

From: Glenn Meyer *GM*
To: A. Randolph Blough; Anne Passarelli ; Hubert J. Miller; Scott Barber; Theodore Wingfield
Date: 2/9/04 7:55AM
Subject: FYI-Latest Roy Letter

Marc has forwarded Roy's latest weekly letter to his staff. It dispassionately discusses the importance of raising issues and addressing the opinions of everyone.

CC: Brian Holian; James Wiggins

C-168

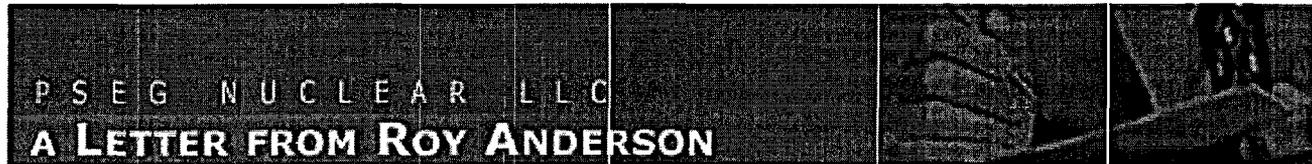
From: Marc Ferdas 
To: Glenn Meyer
Date: 2/9/04 6:41AM
Subject: FYI-Latest Roy Letter

Glenn,
Please distribute as necessary.

The subject of the letter is "Assessing January 2004." The letter briefly references the NRC letter.

Thanks

CC: Daniel Orr; George Malone; Mel Gray



January was quite a month for us.

From a safety standpoint, we had some ups and downs. First, we completed the month with no OSHA recordables. This represents the first month since April of 2003 where we sent everyone home just as they came. What makes this more impressive is that we did this during one of the worst months in terms of temperature, snow and ice. My thanks go out to the Facilities Group who worked round the clock to be sure we were all safe while walking around our property.

As an organization, we also put our focus on safety by reinstating the Safety and Human Performance Simulator Training as well as beefing up our staffing in the Safety Department and making it a direct report to Chris Bakken. If you have any other thoughts about what we can do to make it easier to be safe, call me or drop me an e-mail.

Unfortunately, we had two event-free clock resets. The event-free clock resets occur when we make a mistake. While neither resulted in an injury, both represented a breakdown in how we process work and / or get work done.

From a reliability standpoint, we completed the month behind our generation targets. Other than planned outages or downpowers for testing or maintenance, our units should have been at 100% power. However this was not the case. In January, Hope Creek was off line for several days for repairs. Keeping the unit offline to effect repairs is a tough decision, but a right decision. The question in my mind involves proficiency; could we have completed the same work in a much shorter window if we got our recovery plan developed sooner?

From an external commitments standpoint, again it was an interesting month. The letter from the NRC on our work environment gave me, and I hope you, cause to reflect on how we make decisions and how we treat each other. Obviously, when faced with any decision, there will be more than one opinion. What's important is that each of us feels we can offer our opinions and our opinions will be considered. Ultimately, there is someone accountable for the decision, and they need to make it. However, how they make it, and how they communicate with those around them, is just as important as the decisions they make. Apparently, in the past, we made decisions that left an impression that the leadership was not open to the opinions of others. We need to identify these decisions and resolve any concerns about the decision making process.

I've said many times before; we bring two things to work, our integrity and our judgment. These two things drive our opinions and ultimately our decisions. For us to be successful, I am counting on everyone to offer their opinions based on their own experiences, and I am counting on the organization to consider those opinions and communicate the logic of decisions made to everyone involved.

Regards,

A handwritten signature in black ink, appearing to be "Roy Anderson". The signature is stylized, with a large, sweeping loop at the bottom and a horizontal line at the top.