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Date: 2/26/04 4:32PM
Subject: Overview of Synergy survey results at Salem\HC

~~Sensitive & company proprietary~~

The attached file provides a one-page initial overview of the executive summary of the Synergy survey results, which PSEG considers sensitive and proprietary. Please handle accordingly.

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Initial Overview of Synergy Survey Conclusions

On February 26 Marc Ferdas scanned the executive summary of the Synergy survey for Salem & Hope Creek, which is available for review onsite. (PSEG has been very sensitive to public release of the report.) Summary conclusions are as follows:

Overall, there is nothing new or startling when compared to assessments based on inspection findings and the ongoing special review.

The main "opportunity for improvement" -

Plant equipment and material are degraded and appear to be worsening. This is manifested by long-standing/recurrent equipment problems, and the number of workarounds and compensatory measures.

Areas to address regarding the main opportunity:

1. Management commitment to resources
2. Corrective action program effectiveness (resolution timeliness and adequacy)
3. Maintenance work preparations and planning (timeliness of CA)
4. Effectiveness of engineering work planning
5. Maintenance "contact" or "wrench" time

Under "other opportunities for improvement" 18 areas are provided. The three Priority 1 areas are as follows:

- A. Improve management communications
- B. Establish a more effective management \ union working relationship
- C. Instill site philosophy of "Do it right the first time"

The following organizational areas were evaluated and found to be poor when compared to the nuclear industry:

- Nuclear culture \ safety conscious work environment (SCWE)
- General culture
- Management \ supervisory behaviors and practices

Glenn Meyer
February 26