

February 10, 2003

This is in response to [redacted] letter dated January 20, 2003. In that letter you asked for our personnel takeaways along with the gaps in performance for both our individual and departments performance. The Shift Managers and Assistant Operations Managers met on several occasions to develop a common strategy to close the performance gaps. The AOMs and Shift Managers are starting to recognize their own performance weaknesses and are committed to making a difference. They have committed to owning the results of the business plan and leading the site to its successful outcome.

My personal takeaways are as follows:

- My leadership of the site to cause results has not been effective. I have not ensured that the Salem Operations Shift Managers have effectively made the transition from crew leaders to site leaders. This must further be translated to the CRSs taking on a larger leadership role both within the department and the entire site.
- My Standards have been low – this is evident in our readiness for the winter/grassing seasons, key equipment being out of service for extended periods of time, and the number of control room indicators being out of control.
- I have not ensured that issues brought forward by our workers are embraced as opportunities for the management team to solve problems. At times our reaction has been to appease them rather than embracing their problem. This leads to workers feeling that we do not care about resolving their issues (safety or otherwise).
- I have not ensured that my entire department has fully embraced the objectives of our business plan. In addition, I have not ensured that we have a comprehensive set of performance metrics that will identify progress toward achieving our business plan objectives.
- Most of our issues are preventable. I have not ensured that our Corrective Action and Self Assessment Programs are being effectively used to improve performance and prevent repeat occurrences.

To close these performance gaps, I am (we are) focusing on four areas: Leadership, Standards (flawless execution at the point of contact), Work Management (both on-line and outage), and our Union management relationship. To ensure that this focus is in concert with the business plan, I have taken a Shift Manager off shift for a week to fully evaluate current action plans (Business Plan, AFI responses, Human Performance Plan, Self Assessment Plan, Ops Excellence Plan) to ensure these actions are integrated and address our gaps. Where these gaps are not addressed we will put together action plans to address them. In addition the Shift Managers are each taking ownership for one of the

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ten key strategic results areas. I will provide you with the results of this review by February 21, 2003.

I will work with you [REDACTED] and Kymn Harvin to identify an action plan to improve and develop my own leadership. This has been an ongoing effort. I will meet with each of you again and have this action plan developed by February 28, 2003.

I am accountable for the success of our business plan. Specific results that I will cause and am accountable for are:

- Flawless execution at the point of contact (No breakthrough tagging events, department error rate reduced by half, no OSHA recordables for the department, site-wide INPO index of 97).
- Ensuring summer readiness, resulting in a 100% capacity factor from May 15 through September 15.
- Improving unit health through ensuring the targeted 500 orders are executed on the top 20 systems and ensuring we reach our target of <20 Control Room indicators being out of service. (Resulting in CF of 92%)
- Effective on-line and outage work management (Resulting in planned LCO windows hitting their planned outage times within 5%, safe execution of our spring and fall outages in less than 66 days).
- Ensuring we operate within approved budgets. (O&M = 1.03¢)

Very Respectfully,

[REDACTED]