

From: Richard Urban *RI*
To: A. Randolph Blough; Brian Holian; Cornelius Holden; Daniel Holody; Daniel Orr; David Vito; Diane Screnci; Eileen Neff; Ernest Wilson; Frank Congel; George Malone; Glenn Meyer; Hubert J. Miller; James Luehman; James Wiggins; Karl Farrar; Leanne Harrison; Lisamarie Jarriel; Marc Ferdas; Scott Barber; Wayne Lanning
Date: 1/27/04 4:18PM
Subject: Re: Draft Letter to Salem/Hope Creek re Work Environment

Attached is the latest version of the Salem/Hope Creek work environment letter. A few minor comments from Region I management and Jim Luehman of OE have been incorporated. It has not changed much from the earlier version sent out this morning.

This version is currently proceeding through the concurrence chain in Region I. If you have any comments, please send them to Dan Holody, David Vito and myself. Thank you.

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Act, exemptions 5
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From: Daniel Orr *RT*
To: Glenn Meyer
Date: 1/29/04 2:52PM
Subject: PSEG Supervisory /SCWE Mtg

PSEG brought together all its supervisors, managers, leaders, for both non-union and union today at 13:00 to roll-out the work environment letter. About 200 were in attendance. Chris Bakken and John Carlin were the presenters. I did not notice any other company officials present.

It was obvious that PSEG spent a lot of time preparing for the meeting. The atmosphere was very sober and Bakken and Carlin were in 100% agreement with the letter. The only negative spin I sensed was Carlin's pitch that perception is reality and that PSEG needs to improve other people's reality through better communications. If other's picked up on that, and I do not believe it was intentional based on Carlin's strong stance for a totally safety conscious work environment, Chris Bakken did a good job of dispelling denial. He told each individual that if they are in denial after reading the letter, they need to re-zero themselves, the letter is accurate and it is an opportunity to improve the work environment. Chris did take credit for PSEG already being aware of work environment issues. Their awareness was attributed to his assessment after arriving here last Fall and also an initial scan of the Synergy Survey. Both Chris and John were very supportive of the regulatory action. Copies of the letters were available and a promise that a company wide e-mail would provide an electronic copy.

A few questions were asked afterwards. The most interesting one was, "Please excuse me but I am in denial, tell me why I feel that way, and why does the NRC see it differently." Chris did a good job providing a site example that illustrated where management did a poor job with a safety issue and went on to say there are many more examples. He used the Hope Creek EDG exhaust fumes example from several months ago.

PSEG's corporate legal counsel will run an independent survey of the work environment. Chris and John also stated that Roy Anderson has already developed a plan and they will stay the course. Addressing the work environment would be part of where they saw a disconnect with the metrics.

Chris and John challenged each individual to understand their particular involvement. All were tasked with rolling out the communication to the staff and working level. Chris and John made themselves personally available to respond to group or even individual discussions. Chris and John indicated in response to a question, that this may be a long process.