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Date: 3/30/04 6:30PM  
Subject: PSEG and Industry SCWE

Randy,

I believe I made it clear to you and others at the NRC that I am committed to much good coming of this matter re. PSEG for as many people as possible and for the NRC and the industry.

I am "hungry" for ways to make that happen.....for SCWE to be better understood throughout the industry, for better training and leadership development opportunities to be created to help make SCWEs reality, and to improve safety and performance throughout the industry. It seems to me that somehow there is a role for the NRC to play in making this happen.

I would like your help in directing me to the "right" people to talk with, either in Region 1 or Washington, about this. Possibly I can interest Penn State in developing, in partnership with the NRC, INPO, utilities, a curriculum that addresses this.

The following was sent to me by an Engineer at Millstone: It has insights about PSEG and the need for what I stated above.

Interestingly, the three most safety culture toxic managers I know of left Millstone and have now all been hired at PSEG into some senior positions. If this is representative of PSEG's hiring practices, I would say Salem and Hope Creek probably never really had a chance at a healthy safety culture.

There is an INPO training film on leadership arrogance that shows Millstone managers interacting arrogantly with the NRC. INPO's senior human performance manager told me about it. NU released it to INPO on the condition it not be made public, and that it be used for leadership training only. I would not be surprised if one or more of the people on film work at PSEG today. Would they have been hired if PSEG knew in advance that they were poster boys for arrogance? Historically, managers have been hired for their production skills, period. Culture skills do not even register on the radar screen. This is what has to change. This starts with assessing manager culture skills and performance.

Whether INPO will ever embrace the concept of safety culture management is unknown, but the doorway to INPO embracing it is most certainly the INPO human performance department. Human performance people understand that safety culture is all about people. The NRC and most industry managers still see safety culture as all about equipment performance.

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