

Attachment 3

March 25, 2003



[REDACTED]
PSEG
80 Park Plaza
Newark, NJ 07102

via facsimile and certified US Mail

Dear [REDACTED]

I am writing to call PSEG's attention to nuclear safety issues that I have tried without success, to raise with my immediate supervisor, PSEG [REDACTED] 7C
Indeed, as set out below, I have been subjected to unlawful reprisals for my attempts to raise these issues.

In my position as Manager, Culture Transformation, I have repeatedly expressed at formal and informal meetings and discussions among management at PSEG Nuclear that leadership weaknesses, failings, and inadequate attention to employee-raised issues at our site is a matter of nuclear safety. Beginning in about the Spring of 2001, at a weekly staff meeting convened by [REDACTED] where I point-blank stated this concern, and in subsequent monthly one-on-one meetings with [REDACTED] and informal meetings with [REDACTED] 7C
I have called attention to the increasing risk of nuclear safety errors at these facilities related to the alienation, poor morale, and lack of empowerment felt by numerous leaders and workers. I have repeatedly called attention to the lack of engagement and involvement by critical leaders with nuclear safety responsibilities and have discussed these matters with each [REDACTED]

I have pointed out the disenfranchisement of employees, the increased likelihood of mistakes in judgment and action given the frustration, anger and bitterness (especially with the Salem Nuclear Equipment Operators), concerns that the site is being mismanaged, and that safety concerns are paid lip-service, not real attention. As a high-level manager put it, "We focus on appeasing employees' safety concerns vs. resolving them." Our declining industrial safety performance in 2002 gives credence to these views.

Since I first raised these concerns with [REDACTED] I have been increasingly marginalized. I spent the better part of an hour-long meeting with [REDACTED] on February 28, 2003 reiterating these concerns. At the conclusion of the meeting, [REDACTED] informed me that my employment with the Company would be terminated, effective April 16, 2003. [REDACTED] informed me that I had the option of continuing to work at PSEG Nuclear up to the April 16 termination date. P-222

Information in this record was deleted
in accordance with the Freedom of Information
Act, exemptions 7C
FOIA- 2005-0194

[REDACTED]

March 25, 2003

Page 2

Last Thursday, March 20, I met again with [REDACTED] I told him again about my nuclear safety concerns based on information I had received from other members of management at the PSEG nuclear facilities. I told [REDACTED] that the Company's production-at-the-expense-of-safety approach has concerned and pressured members of management to have to defend choices that honor safety first. I told [REDACTED] that these concerns have been voiced by management employees at various levels, including SRO licenseholders. I told [REDACTED] that one of these individuals, who [REDACTED] has told me he trusts and respects, that morning called PSEG Nuclear's current state "dangerous." I told [REDACTED] that this individual and others have told me that they are reluctant to come forward with their concerns for fear of reprisal. I asked [REDACTED] what we should do about this. He said, "We don't do anything because, you know, it is everything you would expect to see...it's a bunch of bullshit." Toward the end of our meeting [REDACTED] said the words "I appreciate the dialogue." However, his demeanor and tone throughout the meeting gave a very different message. 7C

Later that evening, I met with [REDACTED] [REDACTED] shared with me many of his concerns, including safe operations of our facilities. [REDACTED] told me he is concerned about our lack of defense-in-depth thinking, our not consistently coming from safety in our decision-making and our under-reaction to human performance events. He also mentioned "other events" that have resulted from these points of concern. They are a matter of record and were summarized in several documents given to the management team. He also confided in me that he has to do the "thinking" for the entire site and is too often the last line of defense. He said, "I believe we are one step away from the NRC taking the keys away." I urged him to get help. He told me he did not know where to turn since [REDACTED] of PSEG Power, had not been supportive and wasn't allowing him to make any personnel moves. I told [REDACTED] about my conversation with [REDACTED] including the bottom line that these concerns were "bullshit." [REDACTED] did not seem surprised. He simply shrugged his shoulders. 7C

The following day, Friday, March 21, I received a call from Human Resources asking me to meet with [REDACTED] our site [REDACTED] on Monday. I was told the topic was "your layoff." I met with [REDACTED] yesterday. He told me that [REDACTED] had instructed HR to "accelerate" my departure date to the end of this week. I told [REDACTED] that I wanted to keep working until April 16 in accordance with the termination documents I had received from the Company and in accordance with [REDACTED] express representation to me at the time he told me of the termination. [REDACTED] said that [REDACTED] now wants to be sure I know that my position was eliminated. I told [REDACTED] that I had been told by [REDACTED] that the incoming [REDACTED] had the [REDACTED] for this reason. I wanted to continue 7C

[REDACTED]
March 25, 2003

Page 3

working until April 16 as planned. [REDACTED] said that [REDACTED] had told him that I no longer have this choice and that I have to leave active employment by this Friday, March 28. 7C

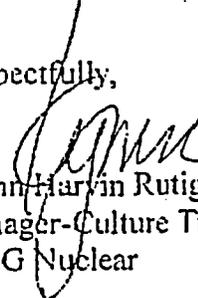
It is clear that my employment was terminated by [REDACTED] and I am now being asked to leave active employment early at [REDACTED] behest, because I expressed to him the safety, mismanagement and leadership concerns outlined above. PSEG's actions towards me are inconsistent with its own Standards of Integrity, and they are diametrically opposed to your expressed commitment to a PSEG workplace in which safety concerns should be voiced and addressed without fear of this kind of reprisal.

The employee handbook advises that these issues should be raised through the Employee Concerns Department. For this reason, I am copying them on this letter. However, since this department ultimately reports to [REDACTED] I am addressing this letter, these issues, and my concerns about safety at PSEG Nuclear to you.

I have retained legal counsel to represent me in discussions with PSEG Nuclear regarding my separation from employment. They are Stephen Long and Scott Carroll of Drinker Biddle & Reath. The Company's Law Department should expect to hear from them shortly. If PSEG or its lawyers wish to contact my attorneys, they may reach them at Drinker Biddle & Reath's office in Florham Park.

In the meantime, I believe it is vital that the PSEG Nuclear safety issues be the subject of a thorough, impartial and independent investigation. Too many knowledgeable, respected management personnel at both sites have told me that the safety situation is getting out of hand. I urge you to cause an independent investigation to occur without delay.

Respectfully,


Kymn Martin Rutigliano, Ph.D.
Manager-Culture Transformation
PSEG Nuclear

cc: ✓ PSEG Nuclear Employee Concerns