

February 7, 2003

Pass +

[REDACTED]  
[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.

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 to effectively integrate the Shift Manager as a leader in the organization.

My personal takeaway is as follows:

I have worked very hard to improve the quality of Hope Creek licensed operator training and this has directly resulted in improvements in control room performance. However for as hard as I work on a day-to-day basis and given the improvements to licensed operator performance, my impact to overall station and organizational improvement has been minimal. Therefore, my efforts have not been strategic. I remain committed to the OVERALL success of our organization and I will continue to work hard. My personal changes involve developing a strategic approach to how I focus my efforts. Effective immediately, my attitude is changed to that of being station management. When on-site, I will look for opportunities, however big or small, to lead the organization or provide coaching. However, my primary responsibility lies with operating a training organization that develops a high performing workforce. Thus, the actions listed below are my commitments relative to my primary organizational responsibility. The metrics for my primary organizational responsibility are quite simple. I cannot be judged as successful unless performance of the

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operations department is successful and operations cannot be judged as successful unless maintenance and engineering are successful. Thus, I accept responsibility for the performance of those that I touch via my training programs.

My personal commitments are as follows:

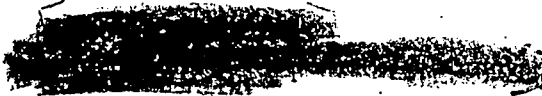
1. Stop over committing – I have difficulty saying “no.” As a result, I overload myself and my staff with items that are not necessarily strategically linked to the business plan goals. In addition, I tend to take on too much myself and as such, spread myself too thin.
  - Eliminate three items that are on my staff’s work list that are not strategically linked to the business plan. DUE DATE: 02/28/03
  - Delegate three items that are on my personal work list as a developmental assignment for my lead instructors. DUE DATE: 02/28/03
  - Establish a protocol for whenever faced with a new assignment, the proper business case and project management rigor are applied to ensure it is needed and can be effectively implemented. DUE DATE: 03/30/03
  - Provide coaching to my staff (including NEO instructors) by conducting a plant walk-about (for observation purposes) with each instructor to ensure they are aligned with my standards and expectations. DUE DATE: 05/30/03
2. Improve training center communications for operations training – My efforts have been focused to Hope Creek licensed operator training. As a result, I have not leveraged the formula that resulted in success in my area to other operator training programs.
  - Include the Hope Creek NEO training staff in my weekly licensed operator staff meetings. DUE DATE: 02/17/03
  - Refocus NEO training to enhance procedural compliance and human error preventions. DUE DATE: 05/30/03
  - Conduct monthly all hands meetings with Hope Creek and Salem operations training. DUE DATE: 02/28/03
  - Establish weekly meetings with my Salem counterpart: DUE DATE: 02/14/03
  - Broaden my information rollout to include Salem and Hope Creek, licensed and non-licensed operations training (voice mail and email). DUE DATE: 02/17/03
3. Establish clear lines of accountability – The improvement efforts achieved to date were the result of brute force and not “administrative finesse.” The training infrastructure that allows for efficient operation has been under development but not yet fully implemented. This infrastructure improvement must be implemented to ensure continued performance improvement via establishing clear lines of accountability.
  - Finalize and issue the Hope Creek operations training accountability matrix and incorporate into each individual’s performance partnership. The accountability matrix includes clear ownership of specific lesson plans, training procedures, training programs and associated task lists and qualification cards, shift coaching assignments, and training guidelines. DUE DATE: 02/14/03
  - Assist my Salem counterpart to establish and implement a similar accountability matrix with co-owners assigned as applicable for resource optimization. DUE DATE: 03/30/03
4. Partner with other non-operations training programs – I was able to turn an INPO training AFI into a strength. Thus, I have the leadership ability to achieve success. However, I have not leveraged this success throughout the training organization. I need to broaden my sphere of influence so that this success is realized by the entire training organization. The

performance of our workforce is directly attributed to the quality of training it receives. Thus, it is imperative that training program quality improve.

- Conduct bi-weekly alignment meetings with my technical training counterparts.  
DUE DATE: 02/21/03
- Attend non-operations TRGs. DUE DATE: 02/28/03
- Observe each non-operations training monthly. DUE DATE: 02/28/03

I look forward to being a catalyst for improving overall station performance via training. I also look forward to your observations of my training programs and resulting feedback to ensure I am progressing to your expectations.

Sincerely,

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