

D. Vito
E. Neff
7C

From: [Redacted]
To: <DJV@nrc.gov>, <EXN1@nrc.gov>
Date: 2/24/04 11:05AM
Subject: more on PSEG

Dave and Eileen,

I received this last night. I'm sure you've already heard of the organization announcement.

Please note the message in blue related to the change in the notification process, the lack of training on it, etc. Changing something as important as this process without building the foundation for the change to take root and be successful is another example of flawed thinking and flawed leadership. I wonder if the company followed its own "Change Management Procedure."

I am concerned that PSEG is once again rushing to show the NRC a bunch of "quick fixes" in response to the Jan. 28 letter to Jim Ferland instead of being willing to deal with root problems and issues.

Maybe the executives don't know the difference between band-aids and real, long-term fixes.

The company is also rushing to get in a two-day meeting on the Synergy survey results this Thursday and Friday....before the response deadline.

One of the "stumbling blocks" to success at the site has been the penchant to rush to "do something, do anything, just show you're busy" without the forethought required....a shot-gun effect vs. a laser beam.

I'm afraid history may be repeating itself once again.

Kymn

Hi guys, info. why can't we do one change at a time. note that Our notification process and CR Process procedures have been entirely changed to those reflecting many of Exelon's and a power point was sent out to all the managers yesterday. they are to show it to their people and it goes into effect on Monday.

No wonder our Org is not successful; we set people up to fail. We know that we have a NRC "White Finding" on CAP, so what do we do? Entirely change the procedure and hopefully, people will read it before it goes into effect March 1st.

hope that you guys are well and happy. See Org change below. will chat more another time.

February 23, 2004

PSEG NUCLEAR NAMES MICHAEL BROTHERS
AS VICE PRESIDENT - SITE OPERATIONS
A.Christopher Bakken, III to Become Senior Vice President -Nuclear Operations

Information in this record was deleted
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Act, exemptions 7C
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T-85

PSEG Nuclear president and chief nuclear officer, Roy Anderson, today announced the appointment of Michael H. Brothers as vice president-site operations. Brothers, who most recently served as a consultant to the NRC during its audit of Davis Besse, is recognized as a specialist in worker safety and work environment issues.

"Mike brings the benefit of his experience as a first rate, hands-on technical operations specialist," said Anderson. "He is widely acknowledged in the industry as a superb technician who has also been highly successful in implementing safety conscious work environment (SCWE) initiatives." Brothers, 49, will report directly to A. Christopher Bakken, III who previously held the position of senior vice president-site operations and who will now become senior vice president-nuclear operations reporting to Anderson. In addition, both David F. Garchow, vice president-engineering and technical support and John Carlin, vice president-nuclear assessment will also report to Bakken.

In his new position, Brothers will be responsible for the day-to-day management of PSEG Nuclear's Salem and Hope Creek Generating Stations. Brothers has experience with both PWR and BWR technologies. His appointment becomes effective March 1, 2004.

Anderson said Brothers' appointment will allow both he and Bakken to focus more directly on the station's SCWE efforts and the company's commitment over the next five years for significant capital improvements to Salem and Hope Creek. "Those improvements," said Anderson, "are part of PSEG's substantial commitment to the long-term safe operation of the station."

Anderson said the series of management changes at Salem and Hope Creek are part of a larger effort to develop longer-term leadership for PSEG's nuclear business. "Both Chris Bakken and Mike Brothers are a smart investment in the future of this station," said Anderson. "Together, along with Dave and John, they bring a level of physical plant management, employee safety and operational excellence that is necessary for this organization to consistently be among the best performers in the nation."

Brothers has over twenty-five years of technical engineering and engineering management experience. He spent fourteen years with Northeast Utilities leaving as vice president-operations for Millstone Nuclear Station responsible for all aspects of the restart readiness of Millstone 2 and 3 following multi-year shutdowns of both units. Prior to that, he was the lead start-up engineer for Westinghouse Electric Corporation overseeing plant startups across the country. He served in the United States Navy as a nuclear officer from 1976-1980. He received a B.S. in Engineering Physics from the University of Oklahoma in 1976 and an M.S. in Computer Science from Rensselaer Polytechnical Institute in 1989. Brothers was licensed as a senior reactor operator.

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