

From: Theodore Wingfield
To: Barber, Scott; Wingfield, Theodore
Date: 6/2/04 10:28AM
Subject: Rev. 1 to SCWE Summary Memo

Scott,

See attached ... I included a summary of "what it (the production pressure part) means to me" (included below):

The comments below and the table above leads me to the following conclusions. First, most (36%) of the negative comments given by PSEG employees concerning their view of the Safety Conscious Work Environment at Artificial Island were related to what they perceive as an excessive emphasis by senior management on production of power to the detriment of reactor safety. Second, most (62%) of the "production-related" comments stem from specific incidents with the Hope Creek stuck open main turbine bypass valve event generating the largest number of statements (18% of the specific incidents). Finally the suspected root cause of the comments were spread relatively evenly among the categories. Mostly there was a "general sense" or perception by the employees, based on the actions of management in specific incidents, that production is more important than maintaining reactor safety. Another significant contributor to the appearance of an excessive production emphasis was the large amount of comments denoting non-conservative decision making on the part of management.

Potential solutions to the above condition may include strengthening of communications between management and staff about the reasoning behind "important" decisions. Pressure to produce is expected in any company in our free market society. These comments may be convenient or logical given that context, but the appearance of a "production over reactor safety" attitude among management must be addressed because the consequences would be too great. Continual emphasis of reactor safety as the "number one priority" (logical since threatening reactor safety will eventually result in an accident or NRC mandated shut down, both of which result in the elimination of all production) and persistent support of conservative decision making by management should improve the employee perception in this area.

>>> Theodore Wingfield 06/01/04 04:16PM >>>
I expect to finish this tomorrow.

CC: Holody, Daniel

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