

From: A. Randolph Blough
To: DRP All -- Nuclear safety Professionals
Date: 7/30/04 4:35PM
Subject: Fwd: Issuance of the Salem and Hope Creek Work Environment Letter

today we issued our final results of the SCWE review at Salem/Hope Creek. As you know, our 'interim results' had been issued in January.

Much work remains to be done, both by the licensee to address the issues and by us to evaluate their efforts.

Nonetheless, this is a significant step in an NRC activity that has already had high impact toward improving safety, and I am very proud of the fine work by many staff members (too numerous to mention individually right now) to get us to this point.

attached is the letter, as well as our comm plan. Some excerpts of the comm plan's Q&As are pasted below.

regards,

randy

(P.S> on another subject, I'm looking forward to the mid-cycle assessments next week, and appreciate all the fine teamwork to get in-field inspections, the reports and assessment documents for all plants done with high quality and safety focus.)

*****Excerpts about Salem/ hope creek SCWE follow:

In the letter, the NRC noted that no serious safety violations were identified during the review.

Nonetheless, there were numerous indications of weaknesses in corrective actions and management efforts to establish an environment where employees were consistently willing to raise safety concerns.

Weaknesses in leadership and management approaches led to a perception between some staff and managers that the company had emphasized production to the point that negatively impacts handling of emergent equipment issues and associated operational decision making. Management has not been consistent in its support of station staff identifying concerns and providing alternate views. We also found examples of unresolved conflict and poor communication between management and staff, as well as underlying staff and management frustration with poor equipment reliability. The equipment issues stemmed, in part, from weaknesses in implementation of station processes, such as work management and corrective action.

Several licensee assessments, including one conducted in response to our January letter, had very similar findings.

In their June 25, 2004, letter, PSEG committed to provide quarterly work environment metrics, to conduct periodic cultural assessments for the next several years, and to a meeting with the NRC during the second quarter of 2005. In a July 27, 2004, phone call with the PSEG CNO, the NRC discussed obtained some commitments to add PSEG actions. additional actions to enhance these commitments. All of the requested actions were agreed to during the phone call. The NRC also requested that PSEG discuss their perspective on the role and function of QA; procedure adherence and other elements of human performance; and the quality of engineering products which support operational decision making during the meeting. The second action was to request PSEG to inform NRC of significant changes to their action plans on a quarterly basis. The third action was for PSEG to obtain a peer assessment to evaluate the effectiveness of their improvement efforts for work environment, corrective action, and work management issues at Salem and Hope Creek.

The NRC will continue to closely monitor PSEG performance and their efforts to improve the work environment. Specific plans for inspections and related oversight activities will be provided in our Reactor Oversight Program Mid-Cycle Assessment letter to be issued in several weeks.

CC: Adam Ziedonis; Nicole Sieller; NRC Special Review of PSEG SCWE; NRR DLPM
PD_I__Our HQ partners; NRR_IIPB_ROP; R1 DRS_MGT_Team; R1,2,3,&4
DRP&DRS_Esteemed_Ctrpts; RI Mgmt Team; Ronald Cureton; S/HC SCWE Ctrpts

B-165

HI

From: Eugene Cobey
To: Diane Screnci; Robert Bores; Thomas Combs
Date: 7/30/04 11:42AM
Subject: Issuance of the Salem and Hope Creek Work Environment Letter

Ladies and Gentlemen,

At approximately 11:00 AM, Hub Miller signed the letter to PSEG regarding the work environment at Salem and Hope Creek. It is attached.

The communication plan that we are implementing, which was previously forwarded, is also attached.

Thank you for your assistance.

Eugene W. Cobey, Chief
Projects Branch 3
Division of Reactor Projects
(610) 337-5171

CC: A. Randolph Blough; Chris Miller; Daniel Collins; Daniel Holody; Daniel Orr; David Vito; Ernest Wilson; George Malone; James Clifford; Karl Farrar; Lisamarie Jarriel; Marc Ferdas; Mel Gray; Neil Sheehan; Rosemary Hogan; Scott Barber; Theodore Wingfield

Mail Envelope Properties (410AB114.D89 : 9 : 34932)

Subject: Fwd: Issuance of the Salem and Hope Creek Work Environment Letter
Creation Date: 7/30/04 4:35PM
From: A. Randolph Blough

Created By: ARB@nrc.gov

Recipients	Action	Date & Time
TWGWPO01.HQGWDO01	Delivered	07/30/04 04:35PM
TJM1 BC (Tim McGinty)	Opened	08/02/04 05:16PM
owf5_po.OWFN_DO	Delivered	07/30/04 04:35PM
SJC1 BC (Samuel Collins)	Emptied	07/30/04 06:29PM
	Fwd: Issuance of the Salem and Hope Creek Work Environment Letter	
	Opened	08/02/04 02:26PM
	Deleted	08/02/04 02:26PM
nrc.gov		
ARL_PO.ARL_DO	Delivered	07/30/04 04:35PM
ATH CC (Art Howell)	Deleted	07/31/04 09:43AM
	Emptied	08/05/04 02:02AM
	Fwd: Issuance of the Salem and Hope Creek Work Environment Letter	
DDC CC (Dwight Chamberlain)	Replied	07/30/04 04:35PM
	Opened	08/02/04 02:40PM
GMG CC (Gail Good)	Opened	07/31/04 06:32PM
	Deleted	07/31/04 05:32PM
MAS CC (Mark Satorius)	Opened	07/30/04 04:36PM
nrc.gov		
ATL_PO.ATL_DO	Delivered	07/30/04 04:35PM
CAC1 CC (Charles Casto)	Opened	07/31/04 06:56PM
	Deleted	07/31/04 06:57PM
HOC CC (Harold Christensen)	Opened	08/02/04 07:17AM
LXW1 CC (Leonard Wert)	Opened	08/02/04 06:50AM
TXN1 CC (Tomy Nazario)	Opened	07/30/04 04:44PM
VMM CC (Victor McCree)	Opened	08/01/04 03:11PM
nrc.gov		
ch_po.CH_DO	Delivered	07/30/04 04:35PM
CDP1 CC (Cynthia Pederson)	Replied	07/30/04 04:35PM
JAG CC (John Grobe)	Opened	08/02/04 10:26AM
	Deleted	08/02/04 10:27AM

	Emptied	08/06/04 12:18PM
	Fwd: Issuance of the Salem and Hope Creek Work Environment Letter	
RJC1 CC (Roy Caniano)	Opened	07/30/04 04:39PM
	Deleted	08/02/04 12:45PM
SAR1 CC (Steven Reynolds)	Downloaded	07/30/04 07:14PM
	Opened	08/02/04 09:05PM
nrc.gov		
OWGWPO02.HQGWDO01	Delivered	07/30/04 04:35PM
MKG BC (Marsha Gamberoni)	Opened	07/31/04 04:26PM
PLH CC (Patrick Hiland)	Replied	07/30/04 04:35PM
nrc.gov		
TWGWPO01.HQGWDO01	Delivered	07/30/04 04:35PM
BAR3 CC (Brett Rini)	Opened	08/02/04 07:15AM
nrc.gov		
kp1_po.KP_DO	Delivered	07/30/04 04:35PM
ACP (Amar Patel)	Opened	08/02/04 07:27AM
AEP CC (Anne Passarelli)	Opened	08/02/04 08:39AM
AFF (Anne Ford)	Opened	08/03/04 09:15AM
ALB1 (Arthur Burritt)	Opened	08/02/04 10:20AM
	Deleted	08/02/04 10:20AM
ALR (Amanda Rancourt)	Opened	08/03/04 08:59AM
	Deleted	08/03/04 08:59AM
ARB CC (A. Randolph Blough)	Opened	07/30/04 05:34PM
	Deleted	07/30/04 05:35PM
AVZ CC (Adam Ziedonis)	Opened	07/30/04 04:41PM
AXW6 CC (Anna Buseman-Williams)	Opened	08/02/04 07:35AM
	Deleted	08/02/04 07:40AM
BAB4 CC (Brice Bickett)	Opened	08/02/04 12:07PM
	Deleted	08/03/04 07:34AM
BDW (Blake Welling)	Opened	07/31/04 05:34PM
BEH CC (Brian Holian)	Opened	08/02/04 02:26PM
BEK (Beth Sienel)	Opened	08/02/04 10:02AM
BJF (Brian Fuller)	Opened	08/03/04 11:36AM
	Deleted	08/03/04 12:00PM
BJM (Brian McDermott)	Deleted	07/30/04 07:36PM
Cac7 CC (Carey Colantoni)	Opened	08/02/04 06:45AM
	Deleted	08/02/04 06:50AM
CEO (Cynthia O'Daniell)	Opened	07/30/04 04:35PM
	Deleted	08/06/04 08:38AM
CJA (Cliff Anderson)	Opened	08/02/04 07:21AM
CLN (Tina Newgent)	Opened	08/04/04 07:21AM

CRW (Christopher Welch)	Deleted	08/04/04 07:22AM
CXL1 (Christopher Long)	Opened	08/02/04 08:22AM
CXS1 (Craig Smith)	Opened	08/02/04 08:36AM
DAD1 (Douglas Dempsey)	Opened	08/02/04 06:27AM
	Opened	08/02/04 07:57AM
	Deleted	08/02/04 07:58AM
	Emptied	08/06/04 12:36PM
	Fwd: Issuance of the Salem and Hope Creek Work Environment Letter	
DCJ1 (Dante Johnson)	Opened	08/02/04 07:00AM
DJF1 (Donald Florek)	Opened	08/02/04 11:23AM
	Deleted	08/02/04 11:23AM
DJH CC (Daniel Holody)	Replied	07/30/04 04:35PM
DJV CC (David Vito)	Opened	08/02/04 07:17AM
DLP1 (David Pelton)	Opened	08/02/04 07:29AM
	Deleted	08/02/04 07:29AM
DLS7 (Daniel Schroeder)	Deleted	08/03/04 12:07PM
DMK (David Kern)	Opened	08/02/04 12:19PM
ECB (Ellen Bartels)	Opened	08/03/04 09:34AM
	Deleted	08/03/04 09:34AM
ECK (Ed Knutson)	Opened	08/03/04 12:40PM
	Deleted	08/03/04 12:40PM
EPW CC (Ernest Wilson)	Opened	07/30/04 04:39PM
	Deleted	08/04/04 09:20AM
	Emptied	08/04/04 09:21AM
	Fwd: Issuance of the Salem and Hope Creek Work Environment Letter	
EWC CC	Opened	08/01/04 12:16PM
	Emptied	08/01/04 12:17PM
	Fwd: Issuance of the Salem and Hope Creek Work Environment Letter	
FMC CC	Opened	08/02/04 07:46AM
	Deleted	08/02/04 07:46AM
FML		
FWJ	Opened	08/02/04 07:09AM
GCP CC	Opened	07/30/04 04:45PM
	Deleted	07/30/04 04:45PM
	Emptied	07/30/04 05:07PM
	Fwd: Issuance of the Salem and Hope Creek Work Environment Letter	
GDS	Opened	08/02/04 09:03AM
GJM2 CC	Opened	08/02/04 07:33AM
GKH	Opened	08/02/04 06:33AM
	Deleted	08/02/04 06:36AM
GSB CC	Opened	08/02/04 09:12AM

GTB1 CC	Opened	08/02/04 06:43AM
	Deleted	08/02/04 10:36AM
GTD	Opened	08/02/04 08:14AM
	Deleted	08/02/04 08:18AM
HJM1 CC	Opened	07/30/04 05:03PM
	Replied	07/30/04 05:21PM
	Deleted	08/03/04 04:25PM
JAB CC	Opened	08/02/04 06:48AM
	Deleted	08/02/04 06:49AM
JAT CC	Opened	08/02/04 07:21AM
JAT1 CC	Opened	08/02/04 07:02AM
JDO CC	Opened	07/30/04 04:49PM
JEH3	Opened	08/02/04 07:13AM
JER4	Opened	08/02/04 06:29AM
	Deleted	08/04/04 07:11AM
JER5 CC		
JFR CC	Opened	08/02/04 07:25AM
	Deleted	08/02/04 04:13PM
	Emptied	08/04/04 01:04AM
	Fwd: Issuance of the Salem and Hope Creek Work Environment Letter	
JGS CC	Opened	08/02/04 07:29AM
	Deleted	08/06/04 06:08AM
	Emptied	08/06/04 06:31AM
	Fwd: Issuance of the Salem and Hope Creek Work Environment Letter	
JMB3	Opened	08/02/04 04:22PM
	Deleted	08/02/04 04:26PM
JMD1	Opened	08/04/04 01:02PM
JMO	Opened	08/02/04 08:08AM
JMT1	Opened	08/02/04 06:51AM
	Deleted	08/02/04 06:52AM
JRW1 CC	Opened	08/02/04 08:29AM
JTW1 CC	Opened	08/02/04 08:05AM
JXH4	Opened	08/02/04 07:26AM
KAH	Opened	08/02/04 07:47AM
KAM1	Opened	08/02/04 07:35AM
	Deleted	08/02/04 08:22AM
KAV	Opened	08/03/04 09:31AM
KMJ	Deleted	08/02/04 07:14AM
KRK	Opened	08/02/04 08:25AM
KSK	Opened	08/02/04 07:35AM
	Deleted	08/02/04 08:43AM
	Emptied	08/03/04 11:11AM
	Fwd: Issuance of the Salem and Hope	

	Creek Work Environment Letter	
LEL1 CC	Opened	08/02/04 07:24AM
	Deleted	08/02/04 07:24AM
LMC1		
LMH1 CC	Opened	08/02/04 07:35AM
LML2	Opened	08/02/04 07:05AM
LTD CC		
MAG	Opened	08/02/04 06:29AM
	Deleted	08/02/04 06:29AM
MJM4	Opened	08/02/04 07:22AM
	Deleted	08/02/04 12:20PM
MMS1	Opened	08/02/04 04:49PM
MPP1	Opened	08/02/04 04:14PM
MPS4	Opened	07/30/04 06:19PM
MRC	Opened	07/31/04 07:13AM
MSF2 CC	Opened	08/02/04 07:23AM
MXG3 CC	Opened	07/30/04 05:00PM
NSP		
NSS CC	Opened	08/02/04 10:22AM
PAS1	Opened	08/03/04 08:45AM
	Deleted	08/03/04 08:45AM
PCC1	Opened	08/03/04 07:11AM
	Deleted	08/03/04 08:52AM
	Emptied	08/03/04 09:01AM
	Fwd: Issuance of the Salem and Hope Creek Work Environment Letter	
PJH2	Opened	08/02/04 10:03AM
	Deleted	08/02/04 10:05AM
PWE	Opened	08/02/04 02:14PM
REC3 CC	Opened	08/02/04 08:27AM
	Deleted	08/02/04 08:29AM
RJC CC	Opened	07/30/04 04:40PM
RJS	Opened	08/02/04 07:20AM
	Deleted	08/02/04 10:26AM
RKL CC	Opened	08/03/04 07:57AM
	Deleted	08/03/04 08:39AM
RLJ	Opened	08/02/04 08:15AM
	Deleted	08/02/04 08:15AM
RMB1	Deleted	07/31/04 12:42PM
RRB1 CC	Opened	08/02/04 01:07PM
	Deleted	08/02/04 01:08PM
	Emptied	08/02/04 03:30PM
	Fwd: Issuance of the Salem and Hope Creek Work Environment Letter	
RSB1	Opened	08/02/04 10:11AM

	Creek Work Environment Letter	
LEL1 CC	Opened	08/02/04 07:24AM
	Deleted	08/02/04 07:24AM
LMC1		
LMH1 CC	Opened	08/02/04 07:35AM
LML2	Opened	08/02/04 07:05AM
LTD CC		
MAG	Opened	08/02/04 06:29AM
	Deleted	08/02/04 06:29AM
MJM4	Opened	08/02/04 07:22AM
	Deleted	08/02/04 12:20PM
MMS1	Opened	08/02/04 04:49PM
MPP1	Opened	08/02/04 04:14PM
MPS4	Opened	07/30/04 06:19PM
MRC	Opened	07/31/04 07:13AM
MSF2 CC	Opened	08/02/04 07:23AM
MXG3 CC	Opened	07/30/04 05:00PM
NSP		
NSS CC	Opened	08/02/04 10:22AM
PAS1	Opened	08/03/04 08:45AM
	Deleted	08/03/04 08:45AM
PCC1	Opened	08/03/04 07:11AM
	Deleted	08/03/04 08:52AM
	Emptied	08/03/04 09:01AM
	Fwd: Issuance of the Salem and Hope Creek Work Environment Letter	
PJH2	Opened	08/02/04 10:03AM
	Deleted	08/02/04 10:05AM
PWE	Opened	08/02/04 02:14PM
REC3 CC	Opened	08/02/04 08:27AM
	Deleted	08/02/04 08:29AM
RJC CC	Opened	07/30/04 04:40PM
RJS	Opened	08/02/04 07:20AM
	Deleted	08/02/04 10:26AM
RKL CC	Opened	08/03/04 07:57AM
	Deleted	08/03/04 08:39AM
RLJ	Opened	08/02/04 08:15AM
	Deleted	08/02/04 08:15AM
RMB1	Deleted	07/31/04 12:42PM
RRB1 CC	Opened	08/02/04 01:07PM
	Deleted	08/02/04 01:08PM
	Emptied	08/02/04 03:30PM
	Fwd: Issuance of the Salem and Hope Creek Work Environment Letter	
RSB1	Opened	08/02/04 10:11AM

RVC CC	Opened	08/02/04 06:31AM
	Deleted	08/02/04 06:32AM
RXM2	Opened	08/02/04 08:50AM
	Deleted	08/02/04 08:50AM
	Emptied	08/02/04 09:43AM
	Fwd: Issuance of the Salem and Hope Creek Work Environment Letter	
SFF	Opened	08/03/04 09:45AM
	Deleted	08/03/04 09:45AM
	Emptied	08/03/04 09:50AM
	Fwd: Issuance of the Salem and Hope Creek Work Environment Letter	
SGI	Opened	08/02/04 07:24AM
	Deleted	08/04/04 11:08AM
SIN	Opened	08/02/04 09:00AM
	Deleted	08/02/04 09:00AM
SJD1	Opened	08/03/04 09:38AM
	Deleted	08/03/04 09:38AM
SLH1	Opened	08/02/04 06:35AM
SLL1	Opened	08/02/04 07:24AM
	Deleted	08/04/04 07:23AM
SLS1		
SMS2	Opened	08/02/04 06:58AM
	Deleted	08/02/04 03:45PM
SRK		
SWS	Opened	08/02/04 06:44AM
	Deleted	08/04/04 08:41AM
TEW CC	Opened	08/04/04 08:46AM
TJJ	Opened	08/02/04 11:44AM
TMH	Opened	08/02/04 08:06AM
trh	Opened	08/02/04 07:54AM
TVW CC	Opened	08/02/04 06:10AM
VMR1	Opened	08/02/04 07:21AM
	Opened	08/02/04 09:29AM
	Deleted	08/06/04 11:07AM
WAC1	Opened	08/02/04 07:18AM
WDL CC	Opened	08/01/04 07:56AM
WJR	Opened	07/30/04 05:45PM
	Deleted	08/03/04 08:17AM
	Emptied	08/03/04 08:21AM
	Fwd: Issuance of the Salem and Hope Creek Work Environment Letter	

nrc.gov
owf2_po.OWFN_DO

Delivered 07/30/04 04:35PM

ALK CC	Opened	08/03/04 07:12AM
	Deleted	08/03/04 07:35AM
BAB2 CC	Opened	07/30/04 04:43PM
CAM CC	Opened	08/02/04 01:11PM
	Deleted	08/04/04 08:35AM
CPG CC	Opened	07/30/04 05:14PM
GXM CC	Opened	08/02/04 07:00AM
JCL CC		
JXU1 BC	Opened	07/30/04 04:48PM
nrc.gov		
owf4_po.OWFN_DO	Delivered	07/30/04 04:35PM
AXV1 CC	Opened	08/02/04 06:59AM
CAC CC	Opened	07/30/04 04:48PM
	Deleted	07/30/04 04:49PM
CFH CC		
DHC CC	Opened	08/02/04 08:27AM
DXC1 CC	Opened	08/02/04 08:15AM
FTT CC	Opened	08/03/04 10:12AM
	Deleted	08/03/04 10:13AM
JWA CC	Opened	08/02/04 05:52AM
JWC CC	Opened	08/02/04 09:33AM
	Deleted	08/02/04 09:34AM
LLJ CC	Opened	07/30/04 06:04PM
	Deleted	07/30/04 06:05PM
LNQ CC	Deleted	08/02/04 07:11AM
RJL CC	Replied	07/30/04 04:35PM
	Opened	08/06/04 06:57AM
SAR CC	Opened	07/30/04 04:36PM
nrc.gov		
owf5_po.OWFN_DO	Delivered	07/30/04 04:35PM
CGM CC	Opened	08/02/04 07:34AM
nrc.gov		
twf2_po.TWFN_DO	Delivered	07/30/04 04:35PM
EJL CC	Opened	08/02/04 07:09AM
JLF2 CC	Opened	08/04/04 10:07AM
	Deleted	08/04/04 10:08AM
NTS1 CC	Opened	08/01/04 01:12PM
	Deleted	08/04/04 03:05PM
	Emptied	08/04/04 03:08PM

Fwd: Issuance of the Salem and Hope
Creek Work Environment Letter

nrc.gov

twf5_po.TWFN_DO
CSH3 CC

Delivered	07/30/04 04:35PM
Opened	08/02/04 07:50AM
Deleted	08/02/04 07:50AM
Emptied	08/02/04 07:51AM

Fwd: Issuance of the Salem and Hope
Creek Work Environment Letter

DBT

Emptied	08/04/04 10:32AM
Fwd: Issuance of the Salem and Hope Creek Work Environment Letter	

DCL CC
JJP2 CC

Deleted	08/01/04 07:31AM
Opened	08/02/04 11:29AM

Post Office

TWGWPO01.HQGWDO01
owf5_po.OWFN_DO
ARL_PO.ARL_DO
ATL_PO.ATL_DO
ch_po.CH_DO
OWGWPO02.HQGWDO01
TWGWPO01.HQGWDO01
kp1_po.KP_DO
owf2_po.OWFN_DO
owf4_po.OWFN_DO
owf5_po.OWFN_DO
twf2_po.TWFN_DO
twf5_po.TWFN_DO

Delivered	Route
07/30/04 04:35PM	
07/30/04 04:35PM	
07/30/04 04:35PM	nrc.gov
07/30/04 04:35PM	nrc.gov
07/30/04 04:35PM	nrc.gov
07/30/04 04:35PM	nrc.gov
07/30/04 04:35PM	nrc.gov
07/30/04 04:35PM	nrc.gov
07/30/04 04:35PM	nrc.gov
07/30/04 04:35PM	nrc.gov
07/30/04 04:35PM	nrc.gov
07/30/04 04:35PM	nrc.gov

FilesMESSAGE
Mail**Size**

4281

Date & Time

07/30/04 04:35PM

Options

Auto Delete:	No
Expiration Date:	None
Notify Recipients:	Yes
Priority:	Standard
Reply Requested:	No
Return Notification:	None

Concealed Subject:	No
Security:	Standard

To Be Delivered:	Immediate
Status Tracking:	All Information