

From: Daniel Orr *RI*
To: George Malone; Glenn Meyer; John Boska; Marc Ferdas; Mel Gray; Robert Fretz;
Scott Barber
Date: Mon, Nov 24, 2003 9:17 AM
Subject: Re: Latest Roy Letter

Roy Anderson had promised this survey some time ago and even detailed that it would not be performed by Gallup. I would not try and connect this with any of our recent activities.
Dan

>>> Marc Ferdas 11/24/03 06:38AM >>>
See Attached
Subject: Upcoming Site Survey

C-159



A Letter From **Roy Anderson**

President and CNO November 21, 2003

We have had a lot of things go on this year. As a roundup of the year, I would like to hear what is on your mind. In that regard, I would like to conduct a survey of the organization in the first three weeks of December. I prefer the survey method, because it is conducted by a third party for anonymity, and usually these folks are more skilled than we are at asking questions to get at issues.

I know we have done surveys before. The most recent was the Gallup folks. They did a fine job, but it didn't do anything for me. Being compared to Petro Chem plants or the manufacturing industry in general may be useful to someone, but not to me. We're nukes. Everything we do and benchmark is to other nukes. How we look at issues, who we compete with for customers, it all revolves around our peers. So with that in mind, I want to use an outfit called Synergy. They do surveys of about half of the nukes in the country, so we can get some good information on how we are doing with regards to others.

My view of surveys and assessments goes like this: when I think about what makes a place go or not go, it boils down to some assessable things like facilitating processes, implementing procedures, and measurement processes (INPO does a good job at dissecting these to see what is and is not work) and some survey-able things like behaviors and beliefs. It is my opinion that what people believe, and how they behave come from personal convictions. And these are the things that make up who we are; our culture. Surveys allow us to talk about ourselves without fear, because there is not a right or wrong result in a survey. There is only what we think about each other.

I've heard that surveys are a *management tool*, I don't agree. Surveys are a tool, but it is not what you say about me or I say about you, but rather what we say about each other. In my thirty some-odd years plus in the business (I started work as a child – just kidding) all too often the results turn into what someone else can do or someone else's issues, or what someone else needs to do for me. This is wrong. My thoughts as to why this occurs involves how the results are handled, so let me tell you what we will do.

While we are taking the survey, and before we get the results in February, we will identify teams to help interpret what was said. The teams will be a cross-section of employees from our organization, and they will look at the results specific to their group – Salem, Hope Creek, Support, Assessment, etc.

In February, we'll get the results. What I can assure you is that you will see the results. Some will please you and some may not, but you will see them. You have every right to see what we say about ourselves. At the same time, the teams that we put together will look at the data and help develop actions that we can take on the local level based on the comments. The plans we make and the actions we take will be the difference in making this a better place to work.

Over the next couple weeks, you will be hearing more and more about the survey. My best advice goes like this: If you care about this place and want to be here for a long time to come, than participate in the survey – we need your input. If you don't care about this place, than don't. If you want to do more than just take the survey, and want to volunteer for one of the teams that will help us interpret the results, please send me an email or voicemail, or contact Skip Sindoni in Communications.

Regards,

A handwritten signature in black ink, appearing to be 'Roy Anderson', written over a large, stylized, looped flourish.



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