



Dear _____

On February 6, 2003 the Shift Managers and Assistant Operations Managers met to discuss the Business Plan. We recognized that our fundamental gaps are knowledge of the Business Plan and how to behave so that we effectively translate the Business Plan and Top Quartile Goals into day-to-day station activities.

On February 7, 2003 the Salem and Hope Creek Assistant Operations Managers all met and agreed that we must move forward as a team vice 2 separate generating stations. In an effort to achieve both teamwork and improvement of site communications, the plans as described below will be a joint effort utilizing a Shift Manager from each station working in concert with each other.

Using the accountability model, we developed a two-pronged approach to close these gaps. Our action-based strategy is to:

First, learn and execute the Level 1 action plans by:

- a) Deciding and assigning each Level 1 Action Plan to a Shift Manager
- b) Becoming a subject expert on the assigned Action Plan.
- c) Educating the team through our Leadership Meetings.
- d) Recommending Shift Manager actions to support Action Plans.
- e) Executing recommendations.
- f) Checking and adjusting against measures through our Leadership meetings.

Second, utilize the Change Management Process and the knowledge and skills of Kymn Harvin to effectively integrate the Shift Manager as a leader in the organization.

Q-9

My personal takeaways are as follows:

- Everyone on the "Team" needs to make sure that they are aligned and want to participate in this effort. To do otherwise results in wasted effort that we cannot afford.
- Operations sitewide leadership is the biggest gap that Shift Managers and AOMs need to supply for us to be successful. The growth of the Shift Manager position is vital to realize 2003 and beyond business goals. My contribution to that result is critical in supporting the "Team".
- It is not what we can do that is important, it is what we can cause to happen.
- The Shift Managers and AOMs have the full support of the Management Chain above us to make the critical changes that yield the results we want.

My gaps and departmental gaps and plans to close those gaps are as follows: (the metrics for these gaps will be reflected in my Performance Partnership and the metrics/plans will mirror and support the level 1&2 action plans that support the business plan)

- The standards of those that work for me are a reflection of my standards and both are too low. I will cause both of those standards to raise.
- I will cause better union-management relations by always coming from logic and persuasion vice passion and abrasion.
- I will be relentless in causing improvement of the quality at the point of contact. "Flawless Execution at the Point of Contact".
- I will increase the sitewide understanding of the business plan and strive to cause implementation of the action plans that support the business plan.

Sincerely,

A thick black horizontal bar redacting the signature.Handwritten initials, possibly "JC", in the bottom right corner.