



PSEG
Nuclear LLC

TO:

[REDACTED]

FROM:

[REDACTED]

Hope Creek Generating Station

SUBJECT: EXPECTATIONS/ACCOUNTABILITY

DATE:

February 10, 2003

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) Dividing 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.

After listening to your recent discussion and comparing it to the one that you and I had as part of the OS qualification process, my take away is that your message is not changing. Having only had limited exposure to you in the past, I cannot say that I have always had this impression. The bottom line is that we as an organization are not aligned on what is what is important and why it is important. Nor are we aligned on what we need to do to come together and fix the problem.

Our focus for many years was to build procedures for processes that covered every possibility. Each time a new situation developed that deviated from those previously considered, the corrective action was to change the procedure. Rarely have we focused on assuring that our workers or ourselves understand our roles in effective implantation of processes. It is much easier to revise a procedure if the results achieved were not as expected and convince ourselves that it has solved the problem than it is to make sure that we have the knowledge and skill sets to make sound decisions when faced with varying situations.

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This is where the leadership aspects of the Shift Manager's position come into play. The Shift Manager is clearly a strategically key position in bridging between senior leadership and the day-to-day activities of running the plant. Until recently when I began filling this role in an acting capacity, I did not have an appreciation of the level of impact that this position can have with the workers and how much we are looked to for guidance. Unfortunately, without a sound understanding of what is important, the guidance that we offer is often inconsistent and flawed.

Being new to the position, I'm sure that we can agree that I have many gaps to close. To that end, those that I view as having the most impact if closed center around my knowledge not only of the Business Plan so that I know what is important; but several of our processes, most significantly the work management process, to a level sufficient enough that I can provide sound and consistent guidance to others. Second and more significant is my inconsistency in developing others through regular interaction in both a coaching and a mentoring role. My tendency is to simply 'do' rather than lead or guide others (since this is often harder) to do.

My strategy in closing these personal gaps is to commit myself to becoming fluent in the 'workings' of the work management process. Through this fluency, I will work toward consistently coaching others at every opportunity to not just use, but understand our process to enable us to achieve consistent results regardless of the specific circumstances. Further, I will commit to regular interactions with personnel though out the organization in a coaching and mentoring role. By closing these personnel gaps, I believe that they will directly contribute to closing both departmental and organizational gaps

I am firmly committed to 'jump on the train'.

Sincerely,

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