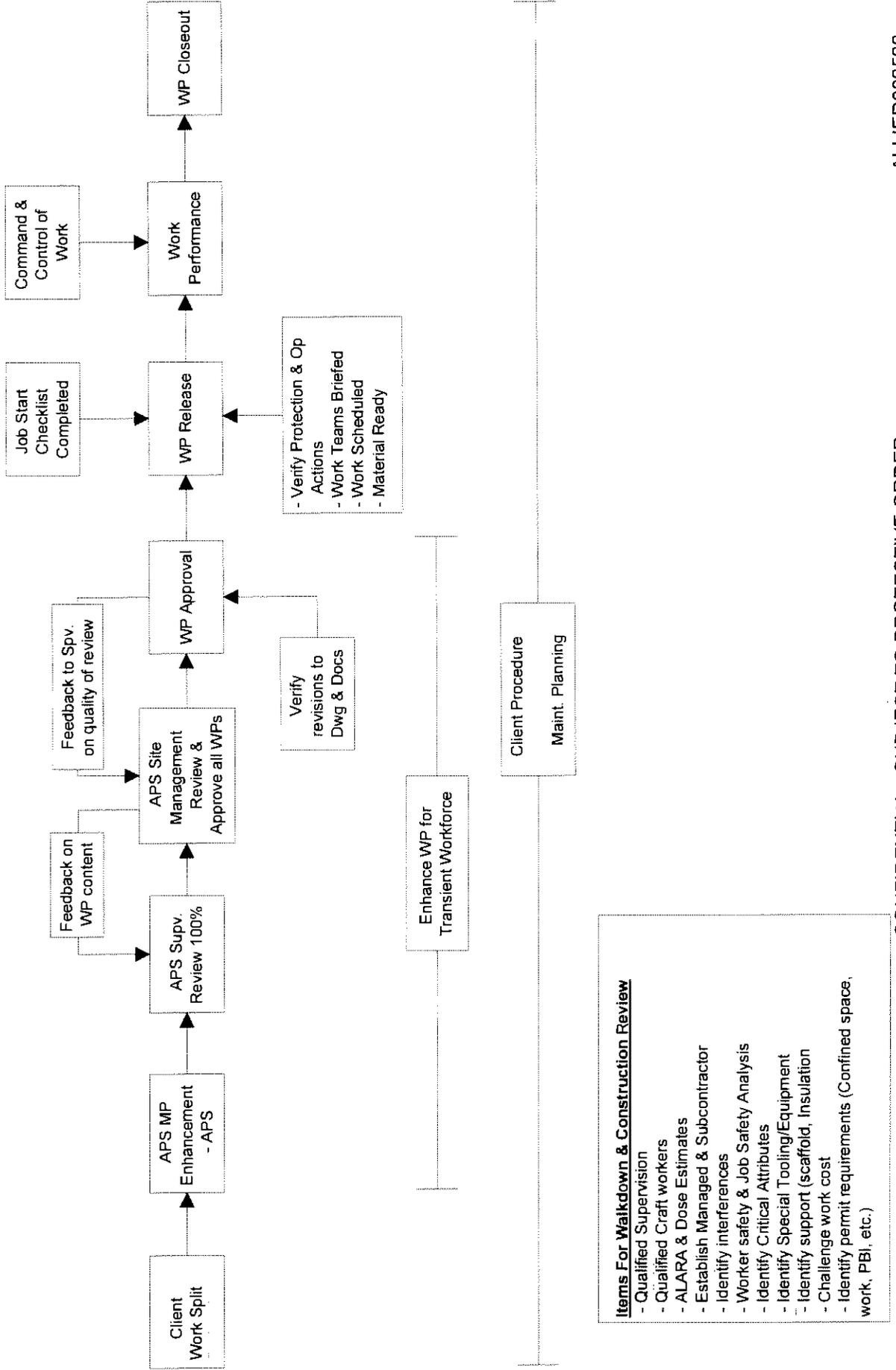


- NOTES:
1. ITEMS NOT LISTED UNDER TAB "1" WITH DOCUMENT NUMBERS SHALL BE PLACED IN TAB "2".
 2. THIS IS NOT AN ALL INCLUSIVE LIST OF DOCUMENTS THAT MAY BE INCLUDED IN A WORK REQUEST. NOR ARE ALL OF THE DOCUMENTS LISTED ABOVE REQUIRED TO BE INSERTED IN A GIVEN WORK REQUEST.
 3. ITEMS WITH GRAY BACKGROUND ARE THE SAME AS ATT. 4 OF CLIENTS "MAINTENANCE PLANNING" PROCEDURE.
 4. ADDITIONAL TABS MAY BE PROVIDED AS NECESSARY.

CONFIDENTIAL - SUBJECT TO PROTECTIVE ORDER



**STANDARD OPERATING PROCEDURE
ATTACHMENT C
WORK PACKAGE FLOWCHART**





STANDARD OPERATING PROCEDURE
ATTACHMENT D
TYPICAL CONTENT FOR SCAFFOLDING
AND INSULATION WORK PACKAGES

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Standardized Scaffolding and Insulation WPs

Scaffolding Work Packages should be brief and able to fit in clear plastic sleeves. They should contain the following:

1. Parent Work Order
2. Scaffold/Insulation Task/Status Task (or Activity)
3. Scaffold/Insulation Request
4. Location Drawing
5. Drawing showing extent of work (e.g. Piping Iso showing location and length of insulation removal and ISI inspection relative to piping components).
6. Identify supervisory verification points (SVPs) to ensure that clearances are maintained pertaining to seismic requirements and sensitive equipment. (Reference Form WP-30.04F2 for Supervisor Verification Point Attributes and dimensions).
7. Estimate of scaffold size (Or scaffold components required) and estimate of insulation task (quantity and type of material).
8. Photograph(s) if available:
 - Component requiring scaffold or area requiring insulation removed.
 - Previously constructed scaffold for the same purpose.
9. Scaffold-Specific Pre-Job Checklist

Standardized Insulation WPs

Insulation Work Packages should be brief and able to fit in clear plastic sleeves. Their content should be similar to Scaffold Work Packages, except that there should be an estimate of the amount and type of insulation to be removed, and type and amount of insulation to be reinstalled.

Case No. ASRC 219264 Official Exhibit No. E 17

Disposition: Identified ✓
Rejected Received ✓

IN THE MATTER OF: allied

Date: 5/8/13 Witness: Nevid Reporter: an

No. Pages: 13



STANDARD OPERATING PROCEDURE
AUTHORIZATION TO START WORK /
CLEARANCE ORDER RELEASE
VERIFICATION OF SYSTEM CONDITION

WP-30.02F2
 Revision 0
 Page 1 of 3

JAF

SECTION 1

Work Order and Task:

Clearance Order # _____

- Identified component boundaries and positions on Clearance Order are **adequate for scope** of this work
 Clearance Order Facilitator: _____ Date: _____
- Required component boundaries are **confirmed to be Tagged Out and in correct position**
 (See Safety Verification Checklist)
 Clearance Order Facilitator: _____ Date: _____
 - Task is set to Correct Status to Start Work (**WORKING, INPROG, RWORK, APPROV**)
 - Work order **assigned** to Clearance Order
 - Exceptional Clearance Order - **Discuss** why Exceptional.

 Authorized Signature (Clearance Order Facilitator)

 Date

(No work may proceed without this signature.)

SECTION 2

- All Documents, Drawings, ECs are Current Prior to Starting Work _____ (WPC Init./Date)
- Pre-Job Brief Completed
- Job Hazard Recognition Performed with Work Crew
- Potential for Lead, Asbestos Exposure, Hexavalent Chromium Discussed
- ALARA Brief Completed if Required and CREW knowledgeable of their **RWP#** _____
- Review Clearance order special instructions including exceptional clearance order details

 Supervisor's Signature

 Date

By signing as Supervisor, I understand the expectations for the performance of the work and have explained the details to my crew so that they understand the required expectations, too.

WORKERS: DO NOT begin work, until you understand all of the above information in detail as provided by your Immediate Supervisor. Ask Questions



STANDARD OPERATING PROCEDURE
AUTHORIZATION TO START WORK /
CLEARANCE ORDER RELEASE
VERIFICATION OF SYSTEM CONDITION

WP-30.02F2
Revision 0
Page 2 of 3

SECTION 3

Clearance Order Release Responsibilities / Considerations

Items to consider prior to releasing or allowing manipulations to a clearance order. This primarily applies to Final Clears, Temp Lifts, and Partial Clears.

This information does not preclude the use of any guidance or use of checklists contained within Clients Clearance and Tagging Procedure.

ENSURE the equipment, as it pertains to your scope of work is:

- In a condition that can support the required testing prior to release (examples):
 - Reassembled (pipe tight)
 - Machine guards installed, panel covers installed, vent ducting, etc.
 - FME devices removed
 - Coupling strong backs removed
 - Mechanical / Electrical interlocks installed
 - Cleared of obstructions that would impact equipment operation
 - Cleared of grounding devices
 - Cleared of personnel
- Working Tracking List reconciled
- Energy Injection Checklists completed if applicable
- Work package is in the proper status and if all steps are not complete, the Clearance Order Holder must be aware of what steps have not been completed.
- For releases related to Temp Lifts, Partial Clears, or Boundary Changes, affected Holders and employees have been notified and understand how the clearance order manipulation will impact their zone of protection.



STANDARD OPERATING PROCEDURE
AUTHORIZATION TO START WORK /
CLEARANCE ORDER RELEASE
VERIFICATION OF SYSTEM CONDITION

WP-30.02F2
 Revision 0
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SECTION 3 (cont'd)

The intent of this form is to ensure that Company Clearance Order Facilitators and / or Lead Workers who are "Holders" on a clearance order (C/O) have discussed and have a complete understanding of the status of the system or component being worked on prior to releasing or allowing manipulations to the clearance order. This applies to Final Clears, Temp Lifts, and Partial Clears.

Note: Completion of the following steps of this form is not required if the person performing the release is the only Holder **and is also** the person who provided direct oversight / supervision of the work being performed and is fully knowledgeable of system / component condition.

The following steps are not applicable per the above Note. _____
 (Holder Signature / Date)

OR, Complete the Following:

Work Order Number: _____

Clearance Order Number(s): _____

Planned C/O Manipulation: _____

Status of the Component / System covered by the Clearance Orders: *(e.g., all work complete and ready to return to service, not all work instructions complete (specify), status of work will support desired clearance order manipulation, etc.)*

 (Clearance Order Facilitator / Holder) (Date)

Note: While face-to-face communication is desired, either of the following signatures may be obtained by "telecon." E-mail is not acceptable.

 (Supv Responsible for Execution of the Work) (Date)

If field work steps are incomplete or some other condition exists that should be considered, then the Discipline Lead or Production Superintendent should additionally be involved in the system / components status discussion. N/A if not applicable.

 (Discipline Lead or Production Superintendent) (Date)



STATEMENT OPERATING PROCEDURE
AUTHORIZATION TO RESUME WORK /
CLEARANCE ORDER RELEASE
VERIFICATION OF SYSTEM CONDITION

WP-30.02F3
Revision 0
Page 1 of 3

JAF

SECTION 1

Work Order and Task:

Stop Time/Date _____

Re-Start Time/Date _____

Clearance Order # _____

- Reason work was stopped _____
- Identified component boundaries and positions on Clearance Order are **adequate for the continuation of this work.**
Clearance Order Facilitator: _____ Date: _____
- Required component boundaries are **confirmed to be tagged out and in correct position.**
Clearance Order Facilitator: _____ Date: _____
 - Task is set to Correct Status to Start Work (**WORKING, INPROG, RWORK, APPROV**)
 - Work order **assigned** to Clearance Order
 - Exceptional Clearance Order - **Discuss** why Exceptional.

APS Authorized Signature (Clearance Order Facilitator)

Date

(No work may proceed without this signature.)

SECTION 2

- Pre-Job Brief Update Completed
- Job Hazard Recognition Performed with Work Crew for changed conditions
- ALARA Brief Updated (if Required) and crew knows their **RWP #** _____
- Review C/O special instructions including exceptional clearance order details

APS Supervisor's Signature

Date

By signing as Supervisor, I understand the expectations for the performance of the work and have explained the details to my crew so that they understand the required expectations, too.

WORKERS: DO NOT continue with this work, until you understand all of the above information in detail as provided by your Immediate Supervisor. Ask Questions.



STATEMENT OPERATING PROCEDURE

AUTHORIZATION TO RESUME WORK / CLEARANCE ORDER RELEASE VERIFICATION OF SYSTEM CONDITION

WP-30.02F3

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SECTION 3

Clearance Order Release Responsibilities / Considerations

Items to consider prior to releasing or allowing manipulations to a clearance order. This primarily applies to Final Clears, Temp Lifts, and Partial Clears.

This information does not preclude the use of any guidance or use of checklists contained within Client's Clearance and Tagging Procedure.

ENSURE the equipment, as it pertains to your scope of work is:

- In a condition that can support the required testing prior to release (examples):
 - Reassembled (pipe tight)
 - Machine guards installed, panel covers installed, vent ducting, etc.
 - FME devices removed
 - Coupling strong backs removed
 - Mechanical / Electrical interlocks installed
 - Cleared of obstructions that would impact equipment operation
 - Cleared of grounding devices
 - Cleared of personnel
- Working Tracking List reconciled
- Energy Injection Checklists completed if applicable
- Work package is in the proper status and if all steps are not complete, the Clearance Order Holder must be aware of what steps have not been completed.
- For releases related to Temp Lifts, Partial Clears, or Boundary Changes, affected Holders and employees have been notified and understand how the clearance order manipulation will impact their zone of protection.



STATEMENT OPERATING PROCEDURE

AUTHORIZATION TO RESUME WORK /
CLEARANCE ORDER RELEASE
VERIFICATION OF SYSTEM CONDITION

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SECTION 3 (cont'd)

The intent of this form is to ensure that Company Clearance Order Facilitators and / or Lead Workers who are "Holders" on a clearance order (C/O) have discussed and have a complete understanding of the status of the system or component being worked on prior to releasing or allowing manipulations to the clearance order. This applies to Final Clears, Temp Lifts, and Partial Clears.

Note: Completion of the following steps of this form is not required if the person performing the release is the only Holder and is also the person who provided direct oversight / supervision of the work being performed and is fully knowledgeable of system / component condition.

The following steps are not applicable per the above Note. _____
(Holder Signature / Date)

OR, Complete the Following:

Work Order Number: _____

Clearance Order Number(s): _____

Planned C/O Manipulation: _____

Status of the Component / System covered by the Clearance Orders: (e.g., all work complete and ready to return to service, not all work instructions complete (specify), status of work will support desired clearance order manipulation, etc.)

(Clearance Order Facilitator / Holder) (Date)

Note: While face-to-face communication is desired, either of the following signatures may be obtained by "telecon." E-mail is not acceptable.

(Supv Responsible for Execution of the Work) (Date)

If field work steps are incomplete or some other condition exists that should be considered, then the Discipline Lead or Production Superintendent should additionally be involved in the system / components status discussion. N/A if not applicable.

(Discipline Lead or Production Superintendent) (Date)



STANDARD OPERATING PROCEDURE
INACTIVE CLEARANCE NOTICE

WP-30.02F4
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W/O # _____

- Prefab Work ONLY
- Pre-Outage Staging
- C/O Manipulation in Progress
- Other _____

**NO WORK
CAN BE
PERFORMED IN
THIS PACKAGE
THAT REQUIRES
THIS C/O PLACED**

C/O # _____

Authorized Signature Clearance Order Facilitator)
(No work may proceed without this signature.)

Date

- Pre-Job Brief for Prefab Work completed.
- Job Hazard Recognition Performed with Work Crew.

Supervisor's Signature

Date

WORKERS: DO NOT begin work until you understand all of the above information in detail as provided by your Immediate Supervisor. **Ask Questions.**

Activity No _____ Scaffold. No. _____ Briefing Leader _____

Job Purpose/Scope

Scaffold to be built for? _____
Location: _____
Scaffold Size: _____ Type _____
Expected results & Special Considerations:

Oversight

- Define the degree of management involvement
- Industrial Safety / Operational / Reactivity / Environmental / Atmospheric Risk requirements
- Engineering Reviews Discussed (Pre/Post Erection)

Task

- Assignments** _____ Identify and understand:
- ID/Flag sensitive equipment and seismic requirements
 - Ops review completed
 - Scaffold user needs understood
 - Qualifications
 - Personal limitations
 - Handoffs – Build Status and others in work area

Hazards and Mitigating Methods

- Maintain 3-foot clearance around sensitive equipment
- Operational Risk / Protect Equipment
- Robust Barriers
- Seismic Clearance requirements are understood?
- Blocking or disturbing Fire Protection equipment including sprinkler heads and fire door impairments are reviewed.
- Identification of safety hazards (electrical, chemical, work at heights, lifting & material handling, walking safety, etc.)
- SOP WP-30.05 Scaffold Risk Review Form reviewed
- Special precautions, JHA
- Heat Stress or other environmental issues
- Clearance & other permit requirement?
- Personal protective equipment (PPE)
- ALARA requirements RWP # _____
- Scaffold above 7ft? Survey reviewed?
- Special scaffold requirements identified (rigging, engineered etc.)
- Transient combustibles
- Maintaining positive control of material during material handling (dropped objects)
- Hazards associated with expandable toeboards discussed?

Human

Performance _____ Address human performance tools for hazards and each critical step relevant to risks with nuclear, industrial, radiological, environmental safety, reactivity management and/or operational risk activities (ORA).

- 2-Minute Drill
- STAR
- Peer Check
- Three part communications
- Procedure Use & Adherence
- Flagging / Robust Operational Barriers
- Place keeping
- 2-Foot Zone Rule

Special Requirements or Unusual Conditions

- Resources, tools, and material
- Structure, system, component, and environmental conditions
- Scaffold Erection in the area of overhead power cables
- Foreign material exclusion (FME) and housekeeping
- Review dropped item prevention methods
- Tool Belt lanyards are available
- Interfaces with other organizations
- Interaction with other activities planned or in progress
- Communication methods and potential obstacles to their effectiveness

Operating Experience

Specify how similar errors, events, or the causes of similar events will be avoided

Contingencies / Stop-Work

Criteria _____ Review contingencies, changes in task conditions or its scope regarding unexpected equipment response:

- OOPS, stop work criteria
- Event response – if mistake is made, misposition occurs, spill, etc.
- Who to contact if concerns/questions arise

THU – Validate Assumptions / Questioning Attitude

- Component labeling issues
- Challenge co-workers to ensure correct decisions/actions
- Acceptance criteria
- Equipment clearance tolerances
- Verify as-left conditions are as expected
- Generate IRs for abnormal conditions

Questions and Concerns

- Review questions and concerns workers may have with the job

The 5 Key Questions

- | | |
|---|--|
| <input type="checkbox"/> Are there any Critical Steps in this task? | <input type="checkbox"/> What are the Error Likely Situations ? |
| <input type="checkbox"/> What is the Worst Thing that can go wrong? | <input type="checkbox"/> What Defenses are we relying upon? |
| <input type="checkbox"/> What actions will assure proper Configuration Control ? | |



STANDARD OPERATING PROCEDURE
SCAFFOLD-SPECIFIC PRE-JOB CHECKLIST

WP-30.02F5
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STANDARD OPERATING PROCEDURE
CONDUCT OF WORK CHECKLIST
TEMPLATE EXAMPLE

WP-30.02F6
Revision 0
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Work Order / Task:

- It is the responsibility of the supervisor to review work order instructions and/or procedure steps to identify and understand all types of HOLD and WITNESS POINTS. If highlighter is used, the field copy shall also be highlighted.
- All HOLD and WITNESS POINTS are expected to be reviewed during the Pre-Job Briefing with crew members. Questions concerning stopping points for holds shall be reviewed and clarified by the supervisor before proceeding with the work.
- It is the Company expectation that any HOLD or WITNESS POINTS shall not be bypassed. If questions exist related to the point where the inspection is to be performed, the issue must be resolved by the supervisor and the inspecting organization in advance.
- Notify the appropriate department prior to reaching any HOLD or WITNESS points to minimize delays in completing the work task.
- If field copies are required for contaminated areas, the Supervisor shall bring the Work Package to the Document Control for reproduction of copies and stamp. Signs offs from field copies shall be transferred to the master copy no later than the end of each shift.
- If work is to be performed in a Confined Space, the Entry Supervisor shall obtain a Confined Space Entry Permit in accordance with the current Confined Space Entry procedure.
- If work is stopped due to scope growth and/or a major revision is required, contact the Lead Superintendent or Production Superintendent and identify why the Work Package cannot be completed as written.
- If part replacement is required (other than what is shown on the Material Request) or parts are not like for like, contact the maintenance planner for resolution and to determine if a part evaluation is required, prior to installing the part.
- The Supervisor shall verify that field crews are in compliance with the expectation to maintain control of all parts/components. This expectation shall be discussed in the pre-job briefing.
- When lubricants, sealants, and chemicals are required, they shall be approved for use per current chemical control procedures.
- If combustible materials are required to perform work, obtain a Transient Fire Load Permit prior to bringing them into the plant.
- Verify welders understand and follow expectations for welding/brazing filler material control. Initiate rod tickets for obtaining filler materials.
- If welding, cutting, grinding, etc. are to be performed; obtain a Hot Work.



STANDARD OPERATING PROCEDURE

CONDUCT OF WORK CHECKLIST
TEMPLATE EXAMPLE

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- Verify specialty training (Just-in Time (JIT) Training) has been completed for applicable crew members.
- If calibrated tools or equipment are required to perform work in this Work Package, they shall be issued and controlled in accordance with Client or applicable station procedures.
- Perform a pre-job brief IAW Site Procedures. Document attendees on the Company Pre-Job Brief Attendance Sheet.
- Document relevant as found conditions in the Work Order as found section. Identify if any failure found was a result of a defective part or improper maintenance practice.
- If there are Process Improvements or Lessons Learned, then document them on the "Post Job Critique Worksheet" or comparable station or Company feedback form.
- Notify the Confined Space Supervisor that work under this task is complete.
- Verify that M&TE equipment has been turned in.
- Perform a job site cleanup and verify that the area is clean as or cleaner than when work started.

#	Supervisor Name	Initial	Date
1			
2			
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14			
15			



STANDARD OPERATING PROCEDURE
NON-SUPERVISORY PERFORMANCE
EVALUATION DATA

AD-50.03F2
 Revision 0
 Page 1 of 1

Name: STACEY SHELTON

Employee #: 50128

Review Date: 10/18/17

Position Reviewed: ELECTRICAL SUPERINTENDENT Supervisor: DAVE MADENBACH

Site: BYRON Outage: B2R20

A comment is **REQUIRED** to support your rating in each category.

CATEGORY	EXCELLENT	VERY GOOD	GOOD	FAIR
SAFETY PERFORMANCE Individual plans, observes, searches for and mitigates hazards prior to assigning work while coaching others in safety standards. STACEY DID WELL MITIGATING HAZARDS & KEEPING HIS CREW SAFE.	7	6	5	4
PROFESSIONALISM All peers and subordinates were treated with dignity and respect without regard to race, religion, age, sex, national origin, handicap. STACEY TREATED EVERYONE WITH RESPECT.	7	6	5	4
COST AND SCHEDULE The individual was sensitive to cost and schedule and coached workers to effectively and efficiently complete error free work.	7	6	5	4
CRITICAL ATTRIBUTES / FIRST TIME EVENTS Individual identifies and verifies critical attributes and provides additional attention and oversight for first time or infrequent evolutions. STACEY STAYED IN THE FIELD WITH HIS CREWS TO PROVIDE CONSTANT OVERSIGHT.	7	6	5	4
INSTRUCTION CLARITY Understands, conveys, and follows the instructions provided to accomplish quality, error free, work; stops when questions arise. STACEY HAD NO HQ ERRORS	7	6	5	4
CONVEYING EXPECTATIONS Briefs workers in the details of their work assignments, conveys end result expectations, and personally walks the work with them.	7	6	5	4
DOCUMENT MAINTENANCE Continually reviews work documents, records overall progress, and demonstrates leadership in the instruction of work to others. STACEY KEPT HIS PKGS UP TO DATE WITH GOOD PLACEKEEPING.	7	6	5	4
ROLE & RESPONSIBILITY Understands and asserts accountability for quality and timely work, reports problems and work delays immediately.	7	6	5	4
COMMUNICATIONS Sets concise expectations, removes barriers, questions head-offs, encourages others' questions, indoctrinates and pairs new workers.	7	6	5	4
HUMAN PERFORMANCE Effective at communicating work site idiosyncrasies, policy and procedural requirements, and achieving error free performance.	7	6	5	4
OVERALL PERSPECTIVE Understands coworkers, demonstrates a sense of urgency, spends time with the crew, promotes cleanliness, committed to quality.	7	6	5	4
RECOMMENDED FOR FUTURE ASSIGNMENT				
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Marginal <input type="checkbox"/> Any "No" or "Marginal" recommendations must be explained in the remarks section.				
Remarks: STACEY IS FAIRLY NEW TO NUCLEAR BUT IS CATCHING ON QUICKLY & IS EAGER TO LEARN. TAKES COACHING WELL & MOVES FORWARD. WOULD BE HAPPY TO WORK WITH STACEY AGAIN.				

Supervisor's Signature: D. Doughty

Employee's Signature: Stacey Shelton

AM
ER20

Case No. 2586249264 Official Exhibit No. E20

Disposition: Identified
Rejected Received

IN THE MATTER OF: allied

Date: 5/9/18 Witness: Yhoesin Reporter: DM

No. Pages: 4



**STANDARD OPERATING PROCEDURE
NON-SUPERVISORY PERFORMANCE
EVALUATION DATA**

AD-50.03F2
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Name: DAN GIBSON Employee #: 50164 Review Date: 10/15/17
 Position Reviewed: ELECTRICAL SUPERINTENDENT Supervisor: DAVE DAUGHERBAUGH Site: BURDW Outage: BURDW

A comment is REQUIRED to support your rating in each category.

CATEGORY	EXCELLENT	VERY GOOD	GOOD	FAIR			
SAFETY PERFORMANCE	7	6	5	4	3	2	1
Individual plans, observes, searches for and mitigates hazards prior to assigning work while coaching others in safety standards. DAN DID A NICE JOB KEEPING HIS PEOPLE SAFE.							
PROFESSIONALISM	7	6	5	4	3	2	1
All peers and subordinates were treated with dignity and respect without regard to race, religion, age, sex, national origin, handicap.							
COST AND SCHEDULE	7	6	5	4	3	2	1
The individual was sensitive to cost and schedule and coached workers to effectively and efficiently complete error free work.							
CRITICAL ATTRIBUTES / FIRST TIME EVENTS	7	6	5	4	3	2	1
Individual identifies and verifies critical attributes and provides additional attention and oversight for first time or infrequent evolutions.							
INSTRUCTION CLARITY	7	6	5	4	3	2	1
Understands, conveys, and follows the instructions provided to accomplish quality, error free, work; stops when questions arise.							
CONVEYING EXPECTATIONS	7	6	5	4	3	2	1
Briefs workers in the details of their work assignments, conveys end result expectations, and personally walks the work with them.							
DOCUMENT MAINTENANCE	7	6	5	4	3	2	1
Continually reviews work documents, records overall progress, and demonstrates leadership in the instruction of work to others. DAN'S PLACKEEPIING IS ALWAYS UP TO DATE.							
ROLE & RESPONSIBILITY	7	6	5	4	3	2	1
Understands and asserts accountability for quality and timely work, reports problems and work delays immediately. DAN IS A GOOD LEADER + TAKE RESPONSIBILITY FOR HIS PROJECT.							
COMMUNICATIONS	7	6	5	4	3	2	1
Sets concise expectations, removes barriers, questions hand-offs, encourages others' questions, indoctrinates and pairs new workers. DAN DOES A GREAT JOB OF REMOVING BARRIERS, ASKING THE RIGHT QUESTIONS, + SETTING HIS WORK UP							
HUMAN PERFORMANCE	7	6	5	4	3	2	1
Effective at communicating work site idiosyncrasies, policy and procedural requirements, and achieving error free performance. DAN FULLY UNDERSTANDS THE NECESSITY TO READ, UNDERSTAND, + FOLLOW ALL PROCEDURES.							
OVERALL PERSPECTIVE	7	6	5	4	3	2	1
Understands coworkers, demonstrates a sense of urgency, spends time with the crew, promotes cleanliness, committed to quality.							
RECOMMENDED FOR FUTURE ASSIGNMENT							
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Marginal <input type="checkbox"/> Any "No" or "Marginal" recommendations must be explained in the remarks section.							
Remarks:							

Supervisor's Signature: _____

Employee's Signature:



**STANDARD OPERATING PROCEDURE
NON-SUPERVISORY PERFORMANCE
EVALUATION DATA**

AD-50.03F2
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Page 1 of 1

Name: MIKE GECAN

Employee #: 50663

Review Date: 10/16/17

Position Reviewed: ELECTRICAL SUPERINTENDENT

Supervisor: DAVE DRUGHEBAUGH

Site: BYRON

Outage: BR20

A comment is REQUIRED to support your rating in each category.

CATEGORY	EXCELLENT	VERY GOOD	GOOD	FAIR			
SAFETY PERFORMANCE Individual plans, observes, searches for and mitigates hazards prior to assigning work while coaching others in safety standards.	7	6	5	4	3	2	1
MIKE ALWAYS MITIGATES THE HAZARDS + KEEPS HIS PEOPLE SAFE.							
PROFESSIONALISM All peers and subordinates were treated with dignity and respect without regard to race, religion, age, sex, national origin, handicap.	7	6	5	4	3	2	1
COST AND SCHEDULE The individual was sensitive to cost and schedule and coached workers to effectively and efficiently complete error free work.	7	6	5	4	3	2	1
MIKE DRIVES THE WORK WELL + COMPLETES IN AN EFFICIENT MANNER.							
CRITICAL ATTRIBUTES / FIRST TIME EVENTS Individual identifies and verifies critical attributes and provides additional attention and oversight for first time or infrequent evolutions.	7	6	5	4	3	2	1
INSTRUCTION CLARITY Understands, conveys, and follows the instructions provided to accomplish quality, error free, work; stops when questions arise.	7	6	5	4	3	2	1
CONVYING EXPECTATIONS Briefs workers in the details of their work assignments, conveys end result expectations, and personally walks the work with them.	7	6	5	4	3	2	1
DOCUMENT MAINTENANCE Continually reviews work documents, records overall progress, and demonstrates leadership in the instruction of work to others.	7	6	5	4	3	2	1
MIKE'S PLACEKEEPING IS ALWAYS SPOT ON.							
ROLE & RESPONSIBILITY Understands and asserts accountability for quality and timely work, reports problems and work delays immediately.	7	6	5	4	3	2	1
COMMUNICATIONS Sets concise expectations, removes barriers, questions hand-offs, encourages others' questions, indoctrinates and pairs new workers.	7	6	5	4	3	2	1
MIKE IS PROFICIENT AT PROBLEM SOLVING.							
HUMAN PERFORMANCE Effective at communicating work site idiosyncrasies, policy and procedural requirements, and achieving error free performance.	7	6	5	4	3	2	1
OVERALL PERSPECTIVE Understands coworkers, demonstrates a sense of urgency, spends time with the crew, promotes cleanliness, committed to quality.	7	6	5	4	3	2	1
RECOMMENDED FOR FUTURE ASSIGNMENT							
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Marginal <input type="checkbox"/> Any "No" or "Marginal" recommendations must be explained in the remarks section.							
Remarks:							

Supervisor's Signature: D. Drughebaugh

Employee's Signature: Mike Gecan



**STANDARD OPERATING PROCEDURE
SUPERVISORY PERFORMANCE
EVALUATION DATA**

AD-50.03F1
Revision 1
Page 1

Name: DAUGHENBAUGH, DAVE T
Position Reviewed: Elect Supt
Site: BRAIDWOOD

Employee #: 50633 Review Date: 4/24/18
Supervisor: David M Poyle Supv Employee #: _____
Outage: A1R20

A comment is REQUIRED to support your rating in each category.

CATEGORY	EXCELLENT	VERY GOOD	GOOD	FAIR			
WORKING SAFELY The extent to which this person follows safety procedures, is watchful for safety hazards, takes action to correct or prevent hazards, and communicates with others about safety hazard.	7	6	5	4	3	2	1
<i>Daves work force HAS HAD A safe & successful outage</i>							
QUALITY OF WORK How effectively this person produces a high caliber of work compared with accepted standards of performance.	7	6	5	4	3	2	1
<i>Daves work group performed ERROR Free. Did a great job</i>							
BEHAVIOR FLEXIBILITY How effectively this person adapts to changing work demands and priorities, learns and/or assumes new tasks.	7	6	5	4	3	2	1
<i>No issue</i>							
HUMAN PERFORMANCE How effectively this person understands and communicates policy and procedural requirements to achieve error free performance and results.	7	6	5	4	3	2	1
<i>DAVE group work ERROR FREE & used their H-U Tools</i>							
COOPERATION AND TEAMWORK How effectively this person gets along and communicates with employees, vendors and the Client; contributes to the overall success of our projects.	7	6	5	4	3	2	1
<i>No issue</i>							
DOCUMENT MAINTENANCE How effectively this person reviews work documents and demonstrates leadership while clearly instructing others.	7	6	5	4	3	2	1
<i>GREAT JOB on maintaining work package placement & closure</i>							
PROFESSIONALISM How effectively this person treats all peers and subordinates with dignity and respect regardless their race, age, sex, religion or national background.	7	6	5	4	3	2	1
<i>VERY PROFESSIONAL & Treats everyone with respect</i>							
LEADERSHIP How effectively this person has vision and effectively communicates it to others, resulting in a change of behavior. Has the ability to motivate others	7	6	5	4	3	2	1
<i>GREAT Leader</i>							
COMMUNICATIONS How effectively this person clearly and effectively communicates to others through verbal and written communication. Also having the ability to listen and understand others, including the practice of active listening.	7	6	5	4	3	2	1
<i>NO ISSUES</i>							
COST AND SCHEDULE How effectively this person is sensitive to cost and schedule, and coaches others to complete error free work, both effectively and efficiently.	7	6	5	4	3	2	1
<i>GREAT JOB following & Reporting out on HIS schedule</i>							
OVERALL PERFORMANCE How effectively this person performs his/her essential job duties, yet demonstrates urgency and is committed to quality.	7	6	5	4	3	2	1
<i>GREAT JOB</i>							
RECOMMENDED FOR FUTURE ASSIGNMENT							
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Marginal <input type="checkbox"/> Any "No" or "Marginal" recommendations must be explained in the remarks section.							
Remarks: <i>I would HIGHLY recommend DAVE for any position s&pt let's He does A Great Job</i>							

Supervisor's Signature: David M Poyle

Employee's Signature: Daughenbaugh

Case No. 25RC219264 Official Exhibit No. E21

Disposition: Identified
Rejected Received

IN THE MATTER OF: allied

Date: 5/9/19 Witness: Pherson Reporter: on

No. Pages: 2



**STANDARD OPERATING PROCEDURE
SUPERVISORY PERFORMANCE
EVALUATION DATA**

AD-50.03F1
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Page 1

Name: BOEHMKE, ALEX

Employee #: 50463

Review Date: 11/29/17

Position Reviewed: Electrical Superintendent

Supervisor: Dirk Therson

Supv Brass #: 50644

Site: Quad Cities

Outage: Online

A comment is REQUIRED to support your rating in each category.

CATEGORY	EXCELLENT	VERY GOOD	GOOD	FAIR			
SAFETY PERFORMANCE	7	6	5	4	3	2	1
Individual plans, observes, searches for and mitigates hazards prior to assigning work while coaching others in safety standards.							
PROFESSIONALISM	7	6	5	4	3	2	1
All peers and subordinates were treated with dignity and respect without regard to race, religion, age, sex, national origin, handicap. <i>Alex is very courteous & level headed in challenging issues.</i>							
COST AND SCHEDULE	7	6	5	4	3	2	1
The individual was sensitive to cost and schedule and coached workers to effectively and efficiently complete error free work.							
CRITICAL ATTRIBUTES / FIRST TIME EVENTS	7	6	5	4	3	2	1
Individual identifies and verifies critical attributes and provides additional attention and oversight for first time or infrequent evolutions.							
INSTRUCTION CLARITY	7	6	5	4	3	2	1
Understands, conveys, and follows the instructions provided to accomplish quality, error free, work; stops when questions arise. <i>Alex does a very good job stopping & getting planner's eng support.</i>							
CONVEYING EXPECTATIONS	7	6	5	4	3	2	1
Briefs workers in the details of their work assignments, conveys end result expectations, and personally walks the work with them.							
DOCUMENT MAINTENANCE	7	6	5	4	3	2	1
Continually reviews work documents, records overall progress, and demonstrates leadership in the instruction of work to others.							
ROLE & RESPONSIBILITY	7	6	5	4	3	2	1
Understands and asserts accountability for quality and timely work, reports problems and work delays immediately.							
COMMUNICATIONS	7	6	5	4	3	2	1
Sets concise expectations, removes barriers, questions hand-offs, encourages others' questions, indoctrinates and pairs new workers. <i>Alex does a good job communicating, but can improve on the frequency.</i>							
HUMAN PERFORMANCE	7	6	5	4	3	2	1
Effective at communicating work site idiosyncrasies, policy and procedural requirements, and achieving error free performance.							
OVERALL PERSPECTIVE	7	6	5	4	3	2	1
Understands coworkers, demonstrates a sense of urgency, spends time with the crew, promotes cleanliness, committed to quality.							
RECOMMENDED FOR FUTURE ASSIGNMENT							
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Marginal <input type="checkbox"/> Any "No" or "Marginal" recommendations must be explained in the remarks section.							
Remarks:							

Supervisor's Signature

Dirk Therson

Employee's Signature:

Alex Boehmke

(optional)

Case No. 25RC290264 Official Exhibit No. E26

Disposition: Identified
Rejected Received

IN THE MATTER OF: Allen

Date: 8/9/18 Witness: Thorn Reporter: PM

No. Pages: 4



**STANDARD OPERATING PROCEDURE
SUPERVISORY PERFORMANCE
EVALUATION DATA**

AD-50.03F1
Revision 1
Page 1

Name: BOEHMKE, ALEX M
Position Reviewed: Elect Supt
Site: LaSalle

Employee #: 50463 Review Date: 3/4/18
Supervisor: John Root Supv Employee #: 50189
Outage: LIR17

A comment is REQUIRED to support your rating in each category.

CATEGORY	EXCELLENT	VERY GOOD	GOOD	FAIR			
WORKING SAFELY	7	6	5	4	3	2	1
The extent to which this person follows safety procedures, is watchful for safety hazards, takes action to correct or prevent hazards, and communicates with others about safety hazard. <u>EXCELLENT</u> <u>VERY GOOD AT KEEPING HIS WORKERS SAFETY AND CORRECTS AND PREVENTS HAZARDS</u>							
QUALITY OF WORK	7	6	5	4	3	2	1
How effectively this person produces a high caliber of work compared with accepted standards of performance. <u>GOOD HIGH CALIBER OF WORK COMPARED WITH STANDARDS OF PERFORMANCE</u>							
BEHAVIOR FLEXIBILITY	7	6	5	4	3	2	1
How effectively this person adapts to changing work demands and priorities, learns and/or assumes new tasks. <u>GOOD WITH CHANGING WORK DEMANDS AND PRIORITIES.</u>							
HUMAN PERFORMANCE	7	6	5	4	3	2	1
How effectively this person understands and communicates policy and procedural requirements to achieve error free performance and results. <u>UNDERSTANDS WELL</u>							
COOPERATION AND TEAMWORK	7	6	5	4	3	2	1
How effectively this person gets along and communicates with employees, vendors and the Client; contributes to the overall success of our projects. <u>VERY GOOD WITH GETTING ALONG AND COMMUNICATES WITH EMPLOYEES, CLIENTS.</u>							
DOCUMENT MAINTENANCE	7	6	5	4	3	2	1
How effectively this person reviews work documents and demonstrates leadership while clearly instructing others. <u>VERY GOOD</u>							
PROFESSIONALISM	7	6	5	4	3	2	1
How effectively this person treats all peers and subordinates with dignity and respect regardless their race, age, sex, religion or national background. <u>TREATS EVERYONE THE SAME</u>							
LEADERSHIP	7	6	5	4	3	2	1
How effectively this person has vision and effectively communicates it to others, resulting in a change of behavior. Has the ability to motivate others. <u>VERY GOOD WITH THIS</u>							
COMMUNICATIONS	7	6	5	4	3	2	1
How effectively this person clearly and effectively communicates to others through verbal and written communication. Also having the ability to listen and understand others, including the practice of active listening.							
COST AND SCHEDULE	7	6	5	4	3	2	1
How effectively this person is sensitive to cost and schedule, and coaches others to complete error free work, both effectively and efficiently. <u>VERY GOOD</u>							
OVERALL PERFORMANCE	7	6	5	4	3	2	1
How effectively this person performs his/her essential job duties, yet demonstrates urgency and is committed to quality. <u>EXCELLENT IN OVER ALL PERFORMANCE</u>							
RECOMMENDED FOR FUTURE ASSIGNMENT							
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Marginal <input type="checkbox"/> Any "No" or "Marginal" recommendations must be explained in the remarks section.							
Remarks: <u>KIND OF SUPT. WE NEED.</u>							

Supervisor's Signature: John Root 3-4-18

Employee's Signature: [Signature]
(optional)



**STANDARD OPERATING PROCEDURE
SUPERVISORY PERFORMANCE
EVALUATION DATA**

AD-50.03F1
Revision 1
Page 1

Name: BOEHMKE, ALEX M
Position Reviewed: Elect Lead
Site: QUAD

Employee #: 50463
Supervisor: ROBERT M. ROSS
Outage: Q2R24

Review Date: 03/31/18
Supv Employee # 50622

A comment is REQUIRED to support your rating in each category.

CATEGORY	EXCELLENT	VERY GOOD	GOOD	FAIR			
WORKING SAFELY The extent in which this person follows safety procedures, is watchful for safety hazards, takes action to correct or prevent hazards, and communicates with others about safety hazard	7	6	5	4	3	2	1
No FA - No OBSERVATION CARDS							
QUALITY OF WORK How effectively this person produces a high caliber of work compared with accepted standards of performance.	7	6	5	4	3	2	1
SATS Standards High For his RESUME							
BEHAVIOR FLEXIBILITY How effectively this person adapts to changing work demands and priorities, learns and/or assumes new tasks.	7	6	5	4	3	2	1
ADAPT TO NEW TASKS							
HUMAN PERFORMANCE How effectively this person understands and communicates policy and procedural requirements to achieve error free performance and results	7	6	5	4	3	2	1
Human Error Free Work							
COOPERATION AND TEAMWORK How effectively this person gets along and communicates with employees, vendors and the Client; contributes to the overall success of our projects	7	6	5	4	3	2	1
Works well with clients							
DOCUMENT MAINTENANCE How effectively this person reviews work documents and demonstrates leadership while clearly instructing others	7	6	5	4	3	2	1
DEMONSTRATES LEADERSHIP							
PROFESSIONALISM How effectively this person treats all peers and subordinates with dignity and respect regardless their race, age, sex, religion or national background	7	6	5	4	3	2	1
Very Professional							
LEADERSHIP How effectively this person has vision and effectively communicates it to others, resulting in a change of behavior. Has the ability to motivate others	7	6	5	4	3	2	1
Very Good Leader							
COMMUNICATIONS How effectively this person clearly and effectively communicates to others through verbal and written communication. Also having the ability to listen and understand others, including the practice of active listening.	7	6	5	4	3	2	1
Very Good Listener							
COST AND SCHEDULE How effectively this person is sensitive to cost and schedule, and coaches others to complete error free work, both effectively and efficiently	7	6	5	4	3	2	1
Very Sensitive to Cost + Schedule							
OVERALL PERFORMANCE How effectively this person performs his/her essential job duties, yet demonstrates urgency and is committed to quality.	7	6	5	4	3	2	1
Committed to Quality							
RECOMMENDED FOR FUTURE ASSIGNMENT							
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Marginal <input type="checkbox"/> Any "No" or "Marginal" recommendation must be explained in the remarks section							
Remarks: ALSO DID A VERY GOOD AS THE ELECTRIC LEAD							

Supervisor's Signature: Robert M. Ross

Employee's Signature: Alex M. Boehmke
(optional)



STANDARD OPERATING PROCEDURE
AUTHORIZATION TO START WORK /
CLEARANCE ORDER RELEASE
VERIFICATION OF SYSTEM CONDITION

WP-30.02F2
 Revision 0
 Page 1 of 3

Braidwood Station

SECTION 1

Work Order and Task:

04613820 08

Clearance Order # 144327 for Tuning Gear
ITGOGE EPN work steps 3.2-3.6 ON Request

- Identified component boundaries and positions on Clearance Order are adequate for scope of this work
 Clearance Order Facilitator: J. J. [Signature] Date: 4/10/18
- Required component boundaries are confirmed to be Tagged Out and in correct position
 (See Safety Verification Checklist)
 Clearance Order Facilitator: [Signature] Date: 4/10/18
- Task is set to Correct Status to Start Work (WORKING, INPROG, RWORK, APPROV)
- Work order assigned to Clearance Order
- Exceptional Clearance Order - Discuss why Exceptional.

[Signature] APS Authorized Signature (Clearance Order Facilitator) 4/10/18
 Date
 (No work may proceed without this signature.)

SECTION 2

- All Documents, Drawings, ECs are Current Prior to Starting Work W 4/6/18 (WPC Init./Date)
- Pre-Job Brief Completed
- Job Hazard Recognition Performed with Work Crew
- Potential for Lead, Asbestos Exposure, Hexavalent Chromium Discussed
- ALARA Brief Completed if Required and CREW knowledgeable of their RWP# N/A
- Review Clearance order special instructions including exceptional clearance order details

[Signature] APS Supervisor's Signature 4-8-18
 Date

By signing as Supervisor, I understand the expectations for the performance of the work and have explained the details to my crew so that they understand the required expectations, too.

WORKERS: DO NOT begin work, until you understand all of the above information in detail as provided by your Immediate Supervisor. Ask Questions

CR 29
 am

Case No. 25RC219264 Official Exhibit No. E 29

Disposition: Identified ✓
Rejected Received ✓

IN THE MATTER OF: allied

Date: 5-9-10 Witness: Thompson Reporter: Mr

No Pages: 49

Work Planner: Gary Gruhn

1.0 WORK SCOPE:

1.1 Work scope: TURBINE FLOOR TEMP POWER SUPPORT/DEMOMB

1.2 Equipment Tag: N/A VARIOUS TEMP PWR

1.3 Equipment Location: UNIT 1 TURB DECK

1.4 Work being performed under this work order package is classified as:

Safety Related

Non-Safety Related

Augmented Quality

Seismic

EQ Related

Operational Critical Component (OPCC)

1.5 SH - Supervisor to REVIEW Risk Screening/Mitigation Plan attachment 8 for Industrial and Risk Screenings

CRITICAL ATTRIBUTE

SH MAH 4-8-18
Supervisor Date

2.0 NOTES:

2.1 Any job step in the work order that is Not Applicable (N/A) and is not written with N/A as an option **SHALL** be omitted using a Work Order revision by a Work Planner in accordance with the guidelines of "Maintenance Planning" procedure MA-AA-716-010, Attachments 1 and 2.

2.2 If a job step is written with Not Applicable (N/A) as an option, then the step may be N/A by a Foreman or Supervisor and minor revision is not required..

2.3 Work instruction steps may be worked out of sequence, or repeated at the direction of the job Supervisor provided that **no** "Hold Points" are bypassed or "Witness / Verification Points" are made impossible or impractical to perform. (Additional spaces for initial/date shall be inserted, by Maintenance Dept, for repeated steps).

3.0 PREREQUISITES:

3.1 SV - PROTECT adjacent equipment from inadvertent bumping. DETERMINE if a robust barrier is required to protect near by equipment or equipment in the 2 Foot Zone.

Robust barrier required: Yes No

SV MAJ 4-10-18
Supervisor Date

3.2 EQUIPMENT/PARTS STAGING in plant areas containing Safety-Related Equipment **SHALL** Be IAW procedure MA-AA-716-026. This includes, but **not** limited to, carts, the installation of barricades, barriers, scaffold racks, briefing huts, etc....

N/A

MAJ 4-10-18
Installer Date

3.3 SH- VERIFY Operations has performed the assessment of WC-AA-104 Risk Screening/Mitigation Plan attachment 8 PG. 1 of 2 prior to starting work

SH MAA 4-8-18
Supervisor Date

CRITICAL ATTRIBUTE

3.4 SH- VERIFY Supervisor has performed the assessment of WC-AA-104 Risk Screening/Mitigation Plan attachment 8 PG. 2 of 2 prior to starting work.

SH MAA 4-8-18
Supervisor Date

CRITICAL ATTRIBUTE

3.5 SV - Verify the Conduct of Work Checklist has been reviewed **PRIOR** to the start of work. (Form 203.02-6)

SV MAA 4-8-18
Supervisor Date



STANDARD OPERATING PROCEDURE
AUTHORIZATION TO START WORK /
CLEARANCE ORDER RELEASE
VERIFICATION OF SYSTEM CONDITION

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BRAIDWOOD STATION

SECTION 1

Work Order and Task: 04755402-16

Clearance Order # N/A

- Identified component boundaries and positions on Clearance Order are **adequate for scope** of this work (Clearance Order Facilitator: _____ Date: _____)
 - Required component boundaries are **confirmed to be Tagged Out and in correct position** (See Safety Verification Checklist)
 Clearance Order Facilitator: _____ Date: _____
 - Task is set to Correct Status to Start Work (WORKING, INPROG, RWORK, APPROV)
 - Work order assigned to Clearance Order
 - Exceptional Clearance Order - Discuss why Exceptional.
- _____
 APS Authorized Signature (Clearance Order Facilitator) 4/22/18
Date
 (No work may proceed without this signature.)

SECTION 2

- All Documents, Drawings, ECs are Current Prior to Starting Work 04-22-18 (WPC Init./Date)
 - Pre-Job Brief Completed
 - Job Hazard Recognition Performed with Work Crew
 - Potential for Lead, Asbestos Exposure, Hexavalent Chromium Discussed
 - ALARA Brief Completed if Required and CREW knowledgeable of their RWP# N/A
 - Review Clearance order special instructions including exceptional clearance order details
- _____
 APS Supervisor's Signature 4-22-18
Date

By signing as Supervisor, I understand the expectations for the performance of the work and have explained the details to my crew so that they understand the required expectations, too

WORKERS: DO NOT begin work, until you understand all of the above information in detail as provided by your Immediate Supervisor. Ask Questions

Facility: BRW BRAIDWOOD GENERATING STATION MASTER
 Unit : 01 Project : NCE120028 Work Order Package
 O Type: SU Priority: C W/O Dspln: EA
 Planner : GRUHGL GRUHN G L 04755402 16
 W/O Title : EC 400434 WESTINGHOUSE OVATION DIGITAL UPGRADE FOR 7300 NSS
 W/O Task Title: CE 1PM05J-B1 CHANGE OUT DAMAGED MONITOR 1CD-CX4107A
 Written To : ANNUNCIATOR PANEL MAIN CONTROL BOARD
 Task Dspln : M4 Due Date: Late Date:



Work Order Task Written To

Facility : BRW	PMRQ :	PM Cat Cd:
Division :	Unit : 01	Op Sys :
Equipment : PNLA 05J	Area :	Sys/Cls: PM
Work Item :	Component: P05 <	
Equip. Tag: 1PM05J	Eqt. List:	Ops Review Req'd: Y
UTC :	Alt:	
Catalog ID:	Tbl/Brkdwn: (Past 12 mo)	
Client/Act:	Job Type : SA UCR: R	
Location :	451 MCR	
Location 2: 451		

Signature/Authorization/Approval/Review:

	<u>Name</u>	<u>Date</u>	<u>Time</u>
Shift Authorization to start work :	<i>[Signature]</i>	4/22/18	1600
Work Started :	<i>[Signature]</i>	4-22-18	1708
Work Stopped :	<i>[Signature]</i>	4-22-18	1800
Supv Review of Work Completion :	<i>[Signature]</i>	4-22-18	1805
ANI Review of work package :			

Nuclear Information

RWP Required : N Contain Closure : Doc Pkg : N A Mode:
 Contain Integrity: N Q Group : N/A QA Grade:
 Train Status : NCR :
 TS/SLC Related : Tech Spec Action:
 Maintenance Rel. : R LCO : N Tech Spec Date:
 Detection : Symptom : Failure/Date:
 Discovery Status : C Plant Effect: Sys Effect :
 Ctrl Rm Comm Req'd: V Safety Class: NS

Work Order Task Instructions

1PM05J B1 REMOVE DAMAGED MONITOR & INSTALL NEW MONITOR.
 per the attached work instructions

25

3/0 PREREQUISITES:

3/1 SV - PROTECT adjacent equipment from inadvertent bumping. DETERMINE if a robust barrier is required to protect near by equipment or equipment in the 2 Foot Zone.

Robust barrier required: Yes No

SV AS 4-22-18
Supervisor Date

3/2 EQUIPMENT/PARTS STAGING in plant areas containing Safety-Related Equipment **SHALL** Be IAW procedure MA-AA-716-026. This includes, but **not** limited to, carts, the installation of barricades, barriers, scaffold racks, briefing huts, etc....

N/A

KS 4-22-18
Installer Date

3/3 SH- VERIFY Operations has performed the assessment of WC-AA-104 Risk Screening/Mitigation Plan WC-AA-104-F-01 Pg. 1 of 2 prior to starting work

SH MS 4-22-18
Supervisor Date

CRITICAL
ATTRIBUTE

3/4 SH- VERIFY Operations has performed the assessment of WC-AA-104 Risk Screening/Mitigation Plan WC-AA-104-F-01 Pg. 2 of 2 prior to starting work

SH MS 4-22-18
Supervisor Date

CRITICAL
ATTRIBUTE

3/5 SV - Verify the Conduct of Work Checklist has been reviewed **PRIOR** to the start of work. (Form 203.02-6)

SV MS 4-22-18
Supervisor Date

4.0 WORK INSTRUCTIONS:

4.1

SH - VERIFY that the equipment and or piping system to be worked on, is the same equipment number and/or line number, and location identified in the work package.

EPN: MCR Panels 1PM02J, 1PM04J, 1PM05J, and 1CX47J
LOCATION: U-1 MCR 451

CRITICAL ATTRIBUTE

PLACE FLAGGING to identify equipment in accordance with HU-AA-101 "Human Performance Tools and Verification Practices".
See drawings in tab #5 for locations."

SUPERVISOR HOLD
Supervisor Verify Component

LF 4-10-18
Supervisor Date

JCE 4-10-18
Installer Date

4.2

DOCUMENT relevant "AS- FOUND" CONDITIONS in the Work Order "As-Found" section. Identify if any failure found was a result of a defective part or improper maintenance practice.

N/A, Modification
EC#400434

LF 4-10-18 LF
Supervisor Date

4.3

SH - TEST BEFORE TOUCH: PRIOR to performing of any physical work, perform a 'TEST BEFORE TOUCH' electrical safety check of any affected circuitry, utilizing the proper, station approved, voltage testing device, to verify status of the circuits in question. REFERENCE: SA-AA-129, "Electrical Safety".

CRITICAL ATTRIBUTE

SUPERVISOR HOLD
VERIFY Installers understand requirements

LF 4-10-18
Supervisor Date

N/A

JCE 4-10-18
Installer Date

4.4

SH - VERIFY with Engineering in War Room, EC 400434 drawings are the current revision.

VERIFIED WITH JACILK

LF 4-10-18
Installer Date

CRITICAL ATTRIBUTE

SH JCE 4-10-18
Supervisor Date

8.

MCR Panel 1PM02J

NOTE: TESTING criteria will be per EC400434 CC-AA-107 Att. 1 for all cables.

4.5 SV - **INSTALL** Jumper "E" from 1PM02J-PATCH to 1NCC-CX4100 in 1PM02J.
Refer to EC 400434 drawings 20E-1-4046S

- **PERFORM TEST** prior to installation and **DOCUMENT** on Attachment A.

Chris Corral 4/19/18
Installer Date

SV T. J. Jones 19 April 18
Supervisor Date

4.6 SV - ~~TIE~~ if necessary **TEST** and **TERM** Jumper "E" in 1PM02J.

CAUTION: Do not exceed bend radius of 1.9"

Refer to MA-MW-726-022, EC 400434 drawings 20E-1-4046S,
20E-0-3000B Sht. 5C

- **TEST** Fiber Cable and **DOCUMENT** on Attachment A
- **TERMINATE** Jumper "E" at 1PM02J-PATCH

Fiber#	Device/Point	Installer Init. Date	SV Init. Date
1	1PM02J-PATCH / B-15	CC 14/19/18	TJ 19 APRIL 18
2	1PM02J-PATCH / B-16	CC 14/19/18	TJ 19 APRIL 18

- **TERMINATE** Jumper "E" at 1NCC-CX4100

Fiber#	Device/Point	Installer Init. Date	SV Init. Date
1	1NCC-CX4102 / RX	CC 14/19/18	TJ 19 APRIL 18
2	1NCC-CX4102 / TX	CC 14/19/18	LF/TJ 14-22-18

~~4-17-18~~
~~4-17-18~~

Chris Corral 4/19/18
Installer Date

SV T. J. Jones 19 April 18
Supervisor Date

MCR Panel 1PM05J

NOTE: TESTING criteria will be per EC400434 CC-AA-107 Att. 1 for all cables.

4.31 SV - TIP if necessary TEST and TERM Cable 1RY514 in 1PM05J.

CAUTION: Do not exceed bend radius of 1.9"

Refer to MA-MW-726-022, EC 400434 drawings 20E-1-4046S, 20E-1-4052Q Sh. 2, and 20E-0-3000B Sht. 5C

• TERMINATE Cable 1RY514 at 1PK-0455B

Fiber#	Device/Point	Installer Init. Date	SV Init. Date
1	1PK-0455B / TX	CC 14/15	MS 14/16/18
2	1PK-0455B / RX	CC 14/15	MS 14/16/18

Chris Conrad
Installer 4/15/18
Date

SV *[Signature]* 4/16/18
Supervisor Date

4.32 SV - TIP if necessary TEST and TERM Cable 1RY513 in 1PM05J.

CAUTION: Do not exceed bend radius of 1.9"

Refer to MA-MW-726-022, EC 400434 drawings 20E-1-4046S, 20E-1-4052Q Sh. 2, and 20E-0-3000B Sht. 5C

• TERMINATE Cable 1RY513 at 1PK-0455A

Fiber#	Device/Point	Installer Init. Date	SV Init. Date
1	1PK-0455A / TX	CC 14/15	MS 14/16/18
2	1PK-0455A / RX	CC 14/15	MS 14/16/18

Chris Conrad
Installer 4/15/18
Date

SV *[Signature]* 4/16/18
Supervisor Date



STANDARD OPERATING PROCEDURE
PRE-JOB BRIEF ATTENDANCE SHEET

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Page 1 of 1

WP/ Task No:	Time:	
Topic:	Date: 4/24/18	
Name (Print)	(Signature)	(Initials)
Zack Anderson		Z
Nick McAndrew		NM
Michael Gagliardo		MG
Terrance Dotts		TD
Carl Johnson		CJ
Paul O'Neil		P.O.
Lars P. Jensen		LJ
MARK ALVIS		MA
Mike [unclear]		[unclear]



STANDARD OPERATING PROCEDURE
CONDUCT OF WORK CHECKLIST
TEMPLATE EXAMPLE

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- If welding, cutting, grinding, etc. are to be performed; obtain a Hot Work.
- Verify specialty training (Just-in Time (JIT) Training) has been completed for applicable crew members.
- If calibrated tools or equipment are required to perform work in this Work Package, they shall be issued and controlled in accordance with Client or applicable station procedures.
- Perform a pre-job brief IAW Site Procedures. Document attendees on the Allied Power Services Pre-Job Brief Attendance Sheet.
- Document relevant as found conditions in the Work Order as found section. Identify if any failure found was a result of a defective part or improper maintenance practice.
- If there are Process Improvements or Lessons Learned, then document them on the "Post Job Critique Worksheet" or comparable station or Allied Power Services feedback form.
- Notify the Confined Space Supervisor that work under this task is complete.
- Verify that M&TE equipment has been turned in.
- Perform a job site cleanup and verify that the area is clean as or cleaner than when work started.

James P. Maloney
Scott LeCount

JPM
SMC

4-21-18
4/25/18

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STANDARD OPERATING PROCEDURE
PRE-JOB BRIEF ATTENDANCE SHEET

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WP/Task No: 04613820-08	Time:	
Topic:	Date: 4/10/18	
Name (Print)	(Signature)	(Initials)
David K Hinds	<i>[Signature]</i>	DRH
JASON THOMPSON	<i>[Signature]</i>	JT
CHARLES J GUSSEN	<i>[Signature]</i>	CGA
John Francimone	<i>[Signature]</i>	JF
Joe Dodge	<i>[Signature]</i>	JD
DAVID BECKER	<i>[Signature]</i>	DB
Brad Gray	<i>[Signature]</i>	BR
Tom Huls	<i>[Signature]</i>	TH
John Luso	<i>[Signature]</i>	JL
DALE HOBBS	<i>[Signature]</i>	DH
Anthony Young	<i>[Signature]</i>	AY
Nick Olson	<i>[Signature]</i>	NO
STAN RUTHERFORD	<i>[Signature]</i>	SR
MARK KAEGERBEIN	<i>[Signature]</i>	MRK
Richard Snook	<i>[Signature]</i>	RS
Haley Clerkitz	<i>[Signature]</i>	HAC
Tommy Buzzell	<i>[Signature]</i>	TMB
Scott Grenada	<i>[Signature]</i>	SR
Drew Williams	<i>[Signature]</i>	DW
Math McComb	<i>[Signature]</i>	MM

Jeremie Barton
 DAN GANTZ
 Joe Hillman
 Greg JOLINSON
 JOHN FORTY

[Signature]
[Signature]
 Aug JOHNSON
[Signature]

Page 1 of 1
[Signature]
[Signature]
[Signature]

15

WP/ Task No: 04613820-08		Time:
Topic:		Date: 4/9/18
Name (Print)	(Signature)	(Initials)
Dan A Gibson	<i>[Signature]</i>	DA
Mark Horton MARK ACTIS	<i>[Signature]</i>	MA
Bruce Cook	<i>[Signature]</i>	BC
Gregory Bell	<i>[Signature]</i>	GB
Joe Gregory	<i>[Signature]</i>	JG
Justin Iverson	<i>[Signature]</i>	JIV
Ryan Streicher	<i>[Signature]</i>	RJS
Henry Rivera	<i>[Signature]</i>	HR
Joe Walker	<i>[Signature]</i>	JW
Stephen Hennessey	<i>[Signature]</i>	SH
Sylvia Baez	<i>[Signature]</i>	SB
Timothy Rodriguez	<i>[Signature]</i>	TR
DARRYL J PLESSER	<i>[Signature]</i>	DP
Henry Franklin	<i>[Signature]</i>	HF
JASON ERWIN	<i>[Signature]</i>	JE
Chantel Moore	<i>[Signature]</i>	CM
Steven Settles	<i>[Signature]</i>	SS
Justin Powell	<i>[Signature]</i>	JP
Devin Crawford	<i>[Signature]</i>	DC

Nick McAndrew
ANNE HOEG
Chad Davis
Bryon Cramer

[Signature]
[Signature]
[Signature]
[Signature]

nm
AH
CP
BC



STANDARD OPERATING PROCEDURE
PRE-JOB BRIEF ATTENDANCE SHEET

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WP/Task No: W10. ~~04613820~~ 04613820-03
Topic: TEMP. PWR. TURB. BLDG.
Time:
Date: 4-16-18

Name (Print)	(Signature)	(Initials)
Timothy Rodriguez	Timothy Rodriguez	TR
Rod Perrin	Rod Perrin	RP
Coela Killian	Coela Killian	CFK
Tony Buffa	Tony Buffa	TB
Ned Kerr	Ned Kerr	NK
Nick Olson	Nick Olson	NO
Mark Trautman	Mark Trautman	MT
Daw Houghton	Daw Houghton	DH
STEVE PAPIR	Steve PAPIR	SP
Ken Mayer	Ken Mayer	KM
TON PINKUS	TON PINKUS	TP
Roberta Bore	Roberta Bore	RB
Paul Olson	Paul Olson	P.O.
John Limbach	John Limbach	JL
Tony BUFFA	Tony BUFFA	TB
Thomas Mix	Thomas Mix	T.M.
Alan Cox	Alan Cox	AC
James P. Melton	James P. Melton	JPM
Terrance Dotts	Terrance Dotts	TD
Alex Argentine	Alex Argentine	AV

Steve Sheer
Nicholas Miller
Robert Gleason
Scott LeCount
Sp of Robert Gleason
Scott LeCount
Page NM of RG SMC



STANDARD OPERATING PROCEDURE
PRE-JOB BRIEF ATTENDANCE SHEET

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WP/Task No: 04013820-08	Time: 20 00
Topic: Temp. Power De-Mob	Date: 4-22-18

Name (Print)	(Signature)	(Initials)
Jesse Roesel	<i>Jesse Roesel</i>	JR
Robin Riley	<i>Robin Riley</i>	RR
Paul Tanker	<i>Paul Tanker</i>	PT
Michael Gagliardo	<i>Michael Gagliardo</i>	MG
Nick McAndrew	<i>Nick McAndrew</i>	NM
Grenny Bell	<i>Grenny Bell</i>	GB
Steve Sheer	<i>Steve Sheer</i>	SS
MANIC ARTIS	<i>Manic Artis</i>	MA
Lars P Jensen	<i>Lars P Jensen</i>	LJ
Carl Johnson	<i>Carl Johnson</i>	CJ
Terrence Dotts	<i>Terrence Dotts</i>	TD
Zeck Anderson	<i>Zeck Anderson</i>	ZA



STANDARD OPERATING PROCEDURE
PRE-JOB BRIEF ATTENDANCE SHEET

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WP/ Task No: 01964764-58		Time:
Topic: 1EH5059A INSTALL CONDUIT & FEED TO VALVE PER EC 404360		Date: 4-13-18
Name (Print)	(Signature)	(Initials)
Nick McAndrew	<i>Nick McAndrew</i>	NM
Luke Nohren	<i>Luke Nohren</i>	LN
Doug Moffett	<i>Doug Moffett</i>	DM
Wesley Moore	<i>Wesley Moore</i>	WM
Corby Hams	<i>Corby Hams</i>	CH
Scott Gerkitz	<i>Scott Gerkitz</i>	SG
Parish King	<i>Parish King</i>	PK
Joe Schiessle	<i>Joe Schiessle</i>	JS
Wesley Bevering	<i>Wesley Bevering</i>	WB
Jim McCaig	<i>Jim McCaig</i>	JM
David Schreffe	<i>David Schreffe</i>	DS
Allen Shepard	<i>Allen Shepard</i>	AS
Mary Andersen	<i>Mary Andersen</i>	MA
Robert Runkel	<i>Robert Runkel</i>	RR
Al Koen	<i>Al Koen</i>	AK
Robin Riley	<i>Robin Riley</i>	RR
Jim O'Dell	<i>Jim O'Dell</i>	JO
Carl Johnson	<i>Carl Johnson</i>	CJ
Mark Bacon	<i>Mark Bacon</i>	MB
Eric Moody	<i>Eric Moody</i>	EM
Robert Gleason	<i>Robert Gleason</i>	RG
Lars P Jensen	<i>Lars P Jensen</i>	LJ
Paul Farnham	<i>Paul Farnham</i>	PF
Terry Moffatt	<i>Terry Moffatt</i>	TM
Paul Dunne	<i>Paul Dunne</i>	PD



STANDARD OPERATING PROCEDURE
PRE-JOB BRIEF ATTENDANCE SHEET

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WP/ Task No: 01964764-12		Time:
Topic: 1FW36J - TERMINATE CABLES EC 404360		Date: 4-2-18
Name (Print)	(Signature)	(Initials)
DAN AICHELE	Dan Aichele	DA
Brad Wimberley	Brad Wimberley	BW
Scott Gerkitz	Scott Gerkitz	SG
Roy Ewing	Roy Ewing	RE
Doug Motta	Doug Motta	DM
Dave Foster	Dave Foster	DF
ROBERT RUCK	Robert Ruck	RR
Randy Schneider	Randy Schneider	RS
Carke Nohren	Carke Nohren	CN
ERIC MADDY	Eric Maddy	EM
STEVEN J. GREEN	Steven J. Green	SG
Corby Huns	Corby Huns	CH
Steve Shaw	Steve Shaw	SS
Justin Iverson	Justin Iverson	JIV
SCOTT J. IVESON	Scott J. Iverson	SI
Lynnette Barringer	Lynnette Barringer	LB
John Warner	John Warner	JW
Terrance Dotts	Terrance Dotts	TD
Emmanuel Hobbs	Emmanuel Hobbs	EH

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STANDARD OPERATING PROCEDURE
PRE-JOB BRIEF ATTENDANCE SHEET

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WP/Task No: 01964764-43		Time:
Topic: 1PM04J REAR INSTALL COMPONENTS EC 404360		Date: 4/11/18
Name (Print)	(Signature)	(Initials)
Nick McAndrew	Nick McAndrew	NM
J. BATTERSBY	J. Battersby	JB
Kevin Smith	Kevin Smith	KS
Tim Wilhelm	Tim Wilhelm	TW
Mark Trautman	Mark Trautman	MT
D. Andrew MARIE	D. Andrew Marie	DAM
Mike Chemnitz	Mike Chemnitz	MC
Paul PARKHILL	Paul Parkhill	PP
Michael Gagliardo	Michael Gagliardo	MG
TERRY McQuitter	Terry McQuitter	TM
BILL HIGGINS	Bill Higgins	BH
BR/AN McAndrew	Brian McAndrew	BM
Paul DANCE	Paul Dance	PD
GARY WOSCH	Gary Wosch	GW
MICHAEL POESCHEL	Michael Poeschel	MAP
David Provance	David Provance	D.P.



STANDARD OPERATING PROCEDURE

CONDUCT OF WORK CHECKLIST
TEMPLATE EXAMPLE

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- Verify specialty training (Just-in Time (JIT) Training) has been completed for applicable crew members.
- If calibrated tools or equipment are required to perform work in this Work Package, they shall be issued and controlled in accordance with Client or applicable station procedures.
- Perform a pre-job brief IAW Site Procedures. Document attendees on the Company Pre-Job Brief Attendance Sheet.
- Document relevant as found conditions in the Work Order as found section. Identify if any failure found was a result of a defective part or improper maintenance practice.
- If there are Process Improvements or Lessons Learned, then document them on the "Post Job Critique Worksheet" or comparable station or Company feedback form.
- Notify the Confined Space Supervisor that work under this task is complete.
- Verify that M&TE equipment has been turned in.
- Perform a job site cleanup and verify that the area is clean as or cleaner than when work started.

#	Supervisor Name	Initial	Date
1	GARY GLATSE	GG	4-19-18
2	Alex Boehmbae	AMB	4.19.18
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			

27

WP/Task No: 01964764-13		Time:
Topic: 1FW37J TERMINATE CABLES EC 404360		Date:

Name (Print)	(Signature)	(Initials)
DAN AICHELL	Dan Aichell	DA
Luke Nohren	Luke Nohren	LN
Carl Johnson	Carl Johnson	CJ
Gerald Doubet	Gerald Doubet	GD
Mike Azzin	Michael Azzin	MA
KEVIN BORD	Kevin Bord	KRB
Gerald Brevard	Gerald Brevard	GB
Scott Gerkin	Scott Gerkin	SG
Andrew Hayak	Andrew Hayak	AH
Mike Azzin	Mike Azzin	MR
RICH LEVENSON	Rich Levenson	R. L.
STEVE LARTZ	Steve Lantz	SL
MICHAEL ALONZO	Michael Alonzo	MA
Randy Schueler	Randy Schueler	RS
COREY HANS	Corey Hans	CH
Wesley Moore	Wesley Moore	WM
Michael Tanssen	Michael Tanssen	MT
Zachary Rice	Zachary Rice	ZR
BILL HIGGINS	Bill Higgins	BCH
Mike Chernat	Mike Chernat	MC
PAN FARKMAN	Pan Farkman	PF
PAUL DEAR	Paul Dear	PD
PAUL HICKS	Paul Hicks	PH
Dae Gilh	Dae Gilh	DG

- If welding, cutting, grinding, etc. are to be performed; obtain a Hot Work.
- Verify specialty training (Just-in Time (JIT) Training) has been completed for applicable crew members.
- If calibrated tools or equipment are required to perform work in this Work Package, they shall be issued and controlled in accordance with Client or applicable station procedures.
- Perform a pre-job brief IAW Site Procedures. Document attendees on the Allied Power Services Pre-Job Brief Attendance Sheet.
- Document relevant as found conditions in the Work Order as found section. Identify if any failure found was a result of a defective part or improper maintenance practice.
- If there are Process Improvements or Lessons Learned, then document them on the "Post Job Critique Worksheet" or comparable station or Allied Power Services feedback form.
- Notify the Confined Space Supervisor that work under this task is complete.
- Verify that M&TE equipment has been turned in.
- Perform a job site cleanup and verify that the area is clean as or cleaner than when work started.

John T. Root JTR 4-6-18

Scott LeCant SMC 4/20/18



STANDARD OPERATING PROCEDURE
PRE-JOB BRIEF ATTENDANCE SHEET

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WP/ Task No: 1951106-01		Time:
Topic:		Date: 4/19/18
Name (Print)	(Signature)	(Initials)
Tyler Eschbacher	Tyler Eschbacher	TE
JOHN SPELL	John Spell	JS
Randy Schuck	Randy Schuck	RS
Dave Foster	Dave Foster	DF
Matt Johnson	Matt Johnson	MJ
Joe Hillman	Joe Hillman	JH
Chad Davis	Chad Davis	CD
Jim McCall	Jim McCall	JMC
Justin Powell	Justin Powell	JP
Mark Carlson	Mark Carlson	MC
Joe Gregory	Joe Gregory	JG
Pat Kearse	Pat Kearse	PK
Alec Valente	Alec Valente	AV
Nicholas Miller	Nicholas Miller	NM
Alan Cox	Alan Cox	AC
Jon DeWitt	Jon DeWitt	JD
DAVID J O'Brien	David J O'Brien	DO
Matt McComb	Matt McComb	MM
ROD PERRIN	Rod Perrin	RP
DAVE DADHERBAUGH	Dave Dadherbaugh	DD
Kurt Saban	Kurt Saban	KS



STANDARD OPERATING PROCEDURE
CONDUCT OF WORK CHECKLIST
TEMPLATE EXAMPLE

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- If welding, cutting, grinding, etc. are to be performed; obtain a Hot Work.
- Verify specialty training (Just-in Time (JIT) Training) has been completed for applicable crew members.
- If calibrated tools or equipment are required to perform work in this Work Package, they shall be issued and controlled in accordance with Client or applicable station procedures.
- Perform a pre-job brief IAW Site Procedures. Document attendees on the Allied Power Services Pre-Job Brief Attendance Sheet.
- Document relevant as found conditions in the Work Order as found section. Identify if any failure found was a result of a defective part or improper maintenance practice.
- If there are Process Improvements or Lessons Learned, then document them on the "Post Job Critique Worksheet" or comparable station or Allied Power Services feedback form.
- Notify the Confined Space Supervisor that work under this task is complete.
- Verify that M&TE equipment has been turned in.
- Perform a job site cleanup and verify that the area is clean as or cleaner than when work started. **DAVE DAUGHENBAUGH** 4/13/18

<i>Jim P. McLeet</i>	<i>JMM</i>	4-13-18
<i>Kenny Duerkin</i>	<i>W</i>	4-13-16
<i>Ernie Whitlow</i>	<i>ER</i>	4-15-18
DAVE DAUGHENBAUGH	<i>DTD</i>	4/15/18



STANDARD OPERATING PROCEDURE
PRE-JOB BRIEF ATTENDANCE SHEET

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WP/ Task No:		Time:
Topic:		Date:
Name (Print)	(Signature)	(Initials)
Eric Whitlow	<i>Eric Whitlow</i>	EW
Paul Lewis	<i>Paul Lewis</i>	PL
Greg Moetter	<i>Greg Moetter</i>	GM
Jason Claus	<i>Jason Claus</i>	JC
Jim Parker	<i>Jim Parker</i>	JP
Tom Daufenbrech	<i>Tom Daufenbrech</i>	TD
Ramon Torres	<i>Ramon Torres</i>	RT
Steven Settles	<i>Steven Settles</i>	SS
Bill Truesdale	<i>Bill Truesdale</i>	BT
Jo He Luso	<i>Jo He Luso</i>	JHL
Kent Kusan	<i>Kent Kusan</i>	KK
David Perez	<i>David Perez</i>	DP
Kyle Kiddies	<i>Kyle Kiddies</i>	KK
Tim Brennan	<i>Tim Brennan</i>	TB
Rich LEVENSON	<i>Rich Levenson</i>	R-L
Jeffery S. Thornton	<i>Jeffery S. Thornton</i>	JST
Chris Chris	<i>Chris Chris</i>	CC
Gerald Brevard	<i>Gerald Brevard</i>	GB



STANDARD OPERATING PROCEDURE
PRE-JOB BRIEF ATTENDANCE SHEET

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WP/ Task No:		Time:
Topic:		Date:
Name (Print)	(Signature)	(Initials)
Rich LEVENSON	Rich Levenson	R.L
Chris Cohrs	Chris Cohrs	CAC
David Perez	David Perez	DP
Tim Brown	Tim Brown	TB
Kyle Kiddas	Kyle Kiddas	KJK
Gerald Doucet	Gerald Doucet	GD
Robin Riley	Robin Riley	RR



STANDARD OPERATING PROCEDURE
PRE-JOB BRIEF ATTENDANCE SHEET

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WPI/Task No: 1951104-01, 1951106-01		Time: NIGHTS
Topic: 1951020-01, 1951021-01		Date: 4-14-18
NON SEG BUS CLEAN & INSPECT		
Name (Print)	(Signature)	(Initials)
Paul Levy	<i>[Signature]</i>	<i>[Initials]</i>
MARK HACKER	<i>[Signature]</i>	MH
Jared Class	<i>[Signature]</i>	JC
Michael Claver	<i>[Signature]</i>	MC
Bill Truesdale	<i>[Signature]</i>	BT
Steve JOHNSON	<i>[Signature]</i>	SJ
Bob Klimke	<i>[Signature]</i>	BK
Leo Hernandez	<i>[Signature]</i>	LH
Brian Kobold	<i>[Signature]</i>	BK
John Murley	<i>[Signature]</i>	JM
Chantal Mow	<i>[Signature]</i>	CM
Ken Hansen	<i>[Signature]</i>	KH
Jim Palko	<i>[Signature]</i>	JP
John Dickson	<i>[Signature]</i>	JD
Steven Slog	<i>[Signature]</i>	AS
Ernie Whitlow	<i>[Signature]</i>	EW
Richard Snook	<i>[Signature]</i>	RS
Tony Bunzell	<i>[Signature]</i>	TB



STANDARD OPERATING PROCEDURE
PRE-JOB BRIEF ATTENDANCE SHEET

WP-30.02F1
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WP/ Task No: 1951106-01		Time:
Topic: 141-1 69		Date: 4-13-18
Name (Print)	(Signature)	(Initials)
James P. McNeil II	<i>[Signature]</i>	JPM
David Hicks	<i>[Signature]</i>	DH
Chris Cohn	<i>[Signature]</i>	CC
KERRY DURKIN	<i>[Signature]</i>	KD
Charles Moore	<i>[Signature]</i>	CM
Jesse Abood	<i>[Signature]</i>	JA
John Dunley	<i>[Signature]</i>	JN
Paul Gale	<i>[Signature]</i>	PG
Vin WEIGAND	<i>[Signature]</i>	LV
Steve Olson	<i>[Signature]</i>	S.O.
Chad Joseph	<i>[Signature]</i>	CJ
MICHAEL MESSNER	<i>[Signature]</i>	MM
Brin Kukulak	<i>[Signature]</i>	BK
Brian Kobold	<i>[Signature]</i>	BK
Jim Parko	<i>[Signature]</i>	JP
Ken Hanson	<i>[Signature]</i>	KH
Charles Tabler	<i>[Signature]</i>	CT
Bill FLEMMING	<i>[Signature]</i>	WF
JOHN EASTON	<i>[Signature]</i>	JE
SUE SIMS	<i>[Signature]</i>	SS



STANDARD OPERATING PROCEDURE
PRE-JOB BRIEF ATTENDANCE SHEET

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 Revision 0
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WP/Task No: 1951106-01

Topic: Non Sec bus Inspect

Time: _____
 Date: _____

Name (Print)	(Signature)	(Initials)
LEAH KUTZ	<i>Leah Kutz</i>	LK
DIGRAN ELGATIONI	<i>Digran Elgationi</i>	DE
ROBERT SUTHERN	<i>Robert Suth</i>	RS
Craig Staples	<i>Craig Staples</i>	CS
Bill Troesdale	<i>Bill Troesdale</i>	BT
MARIL HARRIS	<i>Maril Harris</i>	MHR
JASON CLARK	<i>Jason Clark</i>	JK
M. charl Clower	<i>Michael Clower</i>	MC
Paul Tam	<i>Paul Tam</i>	PT
Martin Silva	<i>Mart Silva</i>	MS
Joe Dodge	<i>Joe Dodge</i>	JD
DAVID PIMZ	<i>David Pimz</i>	DP
Tim Bresnan	<i>Tim B</i>	TB
GREG MacLellan	<i>G MacLellan</i>	GSM
JOHN DICKSON	<i>John Dickson</i>	JAD
Drew Williams	<i>Drew will</i>	DW
Dave McPhedron	<i>Dave McPhedron</i>	DM
Rod Perrin	<i>RPerrin</i>	RP
Natt McComb	<i>Natt MCB</i>	MM



STANDARD OPERATING PROCEDURE
PRE-JOB BRIEF ATTENDANCE SHEET

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WP/Task No: 1951106-01		Time:
Topic: NSBI		Date: 4-15-18
Name (Print)	(Signature)	(Initials)
Kevin Campbell	<i>Kevin Campbell</i>	KC
Alan Cox	<i>Alan Cox</i>	AC
John Spell	<i>John Spell</i>	JS
Alex Valentin	<i>Alex Valentin</i>	AV
Ryan Strezher	<i>Ryan Strezher</i>	RJS
Rob Cheneveth	<i>Rob Cheneveth</i>	RC
Elm Schwartz	<i>Elm Schwartz</i>	ES
Rama Torres	<i>Rama Torres</i>	RT
Aaron Stocker	<i>Aaron Stocker</i>	A.S
Tom Daufelbach	<i>Tom Daufelbach</i>	TD
DAN GANTZ	<i>Dan Gantz</i>	DG
DAVID BECKER	<i>David Becker</i>	DB
Jeremie Barton	<i>Jeremie Barton</i>	JB
Greg Moecker	<i>Greg Moecker</i>	GM
Brad Gray	<i>Brad Gray</i>	BG 4-16-18
Scott Lyza	<i>Scott Lyza</i>	SL 4-16-15
Leo Hernandez	<i>Leo Hernandez</i>	LH
Steve Olsen	<i>Steve Olsen</i>	SO
Kyle Kidder	<i>Kyle Kidder</i>	KIK
Mark Thiesen	<i>Mark Thiesen</i>	MT
Chad Graves	<i>Chad Graves</i>	CG
DAVID HOOVER	<i>David Hoover</i>	DH



STANDARD OPERATING PROCEDURE
CONDUCT OF WORK CHECKLIST
TEMPLATE EXAMPLE

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- If welding, cutting, grinding, etc. are to be performed; obtain a Hot Work.
- Verify specialty training (Just-in Time (JIT) Training) has been completed for applicable crew members.
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- Notify the Confined Space Supervisor that work under this task is complete.
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JH 4/4/18



STANDARD OPERATING PROCEDURE
CONDUCT OF WORK CHECKLIST
TEMPLATE EXAMPLE

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- Verify specialty training (Just-in Time (JIT) Training) has been completed for applicable crew members.
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- Notify the Confined Space Supervisor that work under this task is complete.
- Verify that M&TE equipment has been turned in.
- Perform a job site cleanup and verify that the area is clean as or cleaner than when work started.

#	Supervisor Name	Initial	Date
1	John Francimore	JF	4-16-18
2	David J Nunez	[Signature]	4-16-18
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			



STANDARD OPERATING PROCEDURE
CONDUCT OF WORK CHECKLIST
TEMPLATE EXAMPLE

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43

- Verify specialty training (Just-in Time (JIT) Training) has been completed for applicable crew members.
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#	Supervisor Name	Initial	Date
1	Alex Boehmke	AMB	4/6/18
2	GARY GLASS	[Signature]	4-6-18
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			



STANDARD OPERATING PROCEDURE
CONDUCT OF WORK CHECKLIST
TEMPLATE EXAMPLE

WP-30.02F6
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John T. Root
 David S. Nunez

Handwritten initials

4-15-18
4-17-18



STANDARD OPERATING PROCEDURE
PRE-JOB BRIEF ATTENDANCE SHEET

WP-30.02F1
Revision 0
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WPI Task No: 1951847-01		Time: 08:05
Topic:		Date: 4-15-18
Name (Print)	(Signature)	(Initials)
Chad Joseph	<i>Chad Joseph</i>	CJ
Dan Gale	<i>Dan Gale</i>	DG
KERRY DURKIN	<i>Kerry Durkin</i>	KD
JIM WEGAND	<i>Jim Wegand</i>	JW
Tyler Eschenbaum	<i>Tyler Eschenbaum</i>	TE
Joe Casillas	<i>Joe Casillas</i>	JC
Doug Rorabaugh	<i>Doug Rorabaugh</i>	DR
Dave McPhedran	<i>Dave McPhedran</i>	DM
SIMONE R. SPELL	<i>S. Spell</i>	SS
JOHN G. ROOT	<i>John G. Root</i>	JGR
Tom DAUFENBACH	<i>Tom Daufenbach</i>	TD
CHANTEL MOORE	<i>Chantel Moore</i>	CM
GREG MOORE	<i>Greg Moore</i>	GM
Charles Tabler	<i>Charles Tabler</i>	CWT
Tim Stack	<i>Tim Stack</i>	TRS
MARK HACKER	<i>Mark Hacker</i>	MH
Aaron Staker	<i>Aaron Staker</i>	AS
Chet Gondak	<i>Chet Gondak</i>	CG
NICK OLSON	<i>Nick Olson</i>	NO
NATHAN MEYER	<i>Nathan Meyer</i>	NM

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STANDARD OPERATING PROCEDURE
PRE-JOB BRIEF ATTENDANCE SHEET

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WP/ Task No:		Time:
Topic:		Date:
Name (Print)	(Signature)	(Initials)
Ben Kramer	<i>[Signature]</i>	BK
Greg Johnson	<i>[Signature]</i>	GJ
Denny Bivere	<i>[Signature]</i>	DB
Mike Ryan	<i>[Signature]</i>	MR
David J Wines	<i>[Signature]</i>	DJW
Dave McPhedran	<i>[Signature]</i>	DM
Jim Howland	<i>[Signature]</i>	JH
ANTHONY RIVOLI	<i>[Signature]</i>	AR
Joe Wallenberry II	<i>[Signature]</i>	JW
DAVE HOBBS	<i>[Signature]</i>	DH
Mike Mizzi	<i>[Signature]</i>	MM
Carla Wilson	<i>[Signature]</i>	CW
Dr LRM McPherson	<i>[Signature]</i>	LRM
Craig Staples	<i>[Signature]</i>	CS

Case No. 25RC219264 Official Exhibit No. E30

Disposition: Rejected _____ Identified ✓
Received ✓

IN THE MATTER OF: allied

Date: 5-9-18 Witness: Thoeser Reporter: su

No. Pages: 15



EMP#	EMPLOYEE NAME	SHEET START	SHEET END	ST HRS	OT HRS	DT HRS	TTL HRS	PCB	WAO#			DIES			DIES			
									DES	WO/TASK#	DES	WO/TASK#	DES	WO/TASK#	DES	WO/TASK#	DES	WO/TASK#
10970	Tim Meycr	19:30	7:30	8	4		12	JW	CL1-18-516	CL1-18-215	CL1-18-112	CL1-18-15						
11587	Bob Klimko	19:30	7:30	8	4		12	JW										
12596	Neal Burks	19:30	7:30	8	4		12	JW		8.00								
16961	Jon Crump	19:30	7:30	8	4		12	JW		8.00								
16902	Scott Nelson <i>D7N</i>	19:30	7:30	8	4	12	12	JW		8.00								
16959	Stewart Clark	19:30	7:30	8	4		12	JW		8.00								
13734	Melville Ebsen	19:30	7:30	8	4		12	JW				8.00						
16930	Todd Mudore	19:30	7:30	8	4		12	JW				8.00						
13805	Steve Adams	19:00	7:30	8	4.5		12	FM		8.00								
13548	Joe Hubert	19:30	7:30	8	4		12	JW		8.00								
12916	Justin Powell	19:30	7:30	8	4		12	JW				8.00						
15840	Daryl Erschen	19:30	7:30	8	4		12	JW		8.00								
TOTAL									0.00	64.00	0.00	32.00	0.00	0.00	0.00	0.00	0.00	0.00

Three Names

76

DATE: 04/30/2018

DAYS / NIGHTS
 (Circle One)

STANDARD OPERATING PROCEDURE

AD-50.08F1
 Revision 0
 (09/05/2017)



MANUAL (CRAFT, TIMESHEET)

CRAFT: LL

COMMENTS:

EMP#	EMPLOYEE NAME	SHIFT START	SHIFT END	ST HRS	OT HRS	DT HRS	ITL HRS	POS	WAOH		DES		DES		YES	DES	
									DES	WOTASK#	DES	WOTASK#	DES	WOTASK#			
10941	Michael Shew	18:30	7:30	8	5		13	OT									
13292	Alfonso Hodges	19:00	7:30	8	4.5		12.5	EM									
11520	David Miller																
10278	James A Wright																
12817	Greg Moeller	19:00	7:30	8	4.5		12.5	EM									
13291	Dan Chairez	19:30	7:30	8	4		12	JW									
12838	Rob Chenoweth	19:00	7:30	8	4.5		12.5	EM									
51244	Doug Moffett																
10938	Eric Riddle																
14796	Dennis White	19:00	7:30	8	4.5		12.5	EM									
13595	Matt Strupp	19:00	7:30	8	4.5		12.5	EM									
10339	Jason Erwin	19:00	7:30	8	4.5		12.5	EM									
TOTAL									0.00	32.00	8.00	24.00	0.00	0.00	0.00	0.00	0.00

Page 1 of 3

Handwritten note: 2018-04-30
 2018-04-30
 2018-04-30

Handwritten initials: JCS

FOREMAN'S SHIFT TIMESHEET
 SITE: CPS
 NAME: Steve Tilford
 APPROVED BY: *[Signature]*
 (SUPT)

DATE: 4/20/2018
 CRAFT: EL

DAYS NIGHTS
 (Circle One)



STANDARD OPERATING PROCEDURE
 Revision D
 (09/15/2017)

COMMENTS:

EMP#	EMPLOYEE NAME	SHIFT START	SHIFT END	ST HRS	OT HRS	DT HRS	TTL HRS	POS	WAOH		CLI-18-516		CLI-18-215		CLI-18-212		CLI-18-9420		CLI-18-9435			
									DES	WOTASK#	DES	WOTASK#	DES	WOTASK#	DES	WOTASK#	DES	WOTASK#	DES	WOTASK#	DES	WOTASK#
10417	STEVE TILFORD	6:00	19:30	8	5.5		13.5	GP														
16956	Curtis Bullock	7:30	19:30	8	3.5		11.5	JM														
12526	ROBIN RAY	7:00	19:30	8	4		12	PM														
15958	TED JONES	7:00	19:30	8	4		12	FM														
16925	Joe Gillette	7:30 7:30	9:30	2			2	JM														
12622	Bill Eutingger	7:30	19:30	8	3.5		11.5	JM														
16837	Todd Soudder OFF	7:30	19:30																			
10347	Todd Holderfield	7:30	19:30	8	3.5		11.5	JM														
13457	Tony Klockenga	7:30	19:30	8	3.5		11.5	JM														
10940	Robert Sagent	7:00	19:30	8	4		12	FM														
10413	Stacy Kelly	7:00	19:30	8	4		12	FM														
15962	Roy Gallagher OFF	7:00	19:30					FM														
TOTAL									74.00	15.50												
TOTAL									16.00	50.00	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
									7.00	23.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	

Sube Johnson

15/11

72

NAME: Steve Thord

APPROVED BY: *[Signature]*

CRAFT: EL

COMMENTS:

(SUPT)

WAO#

CLI-18-516

EMP#	EMPLOYEE NAME	SHIFT START	SHIFT END	ST HRS	OT HRS	DT HRS	TTL HRS	POS	DES			DES			DES			
									WOTASK#									
									1									
									0000									
									ST					ST				ST
									OT					OT				OT
									8.00									
13453	Ricky Bunn	7:30	16:00	8			8	JM										
15955	Michael Knes	7:30	16:00	8			8	JM										
10936	Keith Ashenbrenner	7:30	16:00	8			8	JM										
14060	Adam Gordon	7:30	16:00	8			8	JM										
15942	Steve Tomer	7:00	16:00	8	.5		8	FM										
13291	Daniel Chairez	7:30	16:00	8			8	JM										
10970	Tim Meyer	7:30	16:00	8			8	JM										
16740	Nicky Buckley	7:00	16:00	8	.5		8.5	FM										
13595	Matt Strupp	7:30	16:00	8			8	JM										
14796	Dennis White	7:00	16:00	8	.5		8	FM										
15944	Shaun Starkey	7:00	15:30	8			8	JM										
16930	Todd Mudore	7:30	16:00	8			8	JM										
				TOTAL	96.00	1.50			40.00	56.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
				TOTAL			1	0.50	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

*Jube
Mudore*

440

FOREMANS SHIFT TIMESHEET
 SITE: CPS
 NAME: Steve Tifford
 APPROVED BY: *[Signature]*
 (SUPT)

DATE: 4/26/2018

DAYS NIGHTS
 (Circle One)

SHIFT: EL

COMMENTS:

STANDARD OPERATING PROCEDURE
 MANUAL (CRAFT TIMESHEET)



AD-50 08/1
 Revision D
 (09/05/2017)

WAON

EMP#	EMPLOYEE NAME	SHIFT START	SHIFT END	ST HRS	OT HRS	DT HRS	TTL HRS	POS	DES		DES		DES		DES	
									WO/TASK#	DT	WO/TASK#	DT	WO/TASK#	DT	WO/TASK#	DT
13134	Trent Heisel	7:00	16:00	8	.5		8.5		4.00	1.00	2.50	0.50				
10738	Eric Riddle	7:00	16:00	8	.5		8.5		3.00	1.00		4.00				
13734	Mel Ebsen	7:00	16:00	8	.5		8.5		3.50	1.00		3.50				
12838	Rob Chenoweth	7:00	16:00	8	.5		8.5		4.50							
12603	Ned Karr	7:00	16:00	8	.5		8.5		5.50							
13548	Joe Hubert	7:00	16:00	8	.5		8.5		4.50							
51301	Chet Gentile	7:00	16:00	8	.5		8.5		6.50							
Trc																
TOTAL				96.00	6.50		31.50		63.50	4.50	13.00	0.00	0.00	0.00	0.00	0.00

[Handwritten signature]

45

FOREMAN'S SHIFT TIMESHEET
 DATE: 4/30/2018
 SITE: CPS
 NAME: Steve Tilford
 APPROVED BY: *[Signature]*
 (SUPT)

DAYS NIGHTS
 (Circle One)
 CRAFT: EL

STANDARD OPERATING PROCEDURE
 MANUAL CRAFT TIMESHEET

AD-50 ORF1
 Revision 0
 (09/05/2017)

Power
 Company

Steve Johnson

COMMENTS:

EMP#	EMPLOYER NAME	SHIFT START	SHIFT END	ST HRS	OT HRS	DT HRS	TTL HRS	OT			ST			DES			
								OT	DT	ST	OT	DT	ST	DES	WO/TASK#	DES	WO/TASK#
12621	Larry Booth	7:30	19:30	8	3.5		11.5 JM				8.00						
10967	Joe Almasi	7:30	19:30	8	3.5		11.5 JM				8.00						
13544	Brian Anderson	7:00	19:30	8	4		12 FM				8.00						
13928	Jack Gillespie OFF	7:30	19:30				JM										
12580	Chuck Applebaum	7:30	19:30	8	3.5		11.5 JM				8.00						
16642	Aaron Goodrum OFF	7:30	19:30				A6										
16643	Jeremy Lipa OFF	7:30	19:30				A6										
11491	Bob Dunn	7:30	19:30	8	3.5		11.5 JM				8.00						
16776	James Miller	7:30	19:30	8	3.5		11.5 JM				8.00						
12945	Charles Aussem	7:30	19:30	8	3.5		11.5 JM				8.00						
13578	John Boyer	7:30	19:30	8	3.5		11.5 FM				8.00						
10942	Mike Janssen	7:00	19:30	8	4		12 FM				8.00						
TOTAL				72.00	32.50		TOTAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

30.77

UNITED STATES GOVERNMENT
NATIONAL LABOR RELATIONS BOARD
RC PETITION

DO NOT WRITE IN THIS SPACE

Case No.
13-RC-252563

Date Filed
11/27/19

INSTRUCTIONS: Unless e-Filed using the Agency's website, www.nlr.gov, submit an original of this Petition to an NLRB office in the Region in which the employer concerned is located. The petition must be accompanied by both a showing of interest (see 6b below) and a certificate of service showing service on the employer and all other parties named in the petition of: (1) the petition; (2) Statement of Position form (Form NLRB-505); and (3) Description of Representation Case Procedures (Form NLRB 4812). The showing of interest should only be filed with the NLRB and should not be served on the employer or any other party.

1. PURPOSE OF THIS PETITION: RC-CERTIFICATION OF REPRESENTATIVE - A substantial number of employees wish to be represented for purposes of collective bargaining by Petitioner and Petitioner desires to be certified as representative of the employees. The Petitioner alleges that the following circumstances exist and requests that the National Labor Relations Board proceed under its proper authority pursuant to Section 9 of the National Labor Relations Act.

2a. Name of Employer Allied Power Services, LLC		2b. Address(es) of Establishment(s) involved (Street and number, city, State, ZIP code) 36400 Essex Road, Wilmington, IL 60481	
3a. Employer Representative - Name and Title Stein Nelson - Director of Human Resources		3b. Address (If same as 2b - state same) 36400 Essex Road, Wilmington, IL 60481	
3c. Tel. No. 815-458-7530	3d. Cell No. 815-408-1858	3e. Fax No.	3f. E-Mail Address snelson@alliedpwr.com
4a. Type of Establishment (Factory, mine, wholesaler, etc.) Electrical Generation Facility Maintenance		4b. Principal product or service Electrical Maintenance	
6b. Description of Unit Involved Included: See attached description Excluded:		5a. City and State where unit is located: Braidwood, Illinois	
		6a. No. of Employees in Unit: 79	
		6b. Do a substantial number (30% or more) of the employees in the unit wish to be represented by the Petitioner? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	

Check One: 7a. Request for recognition as Bargaining Representative was made on (Date) **11/27/19** and Employer declined recognition on or about **N/A** (Date) (if no reply received, so state).
 7b. Petitioner is currently recognized as Bargaining Representative and desires certification under the Act.

8a. Name of Recognized or Certified Bargaining Agent (if none, so state). None		8b. Address	
8c. Tel. No.	8d. Cell No.	8e. Fax No.	8f. E-Mail Address
8g. Affiliation, if any		8h. Date of Recognition or Certification	8i. Expiration Date of Current or Most Recent Contract, if any (Month, Day, Year)

9. Is there now a strike or picketing at the Employer's establishment(s) involved? **No** If so, approximately how many employees are participating? _____
(Name of labor organization) _____, has picketed the Employer since (Month, Day, Year) _____

10. Organizations or individuals other than Petitioner and those named in items 8 and 9, which have claimed recognition as representatives and other organizations and individuals known to have a representative interest in any employees in the unit described in item 5b above. (if none, so state)
None

10a. Name	10b. Address	10c. Tel. No.	10d. Cell No.
		10e. Fax No.	10f. E-Mail Address

11. Election Details: If the NLRB conducts an election in this matter, state your position with respect to any such election.

11b. Election Date(s): ASAP	11c. Election Time(s):	11d. Election Location(s): Illinois
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12a. Full Name of Petitioner (including local name and number)
International Brotherhood of Electrical Workers, Local Unions 145, 146, 176, 364 & 601, Joint Petitioners

12b. Address (street and number, city, state, and ZIP code)
6820 Mill Road, Rockford, IL 61108

12c. Full name of national or international labor organization of which Petitioner is an affiliate or constituent (if none, so state)
International Brotherhood of Electrical Workers

12d. Tel No. 815-398-6282	12e. Cell No.	12f. Fax No. 815-398-1203	12g. E-Mail Address sgolden@ibew364.net
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13. Representative of the Petitioner who will accept service of all papers for purposes of the representation proceeding.

13a. Name and Title **Alan R. Golden, Business Manager Local 364**

13b. Address (street and number, city, state, and ZIP code)
6820 Mill Road, Rockford, IL 61108

13c. Tel No. 815-398-6282	13d. Cell No.	13e. Fax No. 815-398-1203	13f. E-Mail Address sgolden@ibew364.net
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I declare that I have read the above petition and that the statements are true to the best of my knowledge and belief.

Name (Print) Patrick N. Ryan	Signature /s/ Patrick N. Ryan	Title Attorney	Date 11/27/19
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WILLFUL FALSE STATEMENTS ON THIS PETITION CAN BE PUNISHED BY FINE AND IMPRISONMENT (U.S. CODE, TITLE 18, SECTION 1001)

PRIVACY ACT STATEMENT

Solicitation of the information on this form is authorized by the National Labor Relations Act (NLRA), 29 U.S.C. § 151 et seq. The principal use of the information is to assist the National Labor Relations Board (NLRB) in processing representation and related proceedings or litigation. The routine uses for the information are fully set forth in the Federal Register, 71 Fed. Reg. 74942-43 (Dec. 13, 2006). The NLRB will further explain these uses upon request. Disclosure of this information to the NLRB is voluntary; however, failure to supply the information will cause the NLRB to decline to invoke its processes.

1(a)

5b. Description of Unit Involved

Included: All full-time and part-time employees of the Employer in the classifications of Electrical Superintendent, Electrical Lead Superintendent, Work Planner Electrical, Lead Electrical Planner, and Work Planner Electrical Trainee, working at any of the Exelon nuclear generating stations within the State of Illinois.

Excluded: Supervisory, Managerial, and confidential employees and guards as defined by the Act and other employees.

I:\364\Allied Power Services, LLC\2019 organizing campaign\unit description.wpd

UNITED STATES OF AMERICA
NATIONAL LABOR RELATIONS BOARD
STATEMENT OF POSITION

DO NOT WRITE IN THIS SPACE	
Case No.	Date Filed

INSTRUCTIONS: Submit this Statement of Position to an NLRB Office in the Region in which the petition was filed and serve it and all attachments on each party named in the petition in this case such that it is received by them by the date and time specified in the notice of hearing.
Note: Non-employer parties who complete this form are NOT required to complete items 8f or 8g below or to provide a commerce questionnaire or the lists described in item 7. In RM cases, the employer is NOT required to respond to items 3, 5, 6, and 8a-8e below.

1a. Full name of party filing Statement of Position: Allied Power Services, LLC	1c. Business Phone: (815) 458-7530	1e. Fax No.:
1b. Address (Street and number, city, state, and ZIP code): 36400 Essex Road, Wilmington, IL 60481	1d. Cell No.: (864) 999-0421	1f. e-Mail Address: snelson@alliedpwr.com

2. Do you agree that the NLRB has jurisdiction over the Employer in this case? Yes No
(A completed commerce questionnaire (Attachment A) must be submitted by the Employer, regardless of whether jurisdiction is admitted)

3. Do you agree that the proposed unit is appropriate? Yes No (If not, answer 3a and 3b.)

a. State the basis for your contention that the proposed unit is not appropriate. (If you contend a classification should be excluded or included briefly explain why, such as shares a community of interest or are supervisors or guards.)
See Attachment A

b. State any classifications, locations, or other employee groupings that must be added to or excluded from the proposed unit to make it an appropriate unit.
Added: None
Excluded: All supervisors - See Attachment A

4. Other than the individuals in classifications listed in 3b, list any individual(s) whose eligibility to vote you intend to contest at the pre-election hearing in this case and the basis for contesting their eligibility.
See Attachment A

5. Is there a bar to conducting an election in this case? Yes No If yes, state the basis for your position.

6. Describe all other issues you intend to raise at the pre-election hearing.
See Attachment A

7. The employer must provide the following lists which must be alphabetized (overall or by department) in the format specified at <http://www.nlr.gov/what-we-do/conduct-elections/representation-case-rules-effective-april-14-2015>
(a) A list containing the full names, work locations, shifts and job classification of all individuals in the proposed unit as of the payroll period immediately preceding the filing of the petition who remain employed as of the date of the filing of the petition. (Attachment B)
(b) If the employer contends that the proposed unit is inappropriate the employer must provide (1) a separate list containing the full names, work locations, shifts and job classifications of all individuals that it contends must be added to the proposed unit, if any to make it an appropriate unit, (Attachment C) and (2) a list containing the full names of any individuals it contends must be excluded from the proposed unit to make it an appropriate unit. (Attachment D).

8a. State your position with respect to the details of any election that may be conducted in this matter. Type: Manual Mail Mixed Manual/Mail

8b. Date(s): See Attachment A	8c. Time(s): See Attachment A	8d. Location(s): See Attachment A
8e. Eligibility Period (e.g. special eligibility formula): See Attachment A	8f. Last Payroll Period Ending Date: Varies, depending on individual role	8g. Length of payroll period <input type="checkbox"/> Weekly <input type="checkbox"/> Biweekly <input checked="" type="checkbox"/> Other (specify length)

9. Representative who will accept service of all papers for purposes of the representation proceeding

9a. Full name and title of authorized representative Noah Lipschultz, Outside Counsel	9b. Signature of authorized representative	9c. Date 12/05/19
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9d. Address (Street and number, city, state, and ZIP code) 1300 IDS Center 80 South 8th Street, Minneapolis, MN 55402	9e. e-Mail Address NLipschultz@littler.com
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9f. Business Phone No.: 612.313.7629	9g. Fax No.:	9h. Cell No.: 773.750.8683
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**WILLFUL FALSE STATEMENTS ON THIS PETITION CAN BE PUNISHED BY FINE AND IMPRISONMENT (U.S. CODE, TITLE 18, SECTION 1001)
PRIVACY ACT STATEMENT**

Solicitation of the information on this form is authorized by the National Labor Relations Act (NLRA), 29 U.S.C. Section 151 et seq. The principal use of the information is to assist the National Labor Relations Board (NLRB) in processing representation proceedings. The routine uses for the information are fully set forth in the Federal Register, 71 Fed. 74942-43 (December 13, 2006). The NLRB will further explain these uses upon request. Failure to supply the information requested by this form may preclude you from litigating issues under 102.66(d) of the Board's Rules and Regulations and may cause the NLRB to refuse to further process a representation case or may cause the NLRB to issue you a subpoena and seek enforcement of the subpoena in federal court.

ER Exhibit 1

Case No. 13RC252563 Official Exhibit No. E1-2019

Disposition: Identified X
Rejected Received 1

IN THE MATTER OF Allen

Date: 12/10/19 Witness: — Reporter: DM

No. Pages: 23

EXHIBIT A TO ALLIED POWER SERVICES, LLC'S
DECEMBER 5, 2019 STATEMENT OF POSITION

3(a): State the basis for your contention that the proposed unit is not appropriate.

The bargaining unit sought by the International Brotherhood of Electrical Workers, Locals 145, 146, 176, 364, and 601 (“IBEW” or “Union”) is inappropriate and should be dismissed for the below reasons.¹

I. BACKGROUND

Allied Power Services, LLC (“Allied” or “Company”) provides provides a broad suite of repair, maintenance, enhancement, and installation services for the utility industry. Within the State of Illinois, this includes providing services to Exelon Corporation’s six nuclear power plants located in: Braidwood, Dresden, LaSalle, Byron, Quad Cities, and Clinton. Allied provides both “outage” support as well as “online” support for the nuclear power plants. “Outage” work occurs at each site approximately every 18 to 24 months, during which time the site’s nuclear reactor is shut down for refueling and maintenance. An outage typically lasts approximately 3 weeks, but can last longer depending upon the scheduled work to be completed. It is during this time that Allied performs varied and extensive onsite work including maintenance, repair or enhancement of existing equipment, and installation of new equipment.

An outage is typically completed within 30 days. The rank and file craft workers such as journeymen, foremen, and general foremen performing this work are hired by Allied through a hiring hall operated by the IBEW. Allied also hires and dispatches its own management team to manage the maintenance work and supervise the craft bargaining unit workers during the outage. When the outage ends, a majority of the craft workers and management team are laid off.

¹ The Employer intends to put on new and different evidence that was not introduced in the pre-election hearing held in 25-RC-219264.

A. The Allied Outage Organizational Structure²

Site Managers, Production Superintendents, Work Control Superintendents, Lead Superintendents, Superintendents, Senior Planners, and Planner IIs are the only Allied employees with management supervisory authority on the job site. Each position has two individuals filling the role, one for day shifts, and one for night shifts.

The work Allied performs at a job site is broken down into two groups: production and work control. Production Superintendents, Lead Superintendents, and Superintendents are on the production side. Work Control Superintendents, Senior Planners, and Planner IIs are on the work control side.

At the top of the organizational structure is an Allied Site Manager. Reporting directly to the Site Manager is the Production Superintendent and Work Control Superintendent.

On the production side, the Lead Superintendent reports directly to the Production Superintendent. The Lead Superintendent directly supervises the Superintendents assigned to the outage. The Superintendents directly supervise the electrical craft workers (i.e., journeymen, foremen, and general foremen) reporting to them.

On the planning side, the Senior Planner directly reports to the Work Control Superintendent. The Senior Planner directly supervises the Planner IIs assigned to the outage. As the Planners directly provide written work direction to the Superintendents that the Superintendents then use to supervise the craft workers, the Planner IIs have a dotted line supervisory relationship to the Superintendents.

During an outage, Allied can employ up to 1,200 workers at a job site – the vast majority of these workers are found on the production side of the work. The above-described supervisory hierarchy applies not only to the electrical craft, but also the other production work being performed at the site – i.e., boilermakers, pipefitters, carpenters, laborers, and sheet metal workers. Based on this organizational structure, each Production Superintendent has one Lead Superintendent for each of the six trades at the site. Accordingly, if Lead Superintendents and Superintendents are not deemed statutory supervisors each Production Superintendent would be directly

² Since the processing of the 25-RC-219264, the Employer has changed the titles of the previously petitioned-for unit: Electrical Lead Superintendents are now Lead Superintendents; Electrical Superintendents are now Superintendents; Lead Electrical Planners are now Senior Planners; and Work Planners Electrical are now Planner IIs.

responsible for supervising approximately 600 employees (600 on the AM shift and 600 on the PM shift). A finding to the contrary, especially given the high-risk nature of the nuclear industry, would result in a preposterous outcome.

B. The Petition

On November 27, 2019, Director of Human Resources Stein Nelson received a petition from the IBEW seeking to represent “All full-time and part-time employees of the Employer in the classifications of Electrical Superintendent, Electrical Lead Superintendent, Work Planner Electrical, Lead Electrical Planner, and Work Planner Electrical Trainee, working at any of the Exelon nuclear generating stations within the State of Illinois.” The pre-election hearing has been scheduled for December 6, 2019.

II. SUPERVISORY STATUS

With the exception of the trainee position, the Company asserts that the entire petitioned-for unit consists of ineligible supervisors who must be excluded from the petitioned unit. Section 2(11) of the National Labor Relations Act, 29 U.S.C. § 152(11) sets forth the statutory definition of supervisor by enumerating certain indicative duties:

The term “supervisor” means any individual having authority, in the interest of the Employer, to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward or discipline other employees, or responsibly to direct them, adjust their grievances or to effectively recommend such action, if in connection with the foregoing exercise of such authority is not of a merely routine or clerical nature, but requires the use of independent judgment.

“To establish that individuals are supervisors, a party must show that: (1) they have authority to engage in any 1 of the 12 enumerated supervisory functions; (2) their ‘exercise of such authority is not of a merely routine or clerical nature, but requires the use of independent judgment;’ and (3) their authority is exercised in the ‘interest of the employer.’” *Glades Electric Cooperative, Inc.*, Case No. 12-CA-175794, et al., 2017 NLRB LEXIS 292, 59 (Muhl, 2017) citing *Brusco Tug & Barge, Inc.*, 359 NLRB 486, 489-490, 359 NLRB No. 43 (2012), reaffd. 362 NLRB No. 28, slip op. at 1-2 (2015), citing to *NLRB v. Kentucky River Community Care, Inc.*, 532 U.S. 706, 710-713, 121 S. Ct. 1861, 149 L. Ed. 2d 939 (2001); *Oakwood Healthcare, Inc.*, 348 NLRB 686, 687 (2006). A party can prove the requisite supervisory authority either

by demonstrating that the individuals actually exercise a supervisory function or by showing that they effectively recommend it. *Oakwood*, 348 NLRB at 688.

A. Production Supervisors

Allied will establish that individuals occupying Lead Superintendents (“Leads”) and Superintendents positions are ineligible statutory supervisors because they, among other Section 2(11) indicia, responsibly direct/assign other Superintendents and/or craft employees in performing Allied’s work.

“Responsibly to direct” means “the person directing and performing the oversight of the employee must be accountable for the performance of the task by the other, such that some adverse consequence may befall the one providing the oversight if the tasks performed by the employees are not performed properly.” *Oakwood Healthcare*, 348 NLRB 686, 691-692 (2006). “To establish accountability for the purposes of responsible direction, it must be shown that the employer delegated to the putative supervisor the authority to direct the work and the authority to take corrective action, if necessary. It also must be shown that there is a prospect of adverse consequences for the putative supervisor if he/she does not take these steps.” *Id.* at 692.

1. Lead Superintendent

The record will show that Leads have been delegated the authority to direct the work of Superintendents. During a typical outage a Lead typically has 10 to 15 direct-report Superintendents. As reflected in their written job description, Leads, among other things, are responsible for:

- Coaching, mentoring and performance management for assigned employees, including participating in the disciplinary action process;
- Advising senior level management of potential problems, work interferences, schedule difficulties and assisting in circumventing and resolving such problems as required;
- Assigning duties and task to craft, craft foreman, supervision and superintendents;
- Attending and participating in all scheduled management meetings as required;
- Auditing SAFE Job briefs to ensure that appropriate discussion takes place, risks are thoroughly identified, and that appropriate mitigating actions or barriers are put in place to reduce or eliminate threats;
- Determining the number of craft workers and superintendents required to complete each project;

- Ensuring that department personnel are properly supervised, trained and qualified to perform assignments, including emergency plan qualifications;
- Establishing and monitoring work goals and objectives.

Moreover, Leads evaluate Superintendents at the close out an outage. These performance evaluations directly impact Superintendents' compensation. Allied considers the results of these annual evaluations when selecting Superintendents for things like wage increases, promotions, layoffs/recall, and job assignments.

2. Superintendent

Much like Leads direct Superintendents, the record will show that Superintendents directly control, and assign work, to craft workers. During an outage a Superintendent supervises 5 to 15 craft workers. As reflected in their written job description, Superintendents, among other things, are responsible for:

- Interfacing with the department schedulers and planners to plan, assign and execute work;
- Assigning work locations, times and overall work duties to company and contractor field resources to optimize overall cost and schedule completion;
- Attending and participating in all scheduled management meetings as required;
- Auditing SAFE Job briefs to ensure that appropriate discussion takes place, risks are thoroughly identified, and that appropriate mitigating actions or barriers are put in place to reduce or eliminate threats;
- Ensuring that client and Company safety rules, policies, and practices are documented and adhered to and ensure the implementation of any safety corrective measures;
- Ensuring that the unit delivers planned work at a cost equal to or less than the budget for a given period by providing solid budgetary estimates and responsibly directing the activities of the team, their scheduling (including overtime), material, and tool costs to deliver expected results efficiently;
- Establishing and monitoring work goals and objectives;
- Directing, leading, assigning, coordinating and overseeing the activities of a team to effectively execute daily, weekly, and monthly work plans to fabricate install, test, and put into service in a manner that complies with company Standards, Federal and State regulations, and meets commitments made to our customers;

- Inspecting work in progress and completed work to ensure conformance to specifications and for directing foreman and/or craft workers in the proper performance of work.

B. Work Control Supervisors

Allied will establish that individuals occupying the Senior Planner and Planner II positions are ineligible statutory supervisors because they, among other Section 2(11) indicia, plan and prepare work packages to be performed by Leads and Superintendents.

1. Senior Planner

Much like Leads supervise Superintendents, Senior Planners supervise the work of Planner IIs. During an outage a Senior Planner typically has 3 to 4 direct-report Planners. As reflected in their written job descriptions, Senior Planners, among other things, are responsible for:

- Determining the number of planners needed to complete each project, prepare work schedules and assign duties and tasks for work planners;
- Developing and issuing preventive maintenance records and work packages;
- Performing comprehensive design reviews, providing input into final design to enhance installation and scheduling performance;
- Directing other planners to manage and facilitate package development for larger projects;
- Participating in pre-job briefs and ensures appropriate understanding for the work at hand.

Moreover, Senior Planners evaluate Planner IIs at the close out an outage. These performance evaluations directly impact Planner II compensation. Allied considers the results of these annual evaluations when selecting Planner IIs for things like wage increases, promotions, layoffs/recall, and job assignments.

2. Planner II

Utilizing independent judgment, Planner IIs draft the work packages that Superintendents (and other management personnel) receive. These work packages contain detailed instructions for the Superintendents and bargaining unit craft workers to follow while servicing the site. The craft cannot perform its work without

Planner IIs signing-off on each Superintendents' work package. As reflected in their written job descriptions, Planner IIs, among other things, are responsible for:

- Approving and reviewing all required work packages to ensure safety, high quality and technical rigor;
- Attending and participating in all scheduled management meetings as required;
- Clarifying and implementing modifications to work assignments when necessary;
- Conducting field walk downs to identify and analyze corrective and preventive maintenance, modification and surveillance activities and for providing input for refining and improving work package quality to work crews;
- Defining procedures, drawings, equipment and materials required to perform planned work packages;
- Developing, revising and reviewing maintenance procedures to facilitate and enhance work package development.

III. THE ELECTION RULES SHOULD BE MODIFIED

This case illustrates the flaws inherent with the NLRB's requirement that the Employer submit a Statement of Position and appear for the pre-election hearing within the unreasonably short time frame provided by NLRB Rules §§ 102.63(a)(1) and 102.63(b)(1). In particular, this case involves a petitioned for unit of approximately 88 individuals whose eligibility is challenged due to their supervisory status. Gathering the evidence necessary to address these salient legal issues for all 88 individuals is time consuming and absolutely necessary for the Regional Director (and ultimately the Board) to make an informed determination regarding whether the petitioned for unit is appropriate under the Act.³

Under the previous election rules, there was no Statement of Position requirement and Regional Directors had the authority to schedule the pre-election hearing within a time period that would have reasonably allowed the parties to identify, review, and discuss and attempt to address the issues prior to the pre-election hearing.

The new election rules, and in particular the condensed and artificial time requirements in NLRB Rules §§ 102.63(a)(1) and 102.63(b)(1) have created impediments to the election process in this matter. In particular, due to the condensed time frame for filing the SOP and scheduling the pre-election hearing, Allied has not had the opportunity to fully address the salient legal issues with the

³ Indeed, the Union subpoenaed the Employer seeking personnel documents on all 88 individuals *two days* before the hearing.

NLRB and Union prior to the hearing. Allied has had an insufficient amount of time to review the full range of documents and insufficient time to interview witnesses to that are important to determining whether the petitioned for unit is appropriate under the Act. Rather, due to the short time frame, Allied has been fully consumed with preparing the SOP, responding to the Union's expansive subpoena, and preparing for the hearing, the site of which, was changed by Region 25 over the Employer's objection, 3 days prior to the hearing. In this instance, the Regional Director should have had sufficient discretion to extend the SOP and pre-hearing requirements beyond the time requirements in NLRB Rules §§ 102.63(a)(1) and 102.63(b)(1). This would have allowed for discussions to occur between the parties that may have made the pre-election hearing unnecessary and/or ensured there was adequate time to gather the salient documents and witnesses for the NLRB to make its appropriate unit determinations.

For these reasons, Allied asserts that the Statement of Position requirement and the unreasonable time constraints in NLRB Rules §§ 102.63(a)(1) and 102.63(b)(1) do not effectuate the purposes of the Act, have impeded the NLRB in handling the pre-election process in this case, and need to be modified or abolished.

IV. CONCLUSION

With the exception of trainees, the entire petitioned-for unit consists of supervisors and is therefore improper pursuant to Section 2(11) of the Act. Pursuant to the evidence presented, the Regional Director should conduct an administrative investigation and dismiss the petition in this matter.

3(b): State any classifications, locations, or other employee groupings that must be added to or excluded from the proposed unit to make it an appropriate unit.

Added: None

Excluded: The entire petitioned-for unit, except for the trainee position, must be excluded.

4: Other than the individuals in classifications listed in 3b, list any individual(s) whose eligibility to vote you intend to contest at the pre-election hearing in this case and the basis for contesting their eligibility.

All supervisory or managerial employees, including as described in response to 3(a).

6. Describe all other issues you intend to raise at the pre-election hearing.

The Employer objects to application of any provision of the Final Rule on Representation Case Procedures (“New Rules”) published at 79 Fed. Reg. 74308 (Dec. 12, 2014). For decades, the Board has adhered to a balanced set of pre-election procedures that have allowed employers sufficient time and opportunity to raise issues affecting the conduct of elections in appropriate pre-election hearings. *See* 29 C.F.R. 102.60, *et seq.* Such issues have included questions regarding the appropriateness of the petitioned-for bargaining unit as well as the eligibility of certain categories of employees to vote in the election. *Id.* at 102.66. Following such hearings, employers have generally been allowed 25 days to request review of Regional Director decisions by the Board prior to any tally of ballots in an election. *Id.* at 102.67. The New Rules make sweeping changes in pre-election and post-election procedures that depart from the plain language and legislative history of the Act and exceed the Board’s statutory authority. The New Rules achieve this result by preventing employers in most cases from exercising their statutory rights to participate in hearings regarding voting eligibility, and by shortening the election period so that employers have no meaningful opportunity to lawfully communicate with affected employees about their electoral rights.

The Board’s failure to provide an adequate justification renders the New Rules arbitrary and capricious and an abuse of discretion, all in violation of the Administrative Procedure Act (“APA”), 5 U.S.C. §§ 701-706. Specific provisions of the New Rules violate the Act and/or the APA because they, among other things:

1. Shorten the time between the filing of a representation petition and the first day of a hearing. *See* Section 102.63(a).
2. Limit the purpose of a hearing conducted under Section 9(c) of the Act as being solely “to determine if a question of representation exists.” *See* Section 102.64(a).
3. Assert that “disputes concerning individuals’ eligibility to vote or inclusion in an appropriate unit ordinarily need not be litigated or resolved before an election is conducted.” *Id.*
4. Limit the right of parties in such hearings to introduce into the record evidence that is “relevant to the existence of a question of representation” thereby excluding other issues contemplated by Section 9(c) of the Act. *See* Section 102.66(a).
5. Require parties to make “offers of proof” at the outset of any hearing, and authorizes Regional Directors to bar the parties from entering evidence into

the record if such offers of proof are deemed to be insufficient to sustain the proponent's position. *See* Section 102.66(c).

6. Deny employers the opportunity to present post-hearing briefs and to review a hearing transcript prior to stating their post-hearing positions on the record, except upon special permission of the Regional Director and addressing only subjects permitted by the Regional Director. *See* Section 102.66(h).
7. Require employers to disclose to unions personal and private information pertaining to employees, including home phone numbers and personal email addresses. *See* Section 102.67(l).
8. Eliminate the longstanding requirement that election ballots be impounded while any Request for Review of the Regional Director's decision is pending at the Board and eliminates the previous 25-day waiting period for review filings which previously allowed the Board time to consider such requests for review prior to the vote. *See* Section 101.21(d).
9. Eliminate the right of employers to obtain mandatory Board review of postelection disputes if they enter into stipulated election agreements prior to the election instead of exercising their right to a pre-election hearing. *See* Sections 102.62(b) and 102.69.

Further, because the Act does not contain an express statement that the Board should hold elections at the earliest practicable date, but emphasizes other considerations, the New Rules' primary purpose – to shorten the time to election – is contrary to Congressional intent. Lastly, the Employer objects to application of the New Rules herein on any other ground raised in the *Associated Builders and Contractors of Texas Inc., et al., v. National Labor Relations Board*, Docket No. 15-50497 (5th Cir. 2015).

7(a): A list containing the full names, work locations, shifts and job classification of all individuals in the proposed unit as of the payroll period immediately preceding the filing of the petition who remain employed as of the date of the filing of the petition. (Attachment B).

See Attachment B.

7(b): If the employer contends that the proposed unit is inappropriate the employer must provide (1) a separate list containing the full names, work locations, shifts and job classifications of all individuals that it contends must be added to the proposed unit, if any to make it an appropriate unit,

(Attachment C) and (2) a list containing the full names of any individuals it contends must be excluded from the proposed unit to make it an appropriate unit. (Attachment D).

See Attachments (C) and (D).

8(a): State your position with respect to the details of any election that may be conducted in this matter.

Should the petition be processed, which the Employer does not concede, the Employer believes that a mail ballot would be proper.

8(b): Dates(s); 8(c) Time(s); 8(d) Location(s):

The Employer believes the date, time, and location for the election should be set only after conclusion of the procedural avenues it may pursue in this case regarding the matters set forth in section 3(a), including any motion to stay further proceedings in the case pending a Request for Review to the National Labor Relations Board and thus reserves the opportunity to provide input regarding the best available date at that point. To the extent the Employer must provide some proposals as a part of this Statement of Position, ballots should be mailed three weeks after the Decision and Direction of Election, and returned four weeks after the date the ballots are mailed.

8(e): Eligibility Period (e.g. special eligibility formula):

Allied requests the Region apply the *Daniel/Steiny* eligibility formula for determining eligibility to vote.⁴ Specifically, Allied requests that if the Region directs an election, individuals who have been employed for 30 days or more within the 12 months preceding the eligibility date be, or if they have had some employment in those 12 months and have been employed for 45 days or more within the 24 month

⁴ In the event the special eligibility rule is not adopted for this matter, the Company reserves the right to present evidence demonstrating that the petitioned-for employees are ineligible temporaries. The Board's test for determining the temporary status of individuals is whether they are "employed for one job only, or for a set duration, or have no substantial expectancy of continued employment and are notified of this fact, and there have been no recalls." *Indiana Bottled Gas Co.*, 128 NLRB 1441, 1442 fn 4 (1960); *Owens-Corning Fiberglass Corp.*, 1440 NLRB 1323, 1325 (1963); *Puerto Rico Telephone Co.*, 249 NLRB 950, fn. 3 (1964); *Glesby Wholesale Inc.*, Case No. 32-CA-19147, et al., (Chabon, 2002). Most individuals in the petitioned-for unit are hired only for the duration of the outage, a fact which is disclosed to them during the hiring process. *Sterling Processing Corp.*, 291 NLRB 208 (1988) (after temporary plant shutdown, employees had no continuing expectation of employment even though CBA was in effect and employer was in regular contact with the union).

period immediately preceding the eligibility date be eligible to vote. *Steiny & Co.*,
308 NLRB 1323, 1326 (1992).

CASE NO. 13-RC-252563¹
Attachment B to Allied Power Services, LLC's
 December 5, 2019 Statement of Position

Name	Job Classification	Work Location	Shift
Abbott, Benjamin C	Superintendent	DRESDEN	Varies
Andersen, Brian M	Superintendent	BYRON	Varies
Ball, Robert E	Superintendent	BRAIDWOOD	Varies
Ballak, Kurt J	Superintendent	DRESDEN	Varies
Battersby, James A	Superintendent	DRESDEN	Varies
Boehmke, Alex M	Planner II	DRESDEN	Varies
Bolli, Kenneth E	Planner II	DRESDEN	Varies
Butzen, Daniel J	Planner, Senior	DRESDEN	Varies
Call, Steven F	Planner, Senior	BYRON	Varies
Clements, Michael J	Superintendent	CLINTON	Varies
Cohrs, Christopher A	Superintendent	QUAD CITIES	Varies
Culp Jr, John L	Superintendent	BYRON	Varies
Daughenbaugh, David T	Superintendent, Lead	BYRON	Varies
Davis, Michael J	Planner, Senior	BYRON	Varies
Dawson, Rickie B	Planner, Senior	BYRON	Varies
Dickson, John A	Planner II	BYRON	Varies
Donovan, DougLaSalle J	Superintendent	BYRON	Varies
Dunn, Stephen W	Planner II	QUAD CITIES	Varies
Durkin, Kerry M	Superintendent	BRAIDWOOD	Varies
Erickson, Ronald V	Superintendent	CLINTON	Varies
Evans, Roger A	Planner II	BYRON	Varies
Francimore, John A	Superintendent, Lead	LASALLE	Varies
Frasca II, Peter J	Superintendent	CLINTON	Varies

¹ Subject to amendment.

Frost, Christopher M	Superintendent, Lead	BRAIDWOOD	Varies
Gecan, Michael E	Superintendent	BYRON	Varies
Gentille, Chet T	Superintendent	DRESDEN	Varies
Gibbs Sr., Dennis L	Superintendent	QUAD CITIES	Varies
Gibson, Dan A	Superintendent	DRESDEN	Varies
Grosse, Fred E	Planner II	QUAD CITIES	Varies
Gruhn, Gary L	Planner II	BRAIDWOOD	Varies
Henkel, James P	Superintendent	BYRON	Varies
Hester, Matthew S	Superintendent	DRESDEN	Varies
Higginbotham, Ross H	Superintendent	CLINTON	Varies
Holley, Danny R	Planner II	CLINTON	Varies
Hosey Jr, Tarree	Superintendent	DRESDEN	Varies
Justice, Stephen D	Superintendent	DRESDEN	Varies
KinDresdend, Charles J	Planner, Senior	LASALLE	Varies
KinDresdend, Daniel C	Planner II	LASALLE	Varies
Klinghammer, Fred M	Planner II	CLINTON	Varies
Knapp, Scott S	Superintendent	DRESDEN	Varies
Koen, Al W	Superintendent	DRESDEN	Varies
Konopa, Roger J	Superintendent	DRESDEN	Varies
Kotlarz, Kenneth J	Planner, Senior	BYRON	Varies
Krager, Thomas A	Superintendent	DRESDEN	Varies
Kraklio, Steven S	Planner, Senior	DRESDEN	Varies
Langston, Timothy J	Planner II	QUAD CITIES	Varies
Limbach, John R	Superintendent	BYRON	Varies
Lutz, Leah	Superintendent	CLINTON	Varies
McCall, James M	Superintendent	DRESDEN	Varies
McCarthy, Sean L	Superintendent	QUAD CITIES	Varies
McKee II, James P	Superintendent	BYRON	Varies
Meszaros, Robert J	Planner II	DRESDEN	Varies
Meyer, Edward E	Planner, Senior	BRAIDWOOD	Varies
Monfort, Terry L	Superintendent	QUAD CITIES	Varies

Nohren, Luke E	Superintendent	BRAIDWOOD	Varies
Phenix, Robert B	Planner, Senior	BRAIDWOOD	Varies
Poeschel, Michael A	Superintendent	DRESDEN	Varies
Provance, David A	Planner II	LASALLE	Varies
Provance, Gregory D	Planner II	LASALLE	Varies
Radice, Michael	Planner II	BRAIDWOOD	Varies
Ratzlaff, Arin K	Superintendent	LASALLE	Varies
Reddy, Hanmantha Davlapur	Planner II	DRESDEN	Varies
Roberts, Kyle E	Planner II	BRAIDWOOD	Varies
Root, John T	Superintendent, Lead	DRESDEN	Varies
Schissel, Joseph C	Superintendent	DRESDEN	Varies
Seyfert, Jeffrey W	Planner II	BYRON	Varies
Shelton, Stacey E	Superintendent	BYRON	Varies
Shriver, Mark D	Superintendent, Lead	CLINTON	Varies
Singleton, Willie	Planner, Senior	CLINTON	Varies
Sippola, Steven N	Superintendent	BRAIDWOOD	Varies
Smothers, Joey D	Superintendent, Lead	CLINTON	Varies
Spencer Jr, William Jay	Superintendent	BYRON	Varies
Steffes, Walter A	Superintendent	QUAD CITIES	Varies
Trone, Kenneth	Superintendent	CLINTON	Varies
Walker, Roy	Superintendent	CLINTON	Varies
Welden, Ryan Charles	Planner II	BYRON	Varies
Whitlow, Ernie R	Superintendent	BRAIDWOOD	Varies
Whitney, Dennis P	Superintendent	DRESDEN	Varies
Williams III, James L	Superintendent	CLINTON	Varies
Wimberley, Bradley H	Superintendent	CLINTON	Varies
Workman, Michael T	Planner, Senior	BRAIDWOOD	Varies
Young, Brian K	Superintendent	BYRON	Varies

CASE NO. 13-RC-252563

*Attachment C to Allied Power Services, LLC's
December 5, 2019 Statement of Position*

Allied Power Services, LLC contends there are no additions that can be made to the proposed unit that would result in an appropriate unit.

CASE NO. 13-RC-252563²
Attachment D to Allied Power Services, LLC's
 December 5, 2019 Statement of Position

Name	Job Classification	Work Location	Shift
Abbott, Benjamin C	Superintendent	DRESDEN	Varies
Andersen, Brian M	Superintendent	BYRON	Varies
Ball, Robert E	Superintendent	BRAIDWOOD	Varies
Ballak, Kurt J	Superintendent	DRESDEN	Varies
Battersby, James A	Superintendent	DRESDEN	Varies
Boehmke, Alex M	Planner II	DRESDEN	Varies
Bolli, Kenneth E	Planner II	DRESDEN	Varies
Butzen, Daniel J	Planner, Senior	DRESDEN	Varies
Call, Steven F	Planner, Senior	BYRON	Varies
Clements, Michael J	Superintendent	CLINTON	Varies
Cohrs, Christopher A	Superintendent	QUAD CITIES	Varies
Culp Jr, John L	Superintendent	BYRON	Varies
Daughenbaugh, David T	Superintendent, Lead	BYRON	Varies
Davis, Michael J	Planner, Senior	BYRON	Varies
Dawson, Rickie B	Planner, Senior	BYRON	Varies
Dickson, John A	Planner II	BYRON	Varies
Donovan, DougLaSalle J	Superintendent	BYRON	Varies
Dunn, Stephen W	Planner II	QUAD CITIES	Varies
Durkin, Kerry M	Superintendent	BRAIDWOOD	Varies
Erickson, Ronald V	Superintendent	CLINTON	Varies
Evans, Roger A	Planner II	BYRON	Varies
Francimore, John A	Superintendent, Lead	LASALLE	Varies

² Subject to amendment.

Frasca Ij, Peter J	Superintendent	CLINTON	Varies
Frost, Christopher M	Superintendent, Lead	BRAIDWOOD	Varies
Gecan, Michael E	Superintendent	BYRON	Varies
Gentile, Chet T	Superintendent	DRESDEN	Varies
Gibbs Sr., Dennis L	Superintendent	QUAD CITIES	Varies
Gibson, Dan A	Superintendent	DRESDEN	Varies
Grosse, Fred E	Planner II	QUAD CITIES	Varies
Gruhn, Gary L	Planner II	BRAIDWOOD	Varies
Henkel, James P	Superintendent	BYRON	Varies
Hester, Matthew S	Superintendent	DRESDEN	Varies
Higginbotham, Ross H	Superintendent	CLINTON	Varies
Holley, Danny R	Planner II	CLINTON	Varies
Hosey Jr, Tarree	Superintendent	DRESDEN	Varies
Justice, Stephen D	Superintendent	DRESDEN	Varies
KinDresdend, Charles J	Planner, Senior	LASALLE	Varies
KinDresdend, Daniel C	Planner II	LASALLE	Varies
Klinghammer, Fred M	Planner II	CLINTON	Varies
Knapp, Scott S	Superintendent	DRESDEN	Varies
Koen, Al W	Superintendent	DRESDEN	Varies
Konopa, Roger J	Superintendent	DRESDEN	Varies
Kotlarz, Kenneth J	Planner, Senior	BYRON	Varies
Krager, Thomas A	Superintendent	DRESDEN	Varies
Kraklio, Steven S	Planner, Senior	DRESDEN	Varies
Langston, Timothy J	Planner II	QUAD CITIES	Varies
Limbach, John R	Superintendent	BYRON	Varies
Lutz, Leah	Superintendent	CLINTON	Varies
McCall, James M	Superintendent	DRESDEN	Varies
McCarthy, Sean L	Superintendent	QUAD CITIES	Varies
McKee II, James P	Superintendent	BYRON	Varies
Meszáros, Robert J	Planner II	DRESDEN	Varies

Meyer, Edward E	Planner, Senior	BRAIDWOOD	Varies
Monfort, Terry L	Superintendent	QUAD CITIES	Varies
Nohren, Luke E	Superintendent	BRAIDWOOD	Varies
Phenix, Robert B	Planner, Senior	BRAIDWOOD	Varies
Poeschel, Michael A	Superintendent	DRESDEN	Varies
Provance, David A	Planner II	LASALLE	Varies
Provance, Gregory D	Planner II	LASALLE	Varies
Radice, Michael	Planner II	BRAIDWOOD	Varies
Ratzlaff, Arin K	Superintendent	LASALLE	Varies
Reddy, Hanmantha Davlapur	Planner II	DRESDEN	Varies
Roberts, Kyle E	Planner II	BRAIDWOOD	Varies
Root, John T	Superintendent, Lead	DRESDEN	Varies
Schissel, Joseph C	Superintendent	DRESDEN	Varies
Seyfert, Jeffrey W	Planner II	BYRON	Varies
Shelton, Stacey E	Superintendent	BYRON	Varies
Shriver, Mark D	Superintendent, Lead	CLINTON	Varies
Singleton, Willie	Planner, Senior	CLINTON	Varies
Sippola, Steven N	Superintendent	BRAIDWOOD	Varies
Smothers, Joey D	Superintendent, Lead	CLINTON	Varies
Spencer Jr, William Jay	Superintendent	BYRON	Varies
Steffes, Walter A	Superintendent	QUAD CITIES	Varies
Trone, Kenneth	Superintendent	CLINTON	Varies
Walker, Roy	Superintendent	CLINTON	Varies

Certificate of Service

The undersigned certifies that he caused a true and correct copy of the Statement of Position of Respondent Allied Power, with attachments, to be served upon the following counsel of record via electronic mail on this Thursday, December 5, 2019, before the hour of 7:25 p.m. EST.

Patrick Ryan: pyran@baumsignman.com

/s Noah Lipschultz



**STANDARD OPERATING PROCEDURE
NON-SUPERVISORY PERFORMANCE
EVALUATION DATA**

AD-50.03F2
Revision 2
Page 1

Name: GRUHN, GARY L

Employee #: 50418

Review Date: 10/18/18

Position Reviewed: WP Eject

Site: BRAIDWOOD

Outage: A2R20

A comment is REQUIRED to support your rating in each category.

CATEGORY	EXCELLENT	VERY GOOD	GOOD	FAIR
WORKING SAFELY	7	6	5	4
The extent to which this person follows safety procedures, is watchful for safety hazards, takes action to correct or prevent hazards, and communicates with others about safety hazard.				
QUALITY OF WORK	7	6	5	4
How effectively this person produces a high caliber of work compared with accepted standards of performance.				
<i>EXCELLENT REVIEW OF EC'S / WORK PACKAGE DOCUMENTS TO ENSURE COMPLETE AND ACCURATE.</i>				
BEHAVIOR FLEXIBILITY	7	6	5	4
How effectively this person adapts to changing work demands and priorities, learns and/or assumes new tasks.				
HUMAN PERFORMANCE	7	6	5	4
How effectively this person understands and communicates policy and procedural requirements to achieve error free performance and results.				
COOPERATION AND TEAMWORK	7	6	5	4
How effectively this person gets along and communicates with employees, vendors and the Client; contributes to the overall success of our projects.				
DOCUMENT MAINTENANCE	7	6	5	4
How effectively this person reviews work documents.				
PROFESSIONALISM	7	6	5	4
How effectively this person treats all peers and subordinates with dignity and respect regardless their race, age, sex, religion or national background				
PLANNING AND ORGANIZING	7	6	5	4
How effectively this person recognizes what needs to be done and contributes to improving workgroup quality and productivity.				
<i>JUMPS IN AND CONTRIBUTES EXCELLENT TO OVERALL SUCCESS OF THE GROUP.</i>				
COMMUNICATIONS	7	6	5	4
How effectively this person clearly and effectively communicates to others through verbal and written communication. Also having the ability to listen and understand others, including the practice of active listening.				
COST AND SCHEDULE	7	6	5	4
How effectively this person is sensitive to cost and schedule and completes error free work, both effectively and efficiently.				
OVERALL PERFORMANCE	7	6	5	4
How effectively this person performs his/her essential job duties, yet demonstrates urgency and is committed to quality.				
RECOMMENDED FOR FUTURE ASSIGNMENT				
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Marginal <input type="checkbox"/> Any "No" or "Marginal" recommendations must be explained in the remarks section.				
Remarks:				

Supervisor's Printed Name: ED MEYER

Supervisor's Employee #: 50392

Supervisor's Signature: *[Signature]*

Employee's Signature: *[Signature]*

EMP 3

Case No. 13RC252563 Official Exhibit No. E3-2019

Disposition: Identified

Rejected Received

IN THE MATTER OF allied

Date: 12/10/19 Witness: Meyer Reporter: DM

No. Pages: 2



**SUPERVISORY PERFORMANCE
EVALUATION DATA**

AD-50.03F1
Revision 4

Name: Gruhn, Gary L

Brass: 50418

Review Date: 25 October 2019

Job Family: Maint Support Serv

Position: Planner II

Key: ELE

Site: Braidwood

Outage: A1R21

A comment is REQUIRED to support your rating in each category.

CATEGORY	EXCELLENT	VERY GOOD	GOOD	FAIR	POOR		
WORKING SAFELY The extent to which this person follows safety procedures, is watchful for safety hazards, takes action to correct or prevent hazards, and communicates with others about safety hazard.	7	6	5	4	3	2	1
OBSERVATION PROGRAM How effectively this person supports and participates in the observation program.	7	6	5	4	3	2	1
QUALITY OF WORK How effectively this person produces a high caliber of work compared with accepted standards of performance	7	6	5	4	3	2	1
BEHAVIOR FLEXIBILITY How effectively this person adapts to changing work demands and priorities, learns and/or assumes new tasks	7	6	5	4	3	2	1
HUMAN PERFORMANCE How effectively this person understands and communicates policy and procedural requirements to achieve error free performance and results	7	6	5	4	3	2	1
COOPERATION AND TEAMWORK How effectively this person gets along and communicates with employees, vendors and the Client, contributes to the overall success of our projects	7	6	5	4	3	2	1
DOCUMENT MAINTENANCE How effectively this person reviews work documents and demonstrates leadership while clearly instructing others	7	6	5	4	3	2	1
PROFESSIONALISM How effectively this person treats all peers and subordinates with dignity and respect regardless their race, age, sex, religion or national background.	7	6	5	4	3	2	1
LEADERSHIP How effectively this person has vision and effectively communicates it to others, resulting in a change of behavior. Has the ability to motivate others.	7	6	5	4	3	2	1
COMMUNICATIONS How effectively this person clearly and effectively communicates to others through verbal and written communication. Also having the ability to listen and understand others, including the practice of active listening.	7	6	5	4	3	2	1
COST AND SCHEDULE How effectively this person is sensitive to cost and schedule, and coaches others to complete error free work, both effectively and efficiently.	7	6	5	4	3	2	1
OVERALL PERFORMANCE How effectively this person performs his/her essential job duties yet demonstrates urgency and is committed to quality	7	6	5	4	3	2	1
RECOMMENDED FOR FUTURE ASSIGNMENT							
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Marginal <input type="checkbox"/> Any "No" or "Marginal" recommendations must be explained in the remarks section.							
Remarks:							

Supervisor's Printed Name: Pickens

Supervisor's Employee #: 50383

Supervisor's Signature: [Signature]

Employee's Signature: [Signature]

John R. Janek

EMP 4

Case No. 13RC252563 Official Exhibit No. E4-2019

Disposition: Identified _____
Rejected Received _____

IN THE MATTER OF alleged

Date: 12/10/19 Witness: Meyra Reporter: Dr

No. Pages: 2



**STANDARD OPERATING PROCEDURE
NON-SUPERVISORY PERFORMANCE
EVALUATION DATA**

AD-50.03F2
Revision 1
Page 1

Name: PHENIX, ROBERT B
Position Reviewed: WP Elect
Site: BRAIDWOOD

Employee #: 51138
Supervisor: ED MEYER
Outage: AIR20

Review Date: 12/4/18
Supv Employee #: 50392

A comment is REQUIRED to support your rating in each category.

CATEGORY	EXCELLENT	VERY GOOD	GOOD	FAIR
WORKING SAFELY The extent to which this person follows safety procedures, is watchful for safety hazards, takes action to correct or prevent hazards, and communicates with others about safety hazard.	7	6	5	4
QUALITY OF WORK How effectively this person produces a high caliber of work compared with accepted standards of performance.	7	6	5	4
BEHAVIOR FLEXIBILITY How effectively this person adapts to changing work demands and priorities, learns and assumes new tasks. <i>FLEXIBLE WHEN WORK DEMANDS REQUIRED DIFFERENT PLANNING ASSIGNMENTS FROM MOD WORK TO OUTAGE SUPPORT.</i>	7	6	5	4
HUMAN PERFORMANCE How effectively this person understands and communicates policy and procedural requirements to achieve error free performance and results.	7	6	5	4
COOPERATION AND TEAMWORK How effectively this person gets along and communicates with employees, vendors and the Client; contributes to the overall success of our projects.	7	6	5	4
DOCUMENT MAINTENANCE How effectively this person reviews work documents.	7	6	5	4
PROFESSIONALISM How effectively this person treats all peers and subordinates with dignity and respect regardless of their race, age, sex, religion or national background.	7	6	5	4
PLANNING AND ORGANIZING How effectively this person recognizes what needs to be done and contributes to improving workgroup quality and productivity.	7	6	5	4
COMMUNICATIONS How effectively this person clearly and effectively communicates to others through verbal and written communication. Also having the ability to listen and understand others, including the practice of active listening.	7	6	5	4
COST AND SCHEDULE How effectively this person is sensitive to cost and schedule and completes error free work, both effectively and efficiently.	7	6	5	4
OVERALL PERFORMANCE How effectively this person performs his/her essential job duties, yet demonstrates urgency and is committed to quality.	7	6	5	4
RECOMMENDED FOR FUTURE ASSIGNMENT				
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Marginal <input type="checkbox"/> Any "No" or "Marginal" recommendations must be explained in the remarks section.				
Remarks:				

Supervisor's Signature:

Employee's Signature: _____

Emp 5

Case No. 13LC252563 Official Exhibit No. ES-2019

Disposition: Identified
Rejected Received

IN THE MATTER OF allied

Date: 12/10/19 Witness: Meyer Reporter: Am

No. Pages: 2



Risk Screening / Mitigation Plan
Page 1 of 2

Objective: To ensure a work task that poses "RISK" is clearly identified and an appropriate mitigation plan is developed to minimize or eliminate the likelihood of an event.

WORK GROUP PLANNER:

Title of the Task (incl. W/R / WO / PM ID / Procedure #): INSTALL CABLES 2SA077 AND 2SA079
PER EC 627885 / WO 04911980-37

Job Type: CM DM OM PM SURV (Per WC-AA-106, Corrective, Deficient, Other = CM, DM, OM)

Identified Risk Potential: (Utilize Attachment 1 Integrated Decision Tree)

OPERATIONAL	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>	SWITCHYARD WORK	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>
REACTIVITY	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>	ATMOSPHERIC	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>
CONDITIONALLY CRITICAL	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>	INDUSTRIAL <small>(REF. SA-AA-116-2124)</small>	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>
OPS PC REQUIRED?	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>	ENVIRONMENTAL <small>(REF. EN-AA-103)</small>	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>

Work Group Planner BASIS FOR RISK and COMMENTS: WC-AA-104 ON LINE WORK

Work Group Planner risk screening performed by: Gary Gruhn / 9/16/19
Name / Date

OPERATIONS:

Operations risk screening or PEER CHECK performed by: M. Nolan / 8/16/19
Name / Date

Operations BASIS FOR RISK and COMMENTS regarding RMP required: No Risk - Work consists of pulling cables through the back wall (from the outside to terminate inside already installed junction boxes. No equipment being pulled past RD cabinets

FINAL Risk Determination:

RISK IDENTIFIED / RMP REQUIRED YES NO

OPERATIONAL	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>	ELEVATED	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>
REACTIVITY	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>	CONDITIONALLY CRITICAL	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>
ATMOSPHERIC	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>	REPORTABILITY / EAL	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>

Emp 7

Case No. 13RC252563 Official Exhibit No. E7-2019

Disposition: Identified _____
Rejected Received _____

IN THE MATTER OF

allied
Date: 12/10/19 Witness: Meyers Reporter: Br

No. Pages: 25



WO 04911980-37

Risk Screening/Mitigation Plan
Page 2 of 2

Supervisor (FLS Name): AL WARREN

Instructions: Develop the risk mitigation plan being specific to the task being performed and the risk that was identified. Specific procedure steps/panel/component/equipment references shall be used. Avoid generically addressing error prevention tools such as "Use 2 Minute Drill" or "Perform Peer Check." Use specific instructions that positively mitigate the identified risk.

Describe the steps in the PREVENTION, DETECTION and CORRECTION sections that will be used in addition to the normal human error prevention tools to mitigate the specific risk identified.

Ensure actions to address risk are Specific, Measurable, Achievable, Realistic and Timely. (SMART)
What are the steps that introduce risk?

PREVENTION - Describe the steps prior to execution that will mitigate the risk:

ENSURING SAFE WORK PRACTICES, PROCEDURE/PACKAGE REVIEW, ROLLOUT/RETRIEVAL OF, WALK DOWNS

DETECTION - Describe the steps during execution that will mitigate the risk:

SUPERVISOR OVERSIGHT, PEER CHECK, FIRST CHECK, HOLD POINTS, 3-WAY COMMUNICATION

CORRECTION - Describe the steps to respond to issues identified during execution:

ABORT/STOP WORK, ADDITIONAL PERSONNEL STAGING

PREVENTION	DETECTION	CORRECTION
<input checked="" type="checkbox"/> Safe Load Paths	<input checked="" type="checkbox"/> Supervision/Oversight	<input type="checkbox"/> Communication plan developed
<input checked="" type="checkbox"/> Operating experience	<input type="checkbox"/> Critical Parameter Monitoring	<input type="checkbox"/> Limits defined
<input type="checkbox"/> Designated Challenger	<input type="checkbox"/> Expected/Actual Response	<input checked="" type="checkbox"/> Abort/Stop work criteria
<input type="checkbox"/> Review of equipment maintenance history	<input checked="" type="checkbox"/> Peer Check	<input type="checkbox"/> Contingency package developed
<input type="checkbox"/> Vendor or SME availability	<input checked="" type="checkbox"/> First Check	<input type="checkbox"/> Recovery actions
<input checked="" type="checkbox"/> Walk downs Complete	<input type="checkbox"/> Hold Points	<input type="checkbox"/> Additional replacement parts available
<input type="checkbox"/> Flagging/Robust Barriers	<input checked="" type="checkbox"/> Verification Methods - IV/CV	<input checked="" type="checkbox"/> Additional personnel staging
<input type="checkbox"/> Training/Qualification	<input type="checkbox"/> 3-Way Communications	
<input checked="" type="checkbox"/> Roles and responsibilities		
<input type="checkbox"/> Special tools/test equipment		
<input type="checkbox"/> Parts availability and readiness		
<input type="checkbox"/> Mock-ups/dry runs		
<input type="checkbox"/> Verify grid conditions		
<input type="checkbox"/> Supplemental/independent reviews		
<input type="checkbox"/> Competencies (right individuals)		
<input checked="" type="checkbox"/> Procedure/Package review		
<input type="checkbox"/> Integration with other tasks		
<input type="checkbox"/> Contingency Package required		

Facility: BRW BRAIDWOOD GENERATING STATION
 Unit : 02 Project : AC0180022
 W/O Type: MD Priority: C W/O Dspln: DEM
 Banner : GRUHGL GRUHN G L
 W/O Title : INSTALL FOURTH STATION AIR COMPRESSOR
 W/O Task Title: CE INSTALL CABLES 2SA077 AND 2SA079 PER EC 627885
 Written To : INSTALL CABLES 2SA077 AND 2SA079 PER EC 627885
 Task Dspln : CE Due Date: Late Date:

MASTER
Work Order Package

04911980 37



Work Order Task Written To

Facility : BRW PMRQ : PM Cat Cd:
 Division : Area : Op Sys :
 Equipment : Component:
 Work Item : Eqt. List: Ops Review Req'd: Y
 Equip. Tag: Alt:
 UTC : Tbl/Brkdwn: (Past 12 mo)
 Catalog ID: Job Type : SA UCR: N
 Client/Act:
 Location : TURB, 401-D-29 / E-24

Signature/Authorization/Approval/Review:

	<u>Name</u>	<u>Date</u>	<u>Time</u>
Shift Authorization to start work :	<i>Edwin...</i>	10/8/19	1702
Work Started :	<i>[Signature]</i>	10/19/19	1130
Work Stopped :	<i>[Signature]</i>	10/21/19	1400
Supv Review of Work Completion :	<i>[Signature]</i>	10/21/19	1430
ANI Review of work package :	<i>[Signature]</i>	10/21/19	1430

Nuclear Information

RWP Required : N Contain Closure : Doc Pkg :
 Contain Integrity: Q Group : QA Grade:
 Train Status : NCR :
 TS/SLC Related : N Tech Spec Action:
 Maintenance Rel. : LCO : N Tech Spec Date:
 Detection : Symptom : Failure/Date:
 Discovery Status : Plant Effect: Sys Effect :
 Ctrl Rm Comm Req'd: N Safety Class: NS

ENTERED

OCT 22, 2019

BY: *[Signature]*

Work Order Task Instructions

INSTALL CABLES 2SA077 AND 2SA079 FROM 2AP57E TO CABLE TRAY ROUTING POINTS NEAR THE 4TH SAC PER EC 627885.

SEAL BREACH AND RESTORATION WILL BE COMPLETED UNDER WO 04951867 TASKS 05 THRU 08 TO SUPPORT CABLE INSTALLATION.

Task Holds Not Released

Hold Code : HPX HOLD FOR PACKAGE TRANSFER	Hold Date: 09/19/2019 07:21
Responsible: P/P	
Hold Code : HRS HOLD FOR RISK SCREENING	Hold Date: 09/19/2019 07:21
Responsible: OPS	
Hold Code : HWD HOLD FOR WALKDOWN	Hold Date: 09/19/2019 07:21
Responsible: B	

Major Failure/Action Taken

Major Failure :	<input type="text"/>	Action Taken :	<input type="text"/>
Deficiency Tag Loc:	<input type="text"/>	Removed (Y/N):	<input type="text"/>
Deficiency Tag No.:	<input type="text"/>	Limited Cond Operation:	<input type="text"/>

RB 10/21/19

Print Request - Work Order Documents

Facility	Type/Subtype	Document Number	Sheet	Image Addr
BRW	DWGC	20E-2-3651		
		CABLE PAN ROUTING TURBINE BLDG PLAN EL 401-0 COLS		
Facility	Type/Subtype	Document Number	Sheet	Image Addr
BRW	DCD	EC SLICE		
		NEW CABLE ROUTING FORM		
Facility	Type/Subtype	Document Number	Sheet	Image Addr
BRW	DWGC	20E-2-3652		
		CABLE PAN ROUTING TURBINE BLDG PLAN EL 401-0 COLS		

Work Performed

DESCRIBE AS FOUND SYSTEM CONDITIONS:

*AS Expected
see 10/9/19*

DESCRIBE AS FOUND EQUIPMENT CONDITIONS (Circle One:)

(A) Better than Expctd (C) As-Expctd (D) Worse than Expctd (F) Failed (N) N/A

WORK PERFORMED: PULLED DESIGNATED CABLES THROUGH CABLE TRAY TO
DESTINATION SPECIFIED IN WORK PKG. RB 10/21/19

Continued on Additional Sheets? _

Calibration Tools Used

M&TE Used (circle one): Yes

No

UTC	Check Out	Return

Check Out

Return

UTC	Check Out	Return

UTC

Check Out

Return

RB
10/21/19

Work Planner: Gary Gruhn

1.0 WORK SCOPE:

1.1 Work scope: Install cables to and between Station Air Compressor 2SA02J AND 2AP57E (480V MCC 233V5).

1.2 Cable ends will be coiled up at the 2AP57E and just prior to the conduit running to 2SA02J.

1.2.1 Cable was ordered under task #2

1.3 Equipment Tag: 2SA077 & 079

1.4 Equipment Location: TURB BLDG. 401 D / 29 & TURB BLDG 401 E / 24 (2AP57E)

1.5 Work being performed under this work order package is classified as:

Safety Related

Non-Safety Related

Augmented Quality

Seismic

EQ Related

Operational Critical Component (OPCC)

1.6 SH - Supervisor to REVIEW Risk Screening/Mitigation Plan WC-AA-104-F-01 for Industrial and Risk Screenings

CRITICAL ATTRIBUTE

SUPERVISOR HOLD

SH
SH

10-8-19
Date



2.0 NOTES:

2.1 Any job step in the work order that is Not Applicable (N/A) and is not written with N/A as an option **SHALL** be omitted using a Work Order revision by a Work Planner in accordance with the guidelines of "Maintenance Planning" procedure MA-AA-716-010, Attachments 1 and 2.

2.2 If a job step is written with Not Applicable (N/A) as an option, then the step may be N/A by a Foreman or Supervisor and minor revision is not required.

2.3 Work instruction steps may be worked out of sequence or repeated, at the direction of the job Supervisor provided that no "Hold Points" are bypassed or "Witness / Verification Points" are made impossible or impractical to perform. (Additional spaces for initial/date shall be inserted, by Maintenance Dept, for repeated steps).

2.4 If parts do not meet form, fit and function, then ensure an Engineering Evaluation has been approved for any differences and for use in current application per Right Parts Selection process (SM-AA-300-1002). [Required by CCA #318251].

2.5 Identify any labeling issues (valves, piping supports, plant equipment, etc.) found during performance of this Work Order and SUBMIT labeling request(s) to correct / install labels as necessary. (Ref.: IR/ATI 00439628-18 and IR 00594585-02).

2.6 While performing job set up and **PRIOR** to installing herculite to protect the floor, VISUALLY inspect the area and make note of the floor markings. REFRAIN from covering floor markings and if this is not possible, the floor markings must be applied to the herculite. (ref. IR #930940)

2.7 During work execution, tie-wraps **SHALL** be INSPECTED for degradation, and degraded tie-wraps **SHALL** be replaced with Tefzel. Extreme care shall be taken while working around energized and/or sensitive components. Tie-wraps may be obtained from shop stock. [Required per EC #346642 and EIS N-EM-0019].

2.8 If RIGGING is required from structural steel, piping or pipe support steel, the Supervisor **SHALL** process CC-AA-402 "Installation of Temporary Rigging", attachment 1, "Rigging Evaluation Form" **PRIOR** to installing any rigging. All temporary rigging shall be installed in accordance with CC-AA-402.

2.9 **IF ASME, SAFETY OR AUGMENTED RELATED PARTS NEED TO BE SUBDIVIDED**, A second individual other than the one that performed the marking and not the Supervisor **MUST** verify that the proper identification of each piece has been maintained (transfer of heat no., material type, UTC, Cat I.D. No., etc), **PRIOR** to separation. Stamping, indelible mark and/or etching shall be used to transfer material identification. Per procedure SM-AA-102 Attachment 3.

3.0 PREREQUISITES:

3.1 SV - PROTECT adjacent equipment from inadvertent bumping. DETERMINE if a robust barrier is required to protect near by equipment or equipment in the 2 Foot Zone.

Robust barrier required: Yes No

SUPERVISOR VERIFICATION

ASV 10-8-14
SV Date

3.2 EQUIPMENT/PARTS STAGING in plant areas containing Safety-Related Equipment **SHALL** Be IAW procedure MA-AA-716-026. This includes, but not limited to, carts, the installation of barricades, barriers, scaffold racks, briefing huts, etc.

N/A ASV 10-8-14
Installer Date

3.3 SH - VERIFY Operations has performed the assessment of WC-AA-104 Risk Screening/Mitigation Plan WC-AA-104-F-01 Pg. 1 of 2 prior to starting work

SUPERVISOR HOLD

ASV 10-8-14
SH Date

CRITICAL ATTRIBUTE

3.4 SH - VERIFY Supervisor has performed the assessment of WC-AA-104 Risk Screening/Mitigation Plan WC-AA-104-F-01 PG. 2 of 2 prior to starting work.

SUPERVISOR HOLD

ASV 10-8-14
SH Date

CRITICAL ATTRIBUTE

3.5 SV - Verify the Conduct of Work Checklist has been reviewed **PRIOR** to the start of work.

SUPERVISOR VERIFICATION

ASV 10-8-14
SV Date

3.6

FME practices are to be adhered to IAW the FME forms and procedure MA-AA-716-008.

- The WGS **SHALL ESTABLISH** specific FME Zone Requirements IAW MA-AA-716-008 and Attachment B-1 of MA-AA-716-008-F-01

FME ZONE 1

FME ZONE 2

- Reference the appropriate FME Plan if applicable. INCORPORATE specific guidance steps/instructions to provide detail inspections and specific requirements to successfully complete a task in the work instructions of each work package where system integrity will be breached or degraded.
- Documenting of Zone transitions shall be logged on Attachment B-1 of MA-AA-716-008-F-01.
- Refer to the following Attachments for additional requirements.
 - Attachment B-2 Work Package Device and Closeout Form.
 - Attachment C - FME Zone Tools Parts, and Equipment Log.
 - Attachment D - FME Drop Log.
 - Attachment E – FME ZONE 1 & 2 Sign.

NAC
Supervisor

10/19/19
Date

4.0 WORK INSTRUCTIONS:

4.1 SH - VERIFY that the equipment and or piping system to be worked on, is the same equipment number and/or line number, and location identified in the work package.

CRITICAL ATTRIBUTE

EPN: 2SA077 & 079

LOCATION: TURB BLDG. 401 D / 29 & TURB BLDG 401 E / 24 (2AP57E)

PLACE FLAGGING to identify equipment in accordance with HU-AA-101 "Human Performance Tools and Verification Practices". See drawings in tab #5 for locations.

KEY STEP

SUPERVISOR HOLD
Supervisor Verify Component

CAC 10/19/19
Supervisor Date

QJY 10/19/19
Installer Date

4.2 DOCUMENT relevant "AS- FOUND" CONDITIONS in the Work Order "As-Found" section. Identify if any failure found was a result of a defective part or improper maintenance practice.

N/A, Modification
EC# 627885

CDC 10/19/19
Supervisor Date

4.3 SH - TEST BEFORE TOUCH: PRIOR to performing of any physical work, perform a 'TEST BEFORE TOUCH' electrical safety check of any affected circuitry, utilizing the proper, station approved, voltage testing device, to verify status of the circuits in question. REFERENCE: SA-AA-129, "Electrical Safety".

CRITICAL ATTRIBUTE

SUPERVISOR HOLD
VERIFY Installers understand requirements

COE 10/19/19
SH Date

N/A

QJY 10/19/19
Installer Date

4.4

SV – INSTALL cables 2SA077 from 2SA02J to 2AP57E and coil up cable at each end.

Reference dwgs: 20E-2-3651 & -3652

- DOCUMENT on NSWP-E01 Exhibit 1A & 1B Doc 2 & 2A

[Signature] 10/21/19
Installer Date

SUPERVISOR VERIFICATION

RB 10/21/19
SV Date

4.5

SV – INSTALL cables 2SA079 from 2SA02J to 2AP57E and coil up cable at each end.

Reference dwgs: 20E-2-3651 & -3652

- This cable will consist of (3) single #2 AWG cables ganged together to make up 2SA079.
- DOCUMENT on NSWP-E01 Exhibit 1A & 1B Doc 3 & 3A

[Signature] 10/21/19
Installer Date

SUPERVISOR VERIFICATION

RB 10/21/19
SV Date

5.0 WORK COMPLETION

5.1 PERFORM a job site cleanup and verify that area is clean or cleaner than when work started.

RB 10/21/19
Installer Date

5.2 SV - VERIFY all flagging to identify equipment and/or work area has been removed.

N/A No flagging installed
SUPERVISOR VERIFICATION

RB 10/21/19
SV Date

5.3 SV - VERIFY EPN labels are correct and properly installed.

N/A No labels required
SUPERVISOR VERIFICATION

RB 10/21/19
SV Date

5.4 SV - VERIFY that the "Worker Tracking List" attachment has been completed, signed and returned to the Lead Supervisor.

N/A No clearance required
SUPERVISOR VERIFICATION

RB 10/21/19
SV Date

5.5 VERIFY that all "Transient Fire Load Permits" have been returned to the Fire Marshall.

N/A
No combustible material,
No transient fire load

RB 10/21/19
Supervisor Date

5.6 ENSURE "Foreign Material Exclusion Requirements" Attachments B thru E (as applicable), in Tab 2 is completed for "FME Internal Device Record" and/or final system closure statement. Initial and date on WGS / Lead Worker or designee line on Att B-2.

RB 10/21/19
Supervisor Date

~~5.7~~ DOCUMENT all Process Improvements or Lessons Learned on the Post-Job Critique Worksheet and the NGG Maintenance Work Package Feedback Form.

N/A,
No improvements or
"Lessons Learned"

RB 110/21/19
Supervisor Date

~~5.8~~ COMPLETE work order documentation and verify all required signoffs are complete.

RB 110/21/19
Supervisor Date

Station: BRW Unit: 02		<input type="checkbox"/> Safety <input type="checkbox"/> Regulatory <input checked="" type="checkbox"/> Non-Safety <input type="checkbox"/> Reliability <input type="checkbox"/> Seismic		E-01 Ex. A Cable Installation Checklist Page 1 of 2	
Supplement Sheet:					
Work Package No.: 04911980-37			Document No.: 2 Rev.: 0		
Cable I.D.: 2SA077		Partial <input type="checkbox"/>		Complete <input checked="" type="checkbox"/>	
Cable Code/S.I. No.: 02106A		UTC No.: 00430 <i>004376604</i> <i>00430</i>		QRI No.: 1	
Dwg./ECN No. & Rev.: 20E-2-3651 & -3652, SLICE / Rev Per EC 627885					
Installation Activities					
Attributes N/A'd					
	Installer	H/W-Dept.	QC Insp.		Overview
			REJ	ACC	
Pre-Pull					
1a. UTC Number installed correct (6.1.2/7.1.1) (Exhibit B)	<i>QJH</i>	H-SH	N/A	N/A	<i>CAC 10/19/19</i>
1b. Segregation codes correspond (6.1.4/7.1.1)	<i>10/19/19</i>				
1c. Raceway routing corresponds (6.1.5/7.1.1)					
2. Authorized scaffolding installed (6.1.6/7.1.2)	<i>QJH</i>		N/A	N/A	<i>CAC 10/19/19</i>
3. Raceway free of damaging debris, and edge softeners installed (6.1.8/7.1.3)	<i>QJH</i>	H-SH	N/A	N/A	<i>CAC 10/19/19</i>
4. Embed conduit swabbed (unless occupied) (6.1.11/7.1.4)	N/A	N/A	N/A	N/A	N/A
5. Temperature acceptable for cable pull (6.1.13/7.1.5) (Exhibit B)	<i>QJH</i>	H-SV	N/A	N/A	<i>CAC 10/19/19</i>
6. Cable pulling compound approved/correct Type: <i>N/A hand pull</i> (6.2.1/7.1.6)	<i>QJH</i>		N/A	N/A	<i>CAC 10/19/19</i>
7. Raceway equipped with pulling sleeves, rollers; Cable reels, pulling and monitoring devices rigged correctly; All sharp edges protected (6.2.3 – 6.2.9/7.1.7)	<i>QJH</i>	H-SV	N/A	N/A	<i>CAC 10/19/19</i>
8. Verify Fire Stop Installation Checklist(s) are included in Work Package as required (6.2.11/7.1.8)	N/A	N/A	N/A	N/A	N/A
9. Cable raceway released for pull (6.1.17/7.1.9) (Exhibit B Complete)	<i>QJH</i>	H-SV	N/A	N/A	<i>CAC 10/19/19</i>
Pull					
10. Acceptable pulling rope/links/tension monitoring device used (6.2.14, No. and Link Value: 6.2.15/7.1.10) Tension Meter No.: <i>N/A hand pull</i> Cal. Due Date:	<i>QJH</i>	H-SV	N/A	N/A	<i>RB 10/21/19</i>

Cable Installation Checklist		E-01 Ex. A		Page 2 of 2	
Work Package No.: 04911980-37		Document No.: 2		Rev.: 0	
Installation Activities	Installer	H/W-Dept.	QC Insp.		Overview
			REJ	ACC	
11. Cable pulls into conduit, duct runs, etc., fed straight into entry (6.2.16/7.1.11)	agb 10/21/19		N/A	N/A	RB 10/21/19
12. Maximum allowable pulling tension not exceeded (6.3.3-6.3.12, App III/7.1.12, App III) Maximum Tension Allowed: 166 lb <i>aka hand pull</i> _____ x _____ = _____ Meter Reading Conversion Factor Actual Tension	agb 10/21/19	H-SV	N/A	N/A	RB 10/21/19
13. Cable in occupied conduit properly installed (6.4/7.1.13)	N/A	N/A	N/A	N/A	N/A
14. Cable routed per Cable Pull Record (6.5.1/7.1.14)	agb 10/21/19	H-SV	N/A	N/A	RB 10/21/19
15. Minimum bending radius not violated (6.5.2 - 6.5.7, App I/7.1.15)	agb 10/21/19	H-SV	N/A	N/A	RB 10/21/19
16. Cable separation/clearance maintained (6.5.8/7.1.16)	agb 10/21/19	H-SV	N/A	N/A	RB 10/21/19
17. Cables arranged in orderly manner, no overfill of trays (6.5.9, 6.5.10/7.1.17)	agb 10/21/19		N/A	N/A	RB 10/21/19
18. No visible cable/conductor damage; cable(s) identification correct (6.6, 6.7/7.1.18)	agb 10/21/19	H-SV	N/A	N/A	RB 10/21/19
19. Cable grips and strain relief connectors installed correctly (6.8/7.1.19)	agb 10/21/19	H-SV	N/A	N/A	RB 10/21/19
20. Approved cable ties installed correctly and unterminated cables secured (6.9/7.1.20)	agb 10/21/19		N/A	N/A	RB 10/21/19
Completion					
21. Removed pan covers reinstalled (6.10.1, 6.10.2/7.1.21) NSWP-E-04 checklist(s) initiated? <input type="checkbox"/>	N/A	N/A	N/A	N/A	N/A
22. Cables coiled and supported correctly (6.10.3 - 6.10.6/7.1.22)	agb 10/21/19		N/A	N/A	RB 10/21/19
Remarks: Cables will be coiled at the end of cable pans and not at this time pulled through the end conduits.					
Work Complete/Date <i>R. Bull</i> 10/21/19 Maintenance Supv./Foreman			Inspection Complete/Date N/A QC Inspector		

Station: BRW Unit: 02		<input type="checkbox"/> Safety <input type="checkbox"/> Regulatory <input checked="" type="checkbox"/> Non-Safety <input type="checkbox"/> Reliability <input type="checkbox"/> Seismic	<h1 style="text-align: center;">E-01 Ex. B</h1> <p style="text-align: center;">Cable Installation Record</p> <p style="text-align: center;">Page 1 of 1</p>
Supplemental Sheet:			

Work Package No.: 04911980-37	Document No.: 2A Rev.: 0
--------------------------------------	--

EQ: Yes No Binder No.: N/A

Pull Type: Single Gang Min. Allowable Temp.: 20°F

Cable No.: 2SA077 Cable Code & Size: 2106A / 2/C #10 AWG

UTC Number Installed: 0004376654 Seg. Code: C1B

From: 2AP57E To: 2SA02J

New Pull Pull Back Manual Push

Re-Pull Manual Pull Machine Pull

Routing: 2R61, 2173B, 2174B, 2175B, 2176B

Partial Complete Maximum Allowable Tension: 166 LB

Minimum Bend Radius: 3.3" / 2.2"
Pull Train

Raceway Ready for Cable: [Signature] 10/19/19
Installer Work Package Preparer Date

RELEASE OF CABLE: [Signature] 10/19/19
Installer Date

RELEASE OF CABLE: N/A
QC Inspector Date

Date Pulled: 10/21/19 Length Pulled: 268 Length Cut From Reel: 268

Pull Completed: R. Ball 10/21/19
Maintenance Supervisor/Foreman Date

Station: BRW Unit: 02		<input type="checkbox"/> Safety <input type="checkbox"/> Regulatory <input checked="" type="checkbox"/> Non-Safety <input type="checkbox"/> Reliability <input type="checkbox"/> Seismic		E-01 Ex. A Cable Installation Checklist Page 1 of 2	
Supplement Sheet:					
Work Package No.: 04911980-37			Document No.: 3		Rev.: 0
Cable I.D.: 2SA079			Partial <input type="checkbox"/>		Complete <input checked="" type="checkbox"/>
Cable Code/S.I. No.: 01026A		UTC No.: 0002436 197		QRI No.: _____	
Dwg./ECN No. & Rev.: 20E-2-3651 & -3652, SLICE / Rev Per EC 627885					
Installation Activities					
Attributes N/A'd					
	Installer	H/W-Dept.	QC Insp.		Overview
			REJ	ACC	
Pre-Pull					
1a. UTC Number installed correct (6.1.2/7.1.1) (Exhibit B)					
1b. Segregation codes correspond (6.1.4/7.1.1)					
1c. Raceway routing corresponds (6.1.5/7.1.1)					
2. Authorized scaffolding installed (6.1.6/7.1.2)					
3. Raceway free of damaging debris, and edge softeners installed (6.1.8/7.1.3)					
4. Embed conduit swabbed (unless occupied) (6.1.11/7.1.4)					
5. Temperature acceptable for cable pull (6.1.13/7.1.5) (Exhibit B)					
6. Cable pulling compound approved/correct Type: <u>N/A Hand Pull</u> (6.2.1/7.1.6)					
7. Raceway equipped with pulling sleeves, rollers; Cable reels, pulling and monitoring devices rigged correctly; All sharp edges protected (6.2.3 – 6.2.9/7.1.7)					
8. Verify Fire Stop Installation Checklist(s) are included in Work Package as required (6.2.11/7.1.8)					
9. Cable raceway released for pull (6.1.1/7.1.9) (Exhibit B Complete)					
Pull					
10. Acceptable pulling rope/links/tension monitoring device used (6.2.14, No. and Link Value: <u>N/A Hand pull</u> 6.2.15/7.1.10) Tension Meter No.: _____ Cal. Due Date: _____					

Cable Installation Checklist		E-01 Ex. A		Page 2 of 2	
Work Package No.: 04911980-37		Document No.: 3		Rev.: 0	
Installation Activities	Installer	H/W-Dept.	QC Insp.		Overview
			REJ	ACC	
11. Cable pulls into conduit, duct runs, etc., fed straight into entry (6.2.16/7.1.11)	ASB 10/21/19		N/A	N/A	RB 10/21/19
12. Maximum allowable pulling tension not exceeded (6.3.3-6.3.12, App III/7.1.12, App III) Maximum Tension Allowed: 1593 lb _____ x _____ = <u>HAND PULLED</u> Meter Reading Conversion Factor Actual Tension	ASB 10/21/19	H-SV	N/A	N/A	RB 10/21/19
13. Cable in occupied conduit properly installed (6.4/7.1.13)	N/A	N/A	N/A	N/A	N/A
14. Cable routed per Cable Pull Record (6.5.1/7.1.14)	ASB 10/21/19	H-SV	N/A	N/A	RB 10/21/19
15. Minimum bending radius not violated (6.5.2 - 6.5.7, App I/7.1.15)	ASB 10/21/19	H-SV	N/A	N/A	RB 10/21/19
16. Cable separation/clearance maintained (6.5.8/7.1.16)	ASB 10/21/19	H-SV	N/A	N/A	RB 10/21/19
17. Cables arranged in orderly manner, no overfill of trays (6.5.9, 6.5.10/7.1.17)	ASB 10/21/19		N/A	N/A	RB 10/21/19
18. No visible cable/conductor damage; cable(s) identification correct (6.6, 6.7/7.1.18)	ASB 10/21/19	H-SV	N/A	N/A	RB 10/21/19
19. Cable grips and strain relief connectors installed correctly (6.8/7.1.19)	ASB 10/21/19	H-SV	N/A	N/A	RB 10/21/19
20. Approved cable ties installed correctly and unterminated cables secured (6.9/7.1.20)	ASB 10/21/19		N/A	N/A	RB 10/21/19
Completion					
21. Removed pan covers reinstalled (6.10.1, 6.10.2/7.1.21) NSWP-E-04 checklist(s) initiated? <input type="checkbox"/>	N/A	N/A	N/A	N/A	N/A
22. Cables coiled and supported correctly (6.10.3 - 6.10.6/7.1.22)	ASB 10/21/19		N/A	N/A	RB 10/21/19
Remarks: Cable will be coiled at the end of cable pans and not at this time pulled through the end conduits.					
Work Complete/Date <u>ASB 10/21/19</u> Maintenance Supv./Foreman			Inspection Complete/Date N/A QC Inspector		

ATTACHMENT B-1
Work Package, Briefing & Transition Form
 Page 1 of 1

Work Order No.: 04911980-37	MA-AA-716-008-F-01
Supervisor, or Designee Initial Determination of FME Zone Check Appropriate Block	<input type="checkbox"/> Zone 1 <input checked="" type="checkbox"/> Zone 2 <i>CAE D19/19</i>

Foreign Material Exclusion Requirements
 (Use for Pre-Job Briefs and Turnover Meetings)

FME ZONE CLASSIFICATION: An FME ZONE 1 is established in situations where a final visual inspection of internal cleanliness prior to system closure is **not** possible due to configuration or a system listed on ATTACHMENT A. Systems/components can be down graded once FME devices have been installed to mitigate foreign material intrusion.

	WGS – Determine Final FME Zone (Check & Initial)	
	<input type="checkbox"/> ZONE 1	<input checked="" type="checkbox"/> ZONE 2
<input type="checkbox"/> General Housekeeping Only	Required	Required
FME Requirements: These requirements shall be completed prior to initial system breach.	Yes / No	<i>NA</i>
FME ZONE-1 system involved per Attachment A	Yes / No	Yes <i>NO</i>
Will Wire Brush/Wheel be used (initiate MA-AA-716-008-1010 for systems that will be breached per Attachment A)	Yes	<i>Yes</i>
FME Work Practice Expectations (Discussed expectations)	Yes	Yes <i>NA</i>
<input type="checkbox"/> FME Monitor (Dedicated) Required	Yes	Yes <i>NA</i>
<input type="checkbox"/> FME Monitor Required	Yes / NA	Yes <i>NA</i>
Stellite / Cobalt addressed during pre-job brief	Yes / No	Yes <i>NO</i>
FME Devices required (Discuss type & expectations)	Yes	Yes <i>NO</i>
<input type="checkbox"/> FME ZONE Boundary Required	Yes	<i>Yes</i>
<input checked="" type="checkbox"/> FME ZONE Boundary not established (small areas may make boundaries impractical)	Yes	<i>Yes</i>
<input type="checkbox"/> FME ZONE Signs Required (Attachment E)	Yes	<i>Yes</i>
<input checked="" type="checkbox"/> FME ZONE Sign Posting (Attachment E) not practical	Yes	<i>Yes</i>
FME ZONE Pre-job Inspections (Discussed expectations)	Yes / NA	Yes <i>NA</i>
FME ZONE Pre-cleaning required	Yes / NA	Yes <i>NA</i>
FME ZONE electrical precautions to be taken discussed	Yes / NA	Yes <i>NA</i>
FME ZONE work over open water precautions discussed	Yes / NA	Yes <i>NA</i>
Ventilation/ Cutting/ Grinding affect FME ZONE concerns discussed	Yes / NA	Yes <i>NA</i>
Diving Precautions in FME Zone discussed (shot weight belt, tethered tools)	Yes / NA	Yes <i>NA</i>
FME Internal Device Record to be utilized (Attachment B-2)	Yes / NA	Yes <i>NA</i>
FME Zone Tool Log to be utilized (Attachment C)	Yes / NA	Yes <i>NA</i>
Will Peer Check verification be used on Attachment B-2	Yes / NA	Yes <i>NA</i>
Appropriate levels of FME controls understood.	<i>CAE</i> / <i>10/19/19</i> WGS / Lead Worker or designee Initials / Date	

Pre-cleaning and Initial System Breach FM Inspection Performed

<input checked="" type="checkbox"/> Pre-cleaning performed. <input type="checkbox"/> FME devices staged. <input type="checkbox"/> Initial Internal FM inspection completed. <input type="checkbox"/> FME devices installed. Document comments below	<i>CAE</i> / <i>10/19/19</i> WGS / Lead Worker or designee Initials / Date
---	---

FME ZONE TRANSITION LOG
 (Reference MA-AA-716-008 Attachment 5)

From Zone _____	To Zone _____	Procedure / WC Step Identified	Requirements Established	Initial / Date
		Yes <i>NA</i> / No	Yes / No	
		Yes / No	Yes <i>10/19/19</i> / No	
		Yes / No	Yes / No	
		Yes / No	Yes / No	

ATTACHMENT B-2
Work Package Device & Closeout Form
Page 1 of 1

FME INTERNAL DEVICE RECORD (N/A if not used)

THIS SECTION IS USED FOR WORK IN-PROGRESS

Internal Device Description (e.g., plug, Bladder, Blind Flange)	Location	Date Installed	Lead Worker Initials	Date Removed	Lead Worker Initials

Individual FME Activity Closeout Section

Inspection Location & Description	Signature/Date	Peer Check
N/A CAC	10/19/19	

FME ACTIVITY CLOSEOUT

Was Tool and Parts Log used?
 No Yes

If Tool and Parts Log is used, verify reconciliation is completed or N/A.
 CAC 10/19/19
 WGS / Lead Worker of designee Initials Date

Comments:

Final Closeout - Verify system / component is free of foreign material prior to final system closure.
WGS / Lead Worker or Designee signature / Date *Rob Ball* 10/21/19

**Annual Non-Manual Full Time Employee
 Performance Assessment**

Name: Edward E Meyer

Employee ID: 120393

Job Family: Maintenance Support Services

Position: Planner, Senior

Date: 10/11/2019

Manager: John Janek

Review Period: 2019

Guidelines of Performance Assessment Process

Performance assessments are an ongoing process of communication between managers and the employees they supervise. The process involves a proactive planning component at the beginning of the performance year, ongoing feedback and coaching during the year culminating with a performance assessment at the end of the review period. The performance assessment process at Allied Power Services is designed to be a two-way exchange of information. The intent of the performance review is to provide employees with an understanding of their annual accomplishments and areas which require improvement by using a standard rating system. It is also designed to identify work objectives, training and development activities for the upcoming year.

The purpose of the annual performance evaluation is to take a realistic snapshot of the employee's job performance and provide a vehicle for discussion between the supervisor and employee on the employee's strengths, areas for improvement and their goals and objectives.

Performance Ratings Definitions

- **(7) Outstanding:** Performance is exceptional in all areas and is recognizable as being far superior to peers.
- **(5) Exceeds Expectations:** Results clearly exceed most position requirement. Performance is of high quality and is achieved on a consistent basis.
- **(3) Meets Expectations:** Competent and dependable performance. Meets the performance standards of the job.
- **(2) Improvement Needed:** Performance is deficient in certain areas improvement is necessary.
- **(1) Unsatisfactory:** Results are generally unacceptable and require immediate improvement, documented with a performance plan. No merit increase will be granted to individuals with this rating.
- **(N/A) Not Applicable:** Not observed and/or new employee to the position and too early to rate.

Performance Areas	Rating	Examples & Comments (Required)
1. Safety <ul style="list-style-type: none"> • Demonstrates knowledge of safety protocols • Follows safe work practices • Completes safety observations 	N/A	
2. Cost <ul style="list-style-type: none"> • Demonstrates fiscal responsibility • Initiates innovative cost savings 	4.5	Ensures that a quality work package is prepared that the design documents can be executed, and that all parts are received and on site. If any discrepancies exist he strives to resolution.
3. Job Knowledge <ul style="list-style-type: none"> • Delivers quality work • Delivers adequate quantity of work • Demonstrates mastery of required job skills • Understands SOPs 	4.8	Understands and drives to meet planning milestones for outage prep. Reviews EC's for comments during review process. Ensures all work planners are working on current priorities. Has a thorough knowledge pertaining to preparation of work packages.
4. Communication <ul style="list-style-type: none"> • Listens to others • Shares professional written, verbal communication • Evaluates suggestions • Has positive personal interactions 	4.5	Communicates with all levels of the Allied organization keeping us informed of design and package issues that will have an effect on execution. Has effective communication with station planning group, and project management.
5. Individual Effectiveness <ul style="list-style-type: none"> • Demonstrates proactive behavior • Completes ATrain ___ modules timely • Solves problems independently • Maintains adequate technology skills • Participates effectively on teams 	5.0	Individual proactively participates in all project meetings. Stays abreast of project design during development in order to have packages prepared and ready to be sent for approval upon issuance of design. Effectively teaches outage package prep and keeps where Allied stands on a continuous basis with CM, CE, and CS. In charge prep.
6. Leadership <ul style="list-style-type: none"> • Leads by example • Values and supports diversity • Leads and manages change • Builds relationships with client 	5.0	Does a very good job of managing work planning group. He has a diverse work force and treats them all in a professional manner. Has a strong relationship with station work planning maint, and projects.

Case No. 13RC252563 Official Exhibit No. EB - 2019

Disposition: Identified ✓
Rejected Received ✓

IN THE MATTER OF allied

Date: 12/10/19 Witness: Meyer Reporter: ru

No. Pages: 3

Manager's summary of overall performance to include strengths and weaknesses (list at least two of each):

Weaknesses:

- Continue to grow in knowledge of mechanical applications.

Strengths:

- Strong knowledge of electrical and civil structures.
- Strong relationship with all special agents etc

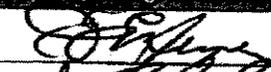
Agreed (Supervisor and Employee) goals for 2020:

- Would like to expand experience into scheduling. Had experience with scheduling with EXELAN in WORK MANAGEMENT group.

Employee's Development (Employee & Supervisor). Include plan for addressing weaknesses above:

Employee Comments:

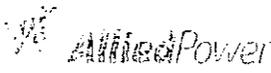
You are confirming that you have reviewed and discussed this assessment in detail with your supervisor. Signing this document does not indicate that you agree with all comments and ratings.

Employee Signature		Date	11/21/19
Manager Signature		Date	11/21/19

Overall Performance Ratings

This is the employee's overall performance in comparison to position duties and responsibilities. This value is calculated using the formula below:

Total Points 823.8 / Number of Factors Rated 5 = 164.76 Overall Rating



**STANDARD OPERATING PROCEDURE
SUPERVISORY PERFORMANCE
EVALUATION DATA**

AD-50.03F1
Revision 4
Page 1

Name: MCCARTHY, SEAN L
Position Reviewed: Elect Supr

Employee #: 51318
Site: QUAD

Review Date: 3/27/19
Outage: QIR25

A comment is REQUIRED to support your rating in each category.

CATEGORY	EXCELLENT	VERY GOOD	GOOD	FAIR	POOR		
WORKING SAFELY The extent to which this person follows safety procedures, is watchful for safety hazards, takes action to correct or prevent hazards, and communicates with others about safety hazard.	7	6	5	4	3	2	1
<i>Had one minor first Aid on crew</i>							
OBSERVATION PROGRAM How effectively this person supports and participates in the observation program.	7	6	5	4	3	2	1
<i>Did secured amount</i>							
QUALITY OF WORK How effectively this person produces a high quality of work compared with the expected standards of performance.	7	6	5	4	3	2	1
<i>No rework</i>							
BEHAVIOR FLEXIBILITY How effectively this person adapts to changing work demands and priorities, learns and/or assumes new tasks.	7	6	5	4	3	2	1
<i>No issues</i>							
HUMAN PERFORMANCE How effectively this person understands and communicates policy and procedural requirements to achieve error free performance and results.	7	6	5	4	3	2	1
<i>Needs more experience working with procedures</i>							
COOPERATION AND TEAMWORK How effectively this person gets along and communicates with employees, vendors and the Client, contributes to the overall success of our projects.	7	6	5	4	3	2	1
<i>No issues</i>							
DOCUMENT MAINTENANCE How effectively this person reviews work documents, and demonstrates leadership while clearly instructing others.	7	6	5	4	3	2	1
<i>No place keeping issues</i>							
PROFESSIONALISM How effectively this person treats all peers and subordinates with dignity and respect regardless their race, age, sex, religion or national background.	7	6	5	4	3	2	1
<i>Treats everyone fairly</i>							
LEADERSHIP How effectively this person has vision and effectively communicates it to others, resulting in a change of behavior. Has the ability to motivate others.	7	6	5	4	3	2	1
<i>Needs to be more assertive setting expectations for crew</i>							
COMMUNICATIONS How effectively this person clearly and effectively communicates to others through verbal and written communication. Also having the ability to listen and understand others, including the practice of active listening.	7	6	5	4	3	2	1
<i>Needs to provide Job Status updates more frequently</i>							
COST AND SCHEDULE How effectively this person is sensitive to cost and schedule, and coaches others to complete error free work, both effectively and efficiently.	7	6	5	4	3	2	1
<i>Needs improvement with schedule adherence 2.5</i>							
OVERALL PERFORMANCE How effectively this person performs his/her essential job duties, yet demonstrates urgency and is committed to quality.	7	6	5	4	3	2	1
<i>1</i>							
RECOMMENDED FOR FUTURE ASSIGNMENT							
Yes ___ No ___ Marginal <input checked="" type="checkbox"/> Any "No" or "Marginal" recommendations must be explained in the remarks section.							
Remarks: <i>Needs improvement in several areas</i>							

Supervisor's Printed Name: Barry Massa

Supervisor's Employee #: 50648

Supervisor's Signature: Barry Massa

Employee's Signature: Sean McCarthy

E11

Case No. 13 PC 252563 Official Exhibit No. E11-2019

Disposition: Identified
Rejected Received

IN THE MATTER OF

alleged
Date: 12/10/19 Witness: Francimora Reporter: Du

No. Pages: 2



SUPERVISORY PERFORMANCE EVALUATION DATA

AD-50.03F1
Revision 4

Name: Knapp, Scott S
Job Family: Maintenance Mgmt
Site: Dresden

Brass: 55020
Position: Superintendent
Outage: D2R26

Review Date: 14 November 2019
Key: ELE

A comment is REQUIRED to support your rating in each category.

CATEGORY	EXCELLENT	VERY GOOD	GOOD	FAIR	POOR		
WORKING SAFELY The extent to which this person follows safety procedures, is watchful for safety hazards, takes action to correct or prevent hazards, and communicates with others about safety hazard.	7	6	5	4	3	2	1
<i>No injuries on crew</i>							
OBSERVATION PROGRAM How effectively this person supports and participates in the observation program.	7	6	5	4	3	2	1
<i>Did not perform required amount of observations</i>							
QUALITY OF WORK How effectively this person produces a high caliber of work compared with accepted standards of performance.	7	6	5	4	3	2	1
<i>NO re-work</i>							
BEHAVIOR FLEXIBILITY How effectively this person adapts to changing work demands and priorities, learns and/or assumes new tasks.	7	6	5	4	3	2	1
<i>NO ISSUES</i>							
HUMAN PERFORMANCE How effectively this person understands and communicates policy and procedural requirements to achieve error free performance and results.	7	6	5	4	3	2	1
<i>NO HV ISSUES</i>							
COOPERATION AND TEAMWORK How effectively this person gets along and communicates with employees, vendors and the Client, contributes to the overall success of our projects.	7	6	5	4	3	2	1
<i>NO ISSUES</i>							
DOCUMENT MAINTENANCE How effectively this person reviews work documents and demonstrates leadership while clearly instructing others.	7	6	5	4	3	2	1
<i>Needs to improve instructing crew</i>							
PROFESSIONALISM How effectively this person treats all peers and subordinates with dignity and respect regardless their race, age, sex, religion or national background.	7	6	5	4	3	2	1
<i>Treats everyone fairly</i>							
LEADERSHIP How effectively this person has vision and effectively communicates it to others, resulting in a change of behavior. Has the ability to motivate others.	7	6	5	4	3	2	1
<i>Needs to be more assertive</i>							
COMMUNICATIONS How effectively this person clearly and effectively communicates to others through verbal and written communication. Also having the ability to listen and understand others including the practice of active listening.	7	6	5	4	3	2	1
<i>Did not provide job status updates</i>							
COST AND SCHEDULE How effectively this person is sensitive to cost and schedule and coaches others to complete error free work, both effectively and efficiently.	7	6	5	4	3	2	1
<i>Needs to improve schedule adherence</i>							
OVERALL PERFORMANCE How effectively this person performs his/her essential job duties yet demonstrates urgency and is committed to quality.	7	6	5	4	3	2	1
<i>Need improvement in several areas</i>							
RECOMMENDED FOR FUTURE ASSIGNMENT							
Yes <input type="checkbox"/> No <input type="checkbox"/> Marginal <input checked="" type="checkbox"/> Any "No" or "Marginal" recommendations must be explained in the remarks section.							
Remarks: <i>Needs improvement in leadership, communications, and observations</i>							

Supervisor's Printed Name: Barry Massa

Supervisor's Employee #: 50640

Supervisor's Signature: Barry Massa

Employee's Signature: [Signature]

Case No. 13RC52563 Official Exhibit No. E12-2019

Disposition: Identified
 Rejected Received

IN THE MATTER OF allied

Date: 12/01/19 Witness: francimone Reporter: DM

No. Pages: 2



**STANDARD OPERATING PROCEDURE
SUPERVISORY PERFORMANCE
EVALUATION DATA**

AD-50.03F1
Revision 2
Page 1

Name: BATTERSBY, JAMES A
Position Reviewed: Elect Supt

Employee #: 51223
Site: BYRON

Review Date: / /
Outage: B1R22

A comment is REQUIRED to support your rating in each category.

CATEGORY	EXCELLENT	VERY GOOD	GOOD	FAIR
WORKING SAFELY The extent to which this person follows safety procedures, is watchful for safety hazards, takes action to correct or prevent hazards, and communicates with others about safety hazard.	7	6	5	4
<i>No first aids, very good participation in observation report</i>				
QUALITY OF WORK How effectively this person produces a high caliber of work compared with accepted standards of performance.	7	6	5	4
<i>Monitors crew for error free work</i>				
BEHAVIOR FLEXIBILITY How effectively this person adapts to changing work demands and priorities, learns and/or assumes new tasks.	7	6	5	4
<i>adapts well to priorities</i>				
HUMAN PERFORMANCE How effectively this person understands and communicates policy and procedural requirements to achieve error free performance and results.	7	6	5	4
<i>No human performance issues</i>				
COOPERATION AND TEAMWORK How effectively this person gets along and communicates with employees, vendors and the Client; contributes to the overall success of our projects.	7	6	5	4
<i>Worked Hand in Hand with workers in the field</i>				
DOCUMENT MAINTENANCE How effectively this person reviews work documents and demonstrates leadership while clearly instructing others.	7	6	5	4
<i>Keeps work packages up to Date</i>				
PROFESSIONALISM How effectively this person treats all peers and subordinates with dignity and respect regardless their race, age, sex, religion or national background.	7	6	5	4
<i>Treats everyone with respect</i>				
LEADERSHIP How effectively this person has vision and effectively communicates it to others, resulting in a change of behavior. Has the ability to motivate others.	7	6	5	4
<i>Takes responsibility for assigned work</i>				
COMMUNICATIONS How effectively this person clearly and effectively communicates to others through verbal and written communication. Also having the ability to listen and understand others, including the practice of active listening.	7	6	5	4
<i>No issues</i>				
COST AND SCHEDULE How effectively this person is sensitive to cost and schedule, and coaches others to complete error free work, both effectively and efficiently.	7	6	5	4
<i>Adheres to Schedule</i>				
OVERALL PERFORMANCE How effectively this person performs his/her essential job duties, yet demonstrates urgency and is committed to quality.	7	6	5	4
<i>Commits to Quality</i>				
RECOMMENDED FOR FUTURE ASSIGNMENT				
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Marginal <input type="checkbox"/> Any "No" or "Marginal" recommendations must be explained in the remarks section.				
Remarks: <i>Did a good Job with non-seg bus inspections</i>				

Supervisor's Printed Name: Barry Messa

Supervisor's Employee #: 50648

Supervisor's Signature: Barry Messa

Employee's Signature: J. Battersby

Emp 13

Case No. 13 RC 252543 Official Exhibit No. E13-2019

Disposition: Identified ✓
Rejected Received ✓

IN THE MATTER OF allied

Date: 12/10/19 Witness: Francina Reporter: DM

No. of Pages: 2



**STANDARD OPERATING PROCEDURE
SUPERVISORY PERFORMANCE
EVALUATION DATA**

AD-50.03F1
Revision 2
Page 1

Name: KOEN, AL W

Employee #: 50931

Review Date: 11/8/18

Position Reviewed: Elect Supt

Site: DRESDEN

Outage: D3R25

A comment is REQUIRED to support your rating in each category.

CATEGORY	EXCELLENT	VERY GOOD	GOOD	FAIR
WORKING SAFELY The extent to which this person follows safety procedures, is watchful for safety hazards, takes action to correct or prevent hazards, and communicates with others about safety hazard	7	6	5	4 3 2 1
<i>No injuries on crew</i>				
QUALITY OF WORK How effectively this person produces a high caliber of work compared with accepted standards of performance.	7	6	5	4 3 2 1
<i>No issues</i>				
BEHAVIOR FLEXIBILITY How effectively this person adapts to changing work demands and priorities, learns and/or assumes new tasks	7	6	5	4 3 2 1
<i>Takes responsibility for assignal work and changing priorities</i>				
HUMAN PERFORMANCE How effectively this person understands and communicates policy and procedural requirements to achieve error free performance and results.	7	6	5	4 3 2 1
<i>No human performance issues</i>				
COOPERATION AND TEAMWORK How effectively this person gets along and communicates with employees, vendors and the Client, contributes to the overall success of our projects.	7	6	5	4 3 2 1
<i>Works with crew to complete complicated tasks</i>				
DOCUMENT MAINTENANCE How effectively this person reviews work documents and demonstrates leadership while clearly in	7	6	5	4 3 2 1
<i>No errors</i>				
PROFESSIONALISM How effectively this person treats all peers and subordinates with dignity and respect regardless th	7	6	5	4 3 2 1
<i>Very professional</i>				
LEADERSHIP How effectively this person has vision and effectively communicates it to others, resulting in a ch	7	6	5	4 3 2 1
<i>Very Good Leader</i>				
COMMUNICATIONS How effectively this person clearly and effectively communicates to others through verbal and written communication. Also having the ability to listen and understand others, including the practice of active listening	7	6	5	4 3 2 1
<i>Very Good Communication to Lead</i>				
COST AND SCHEDULE How effectively this person is sensitive to cost and schedule, and coaches others to complete error free work, both effectively and efficiently.	7	6	5	4 3 2 1
<i>Does a great job monitoring crew to keep tasks on schedule</i>				
OVERALL PERFORMANCE How effectively this person performs his/her essential job duties, yet demonstrates urgency and is committed to quality.	7	6	5	4 3 2 1
<i>AL Has developed into one of our Best Supervisors</i>				
RECOMMENDED FOR FUTURE ASSIGNMENT				
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Marginal <input type="checkbox"/> Any "No" or "Marginal" recommendations must be explained in the remarks section.				
Remarks: <i>Great job with air level mod</i>				

*4-5's
7-6's
Barry m*

Supervisor's Printed Name: Barry Massa

Supervisor's Employee #: 50169

Supervisor's Signature: Barry Massa

Employee's Signature: [Signature]

EMP 14

Case No. 13RC152563 Official Exhibit No. E14-2019

Disposition: Identified
Rejected Received

IN THE MATTER OF ALLIED

Date: 12/10/19 Witness: FRANCIS MCKE Reporter: fm

No. Pages: 2



**STANDARD OPERATING PROCEDURE
SUPERVISORY PERFORMANCE
EVALUATION DATA**

AD-50.03FI
Revision 1
Page 1

Name: WHITLOW, ERNIE R
Position Reviewed: Elect Supt
Site: BRAIDWOOD

Employee #: 50662 Review Date: 4/19/18
Supervisor: Robert Sumler Supv Employee #: 59994
Outage: A1R20

A comment is REQUIRED to support your rating in each category.

CATEGORY	EXCELLENT	VERY GOOD	GOOD	FAIR			
WORKING SAFELY The extent to which this person follows safety procedures, is watchful for safety hazards, takes action to correct or prevent hazards, and communicates with others about safety hazard.	7	6	5	4	3	2	1
<i>Monitors crew for safe performance</i>							
QUALITY OF WORK How effectively this person produces a high caliber of work compared with accepted standards of performance.	7	6	5	4	3	2	1
<i>Spends time with crew to ensure quality work</i>							
BEHAVIOR FLEXIBILITY How effectively this person adapts to changing work demands and priorities, learns and/or assumes new tasks.	7	6	5	4	3	2	1
<i>Adapts to changing demands well</i>							
HUMAN PERFORMANCE How effectively this person understands and communicates policy and procedural requirements to achieve error free performance and results.	7	6	5	4	3	2	1
<i>No human performance issues</i>							
COOPERATION AND TEAMWORK How effectively this person gets along and communicates with employees, vendors and the Client; contributes to the overall success of our projects.	7	6	5	4	3	2	1
<i>works well with all groups</i>							
DOCUMENT MAINTENANCE How effectively this person reviews work documents and demonstrates leadership while clearly instructing others.	7	6	5	4	3	2	1
<i>No issues</i>							
PROFESSIONALISM How effectively this person treats all peers and subordinates with dignity and respect regardless their race, age, sex, religion or national background.	7	6	5	4	3	2	1
<i>Treats everyone with respect</i>							
LEADERSHIP How effectively this person has vision and effectively communicates it to others, resulting in a change of behavior. Has the ability to motivate others.	7	6	5	4	3	2	1
<i>takes full ownership of assigned work</i>							
COMMUNICATIONS How effectively this person clearly and effectively communicates to others through verbal and written communication. Also having the ability to listen and understand others, including the practice of active listening.	7	6	5	4	3	2	1
<i>provides crew with clear instructions, and reports job status</i>							
COST AND SCHEDULE How effectively this person is sensitive to cost and schedule, and coaches others to complete error free work, both effectively and efficiently.	7	6	5	4	3	2	1
<i>Completes assigned work in a timely manner</i>							
OVERALL PERFORMANCE How effectively this person performs his/her essential job duties, yet demonstrates urgency and is committed to quality.	7	6	5	4	3	2	1
<i>Continues to improve</i>							
RECOMMENDED FOR FUTURE ASSIGNMENT							
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Marginal <input type="checkbox"/> Any "No" or "Marginal" recommendations must be explained in the remarks section.							
Remarks: <i>Ernie is developing into one of our best supervisors</i>							

Supervisor's Signature: _____

Employee's Signature: *Ernie Whitlow*

E15

Case No. 13RC252543 Official Exhibit No. E15-2019

Disposition: Identified _____
Rejected Received _____

IN THE MATTER OF Allied

Date: 12/10/19 Witness: Francine Reporter: DM

No. Pages: 2



**STANDARD OPERATING PROCEDURE
SUPERVISORY PERFORMANCE
EVALUATION DATA**

AD-SO.03F1
Revision 1
Page 1

Name: KRAGER, THOMAS A
Position Reviewed: Elect Supt
Site: LaSalle

Employee #: 50692 Review Date: 3, 3, 18
Supervisor: John Francinore Supv Employee #: _____
Outage: LIR17

A comment is REQUIRED to support your rating in each category.

CATEGORY	EXCELLENT	VERY GOOD	GOOD	FAIR			
WORKING SAFELY The extent to which this person follows safety procedures, is watchful for safety hazards, takes action to correct or prevent hazards, and communicates with others about safety hazard.	7	6	5	4	3	2	1
<i>No safety issues</i>							
QUALITY OF WORK How effectively this person produces a high caliber of work compared with accepted standards of performance.	7	6	5	4	3	2	1
BEHAVIOR FLEXIBILITY How effectively this person adapts to changing work demands and priorities, learns and/or assumes new tasks	7	6	5	4	3	2	1
HUMAN PERFORMANCE How effectively this person understands and communicates policy and procedural requirements to achieve error free performance and results.	7	6	5	4	3	2	1
COOPERATION AND TEAMWORK How effectively this person gets along and communicates with employees, vendors and the Client; contributes to the overall success of our projects.	7	6	5	4	3	2	1
<i>works well with all work groups to complete tasks</i>							
DOCUMENT MAINTENANCE How effectively this person reviews work documents and demonstrates leadership while clearly instructing others.	7	6	5	4	3	2	1
PROFESSIONALISM How effectively this person treats all peers and subordinates with dignity and respect regardless their race, age, sex, religion or national background.	7	6	5	4	3	2	1
LEADERSHIP How effectively this person has vision and effectively communicates it to others, resulting in a change of behavior. Has the ability to motivate others.	7	6	5	4	3	2	1
COMMUNICATIONS How effectively this person clearly and effectively communicates to others through verbal and written communication. Also having the ability to listen and understand others, including the practice of active listening.	7	6	5	4	3	2	1
<i>Communicates very clear to workers and to hand</i>							
COST AND SCHEDULE How effectively this person is sensitive to cost and schedule, and coaches others to complete error free work, both effectively and efficiently.	7	6	5	4	3	2	1
OVERALL PERFORMANCE How effectively this person performs his/her essential job duties, yet demonstrates urgency and is committed to quality.	7	6	5	4	3	2	1
RECOMMENDED FOR FUTURE ASSIGNMENT							
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Marginal <input type="checkbox"/> Any "No" or "Marginal" recommendations must be explained in the remarks section.							
Remarks: <i>Continues to improve as a Supervisor</i>							

Supervisor's Signature: [Signature]

Employee's Signature: [Signature]

EMP 16

Case No. 12RL252563 Official Exhibit No. ET/2-2019

Disposition: Identified
Rejected Received

IN THE MATTER OF Ad/100

Date: 12/10/19 Witness: FRANCIS Reporter: MA

No. Pages: 2



Job Description

Original issue date: 19 August 2017

Revision effective date: 20 May 2019

Job Family:	Maintenance Support Services
Reports:	Work Control Superintendent
Position Department:	Planner
Level/Grade/FLSA Status:	Senior Planner/20/Exempt
Level/Grade/FLSA Status:	Planner II/17/Exempt
Level/Grade/FLSA Status:	Planner I/5/Non-exempt
Type:	Civil (CI), Electrical (ELE) and Mechanical (MECH)
Company Designation:	Allied Power Services
Company Number:	12

Position Overview:

Work with a multi-disciplinary team to develop final work package documents. Coordinates planning and execution of outage work packages to ensure ability to complete the work and perform job walk downs.

Plan and prepare work packages for work to be performed by the respective work groups (EM, IM, MM, and Civil) to ensure that the plant maintenance is performed in a safe, reliable, and efficient manner, in compliance with company policies, procedures, and applicable codes and standards.

General Responsibilities:

- Plan and prepare work instructions that provide direction to the various workgroups for corrective maintenance repairs, performance of preventive maintenance and surveillance's, and the implementation of modifications
- Select and approve purchase or make procurement recommendations for all materials needed for work package execution

Case No.

132252563

Official Exhibit No.

E24-2019

Disposition:

Identified

Rejected

Received

IN THE MATTER OF

allied

Date:

12/11/19

Witness:

Nevin

Reporter:

Dm

Original issue date: 19 August 2017

Revision effective date: 20 May 2019

- Conduct field walk downs to identify and analyze corrective and preventive maintenance, modification and surveillance activities and to provide input for refining and improving work package quality
- Interface and collaborate with Work Management, Supply, Operations, and Engineering to identify and resolve work package issues
- Define procedures, drawings, equipment and materials required to performing planned work packages
- Facilitate package preparation by preparing and/or submitting out of service, plant barrier impairments, welding/grinding permits, fire impairments, Operability impact statements, Regulatory/Code documentation, NOS hold/witness points, and temporary leak repair documentation, and other requests
- Verify work instructions are adequate and comply with all applicable station procedures.
- Approve and review all required work packages to ensure safety, high quality, technical rigor
- Develop revise, and review maintenance procedures to facilitate and enhance work package development, maintain compliance with codes, standards, and vendor recommendation, and maintenance direction
- Provide technical administrative direction/guidance to work crews via work package instructions

Planner I Responsibilities/Accountabilities:

- This is an entry level position for development in the planning discipline.
- Attends project team meetings and interfaces with project team members
- Responsible for generating work packages from scratch, using established work planning processes, coordinating approval and directing activities
- Incorporates input from the planning team and other required groups to support field work
- May participate in pre-job briefs and ensures appropriate understanding for the work at hand

Original issue date: 19 August 2017

Revision effective date: 20 May 2019

- Requires good communication skills and demonstrated ability to work efficiently and safely in plant environments

Planner I Required Qualifications:

- B.S in engineering or equivalent field of study
- One-year prior maintenance, construction or related experience and/or recent college graduate
- Must be able to gain access to commercial nuclear facilities

Planner II Responsibilities/Accountabilities:

- Responsible for approving and reviewing all required work packages to ensure safety, high quality and technical rigor
- Attend and participate in all scheduled management meetings as required
- Clarify and implement modifications to work assignments when necessary
- Complete assigned project physical work (shop fabrication, pre-outage, outage, and on-line)
- Responsible for conducting field walk downs to identify and analyze corrective and preventive maintenance, modification and surveillance activities and for providing input for refining and improving work package quality to work crews
- Define procedures, drawings, equipment and materials required to performing planned work packages
- Develop, revise and review maintenance procedures to facilitate and enhance work package development
- Facilitate package preparation by preparing and/or submitting out of service, plant barrier impairments, welding/grinding permits, fire impairments, operability impact

Original issue date: 19 August 2017

Revision effective date: 20 May 2019

statements, regulatory/code documentation, NOS hold/witness points, temporary leak repair documentation and other requests

- Incorporates input from the planning team and other required groups to support field work
- Independently plan and prepare work instructions that provide direction to the various workgroups for corrective maintenance repairs, performance of preventive maintenance, and surveillance
- Interface and collaborate with work management, supply, operations and engineering to identify and resolve work package issues
- Maintain compliance with codes, standards, vendor recommendations and maintenance directions
- May participate in pre-job briefs and ensures appropriate understanding for the work at hand
- Order all materials and equipment, including contingency materials required to complete the project work orders
- Participate in schedule reviews and sequencing of activities
- Perform assigned installation testing and support modification acceptance testing in accordance with CC-AA-107, Configuration Change Acceptance Testing Criteria and associated T&RM's
- Perform other Work Planner responsibilities as required
- Prepare work order packages for installation activities
- Proficient in generating work packages from scratch, using established work planning processes, coordinating approval and directing activities associated with assigned packages
- Provide evaluative feedback on performance of superintendents and craft workers
- Recommend employees for hiring, advancement and promotion
- Requires good communication skills and demonstrated ability to work efficiently and safely in plant environments

Original issue date: 19 August 2017

Revision effective date: 20 May 2019

- Select and approve purchase or make procurement recommendations for all materials needed for work package execution
- Verify work instructions are adequate and comply with all applicable station procedures

Planner II Required Qualifications:

- Associate degree in an engineering field or equivalent field experience
- Minimum 5 years of related experience in the discipline type associated with position
- Good communication and computer skills
- Level 200 Qualifications
- Must be able to gain access to commercial nuclear facilities

Senior Planner Responsibilities/Accountabilities:

- Able to identify components and part options as input in initial design planning
- Analyze time and material requirements for work activity
- Complete assigned project physical work (shop fabrication, pre-outage, outage, and on-line)
- Determine the number of planners needed to complete each project, prepare work schedules and assign duties and tasks for work planners
- Develop and issue preventive maintenance records and work packages
- In addition to the duties of a Planner I perform comprehensive design reviews, provide input into final design to enhance installation and schedule performance
- Incorporates input from the planning team and other required groups to support field work
- Interface with scheduling group to integrate planning efforts associated with large design changes, including "fast track" efforts that often require planning in parallel with final design

Original issue date: 19 August 2017

Revision effective date: 20 May 2019

- Interpret dated systems and designs
- Responsible for investigating alleged violations of employer policies, recommending corrective action when necessary, and administering warnings, suspensions and discharge
- May direct other planners to manage and facilitate package development for larger projects
- May participate in pre-job briefs and ensures appropriate understanding for the work at hand
- Order all materials and equipment, including contingency materials required to complete the project work orders
- Participate in schedule reviews and sequencing of activities
- Perform assigned installation testing and support modification acceptance testing in accordance with CC-AA-107, Configuration Change Acceptance Testing Criteria and associated T&RM's
- Perform other Lead Work Planner responsibilities as required
- Prepare and/or review efficient and specific instructions according to established procedures
- Prepare work order packages for installation activities
- Proficient in generating work packages from scratch, using established work planning processes, coordinating approval and directing activities associated with assigned packages
- Provide evaluative feedback on performance, including documenting corrective training and record performance deficiencies
- Provide maintenance work package technical review
- Recommend employees for hiring, advancement, and promotion
- Recommend the transfer, layoff and recall of employees to complete work assignments and enhance productivity

Original issue date: 19 August 2017

Revision effective date: 20 May 2019

- Requires good communication skills and demonstrated ability to work efficiently and safely in plant environments
- Retrofit/upgrade/refurbish systems
- Scope, plan, and write work packages
- Responsible for directing the work of work planners, superintendents and craft workers on the job site
- Support activities as required by LIR
- Write work instructions and plan work packages

Senior Planner Required Qualifications:

- Bachelor's degree in an engineering field or equivalent field experience
- Eight years of nuclear experience
- Minimum 10 years of related experience in the discipline type associated with position
- Five years of experience in nuclear power plant operations
- Experience writing work instructions for modification and repair equipment
- Practical experience in work control, materials management, maintenance or related areas
- Knowledge of UCOR requirements, DOE Orders, and Incorporate Nuclear Safety Requirements
- Subcontractor management experience
- Safety/engineering management experience
- Communication and interpersonal skills
- Ability to adapt to a rapid changing environment
- Microsoft Office experience

Original issue date: 19 August 2017

Revision effective date: 20 May 2019

- Successful completion of core supervisory/management training and development programs
- Level 200 Qualifications
- Must be able to gain access to commercial nuclear facilities

Desired/Preferred Qualifications:

- B.S in engineering or equivalent field of study
- Passport experience preferred
- Successful completion of core supervisory/management training and development programs (preferred)
- Level 300 Qualifications

Essential Job Functions (Physical Requirements):

- Power Plant Environment-Work both inside and outside in all temperatures and climate conditions in accordance with Heat Stress procedures
- Work in confined places, on elevations more than 250 feet, or from platforms at heights of 5 feet or greater
- Climb stairways, ladders, and work from aerial equipment
- Requires wearing personal protective safety equipment
- Work in and around rotating equipment, high voltage electrical equipment, high noise areas and elevations
- Work in confined spaces, some requiring the use of respirator protective equipment
 - Established facial hair in the sealing area of a respirator is not permitted when wearing respirators
- Substantial footwear must be worn.
- Overtime and non-standard work hours as required

Original issue date: 19 August 2017

Revision effective date: 20 May 2019

- Daily work expectation requires ability to perform tasks by walking, standing, sitting, kneeling, crouching, squatting, twisting, pushing, pulling, shoveling and climbing (up to 25 pounds) in position above and below head, and extended from body to complete repairs
- Lift, carry, position and use tools and/or equipment (weighing up to 25 lbs.)
- Ability to twist the body and neck while driving company vehicles or operating company equipment
- Work with and around hazardous and non-hazardous materials (reference the waste management guidance manual)
 - Overtime and non-standard work hours as required
 - Extended periods of sitting
 - May require wearing personal protective safety equipment
 - Lift, carry, position and/or equipment (weighing up to 25 lbs.)

These statements are intended to describe the essential functions of the job. This job description reflects an assignment of essential functions; it does not prescribe or restrict the tasks that may be assigned. Other duties and tasks may be assigned to this job at the Company's discretion.

Company Overview:

Allied Power is focused solely on the utility industry and provides a broad suite of services and a deep commitment to customer service and engagement with employees. We are a diversified provider of services for power plants across the asset life cycle and our leadership has vast experience in the utility market and expertise in nuclear generation.

We provide safe and cost-effective power generation from our customer's assets. Our services include Routine Maintenance, Outage Services & Management, Capital Construction, and Specialty Services (Welding, Valve Repairs, Reactor Services, Turbine Services, and Specialty Engineering).



Job Description

Original issue date: 19 August 2017

Revision effective date: 20 May 2019

Allied Power, Inc. provides equal employment opportunities (EEO) to all employees and applicants for employment without regard to race, color, religion, sex, national origin, age, disability or genetics. In addition to federal law requirements, Allied Power, Inc. complies with applicable state and local laws governing non-discrimination in employment in every location in which the company has facilities. This policy applies to all terms and conditions of employment, including recruiting, hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation and training.

Non Manual - Disciplinary Action Form - Front Page

Today's Date 4/25/18
 Employee Name Tom KAGEK Position Elect Supt.
 Supervisor Imposing Discipline John R. Jarek Position SM

Performance Problem or Misconduct

The Supervisor shall complete the applicable sections of this form and "N/A" those sections that do not apply.

Event Date: 4/25/18 Event Time: During Testing Site: Baldwin

Event Description: During Testing of FRU Transmitters it was recognized that the lugs with incorrect ring size had been used to terminate transmitters 127-FW526 and 127-FW540. This condition caused the lugs to be cracked on the terminal blocks within these transmitters.

List Witnesses & Positions: John Womack - Electrician I/TW

Describe Employee Explanation of Event: Employee's no longer on site.

Results of Management Investigation: Upon reviewing documentation and field conditions it was noted that these terminations were not completed in a workmanlike manner.

Prior Record of Events

Has the employee received any prior warning? Yes No
 If yes, was the warning for the same or similar offense? Yes No N/A
 Describe: _____
 If yes, was the prior warning verbal or written? Verbal Written

Disciplinary Decision

Based on investigation of facts, is Disciplinary Action warranted? Yes No
 If the employee is craft, has Labor Relations been contacted? Yes No N/A

EMP 25

Case No. 13LC252563 Official Exhibit No. E25-2019

Disposition: Identified
Rejected Received

IN THE MATTER OF allied

Date: 12/18/19 Witness: Nevid Reporter: DM

No. Pages: 9



NON-MANUAL - DISCIPLINARY ACTION FORM

Non Manual - Disciplinary Action Form - Back Page

Disciplinary Action to be Taken

- Verbal Warning
- Written Warning
- Suspension*
- Discharge*
- Employee Resigned
- Demotion

*Prior to implementing suspension or discharge, notify Client Security to restrict protected area access.

Discipline Basis: Guidance of SOP AD 20.01 ATTACH E.
Employee in- correctly signed PFF work step. In this
case they signed PFF attribute 8 " Lug connections tight,
no sharp objects, cracks or visible damage".

Corrective Actions to be Taken

- Not Applicable
- Remediation Plan
- Employee Actions

Describe: _____

Corrective Action to be completed: Immediately Within _____ days

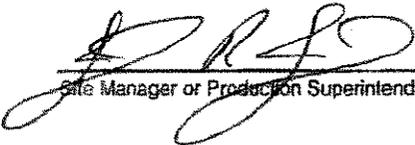
Employee Signature accepting Corrective Actions _____

Date _____

Supervisor Signature assigning Corrective Actions _____

Date _____

Review & Approval



Site Manager or Production Superintendent

4/25/18

Date

Labor Relations Manager or Designee

Date

- Copy:
- Employee
 - Steward (craft only)
 - Employee Personnel File (Central Office)
 - Regional Directors

CRAFT - DISCIPLINARY ACTION FORM

CRAFT - Disciplinary Action Form - Front Page

Today's Date 4/25/18

John Wawnek
Employee Name

ELECTRICIAN
Position

Tom R. Jawek
Supervisor Imposing Discipline

SM
Position

Performance Problem or Misconduct

The Supervisor shall complete the applicable sections of this form and "N/A" those sections that do not apply.

Event Date: 4/25/18 Event Time: During Testing Site: BLAIDWOOD

Event Description: During testing of FRV Transmitters it was recognized that the lugs with incorrect ring size had been used to terminate 12T-FN520 and 12T-FN540. This condition caused the bolts to be cracked on the term blocks within the transmitters.

List Witnesses & Positions: Tom Kraper-Sgt.

Describe Employee Explanation of Event: Employee is lawyer at site.

Results of Management Investigation: Upon reviewing documentation and field condition it was evident that these terminations were not done in a workmanlike manner.

Prior Record of Events

Has the employee received any prior warning? Yes No

If yes, was the warning for the same or similar offense? Yes No N/A

Describe: _____

If yes, was the prior warning verbal or written? Verbal Written

Disciplinary Decision

Based on investigation of facts, is Disciplinary Action warranted? Yes No

If the employee is craft, has Labor Relations been contacted? Yes No N/A



CRAFT - Disciplinary Action Form - Back Page

Disciplinary Action to be Taken

- Verbal Warning
- Written Warning
- Suspension*
- Discharge*
- Employee Resigned
- Demotion

*Prior to implementing suspension or discharge, notify Excon Security to restrict protected area access.

Discipline Basis: Guidance of SOP AD 20.01 ATTACH E.
Employee incorrectly signed off work order. In this
case they signed off attribute to "Lug connections tight,
No sharp objects, cracks or visual damage.

Corrective Actions to be Taken

- Not Applicable
- Remediation Plan
- Employee Actions

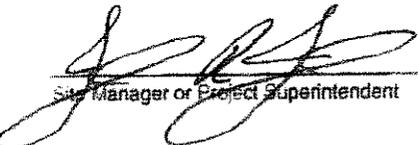
Describe: _____

Corrective Action to be completed: Immediately Within _____ days

Employee Signature accepting Corrective Actions _____ Date _____

Supervisor Signature assigning Corrective Actions _____ Date _____

Review & Approval



Site Manager or Project Superintendent

4/25/18

Date

Labor Relations Manager or Designee

Date

- Copy:
- Employee
 - Steward (craft only)
 - Employee Personnel File (Central Office)
 - Regional Directors

ATTACHMENT 4
Instrument/Control Cable Termination Checklist
Page 2 of 11

Instrument/Control Cable Termination Checklist					Page 2 of 4	
Work Package No.: 04659603-25		Document No.: 9			Rev.: 0	
Installation Activities	Installer	H/W-Dept.	QV Insp. Init/Date		Overview	
			REJ	ACC	Initial/Date	
4. Verify splices installed properly, Attachment 1 complete and acceptable. (4.2.1.25-4.2.1.29/4.3.4.2.B)	N/A	N/A	N/A	N/A	N/A	
5. Correct crimp tools used. (4.2.1.19,4.2.1.20/4.3.4.2.C) Crimp Tool No.: <u> </u> Cal. Due Date: <u> </u>	JW 4/17/18	H-SV	N/A	N/A	TK 4/17/19	
6a. Mating surfaces/materials clean. (4.2.1.21,4.2.1.24/4.3.4.2.D)	JW 4/17/18	H-SV	N/A	N/A	TK 4/17/18	
6b. Correct lug used; crimp correct. (4.2.1.20/4.3.4.2.E, 4.3.4.2.F)	JW 4/17/18					
7. No more than 2 lugs landed on a single terminal. (4.2.11.1, 4.2.11.2/4.3.4.2.G)	JW 4/17/18		N/A	N/A		
8. Lug connections tight; no sharp edges, cracks or visual damage. (4.2.2.11/4.3.4.2.H)	JW 4/17/18	H-SV	N/A	N/A	TK 4/17/18	
9. Cables containing metal shielding braid/tape terminated correctly. (4.2.13, App V/VV/4.3.4.2.1, App V, VI)	JW 4/17/18	H-SV	N/A	N/A	TK 4/17/18	
10. Thermocouple wires are properly terminated. (4.2.14, App X/4.3.4.2.J, App X)	N/A	N/A	N/A	N/A	N/A	
11. Terminations complete using approved/specified materials. (4.2.1.4, 4.2.16.1/4.3.4.2.K)	JW 4/17/18	H-SV	N/A	N/A	TK 4/17/18	
12. Expiration date for tapes/cement not exceeded. (4.2.1.18/4.3.4.2.L)	JW 4/17/18		N/A	N/A		
13. Terminations/splices completed at the correct "To/From" location per appropriate instructions and wiring diagram/ drawing/DCN. (4.2.1.4, 4.2.16/4.3.4.2.M, 4.2.4.2.N)	JW 4/17/18	H-SV	N/A	N/A	TK 4/17/18	
14a. Required separation maintained. (4.2.1.8, App II/ 4.3.4.2.O, App II)						
14b. Cable correctly identified; conductor insulation proper length and not damaged; spare conductors properly dressed/identified. (4.2.1.9-4.2.1.13, App II/4.3.4.2.P, 4.3.4.2.Q, App II)	JW 4/17/18		N/A	N/A		
14c. Cable bundled/supported properly; min. bend/trng. radius not violated. (4.2.1.16, 4.2.1.17/4.3.4.2.O-4.3.4.2.Q)						
15. Flexible conduit complete and bushings tight. (4.2.1.25 NOTE/4.3.4.2.U)	JW 4/17/18		N/A	N/A	TK 4/17/18	

ATTACHMENT 4
Instrument/Control Cable Termination Checklist
Page 1 of 11

Station: <u>BRW</u> Unit: <u>01</u>		<input type="checkbox"/> Safety <input type="checkbox"/> Aug Quality <input checked="" type="checkbox"/> Non-Safety <input type="checkbox"/> Reliability <input type="checkbox"/> Seismic		Instrument/Control Cable Termination Checklist Page 1 of 4		
Supplement Sheet:						
Work Package No.: <u>04659603-25</u>			Document No.: <u>9</u>		Rev.: <u>0</u>	
Use w/Document #'s: <u>N/A</u> EQ: YES <input type="checkbox"/> NO <input checked="" type="checkbox"/> Binder No.: <u>N/A</u> Cable No.: <u>See PG 3</u> Seg. Code: <u>See PG 3</u> Voltage: <u>600</u> #Conductors: <u>4</u> AWG#/Size: <u>16</u> Equipment No.: <u>See PG. 3</u> Shielded? YES <input checked="" type="checkbox"/> NO <input type="checkbox"/> Cable Type: Control <input type="checkbox"/> Instrument <input checked="" type="checkbox"/> Other <input type="checkbox"/> Dwg./DCN No. & Rev.: <u>EC 620239</u> Wiring Diag. & Rev.: <u>20E-1-4691A Sht. 3 Rev per EC</u> Cable Static Bend Radius: <u>2.8"</u> Single Conductor Train Radius: <u>0.43"</u> Bldg.: <u>TURB</u> Elev.: <u>401</u> Column: <u>K-10</u> Partial: <input type="checkbox"/> Complete: <input checked="" type="checkbox"/> From: <input type="checkbox"/> To: <input checked="" type="checkbox"/>						
Tape/Cement/Shrink Kit		Cat I.D. No.		Expiration Date		
Installation Activities						
Attributes N/A'd:		Installer	H/W-Dept.	QV Insp. Init/Date		Overview Initial/Date
				REJ	ACC	
<u>Determ</u>						
1a. Correct wiring diagram, conductors I.D.'d correctly. (4.2.1.9-4.2.13, App I/4.3.4.1.1.A, 4.3.4.1.B, App I)		N/A	N/A	N/A	N/A	N/A
1b. Required separation/clearance maintained & wires properly trained. (4.2.1.8, 4.2.1.9, App I/4.3.4.1.C App I)						
1c. Minimum training radius acceptable. (4.2.1.16/4.3.4.1.D)						
2a. Wires properly bundled and supported with approved tie wraps. (4.2.1.17, App I/4.3.4.1.C)		N/A	N/A	N/A	N/A	N/A
2b. Lugs removed; wires taped and I.D.'d; screws reinstalled properly. (4.2.1.9, 4.2.1.10, App I/4.3.4.1.B, App I)						
<u>Term/Reterm</u>						
3. Correct wiring diagram/dwg./DCN number & revision being used. (—/4.3.4.2.A)		<i>Ad 4/17/18</i>	H-SV	N/A	N/A	<i>4/17/18</i>

NON-MANUAL - DISCIPLINARY ACTION FORM

Non Manual - Disciplinary Action Form - Front Page

Today's Date 4/22/18
 Employee Name Alex Boehmke Position ELECT. Supt.
 Supervisor Imposing Discipline John R Janel Position SM

Performance Problem or Misconduct

The Supervisor shall complete the applicable sections of this form and "N/A" those sections that do not apply.

Event Date: 4/14/18 Event Time: Night Shift Site: Braidwood

Event Description: C+T EVENT IN IPAD7J per ATTACHED NOTES AND STATEMENTS.

List Witnesses & Positions: PAUL DURKO, GARROLD DOWNET

Describe Employee Explanation of Event: SEE ATTACHED NOTES AND STATEMENT.

Results of Management Investigation: That discipline is warranted based on employees identifying "DANGER TAGS" but still plugging them in.

Prior Record of Events

Has the employee received any prior warning? Yes No
 If yes, was the warning for the same or similar offense? Yes No N/A
 Describe: _____
 If yes, was the prior warning verbal or written? Verbal Written

Disciplinary Decision

Based on investigation of facts, is Disciplinary Action warranted? Yes No
 If the employee is craft, has Labor Relations been contacted? Yes No N/A

EMP 26

Case No. 13RC252563 Official Exhibit No. E 26-2019

Disposition: Identified ✓
Rejected Received ✓

IN THE MATTER OF allied

Date: 12/16/19 Witness: Nelson Reporter: DM

No. Pages: 3



NON-MANUAL - DISCIPLINARY ACTION FORM

Non Manual - Disciplinary Action Form - Back Page

Disciplinary Action to be Taken

- Verbal Warning
- Written Warning
- Suspension*
- Discharge*
- Employee Resigned
- Demotion

*Prior to implementing suspension or discharge, notify Client Security to restrict protected area access.

Discipline Basis: DISCUSSION WITH ED, RD AND CIRCUMSTANCES PERTAINING TO THIS INCIDENT.

Corrective Actions to be Taken

- Not Applicable
- Remediation Plan
- Employee Actions

Describe: _____

Corrective Action to be completed: Immediately Within _____ days

Employee Signature accepting Corrective Actions _____ Date _____

Supervisor Signature assigning Corrective Actions _____ Date _____

Review & Approval

[Signature] _____ Date 4/22/18
Site Manager or Production Superintendent

Labor Relations Manager or Designee Date _____

- Copy:
- Employee
 - Steward (craft only)
 - Employee Personnel File (Central Office)
 - Regional Directors