



# **PSEG Nuclear**

## **Plan for Assessing and Improving the Work Environment at Salem/Hope Creek**

NRC Public Meeting  
Bridgeport Holiday Inn  
March 18, 2004



**PSEG**  
*Nuclear LLC*

An aerial photograph of a nuclear power plant. A large, dark, conical cooling tower is on the left, emitting a thick plume of white steam that rises into the sky. The plant itself is a complex of various buildings, pipes, and structures situated on a peninsula or near a body of water. The water is visible on the right side of the image. The sky is a pale, hazy blue.

# **Frank Cassidy**

## **President & COO – PSEG Power**



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## Agenda

### **Frank Cassidy**

- Corporate Commitment
- Independent Assessment Team Charter

### **Roy Anderson**

- Plan for Change

### **Chris Bakken**

- Plan to Assess, Integrate, and Measure Progress

### **Jim O'Hanlon**

- Independent Team Status

### **Frank Cassidy**

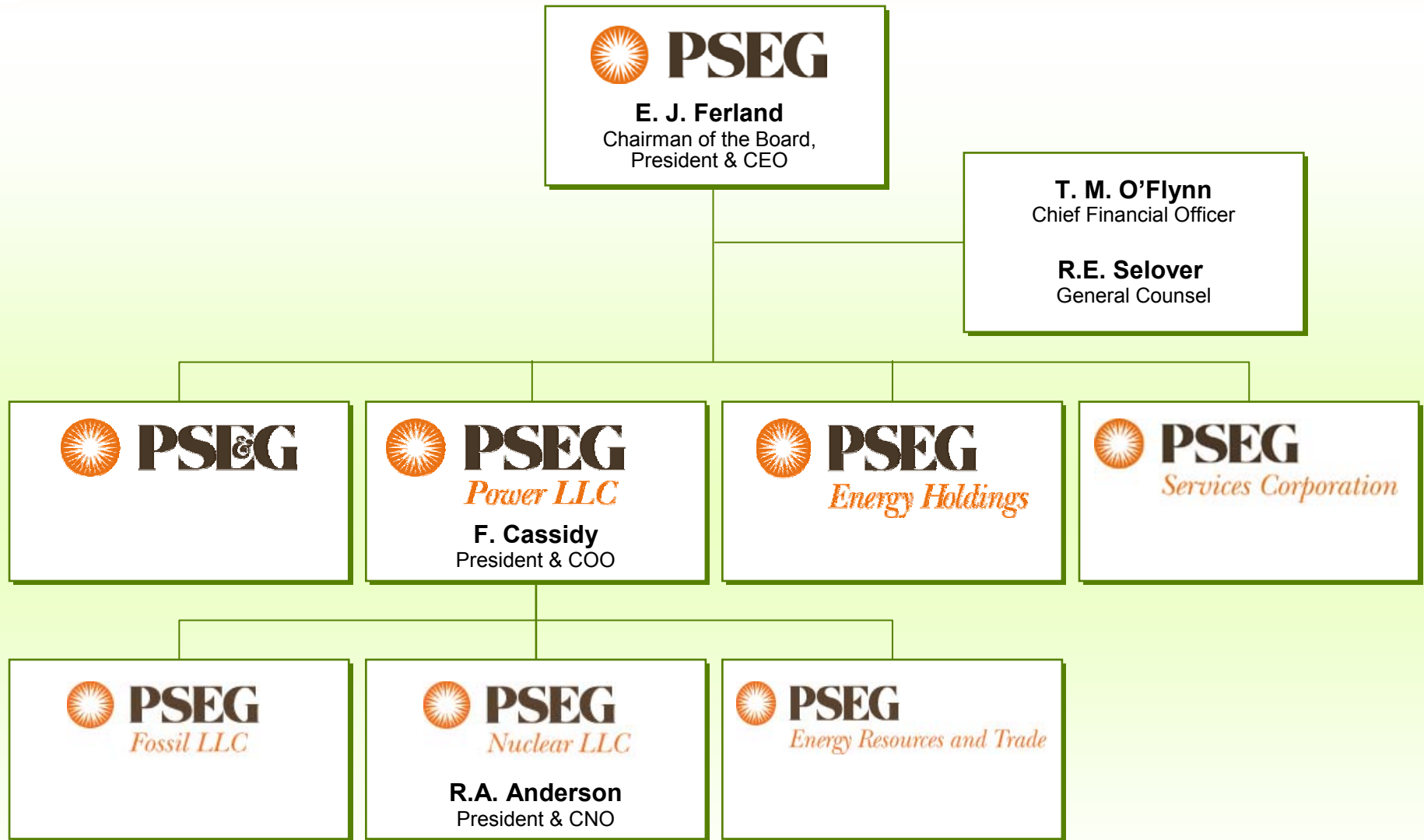
- Conclusions

## Corporate Commitment

# Salem/Hope Creek Remains Critical to PSEG and the Public

- Operate Salem/Hope Creek Safely
- Ensure Salem/Hope Creek Receive Required Resources
- Assure a Strong Safety-Conscious Work Environment at Salem/Hope Creek

# PSEG Corporate Organization



## NRC's January 28, 2004 Letter

### **No Serious Safety Violations Identified, But:**

- Concerned About Station Work Environment
- Concerned About Impact of Previously Unresolved Conflicts
- Need for PSEG to Assess the Station Work Environment
- Take Steps to Assure Workforce Participates

## Scope

- Comprehensive
- Initial Focus
  - Operational Decision-Making
  - Previously Unresolved Conflicts
  - Problem Identification and Resolution

## Objective to Assess

- Work Environment
- Sufficiency of Management's Initiatives to Assess
- Sufficiency of Management Efforts to Improve
- Impact of Corporate-site Interface

## Team Composition

- Will Assure Independent, Thorough Review

## Schedule

- Management Briefing and Recommendations in April

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# **Roy Anderson**

## **President & CNO – PSEG Nuclear**



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## Plan for Change

# 2003 Initiated Fundamental Change Designed to Assure Safe Reliable Operation

### Accomplishments

- Capital Increase
- Capital Shift
- Succession Plan
- Metrics with Line of Sight
- Performance Management
- Unitization for Focus
- System Engineers



# PSEG Nuclear Mission

**Safe & Environmentally Sound**

**Required for**

**Reliable Performance**

**Resulting in**

**Economic Operation**

**Protecting the Health and Safety of the  
Public Is the Basis for the License**



# Plan for Change



# Organization Leadership

## Sr. Manager

## Responsibility

**Chris Bakken**

**Overall Operations & Support**

**Mike Brothers**

**Safe Operation**

**Dave Garchow**

**Design Basis**

**John Carlin**

**Assessment**

**Wade Sperry**

**Business**

PSEG Power Mission

Design Organization

Staff Organization

Develop Metrics

Analyze Gaps

Develop 5 Year Plan

Prepare Annual Budget

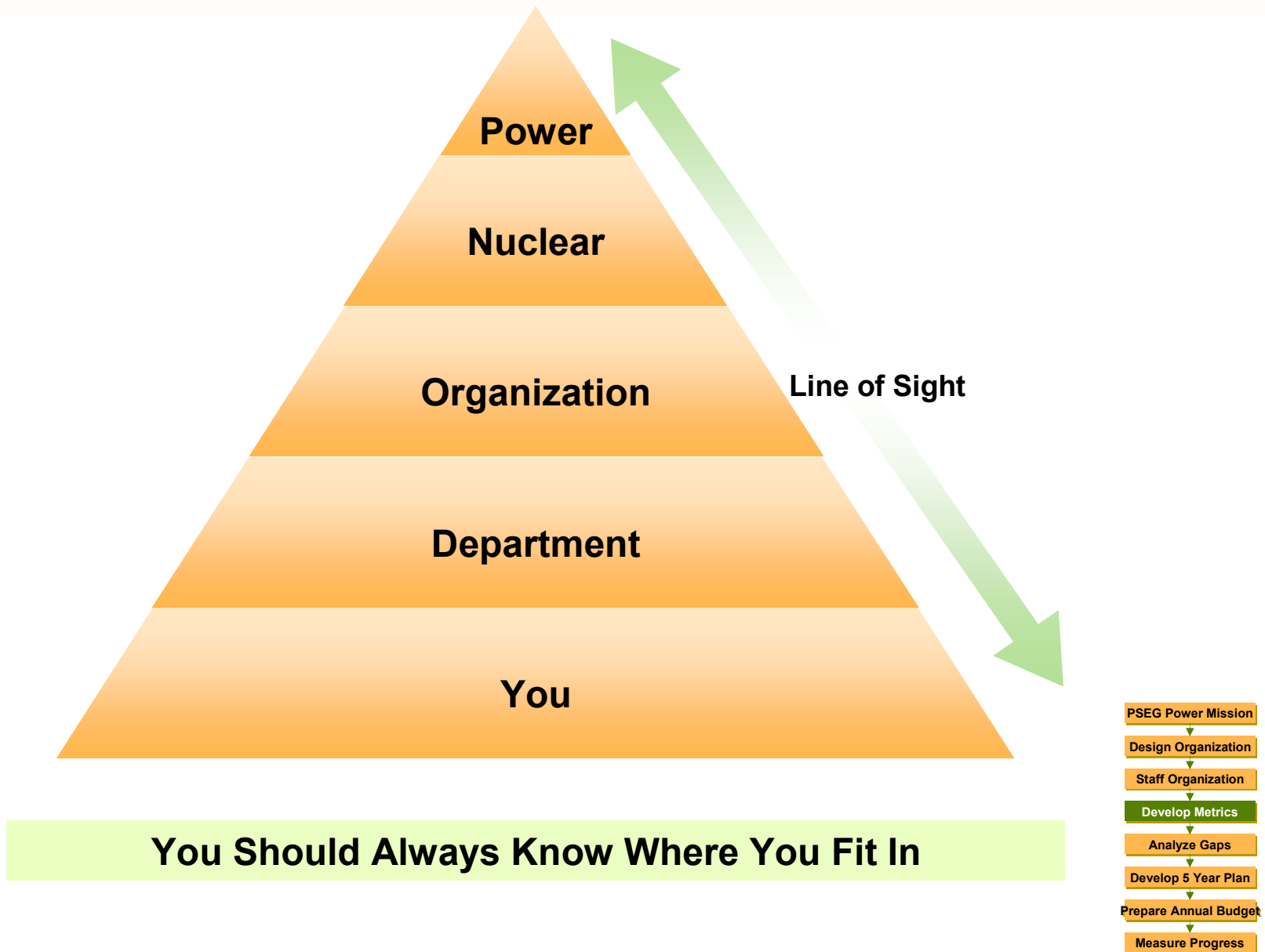
Measure Progress

# Plan for Change

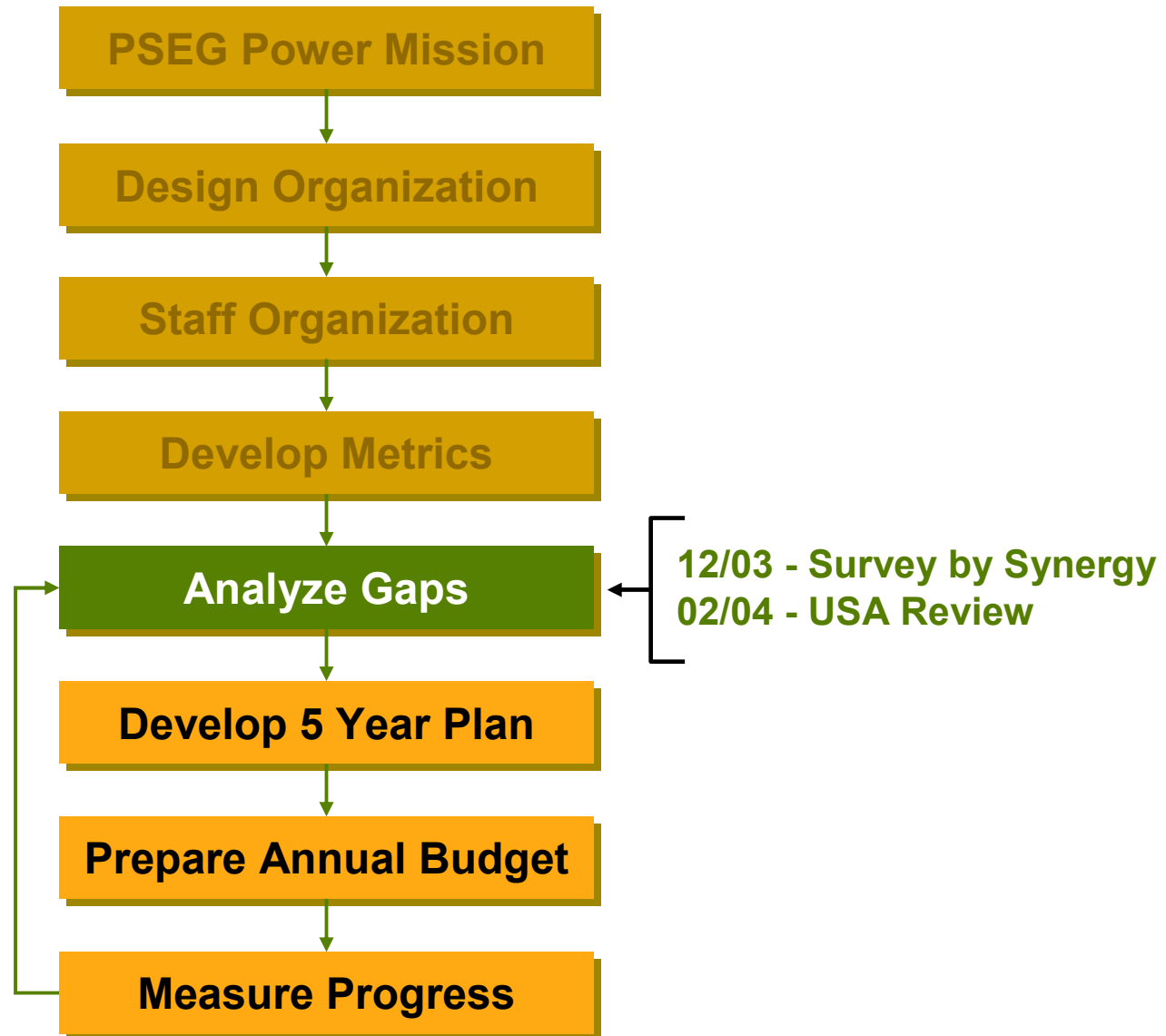




# Line of Sight



# Plan for Change





## Increased Urgency for Action

**Plant Equipment**

**Corrective Action Program**

**Work Management**

**Communication**

An aerial photograph of a nuclear power plant. A large, white, conical cooling tower is prominent on the left, emitting a thick plume of white steam that rises into the sky. The plant itself is a complex of various structures, including buildings, piping, and storage tanks, situated on a flat, grassy area. To the right of the plant, there is a body of water, likely a river or a bay, with some industrial structures visible along the shoreline. The sky is a pale, hazy blue, suggesting a clear day.

# **Chris Bakken**

## **Senior Vice President – Nuclear Operations**



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# Ongoing Assessments

SYNERGY - PHASE 1

UTILITY SERVICE ALLIANCE ASSESSMENT

MID CYCLE REVIEW

INDEPENDENT ASSESSMENT TEAM

OCT 03

NOV 03

DEC 03

JAN 04

FEB 04

MAR 04

APR 04

MAY 04

JUN 04

# Integration of Results

**Synergy - Phase 1**

**Utility Service  
Alliance Assessment**

**Mid Cycle Review**

**Independent  
Assessment Team**

**Business Plan**



**June 2004 – Integrate Assessment Data Into 5 Year  
Business Plan**

## Synergy Survey Results

### Organization Is Being Challenged

- Equipment Problems
- Corrective Action Program
- Work Management
- Adherence to Expectations and Standards
- Confidence in Employee Concerns Program
- Certain Organizations Need Attention

## USA Assessment Results

### Organization Is Being Challenged

- Visibility and Emphasis of SCWE Message
- Reactivity Management at Hope Creek
- Corrective Action Program
- QA Line Management Interface
- Work Management Process
- Change Management



## Near Term Actions

**Salem 1 and Hope Creek Outage Scope**

**CAP Effectiveness**

**Work Management**

**Communications**

## Current Implementation Plans

### **Integrate Into Daily Operations Through Business Plan**

### **Measure Results**

- Metrics for Evaluating Work Environment
- Re-Survey Employee Population to Assess Work Environment



# James O'Hanlon

## Independent Assessment Team Lead



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## **Independent Team Status**

**Good Cooperation From Management and Workforce**

**Over 100 Interviews Conducted**

**Complete Remaining Interviews/Assessment by Beginning of April**

**Provide Assessment and Recommendations to PSEG by Mid-April**

An aerial photograph of a nuclear power plant. A large, grey, hourglass-shaped cooling tower is on the left, with a thick plume of white steam rising from it. The plant itself is a complex of various buildings, pipes, and structures situated on a peninsula or near a body of water. The sky is a hazy orange, suggesting sunrise or sunset. In the bottom right corner, there is a logo for PSEG Nuclear LLC.

# **Frank Cassidy**

## **President & COO – PSEG Power**



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## Conclusions

### **PSEG Is Committed To:**

- Improve the Work Environment
- Improve Communication of Changes
- Monitor Our Progress
- Make Necessary Adjustments
- Operate the Plants Safely
- Provide the Required Resources



**Safe Plant Operation Will Not Be Compromised**