

From: Hubert J. Miller *ET*
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Date: 7/30/04 5:21PM
Subject: Re: Fwd: Issuance of the Salem and Hope Creek Work Environment Letter

Please, let me add to Randy's note.

Issuance of our letter today is but one small step at the end of a very long process -- one that required an enormous amount of hard work by many people spanning numerous branches, divisions and offices. While much work remains to be done to followup on PSEG improvement efforts, we should all take pride in what we produced as a team.

We have made a real difference to safety in this effort.

Thank you for the competence and hard work required to reach this point.

Hub

>>> A. Randolph Blough 07/30/04 04:35PM >>>

today we issued our final results of the SCWE review at Salem/Hope Creek. As you know, our 'interim results' had been issued in January.

Much work remains to be done, both by the licensee to address the issues and by us to evaluate their efforts.

Nonetheless, this is a significant step in an NRC activity that has already had high impact toward improving safety, and i am very proud of the fine work by many staff members (too numerous to mention individually right now) to get us to this point.

attached is the letter, as well as our comm plan . Some excerpts of the comm plan's Q&As are pasted below.

regards,

randy

(P.S> on another subject, I'm looking forward to the mid-cycle assessments next week, and appreciate all the fine teamwork to get in-field inspections, the reports and assessment documents for all plants done with high quality and safety focus.)

*****Excerpts about Salem/ hope creek SCWE follow:

In the letter, the NRC noted that no serious safety violations were identified during the review.

Nonetheless, there were numerous indications of weaknesses in corrective actions and management efforts to establish an environment where employees were consistently willing to raise safety concerns.

Weaknesses in leadership and management approaches led to a perception between some staff and managers that the company had emphasized production to the point that negatively impacts handling of emergent equipment issues and associated operational decision making. Management has not been

C-182

consistent in its support of station staff identifying concerns and providing alternate views. We also found examples of unresolved conflict and poor communication between management and staff, as well as underlying staff and management frustration with poor equipment reliability. The equipment issues stemmed, in part, from weaknesses in implementation of station processes, such as work management and corrective action.

Several licensee assessments, including on conducted in response to our January letter, had very similar findings.

In their June 25, 2004, letter, PSEG committed to provide quarterly work environment metrics, to conduct periodic cultural assessments for the next several years, and to a meeting with the NRC during the second quarter of 2005. In a July 27, 2004, phone call with the PSEG CNO, the NRC discussed obtained some commitments to add'l PSEG actions.additional actions to enhance these commitments. All of the requested actions were agreed to during the phone call. The NRC also requested that PSEG discuss their perspective on the role and function of QA; procedure adherence and other elements of human performance; and the quality of engineering products which support operational decision making during the meeting. The second action was to request PSEG to inform NRC of significant changes to their action plans on a quarterly basis. The third action was for PSEG to obtain a peer assessment to evaluate the effectiveness of their improvement efforts for work environment, corrective action, and work management issues at Salem and Hope Creek.

The NRC will continue to closely monitor PSEG performance and their efforts to improve the work environment. Specific plans for inspections and related oversight activities will be provided in our Reactor Oversight Program Mid-Cycle Assessment letter to be issued in several weeks.

CC: A. Randolph Blough; Adam Ziedonis; Alexander Velazquez-Lozada; Andrea Kock; Anna Buseman-Williams; Anne Passarelli; Art Howell; beh; Brett Rini; Brian Holian; Brice Bickett; Bruce Boger; Carey Colantoni; Carl Mohrwinkel; Charles Casto; Chris Miller; Christopher Hunter; Clare Goodman; Cornelius Holden; Cynthia Carpenter; Cynthia Pederson; Daniel Collins; Daniel Holody; Daniel Orr; David Lew; David Vito; Doug Coe; Dwight Chamberlain; Eric Leeds; Ernest Wilson; Eugene Cobey; Fiona Tobler; Frank Costello; Gail Good; George Malone; George Pangburn; Glenn Miller; Gregory Bowman; Harold Christensen; James Andersen; James Clifford; James Linville; James Wiggins; Jason Flemming ; Jeffrey Teator; Jennifer Bobiak; John Grobe; John Rogge; John White; Joseph Schoppy; Josephine Talieri; jtw1; Judith Royal; Julius Persensky; Laura Limata; Lauren Quinones; Lawrence Doerflein; Leanne Harrison; Leonard Wert; Lisamarie Jarriel; Marc Ferdas; Mark Satorius; Mel Gray; Nathan Sanfilippo; Nicole Sieller; Patrick Hiland; Rayrmond Lorson; Richard Conte; Richard Crlenjak; Richard Laufer; Ronald Bellamy; Ronald Cureton; Roy Caniano; Samuel Collins; Scott Barber; Steven Reynolds; Stuart Richards; Theodore Wingfield; Tomy Nazario; Tracy Walker; Victor McCree; W Lanning; Wayne Lanning