

Commissioner Merrifield Messages to PSEG

CEO and Corporate Officer

- Organizational cultural change - willingness to adopt a corporate level safety policy that is implemented by the board of directors and acknowledged at that level and rolled down to the Nuclear Organization¹
- Importance of consistent corporate support in addressing longstanding equipment and corrective action issues
- The need to avoid the appearance of production pressure when communicating with on-site leadership
- Receptiveness to slow performance improvement to build organizational trust instead of emphasis on short term actions for quarterly economic gains
- Acknowledging the loss of talent and corporate memory in engineering and other areas because of corporate cost cutting and organizational streamlining
- The detrimental effects of spare parts reduction strategy (to minimize corporate income taxes) on the ability to perform timely and effective repairs to critical plant components

Plant Leadership and Staff

- Operator and Senior Operator responsibility for operating safely and conservatively in the face of production pressure
- Reducing plant staff's willingness to proceed when faced with uncertainty
- Adverse effects of self censorship
- Operational decision making - how decisions made to emphasize short term gains detract from long term trust
- Coping with inexperience and/or complacency in the system engineer ranks. Evaluating the need for additional training for new engineers and motivation for long term engineers.

¹Shortcomings in Safety Management: Symptoms, Causes, and Recovery, 1998, B.D. McTavish, W. Travers, et. Al

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