

*B. Hillier*  
*J. Wiggins*  
*RT*  
**From:** A. Randolph Blough  
**To:** beh; Jtw1  
**Date:** 2/2/04 7:57AM  
**Subject:** Fwd: R . Anderson's thoughts on NRC Letter (Work Environment)

*C-22*

**From:** Glenn Meyer *RT*  
**To:** A. Randolph Blough; Hubert J. Miller  
**Date:** 2/2/04 7:40AM  
**Subject:** Fwd: R . Anderson's thoughts on NRC Letter (Work Environment)

FYI

**From:** Marc Ferdas *RT*  
**To:** Daniel Orr; George Malone; Glenn Meyer; Mel Gray; Scott Barber  
**Date:** 1/31/04 12:39PM  
**Subject:** R . Anderson's thoughts on NRC Letter (Work Environment)

Please distribute as needed.

**Mail Envelope Properties** (401E491F.508 : 9 : 34932)

**Subject:** Fwd: R . Anderson's thoughts on NRC Letter (Work Environment)  
**Creation Date:** 2/2/04 7:57AM  
**From:** A. Randolph Blough  
**Created By:** ARB@nrc.gov

**Recipients**

nrc.gov  
 kp1\_po.KP\_DO  
 BEH (beh)  
 JTW1 (Jtw1)

**Post Office**  
 kp1\_po.KP\_DO

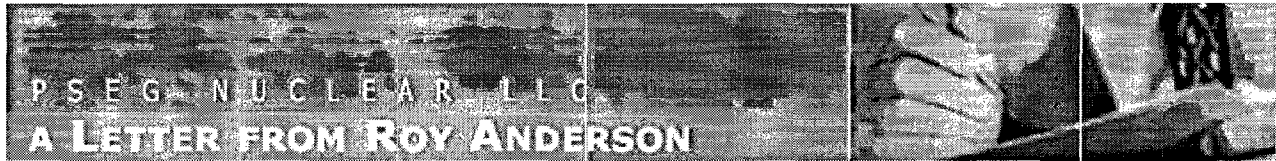
**Route**  
 nrc.gov

<b>Files</b>	<b>Size</b>	<b>Date &amp; Time</b>
Mail		

**Options**

**Expiration Date:** None  
**Priority:** Standard  
**Reply Requested:** No  
**Return Notification:** None

**Concealed Subject:** No  
**Security:** Standard



On Wednesday, the NRC sent us a letter, the upshot of which was, that based on interviews with former and current employees, the NRC has real questions about how decisions and events of the past may have affected employees' attitudes and how we may react to safety issues.

The letter states that the NRC has "not identified any serious safety violations". However, they go on to say, "Collectively, information gathered has led to concerns about the station's work environment, particularly as it relates to the handling of emergent equipment issues and associated operational decision making." The letter itself is posted on the NRC Web page, and follows this letter so you can all take a look.

I was disappointed to get this letter. Not surprised at what it said, but that it was sent. The things the NRC points out are the reason we reorganized, we re-staffed, we put responsibility and the wherewithal to get things done together, and performed the attitude study.

What's critical is the question the NRC has posed in their letter to Mr. Ferland: "Have we assessed the impact of various events over the past few years on the attitudes of our workers?"

The fact is, that if there is this level of concern, then there is something behind it, and we need to go after it.

What's curious about this question is that it comes down to the opinions of each of us. Do we feel we can bring up issues and that they will get addressed? In our business, we're here because we protect the health and safety of the public. Part of doing this is knowing that each of us can stand up and speak our minds.

There is no metric for this. That's why we did the attitude survey conducted by Synergy. The results of the survey are what we said about ourselves. The results will tell a lot about what we've accomplished and how far we still need to go.

We've been on a course to improve our business and we've been marching through the model we have previously discussed. We have restructured our business. We have staffed the new organization. We have identified the metrics to measure our business. We have surveyed ourselves. We will identify our gaps and we will do something about it. It is time to work.

Regards,

P.S. Each of us should view this letter and its content as a wakeup call. The opportunity to improve rests with each of us individually and the choices we make.