

## **PSEG Assessments**

---

The following slides are not intended to provide an overall perspective. Instead, they are designed to show the type of blunt detail that has been docketed and is available to any interested stakeholder.

C-13

## **Independent Assessment Team (IAT)**

---

- 190 interviews, 14 events examined, reviewed Synergy, USA, NRC reports
- “Personnel will raise nuclear safety concerns”(but some expressed hesitancy to raise lesser concerns) (p2)
- ...management...ineffective in addressing other [lesser]... concerns, particularly longstanding equipment problems, principally due to ineffective implementation of the corrective action programs and work management practices.” (p2)
- ...management has not been effective at understanding or addressing the potential for a chilling effect in response to how management has addressed highly visible employee concerns...” (p3)

## **IAT: Stark Words About Leadership's Conflict Mgt**

---

## **IAT: Stark Quotes About Corporate:**

---

"...some assumed that site management is not fixing longstanding equipment issues because corporate is not providing the necessary funds"

"...some involved in the unresolved conflicts, assumed that site management's conduct in the course of those events resulted from a perceived pressure from corporate to place a greater emphasis on production and scheduling considerations than conservative decision-making."

"Corporate policies, practices, business planning, and compensation may have had the unintended consequence of having site management focus on production and schedule, at times, over conservative decision-making."

Corporate policies and practices may have similarly had an unintended consequence of leaving longstanding equipment issues unresolved."  
(p43, similar to statement on p9)

## SYNERGY - December 2003

---

- Priority 1 Key issue and opportunity for improvement from this survey -Plant equipment & material condition of plants are perceived to be in a degraded condition as manifested by longstanding or recurring equipment problems, work-arounds, and compensatory measures. This situation is perceived to be worsening. This was considered to be the driving force behind low trust/confidence in senior management as well as very low rating or concerns with CAP effectiveness, maintenance work planning, and effectiveness of maintenance

Mgt perceived to be concerned about short-term performance results

Mgt perceived as uncommitted to resolving chronic equip problems

S/HC compared poorly with other facilities surveyed:

- Nuclear Safety Values/Practices (11th%)
- SCWE (11th percentile)
- ECP (16th percentile)
- Leadership Behaviors (11th%)
- Business/Resource Mgt. Behaviors 11%
- other areas not directly related to SCWE scored 26th-44th%;

"...these ratings indicate that many employees correlate the current situation

## **Utilities Service Alliance (USA) Review of DBLL SOER - March 2004**

---