

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 from our meeting included:

- I am personally accountable for the performance of all station activities while on duty.
- To that end I must hold myself, and everyone I interface with to high standards of accountability if we are to be successful.
- My detailed knowledge of the business plan is central to meeting our business targets.

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- Although we have improved, the industry as a whole has made similar improvements resulting in no appreciable progress towards top quartile performance.
- Senior management has given me their authority and confidence to effect change or performance improvement wherever I see the need.

Personal gaps and actions:

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. To be complete by 3/15/03

Action: Meet with my direct reports to discuss and gain acceptance of the business plan. To be complete by 4/30/03

2) Gap: While leading the site I have not held 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.

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 the shift under my direction 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 station wide 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 cause the corrective action process to play a more active role in the day-to-day performance of my group. Measures of success:
- All assigned corrective action evaluations will be of quality and completed as scheduled.