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To: WND2.WNP3(jaz,awd),WND1.WNP2(hjm),TWD1.TWP4(gam),A...
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Subject: "Quash and Squash"

Bob Busch's "Quash and Squash" Management

Rosemary Bassilakis, a member of the antinuclear Citizens Awareness Network had it right. She said "You have the feeling that they (NU nuclear) were operating the plant with incredible arrogance". She was not imagining things. NU nuclear is filled with arrogant managers.

Bob Busch was an arrogant manager - no one could tell Bob Busch anything. When Busch would say "nuclear safety is the number one priority" you half expected him to wink as he said it. During his time he filled the NU nuclear organization with managers who felt as he did - that the economic success path for NU nuclear was to first "quash" nuclear safety concerns, and then "squash" nuclear safety proponents. In a Hartford Courant editorial, someone referred to it as "silence the lambs and kill the rams". I call it "quash and squash" management.

It was this management technique that permitted Busch to bring MP3 on line ahead of schedule in the 1980's, which gained him a position as head of NU nuclear. Apparently all that NU's CEO Bernie Fox needed to know was that Busch had saved NU a lot of money.

Busch made some big changes in NU nuclear management that turned out to be big mistakes. Busch promoted a nuclear mission statement that claimed nuclear safety was the number one goal, then proceeded to offer positions and big bonuses to managers for "quash and squash". This created forces inside NU nuclear that destroyed trust and morale, and eventually tore the organization apart.

The new head of NU nuclear, Bruce Kenyon, must undo this damage. He has already made major management changes, and this must continue. He must also change the reward system at NU nuclear to become consistent with the mission statement. Kenyon must not let arrogance return. He must put an end to "silence the lambs and kill the rams". He must not let "quash and squash" management return.

Many of the employees who were terminated from NU in the recent past were terminated for attempting to fulfill the NU mission statement and make safety the real priority, and were "quashed and squashed" for their effort. Kenyon must allow them to return to the organization. Their return, and the return of nuclear managers with a true "safety first" ethic is the way to restore NU's reputation as a safe nuclear operator. And no more "quash and squash".

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