

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.

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 to effectively integrate the Shift Manager as a leader in the organization.

My personal takeaways are as follows:

Focusing on the "Good Manager - Where are You" model, I believe that a *majority* of the time I lead and manage from the same priorities and models presented. I have had many successes influencing the organization by effectively integrating Safety, Work Management, Training, and Corrective Action processes into my decision making and actions. I am "on the train" and I do not feel I am an idle passenger.

Given my aforementioned position relative to the insights and observations at your recent VP/Director rollout and the organization's recent performance results, it is clear that my

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contribution, and that of our department, has been less than adequate. We have not effectively influenced enough of a positive change, and I recognize that I have gaps that need to be closed to be fully effective in my role. The following key areas will be the focus of my near term efforts:

1. Be more consistent in the frequency and quality of feedback, with all station personnel and work groups.
2. Follow-up and demand quality from the Corrective Action Program, rather than accept minimum results.
3. Strengthen my knowledge of processes and programs, so that I can always speak from facts and be "coming from safety"..
4. Strengthen my knowledge of the business plan, actions plans, and associated programs, to better enable correct tactical decisions based on strategic objectives.

Attached find my personal action based strategy to close the gaps. The expectations are clear, and I assure you I am accountable for the results you expect. I will be striving to strengthen my actions and influence the actions of others to ensure total success.

Sincerely,

[signed copy on file]



Action based strategy:

Performance Gap	Actions	Due Date	Performance metric
Be more consistent in the frequency and quality of feedback, with all station personnel and work groups.	<p>Establish an Outlook task reminder, to improve frequency of observations.</p> <p>Establish habit of requesting "who owns, what action, by when" and influence others to routinely ask, expect, and act on these commitments.</p> <p>Request feedback from peers and management to monitor and adjust personal performance.</p> <p>Establish personal habits to regularly document performance of direct reports for inclusion in their performance partnerships.</p>	<p>Start immediately</p> <p>Results 5/15/03</p>	<p>Increased number of documented observations.</p> <p>An increasing number of examples where others are asking "who owns, what action, by when" in meetings and individual interfaces.</p> <p>My performance partnership is always up to date and my partnership meetings are completed at the frequency required by the program.</p> <p>Direct reports performance partnerships are thorough and include supporting examples.</p> <p>Station's human performance indicators show marked improvement.</p>
Strengthen my knowledge of the business plan, actions plans, and associated programs, to better enable correct tactical decisions based on strategic objectives.	Read, question, and understand the business plan.	2/17/03	Feedback from management regarding decisions and actions, consistently recognizes sound business decisions, always coming from safety.
	Become a subject matter expert in specific area per Shift Manager team meeting assignments.	(Per Team Meeting Action due dates)	Successful site performance in the specified area.
Follow-up and demand quality from the Corrective Action	Learn organizational contacts for major facets of the CAP, and leverage these individuals to immediately address and correct poor quality corrective	6/1/03	Improved quality of site CREVs and effective CRCAs as indicated by positive trending site performance indicators.

Action Program, rather than accept minimum results.	correct poor quality corrective actions. Always meet due dates on CAP related tasks assigned to me or my direct reports.	Immediate	Performance indicators. All assigned CAP action items, completed in accordance with assigned due dates.
Strengthen my knowledge of processes and programs, so that I can always speak from facts.	Read, learn, and incorporate "Site Prioritization" procedure into daily decision making.	3/1/03	Feedback from management regarding decisions and actions, consistently recognizes sound business decisions, always coming from safety.
	Systematically review admin procedures to refresh and/or learn station processes, on a quarterly basis.	Start 3/30/03, perform quarterly	Document reviews in Performance Partnership. Share learnings with peers and direct reports to cause department wide improvement.
Individual vs. department gaps.	Share successes of the above-listed actions with peers. Openly provide and solicit feedback to/from peers and other department personnel to ensure consistent results.	Immediate	Overall department and site PIs trending in a positive direction. All business plan goals met.