

**From:** Brian Holian *BH*  
**To:** Daniel Orr; George Malone; Gina Matakas; Glenn Meyer  
**Date:** 4/12/04 6:19PM  
**Subject:** comments for Hub to discuss with JSM

these from a late day sit down with Hub.

Any comments to me by 0800 in the morn.

**CC:** ARB

*SOS  
F*

## Commissioner Merrifield Messages to PSEG

- We understand that you are conducting some probing reviews. It appears that the team you have assembled is strong.
- This is not just something based on one allegor. The NRC has done extensive independent work to evaluate the work environment. The January 28<sup>th</sup> letter and follow-up NRC actions are based on our comprehensive assessment. Much arose from legacy equipment issues that have been and continue to challenge operation.
- There are both real performance issues to address, as well as perceptions - that if not addressed can lead to problems.
- We recognize that you have made changes in management. {Span of control for management at this site has been an issue; 2 older PWRs + an older BWR}.
- Having not just a plan, but a substantial management team to implement the plan is important. In this regard, the steps you've taken to split the units to provide greater management focus on each unit has been an important step.
- Resources are also key. I understand you discussed this at the recent public meeting. It is going to take some time to get on top of both the equipment issues and organization/SCWE related issues that exist. Funding over several years (beyond what is planned for your power uprates), is important.
- Importance of consistently addressing corrective action issues is also important. It will be a challenge to maintain the necessary flexibility to promptly address new issues that will emerge.
- Communications are important in each stage of the process.