

## UCS's Candidate Questions for PSEG at March 18<sup>th</sup> Meeting

1. NRC's assessment letters over the past two years reported concerns about the problem identification and resolution processes at Salem and Hope Creek.
  - a. Does PSEG agree that its problem identification and resolution processes need improvement?
  - b. If yes, what steps are planned by PSEG to address these concerns?
  - c. If yes, what metrics will be used by PSEG to evaluate progress in the problem identification and resolution area?
2. The Synergy survey results indicate that several workers feel that PSEG is very good at identifying problems, but not as effective at fixing the real root cause.
  - a. Does PSEG believe it has an adequate root cause evaluation process?
  - b. If yes, why can't the company implement effective corrective actions?
  - c. If no, what steps will be taken when to upgrade root cause evaluations?
3. The Synergy survey results suggest that the Employee Concerns Program is not working well.
  - a. Is the Employee Concerns Program meeting PSEG's expectations?
  - b. If not, what steps are planned to address the shortfalls?
  - c. If not, what metrics will be used to evaluate progress in correcting the shortfalls?
4. The Synergy survey results indicate a mis-communication at best and a breakdown in trust at worst between the work force and management.
  - a. Does PSEG believe it has adequately communicated expectations to the work force and that the work force has adequately understood its message?
  - b. If so, how does PSEG explain the Synergy survey results?
  - c. If not, what steps are planned to address the management/work force disconnect?
5. PSEG's response on February 27, 2004, indicated that it believes recent management changes have produced positive results.
  - a. How does PSEG explain the Synergy survey results reporting that a significant percentage of the work force believes that conditions are worse now than 12 to 18 months ago?
  - b. What objective measures will PSEG use to demonstrate progress?
6. The Synergy survey results reveal that many workers have witnessed several PSEG management changes and the roll-out of numerous improvement programs, leaving them somewhat skeptical as to whether initiatives are sincere and will be sustained.
  - a. What steps are planned to move beyond new faces and new themes towards a real, lasting partnership at Salem and Hope Creek?
  - b. What initial and continuing role will Nuclear Training play in establishing and retaining work force buy-in to the mission?

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