

To: [REDACTED]

From: [REDACTED]

Subject: EXPECTATIONS/ACCOUNTABILITY

Date: February 10, 2003

The Operation's team at Salem and Hope Creek has reached the following conclusions. 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. 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) 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 are as follows:

Only by ensuring that all of our personnel understand the goals of the Company, NBU, and Department, and how each of our jobs relate to those goals, will we close the gaps in our performance. I need to fully understand these goals, and the metrics that mark our progress toward them, to ensure that the day-to-day activities of Operator Training are making a difference in performance.

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Actions:

- Expand the Licensed Operator Initial Training program to include additional leadership topics and skills. (Improved Work Environment Action Plan)
- Improve supervisory direction and guidance to crews through simulator training. (WANO AFI OP.2-2,2002)
- Improve adherence and reinforcement of standards through training. (WANO AFI OP.2-1,2002)
- Training personnel will understand and utilize all opportunities to improve Human Performance techniques and crew performance as evidenced by OSHA recordables, tagging events, and event board resets. Monitored and reinforced through training feedback sheets, and in plant observations.
- I will own corrective action effectiveness. My evaluations will be completed ahead of schedule and will meet quality indicators. I will review my corrective actions against the drivers for repeat issues and take action to prevent recurrences, as measured against no repeat issues.
- I will support station outages through crew preparation in outage training and by scheduling training to maximize support personnel availability during outage periods. Measured against outage duration goals and LER's due to personnel error.
- I will provide operator training to meet goals of plant reliability and capacity factor. This training will include proper troubleshooting, operations leadership in correcting plant equipment problems, and conservative operations. Measured against INPO indicators.
- I will use the accountability model and the Operations Department Expectations, as rolled out to the Shift Managers, to stay engaged in improving my and the plant's performance.