

*M. Ferdas*

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**To:** "msf2@nrc.gov" <msf2@nrc.gov>  
**Date:** 2/24/04 7:27AM  
**Subject:** FW: FYI | A Letter from Chris Bakken - Open Communications

-----Original Message-----

**From:** Nuclear Communications  
**Sent:** Monday, February 23, 2004 10:57 AM  
**To:** ENTNBU  
**Subject:** FYI | A Letter from Chris Bakken - Open Communications  
**Importance:** High

Open Communications

I want everyone to be up to date on the letter we received from the NRC concerning our safety conscious work environment, and our response to it.

Two large assessments are planned to help us understand our issues and where we need to focus our attention to improve. These assessments will require lots of activity and many interviews to be successful.

The Utilities Service Alliance (USA) assessment, scheduled since last year, will start March 1 and continue through March 5. USA is recognized by our industry for their excellence in performing safety culture assessments. They've completed about a dozen assessments using their standardized format. The USA assessment team will have members from Columbia Generation, Cooper, D.C. Cook, Fort Calhoun, Susquehanna, Wolf Creek, Fermi 2, Darlington (Canada) and INPO. The team will be lead by Bill O'Connor, Vice President Nuclear Generation at Fermi.

In response to the NRC letter, a second, Independent Assessment Team was formed under the direction of Frank Cassidy, President of PSEG Power. The team will be lead by James O'Hanlon, former CNO of Dominion with several

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other former industry and NRC executives participating. This team will begin interviews with employees on Tuesday, February 24.

You should understand that these visitors are here to help us improve, not to hurt us. This being said, both your cooperation and participation is crucial to the teams' success, and to ours. I want you to be open and honest with the assessors; don't think there's anything to hide. If there's something on your mind, get it on the table. We need to get to the root of our issues to improve, and voicing concerns is the only way to do that.

So I'm clear, I want you to raise any issues or concerns you have to the visiting assessors, I want you to be open and honest with them, and I want you to help make them successful. You have my personal commitment, there will be no retaliation for raising issues or voicing concerns to the assessment teams or otherwise.

So, help me welcome our visitors and get the most from this opportunity as we can. Thanks.

Chris Bakken  
Senior Vice President - Site Operations

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