

[REDACTED]

Dear [REDACTED]

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.

My personal takeaways were as follows:

- a) Operations' leadership is the missing ingredient essential to crossing the gap to top quartile performance. Shift Managers must provide this leadership.
- b) The power of my words is tremendous. I must choose them wisely.
- c) We work in an industry where getting a B+ equates to failure. I will not fail.
- d) An enormous gap exists between management and the worker in the field. Shift Managers must bridge this gap.
- e) Training must play a more active role in improving site performance. We own training.
- f) I have your trust, confidence and authority. I will use them to improve site performance.

Q-12

Identified gaps in my personal performance:

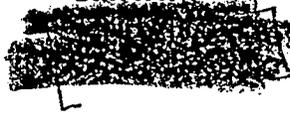
- a) Failure to hold people accountable to the same standards that I set for myself.
- b) Failure to aggressively follow-up and ensure timely, effective resolution of issues.
- c) Failure to leverage the influence I have on my crew to bridge the gap between management and union.
- d) Focusing too much on what I do as opposed to what I can cause to be done.
- e) Failure to realize the awesome potential to utilize training to improve site performance.

To focus and monitor my performance in 2003 and to ensure closure of identified gaps, I would recommend the following performance goals and metrics be established for my performance partnership:

- a) I will cause my shift to perform flawlessly at the point of contact by raising awareness of common error traps and embracing error reduction techniques. Measures of success:
 - Zero recordable OSHA accidents
 - Zero breakthrough tagging events
 - Zero unplanned LCO action statement entries due to personnel error
 - Zero reactivity management events caused by personnel error
 - Zero LERs caused by personnel error
 - Zero NJPDES permit violations caused by personnel error
- b) I will foster a crew environment that promotes the efficient and reliable operation of the units. Measures of successes:
 - Zero unplanned power reductions due to personnel error
 - Zero unplanned technical specification LCO entries due to personnel error
 - Average work week schedule adherence greater than or equal to 90%
 - Responsible LCO maintenance windows of less than or equal to 7 days duration completed within $\pm 5\%$ of schedule
 - 2R13 refueling outage goals met
- c) I will bridge the gap between upper management and the worker in the field in order to strengthen management/union relations and to realize the full potential of our talented work force. Measures of success:
 - Complete on average greater than 12 quality observations per month
 - Complete annual focused self-assessment on procedure use and adherence
 - Complete all IBEW annual and semi-annual appraisals as scheduled
 - Cause the creation of a "Operations Victory Board" to celebrate and recognize exemplary performance
- d) I will cause training and the corrective action process to play a more active role in the day-to-day performance of my crew. Measures of success:
 - Average NEO and LOR written exam score greater than or equal to 87%
 - Zero unsat "as found" LOR simulator exam scores
 - Zero unsat LOR annual simulator exam scores

- Initiate on-shift crew "table top" training of selected topics including periodic on-shift EP exercises
 - Perform periodic observations of initial NEO and ILO training activities
 - All assigned corrective action evaluations will be of quality and completed as scheduled
- e) I will take ownership of the Operations' standard for procedure use and compliance and ensure timely and effective resolution of identified issues. Measures of success:
- Procedure use requirements for Category I and II procedures modified to support flawless execution at the point of contact
 - Training provided to all Operators on procedure use requirements
 - Complete annual focused self-assessment on procedure use and adherence

Sincerely,

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