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From: Hubert J. Miller
To: David Vito; Ernest Wilson
Date: 3/22/04 8:20AM
Subject: Comments re: Meeting w/PSEG

Ernie, these are, indeed, the kind of questions we need to understand about the IAT methods. See my previous email.

Glenn, this needs immediate attention as we discussed last Thursday after the meeting....presume you have been pursuing this on that basis.

Hub

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>>> Ernest Wilson 03/19/04 12:15PM >>>
Dave,

A few comments on your comments: As I understand it Mike Brothers and Billie Garde have worked alot together over the last few years, and I think I heard somewhere that she will be providing the SCWE/culture type training at the site (although PSEG didn't indicate that yesterday).

I think the ERB at Millstone stood for Executive Review Board. Anytime there was going to be some form of personnel action a handful of supervisors from different departments got together to review the action to see if there was any hint or suspicion of H&I or potential for chilling effects before the company carried out the action.

Concerning the IAT, it would be interesting to know how the IAT is going about their business, i.e., how are they documenting the interviews; are they taping; is there more then one person doing the interviewing; is an attorney present; are they permitting the witness to review the interview reports/results to make sure the IAT got it right; and how much will be made available to the NRC (investigator notes, write-ups, etc.).

Ernie

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>>> David Vito 03/19/04 11:23AM >>>

I stayed for while after the group departed last night to talk with Lisa Jarriel about her impressions of the meeting. She had several good comments that I wanted to share with everyone.

SCWE Result Matrix - Lisa indicated that other facilities (Mike Brothers has been involved in at least one) undergoing this type of review have developed a matrix that compares the Best Practices for a Safety Conscious Work Environment to the results of the various tools that are being used. Such a matrix allows a comparison of the tools to see if they are measuring the same things and/or the right things. Since Mike Brothers is now at PSEG, we may want to suggest to him that PSEG also consider generating such a matrix.

IAT - Independence, randomness of selection of interviewees, ID protection, open door aspects - I don't want to speak for everyone, but Lisa and I had a little apprehension, after listening to their description of the IAT, as to whether the IAT had established a process which would account for these attributes and assure that they get what they need (and not necessarily what they might like). It might be a good idea to look over their shoulders with regard to: how they are selecting those who are interviewed; what kind of confidentiality policy is associated with the process; and whether there is an "open door" policy for providing information to the IAT, and if there is one, how that message was imparted to the site staff. One could wonder if the IAT will provide results that will be as candid as the results that are generated by the Synergy and USA reviews.

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Management Training - PSEG made several statements about training that is being or will be provided to managers regarding SCWE, but they did not describe the training in any detail. Lisa indicated that she would like to review whatever training programs, policies, or procedures, that are being or have been developed regarding SCWE at Salem/Hope Creek.

Event Review Board - Lisa and I discussed ~~Mike Brothers~~ knowledge of the ERB, which is a process change that was made at Millstone with regard to getting a rapid handle on any personnel action or event/incident that has any hint of involving retaliation or chilling effect. It involves gathering all facts about a given action (preferably before the personnel action is taken) or incident and any other similar actions to assure that the current action doesn't involve aspects that could be perceived as retaliatory, e.g., disparate treatment. This concept has worked well at Millstone, and is probably a significant contributor the turnaround in SCWE there. We may want to ask PSEG ~~(Mike B.)~~ if they are considering adopting a similar process.

~~[Handwritten signature]~~
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CC: A. Randolph Blough; Daniel Holody; Glenn Meyer; Lisamarie Jarriel; Scott Barber