



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.

My personal takeaways from the OS meeting with  were as follows:

- a) The Nuclear Business Unit is in need of focused leadership. This leadership is expected to come from the Operations Department led by the Shift Manager.
- b) The Shift Manager has to lead the site not just Operations.
- c) We work in an industry where the bar is being continually raised. There isn't any room for good enough because good enough will soon become the bottom performer. Tremendous energy has to be put into everything we do so it is above and beyond. This will enable us to keep up with the industry and lead it.
- d) Accountability has to improve across the sight in order for performance to improve.
- e) Ownership of problems has to improve. The time is now to eliminate the victim feeling and to establish teamwork across the sight. This teamwork will create feelings of ownership and problems will be solved quicker and better than in the past.

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- f) There has to be a sense of urgency among the operations department to create the needed change. There isn't time to sit back and wait because the rest of the industry will continue to pass us by.
- g) Shift managers alone cannot carry the ball. The CRS's, the NCO's and the NEO's have to step up to the plate and help carry the ball. The Operations Department has tremendous resources, which are being under utilized.
- h) Executing the business plan and achieving its goals is our path to leading the industry.
- i) Senior management is committed to the Operations Department leading the site by giving the Shift Managers the tools and the backing to go out create change and lead.
- j) We all represent [REDACTED] There are no lines of division.

Personal Gaps:

- 1) Gap: I have not achieved the level of knowledge of the business plan that is required to ensure that the plan is implemented successfully.
 Target: To successfully implement the business plan.
 Proposal: To know the business plan in detail.
 Action: Study the business plan. Complete by 3/15/03
 Meet one on one with the members of my shift to develop acceptance of the business plan. Complete by 4/30/03
 Meet with my shift to roll out the business plan. 3/30/03
- 2) Gap: Union to Management relations require improvement across the Station.
 Target: To have good Union to Management relationships with all Union personnel.
 Proposal: Make the effort outside of my shift to create good Union to Management relations.
 Action: Meet with each of the 12 hour shifts to introduce myself, explain my role and expectations. 3/30/03
 Meet with on shift Rad Pro and Chemistry techs to introduce myself, explain my role and expectations 3/30/03.
- 3) Gap: While leading the site I have not held responsible individuals accountable for their unsatisfactory performance.
 Target: To improve the accountability across the site which will improve performance.
 Proposal: Hold individuals accountable.
 Action: Hold any individual regardless of position accountable for any unsatisfactory performance. This action will be performed continually.
- 4) Gap: I have not had the sense of urgency to make the changes that are required.
 Target: Make the train that carries the industry look like it is standing still compared to the train that I'm on.
 Proposal: Convey to all who I interface with that there has to be a sense of urgency to make change.
 Action: Display the sense of urgency to make changes through my communications, behaviors and actions. On going.

The above gaps are items that I know that I need to work on. I have stated some specific actions that I will take. I will also solicit coaching and mentoring from Kymn, [REDACTED] When I feel the need I will open the encyclopedia to clear up any misconceptions.

The gap for the Operations Department has been not supporting the business plan which leads to not achieving our goals. This will be corrected by taking the actions in the above paragraph pertaining to the Shift Managers for the business plan.

To focus and monitor my performance in 2003, and to ensure I am working toward achieving our goals the following performance goals and metrics have been established. These goals and metrics as well as the above mentioned items for my personal gaps will be in 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%
 - 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.

On a personal note I would like to add, that I view the up coming year as a tremendous opportunity. I am thankful to [REDACTED] for the opportunity to "Jump on the train". I also now appreciate the guidance that Kymn can provide to create change in people. The leadership meeting that I attended was extremely important for me. I was able to appreciate the pride that we all will carry when in 2004 [REDACTED] will roll out in that meeting how we have achieved Top Quartile. I will personally give you [REDACTED]

110% and expect feedback when in your eyes my performance is less than that. I will support [REDACTED] in that same manner to ensure his success. I asked several of the company leaders what they thought was the most important attribute of a good leader, unanimously the response was, your success is in your people. I will change our people and the attitudes that we are 3rd Quartile. Former Mayor Guliani stated 6 things that he sees in a good leader: strong beliefs, optimism, courage, relentless preparation, teamwork, and open communications. I will embrace these six and add another, confidence, in myself, my peers, and in our ability to close our gaps.

Sincerely,

[REDACTED]