

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 our organization.

My personal takeaways are as follows:

We are not performing up to expectations, and the results compared to the business plan goals reflect this. The organization as a whole needs leadership and we need to fill that gap. The Shift Manager position carries with great responsibility and must encompass more than just oversight of the Operations department, we are not Control Room Supervisors, we are site leaders. Need to lose the victim mentality and assume responsibility and accountability as defined by the accountability model. When we are successful we will be at the top of all Nuclear Power generators in the world, it is our choice.

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Personal goals:

Travel to an INPO One plant and identify the things that they do well and develop an action plan to implement the required changes here.

Result: Implement at least 3 good practices.

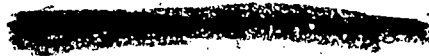
Spend more time out in the plant interfacing with workers, and complete critical observations in the PAOWF system.

Result: Complete a minimum of 4 observations per month.

Support the turbine upgrade project as the system SRO to make that transition as smooth as possible.

Result project is a success. I am recognized as being a key to the success.

Sincerely,

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