

**From:** Hubert J. Miller *RM*  
**To:** Guy Caputo; Jim Dyer; Samuel Collins  
**Date:** 1/29/04 6:05PM  
**Subject:** Fwd: Summary of PSEG site-wide Meeting on NRC letter

FYI

My conversations with Ferland and Anderson yesterday were reasonably positive. Roy actually seemed to say this will help him with what he knows he needs to do onsite.

Rollout of the letter on site today by Chris Bakken/John Carlin was also in the right direction.

So far there has been no external awareness of the letter....that will likely come soon.

Lastly, we have been told that the group of employees who were intending to go to "60 Minutes" has decided they don't need, for now, to do that. The word is that they do, however, want to talk to NRC. We will pursue this through our ongoing special review/allegation process.

**CC:** John Jolicoeur

*C-54*

**From:** Hubert J. Miller *RT*  
**To:** Daniel Orr  
**Date:** 1/29/04 5:59PM  
**Subject:** Re: PSEG Supervisory /SCWE Mtg

thanks for the good update.... i am glad to hear that top officials are dealing with this constuctively and positively

>>> Daniel Orr 01/29/04 02:51PM >>>

PSEG brought together all its supervisors, managers, leaders, for both non-union and union today at 13:00 to roll-out the work environment letter. About 200 were in attendance. Chris Bakken and John Carlin were the presenters. I did not notice any other company officials present.

It was obvious that PSEG spent a lot of time preparing for the meeting. The atmosphere was very sober and Bakken and Carlin were in 100% agreement with the letter. The only negative spin I sensed was Carlin's pitch that perception is reality and that PSEG needs to improve other people's reality through better communications. If other's picked up on that, and I do not believe it was intentional based on Carlin's strong stance for a totally safety conscious work environment, Chris Bakken did a good job of dispelling denial. He told each individual that if they are in denial after reading the letter, they need to re-zero themselves, the letter is accurate and it is an opportunity to improve the work environment. Chris did take credit for PSEG already being aware of work environment issues. Their awareness was attributed to his assessment after arriving here last Fall and also an initial scan of the Synergy Survey. Both Chris and John were very supportive of the regulatory action. Copies of the letters were available and a promise that a company wide e-mail would provide an electronic copy.

A few questions were asked afterwards. The most interesting one was, "Please excuse me but I am in denial, tell me why I feel that way, and why does the NRC see it differently." Chris did a good job providing a site example that illustrated where management did a poor job with a safety issue and went on to say there are many more examples. He used the Hope Creek EDG exhaust fumes example from several months ago.

PSEG's corporate legal counsel will run an independent survey of the work environment. Chris and John also stated that Roy Anderson has already developed a plan and they will stay the course. Addressing the work environment would be part of where they saw a disconnect with the metrics.

Chris and John challenged each individual to understand their particular involvement. All were tasked with rolling out the communication to the staff and working level. Chris and John made themselves personally available to respond to group or even individual discussions. Chris and John indicated in response to a question, that this may be a long process.

**CC:** A. Randolph Blough; beh; Djh; Dps; Glenn Meyer; jtw1; Rvc; W Lanning