


From: Samuel Collins   
To: Blough, A. Randolph  
Date: 8/23/04 7:07AM  
Subject: Re: Fwd: Yesterday's Meeting-Salem / HC Allegor

note attached.....thanks.

CC: Vito, David; Wiggins, James

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**From:** Luis Reyes | EDO  
**To:** Collins, Samuel  
**Date:** 8/23/04 6:41AM  
**Subject:** Re: Fwd: Yesterday's Meeting-Salem / HC Alleger

Pass along to the RI team my congratulations on achieving the strategic goal of OPENNESS in this important endeavor.

>>> Samuel Collins 08/22/04 05:47PM >>>

Note success of team to achieve alignment and support the Openness goal....Sam

From: [REDACTED] 7C  
To: <ARB@nrc.gov>, <DJV@nrc.gov>  
Date: 8/19/04 1:15PM  
Subject: Yesterday's Meeting

Randy and Dave,

Thank you for the meeting we had yesterday. I appreciated the opportunity to hear more about the findings/impressions/sense of things at Salem/Hope Creek. I left with a much keener understanding of the process and the NRC's approach to the investigation. I was also quite impressed with the team---Scott Barber, Tim Wingfield, and Anne Passarelli. I know others are involved as well, including the Resident Inspectors. Please convey my appreciation to all.

I am sure you and the investigators realize there is often an "unwritten rule" at play, especially in assessments and investigations, that says, "Do not to implicate current executives; put responsibility on those who've left." Corporate attorneys, who often brief employees before they are interviewed and may then accompany the person during the interview, make this clear in veiled ways. "Protect the 'big guns' at all cost" is another way of saying it. I realize we may never exactly know who-said-what-when regarding key decisions. I appreciate the extents you and your team go to to get to root issues and to understand dynamics and decision-making norms.

I support the NRC characterizing the SCWE at Salem/Hope Creek as a "substantive cross-cutting issue." Like you, I want to be sure PSEG gives this attention for the long haul, not just while Chris Bakken is CNO or while "the pressure is on." I believe such an action would also signal the industry that the NRC considers a strong SCWE to be a significant cornerstone to nuclear safety and performance. As I've said many times, let's have as much "good" (and good learning) come of this and make the industry stronger.

Please feel free to contact me any time. Thank you again.

Kymn

N. Kymn Harvin, Ph.D.  
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CC: <sjc1@nrc.gov>, <ewc@nrc.gov>, <aep@nrc.gov>, <twv@nrc.gov>, <gsb@nrc.gov>