

- \* We need to further improve our partnership with the bargaining unit
- \* We have not fully embraced human performance at the point of contact, getting into the field –observing and providing feedback – enforcing high standards
- \* We as a department fail to report near miss incidents robbing ourselves of opportunities
- \* Small but persistent human errors are killing us
- \* There is a perception that non-licensed operator training is not considered important

- **Plant**

- \* We tolerate some long-standing equipment issues (this includes O/H alarm problems, T-Mods, etc.). We tend to justify in our heads that its okay to live with this, sometimes failing to completely understand the aggregate impact
- \* We have not been completely successful planning for summer/winter station readiness. It seems this surprises us every year
- \* We have a tendency to accept sub-standard housekeeping items, specifically following scheduled maintenance
- \* We have not successfully performed a top quartile forced outage
- \* We allow ourselves to be held hostage by other departments when attempting to resolve issues

[REDACTED] in closing I want to assure you that I do want to “jump on the train “. I still remember my dear mother telling me the story of the little train who ‘thought he could’ when he approached a steep hill to climb. He spouted, “I think I can, I think I can, etc.”, well I know I can and I will take whatever steps necessary to follow your leadership to top quartile.

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Performance Gaps	Business Plan Goals and Operations Department Expectations Related to Performance Gaps	Planned Actions to implement goals and close gaps	Performance Metrics
Forced loss rate	Achieve consistent summer capacity factor at 100%	<p>By 4/30/03, 'A' shift will conduct a summer readiness assessment. The assessment will incorporate and evaluate internal operating experience from all shift personnel to identify and address issues that have challenged plant reliability in prior summer peak demand periods or have the potential to threaten generation. As appropriate, the findings will be fed back to the Work Week SROs, other shift organizations and Operations management such that potential threats during peak demand periods are minimized. As required, the Corrective Action Program will be utilized to correct conditions adverse to quality identified in the assessment.</p> <p>By 6/1/03, action items and improvement opportunities initiated by the summer readiness assessment will be discussed with all 'A' shift personnel. The resultant effect of this rollout will be a heightened awareness of summer peak demand requirements by shift personnel and will demonstrate the importance of their contributions towards maximizing summer reliability.</p>	<p>An assessment report will be developed and will include input from all 'A' shift personnel.</p> <p>'A' shift will review summer readiness and status of action items and improvement initiatives with shift personnel.</p>
	Achieve long term reliability	'A' shift will continue to rely on the "eyes and ears" of the Operations Department, the equipment operators and NCOs to identify issues that have the potential to impact long term reliability of plant equipment. Use of the CAP to formally identify issues related to reliability will be encouraged and enforced. Complaints about equipment reliability issues without appropriate documentation in the CAP will not be tolerated. By 4/1/03, this expectation will be rolled out to 'A' shift personnel and the importance of their field observations and proper use of the CAP will highlighted and directly linked to the success of PSEG Nuclear and of our own job security.	Demonstrated use of the CAP to identify equipment reliability issues.
	Reduce forced and planned outage duration	During planned and forced outages, roles and responsibilities for on time window closure milestones are reviewed with shift personnel as part of the shift briefing. The briefing will encourage all personnel to identify issues with a potential to adversely impact on time window closure such that remedial measures can be effectively implemented to minimize delays.	Demonstrate on time window closure in RF11.

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Human performance at the point of contact	Implement error reduction behaviors	As part of each pre-job brief, error reduction techniques and potential error traps will be discussed and assessed. PAOWF observations will be conducted for pre-job briefing effectiveness, specifically emphasizing and evaluating the active engagement of the personnel performing the task. Supervisor response to personnel engagement issues will also be assessed for these briefings.	PAOWF observations will be initiated to address this area. Events related to human performance issues will be minimized.
	Improve work environment	Material condition and housekeeping issues will be promptly identified and acted upon. Extended field observations of work environment issues will be performed throughout the year and document in the PAOWF program. Housekeeping and work environment issues related to continued equipment operator inattention to detail or lack of standards will be documented in their appraisal notes. As required, the CAP will be utilized to address issues that represent a condition adverse to quality.	PAOWF observation will be initiated to address this area and will document performance trends. Appraisal notes will be maintained for pertinent issues related to unacceptable operator performance.

Performance Gaps	Business Plan Goals and Operations Department Expectations Related to Performance Gaps	Planned Actions to implement goals and close gaps	Performance Metrics
Operations Department Leadership, Courage and Accountability	Maintain safety focus	Nuclear safety will remain the number one priority of 'A' shift. When identified, shift personnel will act upon issues that potentially affect nuclear safety in an appropriately timely manner.	No reportable events related to 'A' shift performance. No negative findings or comments made by outside stakeholders concerning 'A' shift response to nuclear safety issues.
	<p>Train to improve individual habits and skills</p> <p>Demand excellent performance and then be an active participant</p>	Shift personnel performance that does not meet Operations Department expectations, such as peer checks, three-way communications, board awareness, distractive environments, etc., will be addressed and corrected on the spot. Supervisor response to less than adequate personnel performance will also be assessed and acted upon as appropriate.	PAOWF observations will be performed and correction actions documented. Appraisal notes will be maintained for pertinent issues related to unacceptable operator performance as well as supervisory oversight and less than effective correction actions to address identified deficiencies.
	<p>Operations Superintendent as a Shift Manager</p> <p>Be the voice of management</p> <p>Practice total result accountability</p> <p>Presence and Drive to Get Better/Leading External vs. Internal</p>	On an ongoing basis, the Operations Superintendent will function as the single point of accountability for all activities being performed on the shift. In addition, the Operations Superintendent will leverage organizational resources to maximize schedule adherence and effectively manage emergent issues. The Operations Superintendent will be responsible for communicating with plant management to ensure that support organizations are properly focused on plant priorities. In addition, supervisory personnel will be evaluated in the above areas as it pertains to their oversight of the operations shift crew.	Communications with plant management will be concise and unambiguous. TARP initiation utilization will be in accordance with SHOP-0101 and management expectations. Unnecessary extensions of equipment outage times due to less than adequate organization support will be minimized and demonstrated by on time window closures. 10-30-1 will be effectively utilized to document issues related to schedule delays. CRS performance partnerships will specifically address this area and positive and negative performance trends will be documented and acted upon as appropriate.

Performance Gaps	Business Plan Goals and Operations Department Expectations Related to Performance Gaps	Planned Actions to implement goals and close gaps	Performance Metrics
Operations Department Leadership, Courage and Accountability (Continued)	<p>Have ownership of all work/engagement</p> <p>Drive all elements of plant operations</p>	<p>Shift personnel will understand the status of systems and ongoing work in their areas of responsibility. At shift briefings and turnover, personnel are challenged by supervisors to demonstrate awareness of plant conditions and system status for their area of responsibility. This awareness should include an understanding of when inoperable equipment is going to be returned to service. Control room personnel will be repeatedly challenged on the status of safety equipment and be asked to identify what outstanding items remain to restore operability. Unacceptable turnover status/information will be documented and positively corrected with the shift demonstrating less than adequate work engagement.</p>	<p>Demonstrated improvement in the understanding of equipment status and engagement in equipment restoration as documented in NRC debrief meetings. In addition, PAOWF observation cards will document deficiencies in shift and personnel performance in this area with implemented corrective action documented. CRS performance partnerships will specifically address this area and positive and negative performance trends will be documented and acted upon as appropriate.</p>
CAP Effectiveness	<p>Use CAP to improve site performance</p>	<p>Problem identification and discussion of issues adverse to quality without proper utilization of the CAP will not be tolerated. Identification of problems requiring resolution will continued to be encouraged in a positive manner, including repetitive issues. Supervisory personnel are expected to reinforce the effectiveness of CAP utilization by following up on issues identified by shift personnel and positively identifying effective issue resolution. In addition, supervisory personnel are expected to take appropriate actions to address concerns where CAP items have been closed out ineffectually or did not address the primary concern. The end result will be that shift personnel understand that management is actively concerned about the effective closure of issues related to personnel safety, equipment reliability and process efficiency.</p>	<p>Demonstrated use of the CAP by shift personnel to identify conditions adverse to quality. Periodic reviews of notifications initiated by shift personnel will be conducted by supervisory personnel to ascertain the effectiveness of CAP closure. The results of these reviews will be discussed with the shift personnel identifying the concerns and agreement will be reached on necessary actions to provide resolution. Documentation of supervisory follow-up with shift personnel on the status of CAP items will be documented in their appraisal notes.</p>

## EXPECTATIONS/ACCOUNTABILITY

I want to pass on my personal takeaways with regards to our combined Shift Manager's meeting on January 16th at which both of you spoke.

First; I felt that the talk was long overdue. Anybody who is 'engaged' appreciates every opportunity they get to speak with his/her Senior Management Team. Though I realize that I am the senior management representative on shift with an active senior reactor operator's license, I sometimes forget that frequently, I am the voice of management every time I speak. [REDACTED] you made it very clear to me that at times I do forget this fact and that "I am [REDACTED] and that I am the voice of management every time I speak.

Second; I didn't truly understand the complete makeup of a successful manager, heck, I'm not sure I really thought of myself as a manager until January 16<sup>th</sup>. Your presentation on the Site Operations Leadership Philosophy really opened my eyes. Yes I believed I had Safety Focus, that I aligned with Work Management, that I trained to improve and that I utilized the corrective action program to improve performance, BUT I was only fooling myself. The results indicate that I am not where I need to be. This is disturbing to me.

Third; [REDACTED] during the discussion of ineffective management control, you stated that as manager's we don't know our processes and challenged us by saying very emphatically, "If you are not in the knowledge base, How can you lead?" This triggered some anxiety on my part because I don't know all our processes the way I should. Remember what you said, "Anxiety creates change".

Last; after my interview with you about 2 years ago, I took away creating change by holding people accountable and our discussion about changing the negative influencers in an attempt to lead the silent majority. Well, I reviewed my notes and your formula for Success = (knowledge of yourself) (risk) was part of my notes. I took a lot away from that interview but I failed to internalize that concept. Thank you for reminding me.

You have requested feedback on identified personal gaps as well as department gaps by February 10<sup>th</sup> along with an action plan that can be utilized for our performance partnerships. Discussions I have had with [REDACTED] and [REDACTED] indicate that we (Hope Creek Operations) are attacking this assignment as a group. Unfortunately I have scheduled vacation and will not be able to attend this meeting. So, I am attaching what I have developed with regards to my own perceptions as the GAPS that exist in my personal performance as well as the Hope Creek Operations Departments for the identified GAPS of Plant, People and Processes along with a preliminary Action Plan for my shift, which supports the 2003 Business Plan. This is information that I would have utilized to participate in this upcoming weeks meeting. I have supplied a copy to my peers for inclusion into their discussion. Once I return from vacation, I will utilize what is developed to complete my own action plan as well as the action plan for my shift. I hope that this indicates to both of you that I did not take this assignment lightly and for now meets your expectations. (I am part of We)

### • Processes

- \* We are not proficient with all the processes that we deal with
- \* I have tended at times to think that the Corrective Action Program was tedious work as opposed to 'an opportunity to improve' the plant, the people or the processes
- \* I have not utilized the Corrective Action Program to get better everyday
- \* We have not embraced post job briefs completely to incorporate lessons learned to further enhance our processes
- \* I have allowed myself to not become involved with influencing budgetary decisions for the department/station
- \* We as the shifts have not truly 'owned' the work weeks, just executed. We allow off shift personnel to review/approve OUR schedules
- \* We tend to allow other departments at times to assume responsibility/accountability as opposed to owning the issue and driving each issue to closure
- \* We have not tapped the potential of the observation program to improve performance
- \* I have at times expected success when addressing an issue but have anticipated failure

### • People

- \* I have not consistently provided feedback to individuals to promote improvement when the opportunity arises
- \* We have not on shift shown the same passion for training that we do at the NTC
- \* I need to continue to 'sell' management to the bargaining unit - keep improving my voice of management

Information in this record was declassified in accordance with the Freedom of Information Act, exemptions 7C

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