

Public Service
Electric and Gas
Company

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LR-N95023

United States Nuclear Regulatory Commission
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Washington, DC 20555

Gentlemen:

**WRITTEN RESPONSE TO PRELIMINARY SALP REPORT
REPORT NOS. 50-272; 50-311/93-99
SALEM GENERATING STATION
DOCKET NOS. 50-272 AND 50-311**

In your cover letter to the preliminary Systematic Assessment of Licensee Performance (SALP) report for the Salem Generating Station, dated January 3, 1995, the NRC requested that PSE&G provide written comments, including any correction of factual information, within 20 days following a public exit meeting held on Wednesday, January 18, 1995. This letter provides the requested written response.

PSE&G agrees with the NRC's overall assessment of Salem Station performance as described in the report. We appreciate your constructive critique and will use this input to continue to improve our performance.

As discussed at the public exit meeting, we have ongoing activities and corrective actions in place to address identified weaknesses. We will continue to self-assess our results and develop additional corrective actions as necessary. Let me take this opportunity to restate the issues we see as critical to achieving our goal of operational excellence and to reaffirm that we are taking the actions required to achieve that goal.

Our number one priority is safe, event-free operations. Primary responsibility for plant control resides with the Operations department. We have communicated our expectation for conservative operational decision-making and a questioning attitude. This expectation will be continually reinforced.

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We are taking the steps needed to ensure that maintenance of our plants is timely, effective and results in enhanced operational reliability. This will be achieved through a strong sense of ownership and accountability for both the equipment and the maintenance schedules. We recognize that our root cause analysis process must enable precise problem identification and timely resolution. Management has refocused our experienced and able workforce to achieve these results.

We understand that our Engineering staff must be a strong contributor to an effective operating team. We are taking steps to capitalize on the abilities of our Engineering personnel for identifying and eliminating the causes of equipment failures and for optimizing equipment reliability to preclude operational challenges. Through strengthened communications, we are ensuring that Engineering remains focused on supporting plant operations.

As a team, our organization must demonstrate impressive communications. We have reinforced our expectation that quality will be an integral part of all that we do rather than relying on inspection to verify that quality is present.

Utilizing a defense-in-depth approach, we will employ critical self-assessments, backed up by a strong, aggressive and independent oversight organization. We will take the steps needed to ensure that these critical self-assessment processes identify and resolve issues in a timely manner.

The Nuclear Business Unit is re-structuring as an organization and we are putting the right people in place to meet these challenges. The actions we are currently implementing, as described in our correspondence of November 1, 1994, reflect our commitment to achieving our goals. We will closely monitor and validate the results of these actions and will use this data to enhance our initiatives where needed. These initiatives will result in the improved performance that both PSE&G and the NRC expect of Salem Station. We will ensure that our corrective actions effectively address the root causes which have kept Salem Station from meeting our goals for operational excellence.

Should you have any questions or comments on this transmittal, do not hesitate to contact us.

Sincerely,



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