

Norm Cohen Linwood NJ

Exec Dir
Coalition for Peace + Justice
since 80s

mid 90s Unplug Salem

Atl City + Salem

Convince PSE& + Atl. Electric to
- shut down -

Nuclear weapons production

Risk is too high - gets more +
more unacceptable
Cancer in Salem City above
national average

1999 - look over l. of Unplug Salem

Difficult for cit groups to close

Nuc safety watchdog org.

Lack of cooling towers - Salem 1 + 2
fish kill problem

Vulnerabilities to terrorist attack

NRC record w/ whistleblowers
very bad

Worked at Salem
David Lochbaum Union of
Concerned Scientists
202-223-6133 ext 113

C-112

Probe vs. tell
why?

How did you roll out decision?

140

131

136

Touch this wk

Freicker

Krueger = mtg structure

Deppel = LCO mgt.

Kender = CCC → up+re. iming

Wmgt Supts / OS branding = AOMs

Harvey / Cellmer

Smith / DeNight

Pysher — task ready — /

MATT
262

Kisteleci → W 3-9
F 9-9
⚡

John Russell

Wängel →
877 658
376?

87 hours

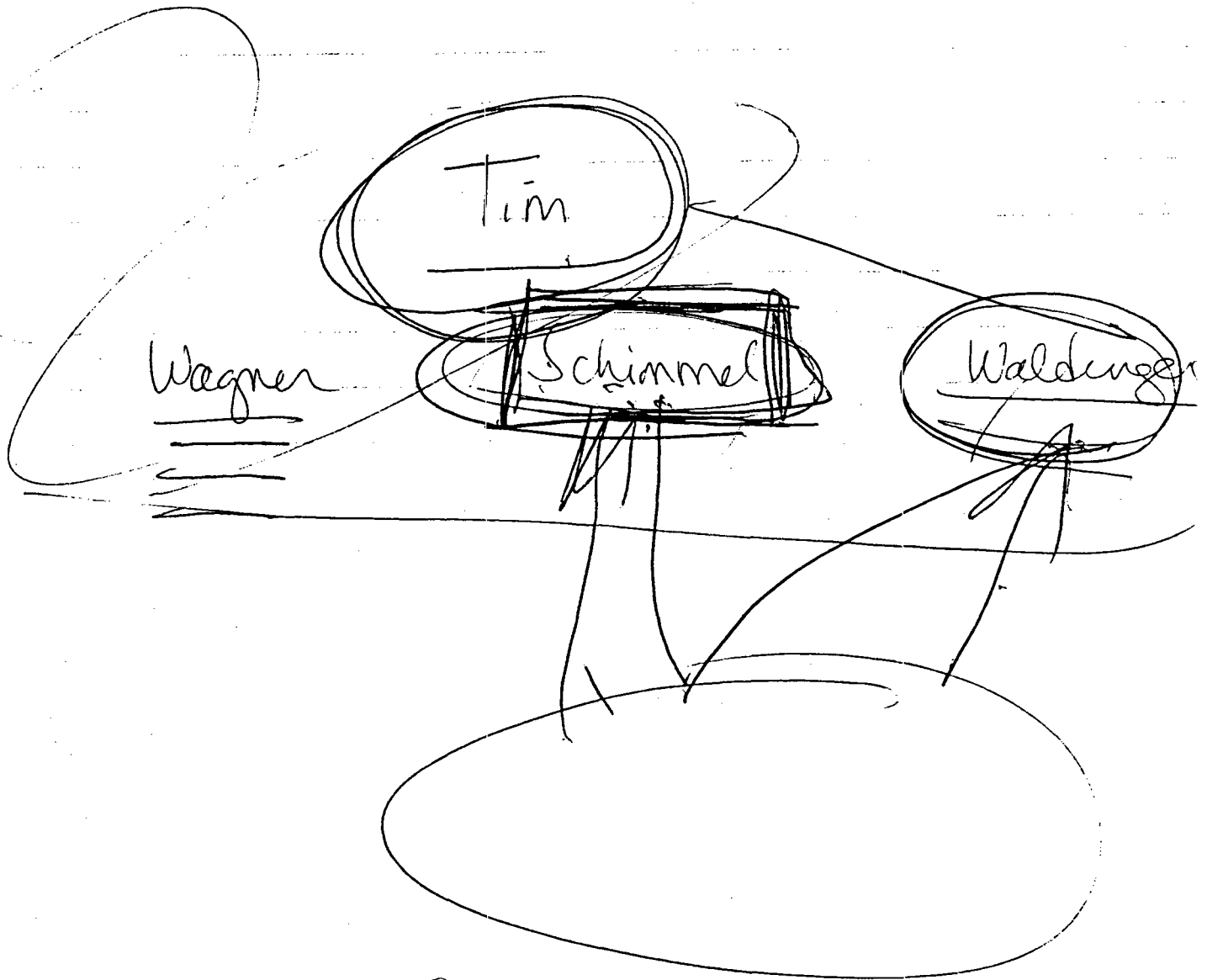
9 actions

1. finalize decision tree
2. det m. wsch
3. finalize mscr setest
4. A.I.S
5. review previous spu/sd CC
6. contingency plans
7. water mgt plan
8. restore 2 boilers
9. finalize

RMS
EHC
leaks
turb vib
Creds
Recirc xal

Skip to
Communication
for planned
outage.

X



Devon
Dan
Kuef

not
HC-DSs

Resources / Support

Mary
Kurt
Clancy
Wagner
Craecht
Conicella
De Night
Abbott, Rick
Strat
Keith
Overbeck -
Francine
Dammann
McInery
Bible
Teei
Robo

302456313

Rob
Kathryn

HK 1.10.03

bring closure on 2002

What is the gap between here
+ there?

What doing to close the gap?
is that in 2003 bus plan?

data
org chart

TQ	info index 99
3Q	90
4Q	89 ↓

What is action in 2003 bus plan that
will take us out of TQ4?

us getting right stuff in sch
at the right time
Deppi

Our ability to execute in what it
comes down to

LW+HK

not prepared for the issue
(bolts)

Why are we in 3Q in Rad exposure
for \$WR?

Why is the data the data?

Deppi

understands the issues - sees clearly
Translating effectively into action missing

(A) Read comments on corporate safety culture.

We used to care + now we don't —
that's what the people tell us.

Fossil improved substantially.
They really care about S! — Dunn

We ~~say~~ stuff.
People believe it.

Survey shows we don't care.

timely resolution of safety concerns
when brought up — advise
each one

We drive the work from afar,
without on presence!
it gets done less safe.

Are you working safe?

John stopped because unsafe

Call Joe Sullivan
Garecht

What do they view as demonstrations
of safety?

This is where we need to
be.

If we cared about S, what would
it look like?

Debbie = Safety + Caring
It is personal to her.

Fossil changed. What did they do?

SLT behavior changes }
Attend LORs

(A) Rich Dunn powerful influential issue

nothing lingers

(A) Safety manual

(A) LOR Safety mtgs

Health + Safety

Jack: Boring
NO passion

< 100% attendance

not causing / reporting

Kevin - "pland" vs "plan"
there is my c

Kurt-Carl -

AFIs

What results are you c
to for 2003?

Union game plan

Harvin, Kymn R.

From: Keiser, Harold
Sent: Thursday, January 23, 2003 8:59 AM
To: Harvin, Kymn R.
Subject: RE: 2nd ANNUAL POWER LEADERSHIP CONFERENCE

Kymn,

I will be unable to do this.

Harry

-----Original Message-----

From: Harvin, Kymn R.
Sent: Monday, January 20, 2003 11:31 AM
To: Keiser, Harold
Subject: FW: 2nd ANNUAL POWER LEADERSHIP CONFERENCE

Harry, Please make it possible for me to attend this.

Kymn

-----Original Message-----

From: Cassidy, Frank
Sent: Wednesday, January 15, 2003 2:00 PM
To: Friedlander, Michael; Carlin, John; Garchow, David F.; OConnor, Timothy J.; Schimmel, Mark; Wagner, Lawrence M.; Waldinger, Lon H.; Pysher, David L.; Knight, Kenda C.; Krueger, Kurt L.; Harvey, Sam L.; Moaba, Joseph E.; Sindoni, Joseph M.; Cellmer, Terry L.; Straub, Theodore W.; Mannion, Michael M.; Fregonese, Victor; Hughes, David E.; DeNight, Robert W.; Tocci, Peter; Phillips, Duane L.; Fricker, Carl J.; Walsh, Patrick S.; Robitzski, Steven J.; Deppi, Robert W.; Price, Devon B.; OHare, Kevin F.; Oberembt, Lane T.; Campbell, William J.; Garecht, John F.; Boyle, Daniel; Henderson, George R.; Chamberlin, Thomas C.; Sorenson, Gary R.; Sobieski, Dennis W.; Helming, David A.; Wohlfarth, David W.; Scarlata, John P.; Depillo, Raymond V.; DeSousa, Michael J.; Leyden, Shawn P.; Phillips, Marjorie R.; Greiner, Gary G.; Tennariello, Vincent G.; DeAnna, John J.; Fromer, Howard A.; Radimer, Bradford M.; Dietterle, Mary E.; Seide, Richard; Moore, Jeffrey W.; Sondey, Edward; Pastor, Frederick; Neely, Christine T.; Ameo, Frank C.; Sullivan, Francis X.; Gershkowitz, Daniel; Librizzi, Charles G.; Young, Timothy A.; McCall, Charles R.; Krejsa, Joseph D.; Gomez, Andres F.; Burricelli, Robert A.; Gilbert, Andrew E.; Arlotta, Russell S.; McNulty, Thomas M.; Ward, Joseph P.; Biernesser, Gary J.; Viola, William N.; Nugent, Daniel R.; Caplinger, Andrew; Robertson, John; Marbaise, Steven L.; Grosenstein, James B.; Daleda, Kenneth J.; Grysko, Gary S.; Silakoski, Robert M.; Highton, Russell E.; Wallo, Michael J.; Strych, Raymond; Barberio, Stephen L.; Horn, Jeffrey; Parnell, Robert T.; Bonitz, Jr., Arthur; Barthelme, Stephen; Stephenson, Timothy W.; Bumgarner, Ronald D.; Skwarek, Robert W.; Howard, Jonathan L.; DeNicola, Carmine P.; Craig, Lathrop B.; Busch, Robert E.; Quinn, Kevin J.; Rado, Patricia A.; Plawner, Michael A.; Kahrer, Mark G.; Daly, David M.; Ludecke, Kristen M.; Tuosto, Michael R.; Thompson, Patricia L.; Pego, Margaret M.; Tiberi, John F.; Johnson, Karen A. (Corp Comm); Byrne, Emma N.; Smith, Brian; Simpson, Elbert C.; Powell, Karen B.; Metzger, William J.; Overbeck, Gary J.; Thoman, Kenneth B.; Hassler, Charles V.; Borden, Harold W.; Uniszkievicz, Robert H.; Braun, David A.; Khadr, Esam A.; Humbert, Paul X.; Shea, Joseph A.; Cregg, Daniel J.; Sandford, James R.; Oster, Steven; Joscher, Harold; Yost, Peter; Susino, Charles A.; Labbate, Vincent D.; Foltzer, Charlene E.; Sherry, Marc M.; Mansfield, Donn W.; Cruz, Diana M.; Leone, Catherine; Brown, Neil R.; Meyer, James I. (CH&S); Grasso, Gerardo; Rauffer, Ronald W.; Keiser, Harold; Teitelman, Steven R.; Smith, Thomas R.

Subject: 2nd ANNUAL POWER LEADERSHIP CONFERENCE

You have been selected by the Power Executive Team to attend the Second Annual Power Leadership Conference on February 6-7th at the North Maple Inn in Basking Ridge, formerly the AT&T Learning Center. We plan to discuss key external issues affecting our business along with our strategies and challenges looking forward. This Leadership Conference provides an ideal forum for personal learning, networking and aligning the organization to meet our goals.

As an important part of the agenda, you will be receiving an e-mail from Mike O'Brien, of the Star Performance Group, requesting your (Power associates only) participation in a culture assessment of PSEG Power. Please complete the survey according to the instructions provided.

DAVID VITO - ALLEGATIONS COORDINATOR
(610) 337-5222 NRC REGION 1
475 Alkendale Road
King of Prussia PA 19406

DAVID -

safety culture issues
are hard to fix
real bad problems in 90s

do i need help w/ press
intention?

Guthrie
MD

Washington Post
NY Times - Matt Wald

pros + cons

get interest of NJ Congressmen

Sen. Lieberman

in 93 was chair of
NRC oversight comm
had whistleblower hearing
keen interest in this issue

→ Presidential campaign

Biden hasn't been as interested

Sen Grassley Kansas - sponsoring a
bill to extend fed whistleblower protection

WKS

Be an
advocate
for their
client
never
find a
problem

whistlebl
cases at
Perry

insign

not eng -

Engers -

Will know when the technical work - show that
this is not standard industry practice + NRC has
sanctioned peo.

degree in nuc eng 79

worked at 88-89 HC R & eng group

95-96 on Salem 2 restart effort
licensing consultant

WASG appropriate at Susquehanna

raised issue

CI ignored it

NRC ignored

Went to Congress -

very visible process

started to hear from colleagues

WCS - not antinuclear

all 3 milestones shut down

how can we assure Milestone starts safely,

Fall of 96

Safety Advocate -

work on safety issues

some calls from peo w/in NRC

3.26.03

We have a
more social
product to guard,

My confusion is
do you not really understand it
or are you in it for personal
gain?

I am not aligned w/ what
you are doing.

I am ~~not~~

I am not going to step on
one of those.

It would
be a
terrible
waste to
shut this
place
down.

It is a heavy
industry

We are no diff

I learn what
I learn in
confidence & under
emotion.

I'm not sure
I can trust you.

Lot of
respect for
doing it since
I was 17 years
old.

~~Confusion~~
everyone who
works here
makes
decisions
Are you like them

Operator
Operator + he
expected proto hands
that situation
handed + not team
our culture
BOM

Tim + Larry
have conditioned
themselves to create
a nuclear crisis w/
the mgt team
to get defense up.

Nuc Safety -
Compromise the / can give
the / radiological
consequence
consequence

Waiting a
number weeks
all the way
to a

we don't damage very well.
Tim on both sides of nuc safety in the

We need
leaders who can
shape beh want having
to create crises that
damage innocent
bystanders.

Violating
tech specs which
are a barrier

in the seal merge
(very conservative)
hypers value
(other side)

Our team is so
weak K2 + Co
they can't even see
that any more.

They are so
conditioned to hearing
nuc safety in the conversation
that they don't even blink.

It's a pleasure
to have you on the
team when you're play
your role.

Kerry's Confidante

Industry Safety Aspects of Business

+ I'm very warm to this mgt.

Industry for overall safety
allegations believe in your mic safety
is not that, am a coward. I don't
- I do have some regn
or I has painted
a mic safety crisis
picture when in fact it is
a nebulous target
not consistently
talked about a
lot or.

they find
understand
it po.

how could 5th best
year ever be mismg? ?

Resolved
Caricatured
not from ~~target~~ or
targetable
perspective
Malicious
(loss of someone)

I feel it. I agree with it. Can you give it?

Cross-cutting issues - HC has according to NRC

ECSUSA.org

unplugsalem.org

ekw - drd. com

people in Salem County are afraid
NJ ENV. Federation

Congressman
Andrews

3 mos at least in FL

LoBiondo
re. safety
concerns

NRC website
Seastar.
John McDonnell
at Wilson

Lawsuit
by consultant

Norm Cohen

Biden was
anti-Salem

Corsine better to
work with

Sen. + Carper

609 601 8583

Ranting
Dem on
Comm.
one week
NRC

Tridium leak
Rory Anderson

8537

He OS
mtg

Build
re. w/
Directors
+ Tim

Day 5 Extra

How can I help?
What do you need?
Unman - airt rel.
Looking Ahead
Keep Yourself in Good Shape
Keep Each Other " " "

Do Not Complain to DAN

No vision mtg.

ERV:

YURT w DAN

Debate.
Grow your CRSs, NCOs +
NEOs

Handle it.

Get help from each other first.
Go to the AOM only if
1 + 2 don't work.

HC meet w/ Salem
to discuss
ops outage
perf.

test + fix
outage l. mtgs.

getting done
what we say we'll get done
the way we say it is
supposed to be done

Ken Moore
Ops Human
perf
Error trap

FEAT POC TOL

what: all that takes place
in the station

Touch it
Kill it

Whenever we see perf off, it is our job
to cause it to be on.

Does severance plan/policies
permit me to be independent
contractor?

^{Kroeger}
Get ~~touch~~ to offer the position
to me in email
Ops

↳ Ops

Mullin 973-783-7607

~~Sup~~

Breakfast 7:00-8:55

Calling Neil by 9:45

I don't know the tech aspects but s/c
the peo who do

Don't solicit letters yet - maybe never.

Personnel file —

I am entitled to look at it
& request a copy.

Neil may handle

LeGrand

he wanted me on the agenda 2-3 wks
KK didn't want me back
would he back me up?

Parking
lot

Give them to Neil - tapes.

Tell Stephen it appears this will
go further than he wants to
take it.

Don't do it - send ^{don't} out global stuff
could be accused of
disrupting business.

Offer statement to investigators
as way of introduction

~~Last Day
Ferland letter
Classess Comm.~~

No advantage in contacting Roy.
He wanting him to be

Why HK out so fast?

"trust him to handle appropriately"

Ferland probably launched investigation
(not EC)

Reschedule w/ investigator ASAP
— want to be cooperative
—

Have I been bringing this concern
repeatedly?

Is this a truly held belief

I don't have to prove it is unsafe

267
878 312
1252

Mon March 31

1. Jack Skiles 3/3

4 770 644 8790

cell 402 250 0770

2. K²/TO re. my position

ineffective

no value add

destructive

} 90% of
mgt team

my mgt team no better / no
worse

give me the results to
keep this going

side function with me

personally to

Xerox TO, LXL, K²

TO ^{un}successful in showing
results

3. Dave BRAUN

plant visits

out processing

4. TO - last day -

this is a beautiful event
that's happening.

New Cell

Darlene

Hacken

DP

Carl

Lake

Mr. Jena

8296

3492

11/16/01

24 refuse

personal

1. d - music

2. d - book

3. K² - book

4.

Slabby

Home
935-
5651

Shank
i do it
again

What happens
who made it
what did lac
do?
what did the
improving

Sproul
302 836 07

Averse

very difficult -
place to work -
may be time to
make change
make any change
the time
MS into
Chac
go elsewhere

I was struck
We need to
refresh (Some of
that

input conversation
during staff mtg

Yard
have an
impact as
me.

best
unwanted
you persevered
how to

Type A
Dominant

Andea 267 27
540
Set 0939
9968
Create

these six to
have their
own people.

1. Provide me w/ demographic
info of others whose
job titles + ages

were selected to be
discharged
+ those retained
in all affected
job categories.

Older
Worker
Benefit
Protection
OWBPP

45 days doesn't start
until i get this data

2. If i was a man
it wouldn't have been
eliminated

877 494 6397

Robert Field Stockton

609 924 0123

Ted →

I do have another bit of good news: I will be devoting myself to writing a book entitled "A Leader Worth Following." It will focus on the attributes of worthy leadership and include the stories of real-life leaders who model them. It will also include lessons I have learned in my nearly 30 years in public and private sector leadership, including my own failings and dilemmas. I will do my best to create a path worthy of following by those who read this book. In the past couple weeks, it's been pretty amazing---a variety of publishing possibilities, resources and support have come my way. I may even have my dream of someone to create this with. So I want you to know I am focused on the future and committed to having all that I learned here be valuable for others.

I have two requests: Please don't share any of this information. Word will leak out soon enough and when it does erroneously, please set the record straight. I will come back at some future time to express my regard for others here. For now, I am just telling the few of you. The hardest part of all this isn't leaving the company or feeling ineffective, inadequate, unsuccessful. The hardest part is not being here to work with you. Thank you for the best, the most difficult, the most growth-filled five years of my life.

I leave you with this, the same words I gave my dad in his final minute of life:
"All I ask of you is forever to remember me as loving you."

He I also met with Tom Lake in Employee Concerns yesterday. He was extraordinary. He listened fully to what I had to say and is working outside the Nuclear hierarchy to be sure these concerns get the right level of attention.

I owe you an apology: I became a coward a while back. I stopped speaking up as loudly and powerfully as I could. I pretended Harry and I were on the same page and we weren't. Me being a coward, me rationalizing this all away, me talking myself out of taking stronger action costs all of us dearly. I apologize for not giving my best and for tolerating an unworkable situation so long.

All I ask is that you be straight to the truth
I don't know what the investigation will mean for you or the site. All I want is for this to be a great place for everyone to work---safe and rewarding on every level. Maybe, just maybe, this is what needed to happen to make that reality.

was
I want to leave without anyone knowing except you guys. I will come back at a time when it is right to express my regard for others ~~here~~. For now, I am just telling you. The hardest part of all this isn't leaving the company or feeling unheard and discounted. The hardest part is not being here to work with you.

And who knows....maybe a miracle will still happen!

Meeting #1

Yan
Devan

(unless Kurt shows up)

Meeting #2

Kurt
Caul
Boyle
Gawch
Tocci
Wagner
You

Maybe
before
alignment
meeting

I Don't want to have
the meeting unless

Kurt + Devon are there with you + me.

Larry I'd prefer to have
with you, me, Dan, and John.

Devon will join us @ 11:30
Kurt is supposed to be here?

MM

3.26 or
27

I am causing peo, even
him, to think.

May be exactly what
this place needs - given
them the gift of
not BATU.

how can there be
misog~~ist~~ when we are
bringing home the bacon.

If her method to the madness
is truly horrible, wow.

He may be struggling w/ my courage.

I am so far outside
of what he would
even consider
an alternative,
that he can't comprehend
it, get his arms around it.

He doesn't want to be
holding me out.

He

866
688
066

He doesn't like to be
bested.

He has to come up w/ a way to
diminish me.

SUN 3/30

This is DG, trying to
reach her.

Going to be tough to
reach me at home.

Not sure of my
schedule this.

cell # → 609 230 5894

page

817-673-7639

Ego is very
personna

what matters
is that you
live right.

highly demoralized
impotent
workforce

whistle blower
concept →

minutes from doc

6 months at my
level

\$3500 + 10%

modify our style

situational Q.

be more in the center

putting together a
plans
↳ from internal
to inpo

engagement
opportunities
5-6 bullets

being aggressive on
the inpo side

- Tim to be an
industry peer at
inpo 1 plant

- Carlin + directs
on benchmarking
for more exposure
muzzets + how
they

3/25 arrive
leave on 3/27

Plante - 215 912 7277
267 765 2639

issue w/ Kevin C'Hare
re. an assist
x 2682

approved all that was
submitted

↳ Kevin's email
day after

Kevin - eyes + ears open
Danny, Craig + Peg w/ them
good mtg attentive
looking to utilize info
see the struggle

Kymn Harvin Rutigliano, Ph.D.
Manager - Culture Transformation &
Change Readiness
Nuclear Generating Company

Public Service Electric and Gas Company
tel: 856.339.1824; pager: 856.277.2842; fax: 856.339.1580
email: kymn@att.net



LeGrand x2558

817 632 8240

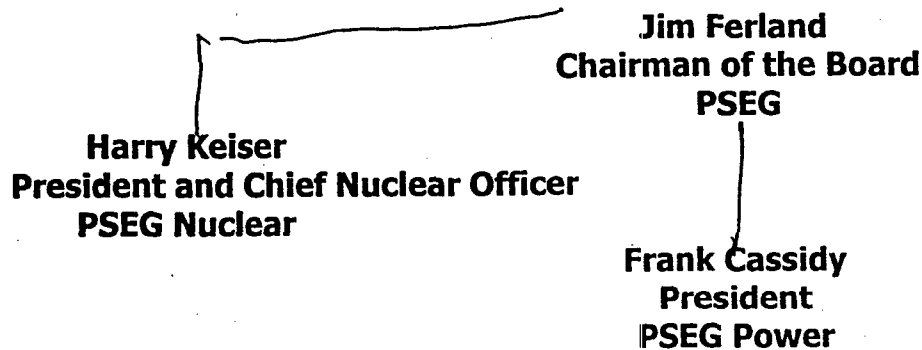
fax 609 731 6624

$M + A \rightarrow$

PRIVILEGED AND CONFIDENTIAL

KEY PLAYERS

Before April 1, 2003



April 1, 2003

Jim Ferland
Chairman of the Board
PSEG

Frank Cassidy
President
PSEG Power

Roy Anderson (incoming)
Chief Nuclear Officer
PSEG Nuclear

Soft certif.

X1232



So you don't have to be
responsible for the outcome

Seata →

You don't have a c
that they get it so
you don't aren't being
responsible.

1994 Middle + Sr. Mgt
level

I see shades of
that.

Big Ball + Easily
Hit Behind. You can
Recue ~~stop~~

purge
turn anything into a
mgt safety issue. Struggle
go down to Op shifts.
I am very clear
what mgt has
to own in the
arena of safety
probs

this could be a
great help
to me

My routines

What should my
routines be
wkly
moly
y4ly

What + why am i
doing things + in
service of what?
inform

Create A

I asked you to come here so you could hear from me, instead of the rumor mill, what's going on.

I owe you that much. You each are someone I respect, both as men and as nuclear professionals. And while we don't always agree, and while we sometimes get in each other's face, there is a bond that is undeniable between us. With this in mind, I'm telling you private and confidential information. I ask that you honor it as such.

Yesterday I contacted Jim Ferland ^{and he} I asked for a thorough, independent and impartial investigation of our site. I highlighted three key areas: safety, site leadership and mismanagement, and employee disenfranchisement. ~~I also told him the following:~~ *Here's a summary of what I ~~told~~ said!*

I told him that I had been ineffective in causing these concerns to get sufficient attention and resolution. I told him all my formal and informal meetings with Harry, Tim, Dave and John have not produced the required leadership and progress in these areas. The concerns have not only continued to exist—they have, in my view, gotten stronger.

I let him know I met with Harry on February 26 and voiced these concerns and others. At the end of that meeting Harry informed me my position is being eliminated and my last day would be April 16. I, as you can see, have chosen to continue to work. Leaving hasn't been on my radar screen. In fact, I have been weighing gaining Roy Anderson's support and being a key player on his team.

I let Jim Ferland know
This was
Last Thursday I met with Harry again, frankly as a result of Devon kicking me in the butt and realizing I had "unfinished business" to handle. I asked Harry who had eliminated my position. He made it clear it was his decision, Roy Anderson could choose to retain me. I said I did not believe my job here was done. I then laid out for Harry the increasing level of concern I was hearing about how we were making decisions, including those involving nuclear safety. I told him these concerns were being voiced by credible and respected people that he respects and trusts. I did not mention any names but I made it clear to him these were voiced by Superintendent levels and above, including people with licenses. I told him I doubted others would voice these to him and felt I could not simply sit in my office, hear all this, and do nothing. I felt it was my responsibility and duty to inform him.

contacted Dave that afternoon and told him to
On Monday I found out from Dave Braun that Harry ~~is~~ accelerating my departure date from April 16 to this Friday, March 28. I no longer have the option of working here beyond that.

have me

meeting
Tues
7pm

When I originally called for this "Clearness Committee," I did so with the desire to choose wisely about the next phase of my life, beyond PSEG Nuclear. In the three weeks since I received my lay-off notice, much has transpired.

The good news is that I have become clear that I want to devote myself to writing a book entitled "*A Leader Worth Following*." It will focus on the attributes of worthy leadership and include the stories of real-life leaders who model them. It will include lessons I have learned in my nearly 30 years in public and private sector leadership, including my own failings and dilemmas. I will do my best to create a path worthy of following by those who read this book. Since gaining this clarity, a variety of publishing possibilities, resources, and support have come my way. I feel myself "called" to write this and am quite excited about undertaking this journey.

The tough news is that, in the past few weeks, the level of chaos, anxiety, and fear at the nuclear plant has heightened. A new president is coming in April 1 and people especially at upper levels are concerned about what that means for them. We have had many plant issues caused by management and Union workers alike. A number of highly respected and knowledgeable people have come to me expressing their concerns about nuclear safety, how we are making decisions, and the increasing levels of perceived site mismanagement. I went to the current president last week to again express my concerns. He said, "That's a bunch of bullshit." I left that meeting quite disturbed.

I sought guidance from a number of people I trust and planned to find another avenue to have these concerns investigated. Before doing so, I was told by the Human Resources lead that the current president wants me to leave work this week, instead of working through until April 16 as planned. Strongly feeling that his action is retribution for me speaking up about nuclear safety and leadership concerns, I today contacted his boss, the Chairman of the Board. I have requested a full and independent investigation of safety, management, and leadership issues at the nuclear power plant. I have engaged legal counsel to advise me further.

I feel a great sense of loss over leaving people I care about deeply. I feel in some ways that I have not done everything I could have to gain attention to these issues sooner. I am grateful we have not had a fatality or nuclear event. However, I believe that is more grace than anything. I realize that the circumstances of my leaving could actually be a catalyst for fulfilling the mission here that I undertook five years ago: *to have this be a great place to work, safe for the human spirit and all concerned.*

I feel an enormous responsibility to be a *leader worth following* through all this. I have many important decisions to make. I have already disappointed some people I greatly respect. I suspect I will be misunderstood, 'blackballed' and maligned by others. I am sad. I hurt. I am also quite strong and willing to go the distance.

The questions before me, before us are these: *How do I best navigate the turbulent waters that are ahead? My top priority is to insure a thorough and full investigation and actions to resolve any safety issues found. How do I accomplish that? What is my true responsibility and when does it end? How do I ever 'move on'? What is the higher purpose to all this?*

I appreciate your ongoing support and ask for Guidance with gratitude.

I then laid out for Harry the increasing level of concern I was hearing about how we are making decisions, including those involving nuclear safety. I told him these concerns were being voiced by credible and respected people that he trusts. I did not mention any names but I made it clear to him these were voiced by Superintendent levels and above, including people with licenses. I told him I doubted others would voice these concerns to him and felt I could not simply sit in my office, hear all this, and do nothing. I felt it was my responsibility and duty to inform him.

On Monday I found out from Dave Braun that Harry called Dave that afternoon after our meeting and is accelerating my departure date from April 16 to this Friday, March 28. I no longer have the option of working here beyond that. Dave and I agreed we would still have my out-processing on April 16 which gave me the latitude to work at Corporate. I have meetings set up there next week to assist the IT organization. However, I just got word at noontime that my out-processing has been moved up to Friday now against my wishes. For me, this is all happening too fast.

I do have a bit of good news: I met last night with Tom Lake in Employee Concerns. He was extraordinary. He listened fully to what I had to say, took seriously the leadership, mismanagement, employee disenfranchisement and safety issues I expressed, and is working outside the Harry/VP hierarchy to be sure these concerns get the right level of attention.

As you might imagine, this is not how I expected my time here to end. When I came here five years ago I did so to have people thrive. The progress we've made is incremental at best. One reason is me: I stopped being bold and courageous. I stopped speaking up as loudly and powerfully as I could. I pretended Harry and I were on the same page and we weren't. Me being a coward, me rationalizing this all away, me talking myself out of taking stronger action costs all of us dearly. I owe everyone, especially you who believe in me the most, an apology for settling for less than the best, including my best, and for tolerating an unworkable situation for so long.

I don't know what the investigation will mean for you or the site. I hope the truth will be told. All I want is for this to be a great place for everyone to work----safe and rewarding on every level. Maybe, just maybe, this is what needed to happen to make this soon a reality. I hope so.

I asked you to come here so you could hear from me, instead of the rumor mill, some important news. I owe you that much. You each are someone I respect, both as men, as friends and as nuclear professionals. And while we don't always agree, and while we sometimes get in each other's face, there is a bond that is undeniable between us. With this in mind, I am choosing to share with you private and confidential information. I ask that you honor it as such.

Yesterday I contacted Jim Ferland. I asked for a thorough, independent and impartial investigation of our site. I highlighted three key areas: safety, site leadership and mismanagement, and employee disenfranchisement. In my letter I shared the following:

I told him that I had been ineffective in causing these concerns to get sufficient attention and resolution. I told him all my formal and informal meetings with Harry, Tim, Dave and John have not produced the required leadership and progress in these areas. The concerns have not only continued to exist—they have, in my view, gotten stronger.

I let him know I met with Harry on February 26 and voiced these concerns and others. At the end of that meeting Harry informed me my position is being eliminated and my last day would be April 16. I, as you can see, have chosen to continue to work. Leaving hasn't been on my radar screen. In fact, I have been weighing gaining Roy Anderson's support and being a key player on his team.

Last Thursday I met with Harry again, frankly as a result of Devon kicking me in the butt and having me realize I had "unfinished business" to handle. He gave me the courage to confront the issues. (Thank you). I asked Harry who had eliminated my position. He made it clear it was his decision and that Roy Anderson could choose to retain me. I said I did not believe my job here was done and I am still committed to the mission of this being a great place for people to work.

Jeff
I also met with Tom Lake in Employee Concerns yesterday. He was extraordinary. He listened fully to what I had to say and is working outside the Nuclear hierarchy to be sure these concerns get the right level of attention.

I owe you an apology: I became a coward a while back. I stopped speaking up as loudly and powerfully as I could. I pretended Harry and I were on the same page and we weren't. Me being a coward, me rationalizing this all away, me talking myself out of taking stronger action costs all of us dearly. I apologize for not giving my best and for tolerating an unworkable situation so long.

All I ask is that you ~~be~~ be straight to the truth
I don't know what the investigation will mean for you or the site. All I want is for this to be a great place for everyone to work---safe and rewarding on every level. Maybe, just maybe, this is what needed to happen to make that reality.

was
I want to leave without anyone knowing except you guys. I will come back at a time when it is right to express my regard for others ~~here~~. For now, I am just telling you. The hardest part of all this isn't leaving the company or feeling unheard and discounted. The hardest part is not being here to work with you.

And who knows....maybe a miracle will still happen!

Meeting #1

Yan
Devan

(unless Kurt shows
up)

Meeting #2

Kurt
Carl
Boyle
Gawicht
Tocci
Wagner
You

Maybe
before
alignment
meeting

I Don't want to have
the meeting unless

Kurt + Devon are there with you + me.

Larry I'd prefer to have
with you, me, Dan, and John.

Devon will join us @ 11:30
Kurt is supposed to be here?

MM

3.26 or
27

I am causing peo, even
him, to think.

May be exactly what
this place needs — given
them the gift of
not BAC.

how can there be
misogyny when we're
bringing home the bacon.

If her method to the madness
is truly honorable, wow.

He may be struggling w/ my courage.

I am so far outside
of what he would
even consider
an alternative,
that he can't comprehend
it, get his arms around it.

He doesn't want to be
holding me out.

He

866
688
0668
0

He doesn't like to be
bested.

He has to come up w/ a way to
diminish me.

Prepare for Smith return.

Turn around a no. each month.

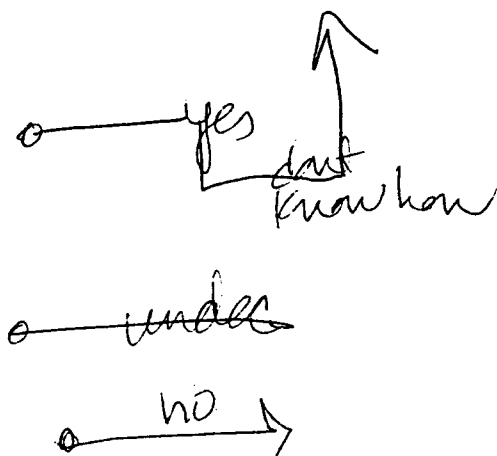
Change the way we do
lgs. Guilty to
proven innocent.

Mgrs get to watch how
they conduct themselves

Remind Mark

GE change model

1. recognize the need for change / ^{you're} ~~bad~~
2. define ^{your} new ways / ~~not~~ believe
3. structured training
or education of new ways
4. structured reinforcement to
anchor / take hold habits
5. results / monitor



denied — truth
don't believe — vision
 clueless — plan
 action
 monitor

Misalignment betw
techs + UL

$[CP+L]_{\text{noexp ref}}$

Gene
Stanley —
what did he do at
Commonwealth?

* MS known

3/28 Execute ready

2/28 Walkdown met

Outage readiness higher
than ever

Chiefs: increased to 1
per crew

* Feedback from stewards

* Craft says mgt starting to
listen; part of the team

↓ 50% decrease in level 3s

22 days

in Controls, playing games w/ backlog.
mgt doesn't want to hear truth.
potential safety concern

(A)

(3)

Whine: no tool mgt. fend for yourself.
largest single concern — leads to
"Nothing won't change"

Controls at Salem —

M + TE Lab sign in / sign out
really loose

Use of Air or DC power to check
something —

don't have Air and only one
DC power test

have to take our turn — holds
things up

"You want me to do shitty work"

Our mgt doesn't tell them to go to work —
techs tell what they are going to do.
We'll do work to save if going to
contractor (Hagen trailer work)
we'd do it if someone told us.

getting too close
too personal
— peo aren't doing
their job yet luges.

Make a Dir do
his job. to mgrs +
supr.

good troopers try
to do this.

To PT best man

Clancy
4.3.03

perception of what happened
is so diff than what happened

Who is taking care of the operators
Tim asked: Ops have concern

Interpre of how others relate to
what happened

inleakage notif written by server

tech spec job + decision { ANSI
standard

who is in charge letter

K² affair / loss of power

Gumbert very upset

~~Ed~~

11

INPO 2000

MBB Harvard Sept 2000

Dave VP Ops

Lon as Ops Dir

↳ mtg in HK conf rm

RF09

Lon - SORC/CARB

↳ mtg guy

↳ KWT + Kesin

When

↳ Unit 1
outage

RF10

Jerry
↳

Sumpson took Jerry's group
for some time

HC PSM.com

peo exaggerate

Locational Marginal
Price
(LMP)

~~turbine com~~

prices in
spot market
very high

Turbine Bypass Value
stuck partially
open

have to close to go up in power

Bolt loose/get wedged

make room case that my
standards / is extreme —

our integrity is out everywhere

Design Team tapes

Lone
MBB

several major promises

No interdependency of
getting the Integrity in

You must do this right now.

You don't take "no" for an answer.

Tell HK to go to hell.

Source of H's ineffectiveness
as a leader —

not a space for no.

Do it all.

Occurring like
I can't tell HK "no"

eggshells

It is all in the
Context.

What's missing is
trusting C.

listening of C says 1 does 2

powerful request/initiation
get F inspired

embed him in something powerful
(I have been searching for this for
several years)

1. I am here to make a
diff for the peo left behind

2. Be resp for what I
did not cause

What is missing?

no real vision

integrity

don't trust peo

we promise but don't deliver
constantly in a panic to do
"something" — it doesn't
mean anything or get fulfilled

the future — we were
living into —

ever since 94

HC
5 inps
in a
row

took our
head out of
the game
negative

peo knew they mattered their work
mattered — we were there.

1 hr only 4 days
week

lower levels
very involved —

focus on making peo & effective
inspect what's really going on

mgrs met in CR & listened
to OS's concerns — make him
successful

heroic efforts

April 7 '94

took the messwigner solid

'94

new moon low tide

Site area emergency

SPA

5
penetration
area
ventilation

so focused on keeping plant
running, we

How could you tolerate this
happening?

How could HC tolerate Salem
being run by like that?

Heroics —

Learn: HC went to help Salem
+ HC went down
(OM protect shifts into good doc)

don't have confidence we
could avert a m/c
safety issue

We are a big ? mark

we improve

then fall - we lose
momentum

pessimistic tone

Stop

pick something + nail it-

Billy

we are extremists

on a path

something goes wrong

we don't adjust

we go to the opposite extreme

Concerns

— documents being
destroyed

— large

Tridium →

Provide names

mtp / task focus
breakouts
coaching when rec
well received
good balance

Δ oppts for improvement
work mgt

king for
a day

parts
resource loading
Scheduling
pre job / start up time
reprioritization

human performance

what initiatives are
not well understood
how indiv will change
beh

event free clock

not clear

not significance

What is the take away for
the indiv?

what will they
modify

missing
score

competitiveness
betw. depts

2 min drill
not even mentioned

Salem diving operation

↳ ^{missing} OE in work package
lots of excuses by
supt. as to why
he couldn't well
prepare - worker
knows his stuff
anyway

indust safety

peo know OSHA standards
sido of job hazard analysis

peo
Not clear what they or we
are doing to improve
indust safety

unambiguous feedback that
safety is a high
priority

E.R.

overly pos view of where
we are

- pt to long run +
high capac facto -

need more command of gaps

eng knew issues/gaps

"ways to go"
missing

compare to situation in
years past vs
industry

do you know where you are
right now?

rel a lot better
than previously

pleasant surprise

eval 97
2 maint. assn

history

rate of improvement

processes + programs well est.

strong self eval ~~prog~~ process

understand the culture

get Pat Walsh's
mktg pitch out to the masses

check on list of
interfaces

3 VPs / Team lead
+ Asst Team lead

Harvey did
eval at
Peach

What do you do to keep
yourself safe +
impact human
performance?

candid
great info

apprec level of coop +
openness

great insight about how
we're doing things

Preparing Hosts
John C.

talk about strengths

Care: lunch set up
0800 mtg.

All Hands: Safety OSHA per talk?

Get calendar up to date

Larry - Monday mtgs.

Johanna - DuPont

560
\$29,120
13440

Harry - mtg w/ Directors

Names to Nancy / Michael

Mike re 0830 mtg.

2766
Del 6/11/PP

PP

Ops - Salem, HC
Maint -
Site Union Mgt

ER

Mike/Kern
Eng/
Bus Support
Leadership

Exec Coaching

TP
L

Bus Support

Power L. Excellence

L. Academy

QBL - Maint

Operations

Eng

In Bus Support

Tell Terry
Directors will walk
w/ ~~VPR~~ Terry - not VP

Terry keeps escalating

It was
gratifying
to hear.

At the WANodebrief Thurs afternoon
Tom Galloway said he sees marked
improvement in ML and ^{attitude} ~~positiveness~~
since his previous visits in 1997
(inpo eval) and — + — (maint
assists).

$$\begin{array}{r}
 24 \\
 \hline
 550 \\
 \hline
 1500 \\
 \hline
 15000 \\
 \hline
 150000
 \end{array}$$

$$\begin{array}{r}
 550 \\
 26 \\
 \hline
 3300 \\
 \hline
 11000 \\
 \hline
 143000
 \end{array}$$

WRAP this UP

We've been in here
an hour.

Million Dollar
Question:

Do you really trust Lon, Mark
and Larry to run the site? Individually

Questions:

Do you really trust the others
to run the site

Questions

Do you (VPs) really trust the directors to run the site?

Do you trust Lan to be effective

~~*~~

Stripes Alliance - Skip

see globe

re. NRC ~~sub~~ submittal

Human performance - Neil
talk about if we stay
the course

~~7/29~~ Power Bus Plan submittal

June 17 + 19

Bus Planning

}

not maximizing talents

Perceptions

Directors

- Act in their functional areas
vs. own act from the whole
- not synergistic
$$1 + 1 + 1 = < 3$$
$$\text{vs } 1 + 1 + 1 = 10$$
- Lack systematic way of capturing their promises + following through
- Not causing a higher level of growth engagement by their directs (doing it themselves vs. demanding/causing greater leadership below them)
- In the "shadow" of the VPs — have not carved out their distinct areas of accountability so lots of frustration, duplication of effort
- "managing" the VPs takes a lot of time and energy (maybe as high as 30%)
- Tolerate inappropriate behaviors in their organizations (poor treatment of people)
- Director position "impotent" — not recognized

Questions

VPs: Do you really trust the directors to run the site?

If not, what's missing?

If so, how will you demonstrate that trust?

Directors: Do you really trust the VPs support you in running the site?

If not, what's missing?

If so, how will you demonstrate "seizing the reins"?

VPs

- act as "Super Directors" - running the day-to-day (Tim + Dave)
- John - largely invisible, presence not felt in the organization
- fill the void left by the directors not being site leaders

CATCH 22: directors hold back because VPs (Tim + Dave) are so dominant. Tim + Dave are so dominant because directors hold back. Each is ~~are~~ waiting for the others to change.

- follow-through on promises/commitments is inconsistent (e.g., make promises to chairs/stewards on behalf of organization + follow through break down)
- react emotionally and at times, without all the facts. Create churn/chaos that drives the directors + others nuts.
- treat each other as more important than directors or others. (Dave + Tim are more

focused on their relationship with each other (and Harry) vs. their relationship with the directors. Need both to be a 10.

- Leave directors "smaller" in many meetings and interactions.
- By-pass chain of command

John

Graded when together
vs. 1:1 openness

Don't challenge the norm
I shut down

Role clarity missing
Overlap

feeding frenzy
have to defend myself

Dave

frustrated

lack of role clarity

baseball vs basketball (like)

backup / interchangeable roles

Tim wants to play the game
that way

I have to work lower in the
org than I want
A to own the whole

Photo Dir get clear on
how they work

Mark

Bypass switch in auto

CAUTION about letting go

Log don't underestimate
630-830 mtg msgs being the same
we hold nothing secret.
inconsistent

Steps to

we have the right
peo at VP / Dir level.

how we communicate
VM
email
830 etc.

machine for process

Kymn expert on change mgt.
behavior & procedure

loser job.
I can't win.

We're all
everything.

father/mother.

Johnson
today 3 VPs
3 out of 4 die

peo - best i've ever been w/

I don't enjoy this job.

Believe you're holding me back.

Lon:

Bypass the right chain

↳ makes work wastes energy
I shut down, ... below me

sucks time/energy
get me the hell out of here.
We don't listen.

We function 3 levels below us.

VPs suck energy out of us.

I can't get traction.

Caught up in minutiae.

Obbly a C.Org.

Foxholes when voice is raised

Spinning
in place
is not
progress.

Operate on limited info

Scatter gun/creates lost motion
anxiety

Respect for each other

Kurt —

Judy Brown
Linda Leigh

alignment around a focus + direction
to get results
replicate one another

I believe we need help for
ourselves + dir we go
(why externals are here)

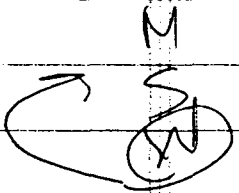
I ~~one~~ want one thing:
culture changed to
100% A.

Change culture

no A (resistance, P/A)

[S-b not team haven't been able to change this]

A to achieve results
at all levels



workers
reflect
M/S

no synergy of A

in the absence of M/S
workers have become
natural leaders

tony

Change Curvature

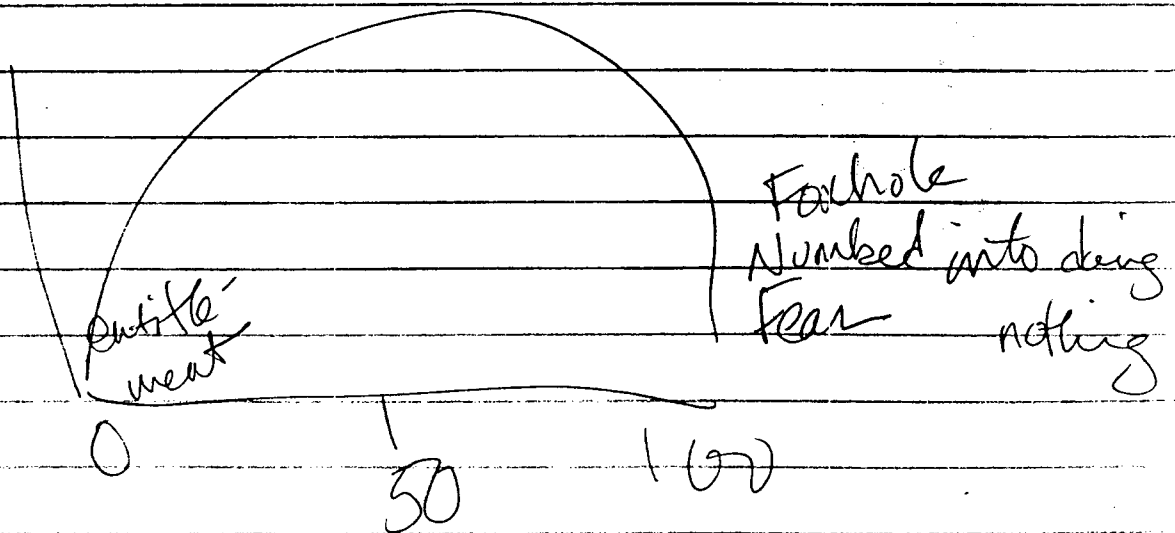
1. Recognize your gap

2. Define the new way

3. structured training / ed

4. " reinforcement

5. monitor + adjust



Plast people out to 75% anxiety

more
from

What about me? What's going to
happen to me?

to What can I do?

VMs really for others, not you.

W Hqs wanted directors to show them the way.
(CPIG)

This model demands consequences
— good consequences
— bad consequences

I believe all of you are the right people,

A is a choice.

A: 24/7/365

You are the person
answerable.

R: task / actions

What are we going to be A to?

SRCP

You can't be competitive w/ a plant that is
risky.

We don't come from (S)

↳ defense in depth

↳ no impact to public

no events

Mentality is: Stet happens vs Koeven

Flawless Execution in everything.

We were lucky we didn't lose 3 units over winterization.

We're a Davis - Besse - don't recog what we have.

Make this

A state of being in everything you do.

What is my state of being

perf in
Jan +
Feb.

At the 2/27/03 C-P-I-G
I clearly stated the gaps in the
mgr team perform performance,
indiv + collectively. I

I provided
a handout

I charged you & the others
present to meet as long as
nee to come up w/

Including
we don't
know how
to ^{prec} or
apply
Safety
to our
work.

ways to turn our perf
around. I believe I also
made it clear I was
eval whether or not each
of you is appro for this
team given our need for
strong mgr + L.

Given all the ~~these~~ ^{urgent changes} ~~was the urgent changes~~ ^{needed} ~~needed~~ ^{rec} ~~rec~~ ⁱⁿ
you + others, ~~but~~ ^I was
your decision to take a vacation day
on Fri when the mngs were
meeting.

Bring the Best
↓

EPS

Bus Plan

Refuel outage
Summer Readiness

RF11 —

mean average	23	BWR
	28	PWR

Peo have trouble connecting this
conversation to their behavior / them.

Recognition is the largest issue

(3/21) Top 25-30 people
How come you don't know it is you?
→ "Moment of Truth"

What has people be A is they choose.

VP letter to Dir was not clear. So he (Tim) didn't push
a response.

Burning Platform vs. Task
Consequence

How Tim is seeing things in
service of trying to move
things —

CPIG is the forum

Myrs don't have will to
get themselves + see where we
are

Conflict is about this —
don't cancel the mtg because
it is uncomfortable

You will be the NTC Training
Manager. Create that future.
Know that you will have
phenomenal peo on your
staff who will make
training shine!

The message has to be the same
everywhere. It is about
us. It is about results

100 Day plans

look isolated

no consequences clear yet

mgt - from delegate to
personal involvement

changing a control room atmosphere
through 1-5

Are you in?

Do you have the will,
against all odds?

Discipline

it doesn't bother you.

Early Warning
System

I am desperate to be
part of the solution.

LWZ

They don't know who they are.

I don't know who I am.

Being A is being
able to say it all.

Truth not comfort.

Be A for each other.

If I don't change I am
hurting the whole
+ the cost is
great.

Get behind Tim -
Replicate yourselves
as me.

Bid for your job.
Let's get the team.

We don't recognize the gap.

Why spend weeks + months that
we don't have educating people on the gap.

The results are the mgr goalification.

Need to get HR in concert w/ us.

Use Gap to help ascertain
who is playing + who isn't.
Surprising lack of ?

You have more in your hands than you think.

2003 BP Expectations

Jan Feb due date

- S / Defense in D / A talks
- C Pig

Why does co. not support rebid?

Key: Build the performance data.

How do you negotiate using the system to win

Attorneys coach us on how to do it.
(Hope Pomerantz)

Go hire labor lawyer + begin your approach.

↳ get A w/ IBEW.

↳ what the job specs say — use them for our benefit

Be smart. FIGURE OUT THE GAME.
PLAY to WIN.

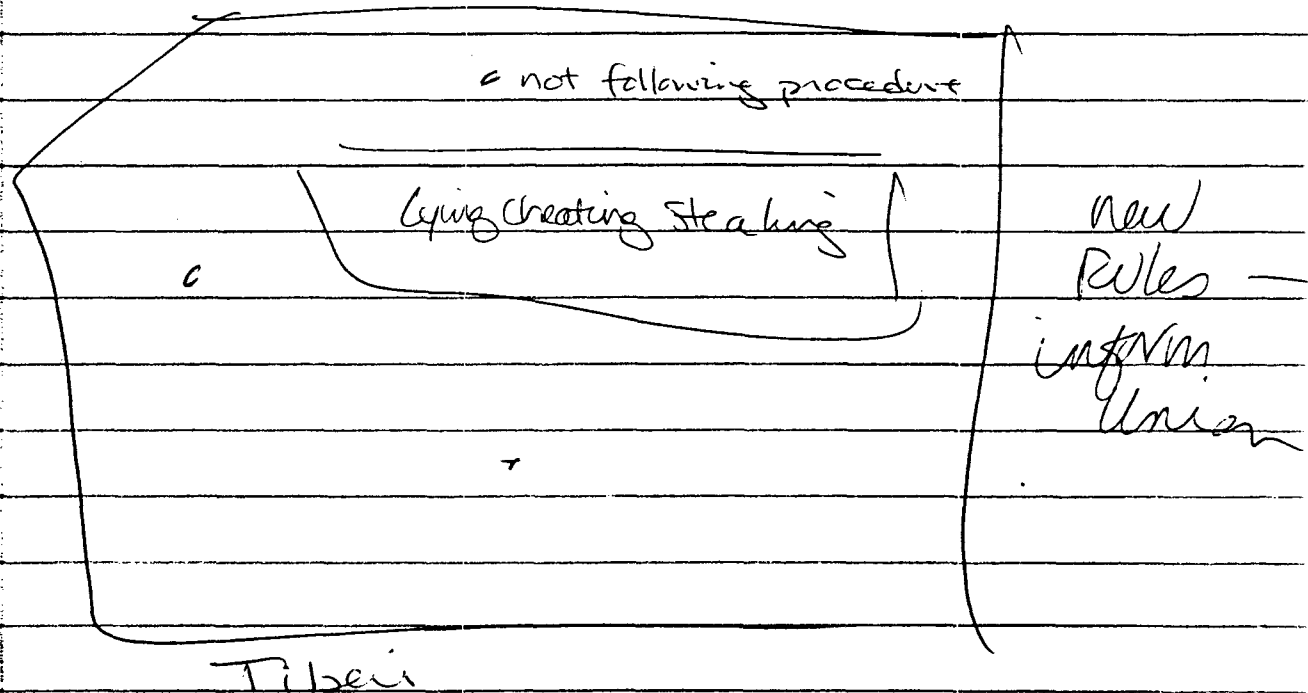
Create the machine to drive this.

We have to move both IBEW & MGT.

Today you are ready to hear it.

MARK - IBEW

Meet w/ Chip and Charlie



Wag: When can I test the planneus? Right away

the only guarantee
is the results -
measurable change

Have gene come in to help Larry
put plan to deal w/ planners.

Take an event
use the contract to
disqualify

Qual card of mgrs
document it is the standard
document

Welch model - defensible

L2 follow it

A Practical guide to L

Came from

S

More from ^{no} A to A

R

Events to No events

C

Flawless Execution in Everything

P

Are you In? Do you have the will?
Against all odds

Change Culture

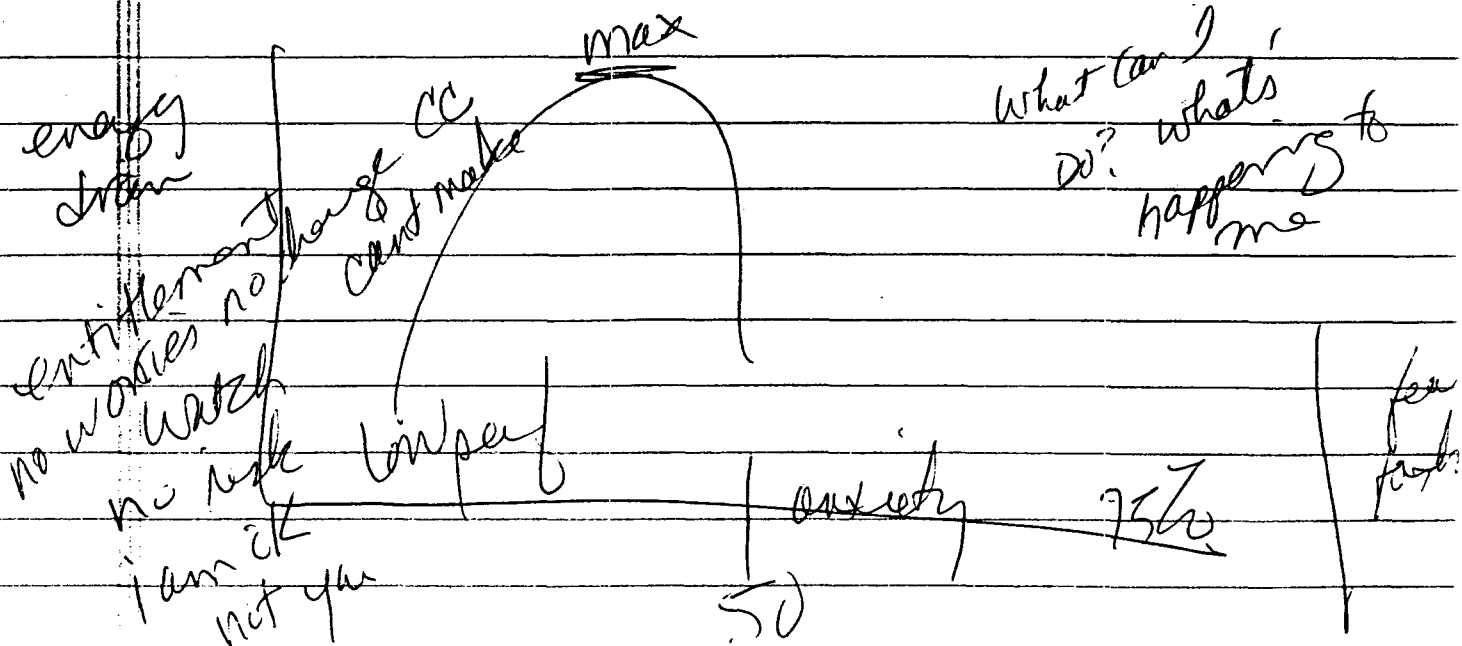
1.

2.

3.

4.

5.



Merrill Lynch Conference and Training Center

MANAGED BY HARRISON CONFERENCE SERVICES OF PRINCETON

900 Scudders Mill Road, Plainsboro, New Jersey 08536

(609) 282-1000 FAX: 282-3556

Al. is difficult.

Roles/resp not clear.

Intel - practice the future every wk.

The leader for 2002

Two by Two; leadership for 2002

//

forced outage readiness - open item

units returned within 24 hrs. Kenda
Kevin Kurel

Create a f. strategy

Tim - no leaking valves

12/31/03 TQ.

"Level of effort" exercise (RSwartz)

Merrill Lynch Conference and Training Center

MANAGED BY HARRISON CONFERENCE SERVICES OF PRINCETON

900 Scudders Mill Road, Plainsboro, New Jersey 08536

(609) 282-1000 FAX: 282-3556

He wouldn't have called
you at 1/4 to 6 if
he didn't love having
you around.