

February 13, 2003

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.

On February 7, 2003 the Salem and Hope Creek Assistant Operations Managers all met and agreed that we must move forward as a team vice 2 separate generating stations. 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) 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 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:

- I am accountable! I realize that I am responsible to make change happen, to improve our processes and to drive the organization.
- I own the whole! There is no finger pointing, if something is not going right I own it!
- I will make a difference! I have no choice but to improve myself and the site.
- I am part of the team (I am [REDACTED])

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FOIA- 2005-0194

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### My Gaps :

1. Bargaining Unit-Management relations are strained. This is preventing us from moving ahead at full speed.
2. My Leadership is not resulting in the desired changes within the Operations Department or the Site
3. My Standards are low, I except less than top performance from site personnel.
4. I am not involved in the work week process.
5. I do not have adequate knowledge of the business plan

### My Plan to close these gaps:

1. Meet with [REDACTED] shop steward once a week. These meetings will result in improving relations in that I will ensure that all items on the table are discussed in a fair and consistent manner.
  - i. These meeting are already in progress, next meeting scheduled for 2/20/03 at 1000 hrs.
2. Fully utilize the resources and mentoring at my disposal to improve my leadership skills. I must make the time to listen to what behaviors I need to change. I will meet with Kymn Harvin on a routine basis to change my behaviors and improve my performance.
  - i. Schedule meetings by 2/15/03
3. I will raise my Standards and the site standards. I will immediately correct low standards behaviors of all personnel regardless of position or title.
  - i. Immediately
4. I will fully understand the work-week process (WM-AP-0001) and ensure that the process is utilized to improve work management. I will attend work week meetings with the goal of improving the meeting and the process.
  - i. Start attending meetings: 2/24/03 (after requal trg)
5. I will fully understand the 2003 Business Plan.
  - i. Start reading immediately

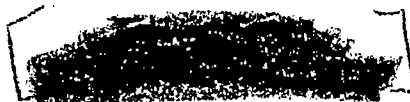
The gap for the Operations Department has been not supporting the business plan which leads to not achieving our goals. This will be corrected by taking the actions in the above paragraph pertaining to the Shift Managers for the business plan.

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 my shift 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 crew 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 bridge the gap between upper management and the worker in the field in order to strengthen management/union relations and to realize the full potential of our talented work force. Measures of success:
- Complete on average greater than 12 quality observations per month
  - Complete annual focused self-assessment on procedure use and adherence
  - Complete all IBEW annual and semi-annual appraisals as scheduled
  - Cause the creation of a "Operations Victory Board" to celebrate and recognize exemplary performance
- d) I will cause training and the corrective action process to play a more active role in the day-to-day performance of my crew. Measures of success:
- Average NEO and LOR written exam score greater than or equal to 87%
  - Zero unsat "as found" LOR simulator exam scores
  - Zero unsat LOR annual simulator exam scores
  - Initiate on-shift crew "table top" training of selected topics including periodic on-shift EP exercises.
  - Perform periodic observations of initial NEO and ILO training activities
  - All assigned corrective action evaluations will be of quality and completed as scheduled.

Sincerely,

A rectangular area containing a heavily redacted signature, appearing as a dense black block of ink.

Performance Gap	Actions	Due Date	Performance metric	Status Results	Desired Results
1. Filling the role of a 'Super CRS' instead of a 'Station Leader'	1. Document examples of getting onboard and fulfilling 'good manager' roles and Operations Department Expectations for a Shift Manager in the notes section of my Performance Partnership. Also document missed opportunities to check and adjust per the accountability model. 2. Meet on a Quarterly Basis with AOM-Shift to receiving mentoring/coaching on areas where I didn't fulfill the role or meet the expectations.	3/31/03	1. An increasing number of examples fulfilling the roles and meeting the expectations is documented in the Performance Partnership. 2. 'Missed Opportunities' decrease over time.	For 3/31/03:	Fulfilling the role of a station leader.
		6/30/03		For 6/30/03:	
		9/30/03		For 9/30/03:	
		12/31/03		For 12/31/03:	
2. Not fluent in the business plan to achieve top quartile results	Get onboard with the business plan – read it, digest it, take personal notes.	2/17/03	Plan read, digested, personal 'living' notes formulated.		Know the business plan, steering day-to-day station activities, business plan goals being met
	Become a subject matter expert in specific area per Shift Manager team meeting assignments.	(Per Team Meeting Action due dates)	Fully fluent in assigned area of the business plan.		
	Partner with Salem counterpart and educate the Shift Manager team on assigned area (to gain Operations Site alignment).	(Per Team Meeting Action due dates)	Shift Manager Team fluent in assigned area		
	Provide documented examples where I effectively communicated business plan goals to steer day-to-day station activities in Performance Partnership notes and review results with AOM-Shift in conjunction with Gap #1 actions. Also document missed opportunities to check and adjust per the accountability model.	3/31/03	1. An increasing number of examples of steering day-to-day station activities is documented in the Performance Partnership over time. 2. 'Missed Opportunities' decrease over time.	For 3/31/03:	
		6/30/03		For 6/30/03:	
		9/30/03		For 9/30/03:	
		12/31/03		For 12/31/03:	

Performance Gap	Actions	Due Date	Performance metric	Status Results	Desired Results
3. Knowledge of plant processes is lacking	Gain access to 'getting better every day' quizzes	2/28/03	Access to quizzes obtained		Knowledgeable and onboard with plant processes – positively impacting day-to-day activities by ensuring our processes are adhered to.
	Get onboard with the processes through self study of the source documents	3/31/03	Onboard with the process source documents		
	Re-take each quiz	5/31/03	Quizzes taken		
	If quiz result isn't 100%, repeat 2 & 3 after going through the whole battery of quizzes.	6/30/03	Knowledge level on plant process up to 100%		
	Document examples where knowledge of plant processes has positively impacted day-to-day station activities by ensuring the processes were followed. Also document missed opportunities to check and adjust per the accountability model.	3/31/03	1. An increasing number of examples of steering day-to-day station activities is documented in the Performance Partnership over time. 2. 'Missed Opportunities' decrease over time.	For 3/31/03:	
		6/30/03		For 6/30/03:	
		9/30/03		For 9/30/03:	
		12/31/03		For 12/31/03:	
4. Not engaged in promoting "Flawless Execution at the Point of Contact" at the <u>station</u> level	Read, learn, and internalize the Managers' Human Performance Briefing Book (particularly the managers roles and responsibilities).	2/24/03	Managers' Human Performance Briefing Book read, learned, and internalized.		Promoting "Flawless Execution at the Point of Contact" at the <u>station</u> level
	Document examples where managers' roles and responsibilities were fulfilled – <u>external</u> to operations, in Performance Partnership.	3/31/03	An increasing number of examples of steering day-to-day station activities is documented in the Performance Partnership over time.	For 3/31/03:	
		6/30/03		For 6/30/03:	
		9/30/03		For 9/30/03:	
		12/31/03		For 12/31/03:	
5. CAP focus on preventing reoccurrence rather than creating excellence.	the CAP focus on creating excellence rather than merely preventing reoccurrence.	3/31/03	Corrective actions for each evaluation always contain actions to create excellence.	For 3/31/03:	Corrective actions creating excellence.
		6/30/03		For 6/30/03:	
		9/30/03		For 9/30/03:	
		12/31/03		For 12/31/03:	