

From: A. Randolph Blough *RI*  
 To: Harrison, Leanne; Vito, David  
 Date: Fri, Oct 15, 2004 11:22 AM  
 Subject: ARB form from 10/14/04 discussion re: HC SCWE issues following 10/10 event

- SENSITIVE ALLEGATION INFORMATION -  
 PROTECT ACCORDINGLY -

I completed item #2, call to [REDACTED] at 5:30 pm, 10/14/2004. Gene Cobey participated also. I relayed the messages as requested by the panel and stayed within the panel-specified limits of discussion and detail.

[REDACTED] had just received a highly critical email directly from the allegor, so it took some time to set the context - i had not yet seen the allegor's email to [REDACTED] but he may have initially thought I was calling solely in response to that email. Ultimately, we had a productive call that fully met the panel's intent. Enclosed for the record are two email's from the allegor to [REDACTED] - - the one I mentioned above and one she sent later last night - - I was cc'd on both

*7C*

>>> David Vito 10/15/04 09:51AM >>>  
 - SENSITIVE ALLEGATION INFORMATION -  
 PROTECT ACCORDINGLY -

See attached final ARB sheet for RI-2003-A-0110.

CC: Cobey, Eugene; Farrar, Karl; Gsb; Holody, Daniel; Lorson, Raymond; Teator, Jeffrey

Information in this record was deleted  
 in accordance with the Freedom of Information  
 Act, exemptions *7C*  
 FOIA- 2005-194

*1-226*

**Mail Envelope Properties (416FEB1C.87C : 9 : 34932)**

**Subject:** ARB form from 10/14/04 discussion re: HC SCWE issues following 10/10 event  
**Creation Date:** Fri, Oct 15, 2004 11:22 AM  
**From:** A. Randolph Blough  
**Created By:** ARB@nrc.gov

**Recipients**  
 kp1\_po.KP\_DO  
 DJV (David Vito)

nrc.gov  
 kp1\_po.KP\_DO  
 DJH CC (Daniel Holody)  
 EWC CC (Eugene Cobey)  
 GSB CC (Gsb)  
 JAT CC (Jeffrey Teator)  
 KLF CC (Karl Farrar)  
 LMH1 (Leanne Harrison)  
 RKL CC (Raymond Lorson)

<b>Post Office</b>	<b>Route</b>
kp1_po.KP_DO	
kp1_po.KP_DO	nrc.gov

<b>Files</b>	<b>Size</b>	<b>Date &amp; Time</b>
MESSAGE	1749	Friday, October 15, 2004 11:22 AM
Mail		
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**Options**  
**Expiration Date:** None  
**Priority:** Standard  
**Reply Requested:** No  
**Return Notification:** None

**Concealed Subject:** No  
**Security:** Standard

7c

**From:** [REDACTED]  
**To:** [REDACTED]  
**Date:** Thu, Oct 14, 2004 2:39 PM  
**Subject:** Nuclear Safety Issues at Hope Creek

I am contacting you despite ongoing litigation because I am gravely concerned about the nuclear safety issues at Hope Creek.

Although I am not your Organization Effectiveness Consultant or Coach, I am writing you to with my best counsel as if I were. I hope you will take this as intended: in support of you, the employees, the public, the industry, the country. The last thing we need right now is a nuclear event or fatalities at an American nuclear generating station.

This "Unusual Event" at Hope Creek provides a prime opportunity for you to model the "new culture" or reinforce the old one. So far, from what I have read and heard, the old one is being reinforced and ground is being lost, not taken.

If you think your 10/12/04 global email "Straight Talk from [REDACTED]" built trust in you, especially from the operators at HC, you are sadly mistaken. The perception is that you minimized the pipe break, subsequent errors and entire event. This further eroded trust in you and in PSEG leadership. I know you well enough (I think) to know that was not what you intended, but that was the consequence. Ask around at Hope Creek. Ask the engineers. Ask the training instructors. Ask practically anyone.

If [REDACTED] or someone else wrote your message, calibrate him/her. These global messages have become a trust-eroder, as opposed to a trust-builder. If you fear putting what really happened in a global message, don't bother sending one out. "Sugar coated" messages from the CNO hurt the cause, not help it.

I implore you to go over to HC every day, both day and night shifts, to SEE and HEAR the people, especially the operators. If you haven't done this already, no matter what else is on your plate, you are missing a HUGE opportunity...both to learn and to show you care.

A notification was written in April, 2004, "foreshadowing" this very event--but nothing happened. How do you think that Control Room Operator feels? Though you say "some steam escaped into the turbine building," that wasn't the experience of those on duty that night, who witnessed the turbine building nearly full of steam. How do you think the NEOs and contractors who could have been working in there feel?

Assembly nor Accountability was called....do you think caring for the workers was demonstrated?

People knew shortcuts had been taken to declare HPCI operable before the July 30 LCO expired...so was it really operable? Why were those short cuts tolerated? Why were the people raising objections not listened to? You have NEOs, NCOs, SROs, and managers now believing the unit is not safe to restart, yet there's already talk of commencing start-up as early as Monday. The Load Dispatcher can tell you what he has been told.

In addition to all this, you have a courageous manager willing to risk his standing in the organization to bring out the subtle and not-so-subtle nuclear safety concerns plaguing the site. Have you immediately contacted him, thanked him, and modeled the kind of reaction you want others to take? Or has this

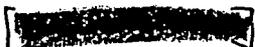
been "buried" in the system such that you and/or your top team don't even know about it yet?

I know I am contacting you without having all the facts. But I have enough of them, [REDACTED] to be concerned and to bring this matter to your attention. And I will do whatever I can to support safety as the TOP priority at the site. As one person said yesterday, and I believe he speaks for many, "I just want to work in a safe plant. I don't want to see someone get killed. We got lucky."

"Luck" is not a nuclear safety strategy. I urge you to ACT NOW. Get the word out to everyone that Hope Creek will NOT restart (despite the problem of 10+ days of fuel needing to be burned before the refuel outage) until it is fully safe to do so...and until you have the support of the Hope Creek Operations team, not just a handful of "yes men." Don't settle for less, [REDACTED]. There is too much at stake....for all of us. Be a Leader Worth Following.

Kymn

N. Kymn Harvin, Ph.D.  
Leaders Worth Following:  
People Who Move the World



EX 7C

CC: <ARB@nrc.gov>, <ewc@nrc.gov>, <jill.lipoti@dep.state.nj.us>, <kent.tosch@dep.state.nj.us>, <mike.brothers@pseg.com>, <neil.bergh@pseg.com>, <lawrence.wagner@pseg.com>, <dlochbaum@ucsusa.org>