

NOT sent to
[REDACTED]

here's the letter:

March 24, 2003

Dear [REDACTED]

I am taking the risk of writing this letter to you because I have already chosen to trust you.

Why?

Three people I respect have told me great things about you: [REDACTED] and [REDACTED] who worked with you at Brunswick and [REDACTED] who worked with you at Pilgrim. They all say you are "top shelf." I am also choosing to trust you because I need to. On April 1, I become one of your direct reports. As the Manager of Culture Transformation, my charter is to work with site leadership to create a culture of excellence. We are far from that goal. Many of us are hopeful that you will lead us there. I am committed to supporting you as our new [REDACTED] and believe I have important information for you to weigh as you assume this position.

There are significant concerns at every level of this organization—technician to Vice President—about how our site is being managed. Concerns have escalated and deepened, especially since [REDACTED] retirement was announced two weeks ago, since Hope Creek went off-line, and since [REDACTED] has "frozen" all personnel moves. At the same time our environment has become more "chilled" and people are reluctant to speak publicly about their concerns, especially when they relate to what could be characterized as "mismanagement of the facility" and to "nuclear safety."

In my five years here, I have become accustomed to the usual venting and frustration. I am often a sounding board for people. However, what I have been hearing most recently cannot be characterized as mere venting. The concerns involve nuclear safety. And because they are being voiced by credible and respected members of the management team, some of whom hold licenses to operate the units, I felt I had to take action.

Last Thursday, March 20, I met with my boss [REDACTED] and shared my concerns and the concerns voiced to me. He point-blank said, "That's a bunch of bullshit." I left his office very dissatisfied and feeling these concerns were not taken seriously. That evening, I met with [REDACTED] and he actually reinforced these concerns. He told me he was very concerned about our lack of defense in depth thinking, us not consistently coming from safety in our decision-making, and our under-reaction to human performance and other "events." He also confided in me that he is having to do the "thinking" for the entire site and is the last line of defense way too often. [REDACTED] said, "I believe we are one step away from the NRC taking the keys away."

I pointed out to [REDACTED] that he must stay strong, that his leadership is the best we have right now, and that he needs to solicit help. He told me he doesn't know where to turn since [REDACTED] has been unsupportive. He also said he believes you have not been given the "truth" about where we really are as an organization. I also acknowledged being unsuccessful in all my attempts to have him, [REDACTED] and the other vice

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presidents realize our selection of leaders and our organization structure (not being unit-focused) are key issues. I expressed to my concern at [redacted] reaction to my raising of the nuclear safety concerns I was hearing. He simply shrugged his shoulders.

In the past 48 hours, I have contemplated what action to now take. Going to our Employee Concerns department isn't appropriate since the concerns involve some of the very people that department reports to. I have contemplated going to "my boss's boss", who in this case is [redacted]

I have, frankly, contemplated going directly to the NRC and know I always have the right to do that.

After being assured this weekend by senior license holders that the issues at hand are real and important but not at this time urgent, I have chosen to first bring this issue to you. Here's why: The unspoken question on the minds (and hearts) of the 1800 people at PSEG Nuclear is this:

Is [redacted] a leader worth following?
Is he someone we can believe in? Is he someone we can trust?
Is he someone really committed to us and this site's long-term success, or is he here to "get his ticket punched" and move on?

By letting you know all this, by bringing you this issue, I believe I am giving you the opportunity to choose to act on a "root cause" of our INPO 3 performance; a root cause of why senior leadership here has warranted little support, and a root cause of what it will take for you to make the difference I trust you are committed to making here.

I am also giving you the opportunity to advise me whether or not I should go directly to [redacted] or the NRC with these concerns—and a request for an independent investigation. I believe I am honoring you as our new leader and trusting you to determine a significant course of action for this site. I am aware of the far-reaching and serious implications should these concerns and allegations be substantiated.

I realize, [redacted], that you may choose not to trust my judgment and could choose to ignore this letter. I hope neither is the case. If you "ask around" you will hear many varied things about me, including that I am a "pain-in-the-ass," "too much of a girl" (I am the only woman on the manager team of the units), and someone [redacted] said to me on Thursday, who is no longer needed here (he has terminated my position effective 4/16/03). You will also hear that [redacted] is courageous, talk straight, and have been a thorn in a lot of people's side for being relentless about our leadership and management issues, especially as they relate to Operations and safety.

I ask that you page me and give me the opportunity to meet you face-to-face, whether here on site or elsewhere. I want nothing more than to see this site be a safe, productive, and fulfilling place to work. I want nothing more than for you to "hit the ground running" as our new leader worth following.

My pager is [redacted] My cell phone is [redacted]

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Respectfully,

Kymn Harvin, Ph.D.
Manager, Culture Transformation
PSEG Nuclear
(Kymn is pronounced like Kim)