



**Commonwealth Edison**  
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May 2, 1980

Honorable Richard T. Kennedy  
Commissioner  
U.S. Nuclear Regulatory Commission  
Matomic Building  
1717 H Street, NW  
Washington, D.C. 20555

Dear Commissioner Kennedy:

I have just read your April 17 testimony before the Subcommittee on Energy and Water Development, and I want to compliment you on your candor. I must say that I agree with your philosophy, especially on reorganizing. Unfortunately, a great deal of attention since Three Mile Island seems to be directed toward reorganizing the licensees operations. What we really need are good people focusing on the real problems. I believe the vast majority of the utilities in this country have good people, but their attentions are being diverted and diluted responding to regulatory detail (much of which is ill defined and poorly directed). The NRC also seems to be obsessed with the separation of safety responsibility from the line operation responsibility. That is like your position on politics and the Commission. What we will do is take some of our best people away from line responsibilities and make them inspectors and auditors -- just another layer of regulation.

Performance of our operations here at Commonwealth Edison had reached all time highs by all measurements, including NRC's. Although there were several major lessons learned from TMI, it is unfortunate that we have now diverted our attentions from improving the operation. The past year has certainly set us back several years.

Sincerely,

Byron Lee, Jr.  
Executive Vice-President

cc Chairman Ahearne  
William J. Dircks

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