

[REDACTED]

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:

Having reviewed all of the material provided, our team performance in 2002, some thoughtful introspection on why coming to work is not always a good experience, I am committing myself to making 2003 a better year. My actions in 2003 will focus on the following three areas:

1. Accountability – I believe our lack of accountability, both in operations and in the organization, stems from poor relationships and a self-imposed need to interpret procedures. Poor relationships foster an atmosphere where knowledge and expectations suffer. I believe it is important to build the types of relationships, among our supervisors, supervisors and IBEW and between ourselves and other departments, that foster open

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dialogue, an exchange of the knowledge that supports the foundation for our expectations, and builds an environment where we hold ourselves and each other accountable, at all levels.

I also believe we have unintentionally created an atmosphere where the interpretation of procedures is fostered. We did this, I believe, by situationally enforcing the written word of the procedure by justifying our interpretation with what we wanted as an end product, and we did this by our failure to hold ourselves and others accountable to our expectations. In 2003, in building stronger relationships and improving procedural compliance I commit myself and my group to:

- Ensuring we understand the expectations and those we interface with also understand the expectations and share our commitment to them.
- By improving our listening skills.
- By fostering open dialogue around expectations, their basis and the barriers surrounding our ability to successfully follow them.
- Ensuring that we each understand our role and how it interacts with the goals of others.
- Fostering an atmosphere that does not seek the easy way out, but ensures that the path to success is supported by procedures and processes, or by ensuring that those same procedures or processes are changed before proceeding.
- Ensuring that the files of past practice are not the only tool used to justify how we do business.

Measure: LCO times actually used within plus/minus 4 hours of what is scheduled.

2. Safety – There is no better vehicle to improve a relationship with the IBEW than this one. Making a personal commitment to improve a fellow worker's safety, making that commitment a priority, involving the worker in the resolution, and ensuring the team follows through on the implementation, not only makes the NBU a safer place to work but it builds teamwork on every level and opens the door to honest discussions in other areas. My commitment is to continue the drive started in 2002. This commitment manifests itself in:

- JHA's becoming a way of doing business in Operations. 2002 saw the start of the JHA program and JHA's being performed on skill of the craft evolutions. The year 2003 will see the team successfully implement a plan for JHA's to be performed on ALL operations activities.
- The year 2003 will see us successfully implement a plan to use JHA's in SafetyTagging. Raising the safety margin in tagging from a totally different perspective.;
- Successfully implementing a plan to launch the Pre-Job Brief database, incorporating the JHA's into the foundation of pre-job briefs.
- Continued success in identifying the Top 5 Safety Issues in Operations and working them side by side with the IBEW to resolution.
- Continuing training and ending 2003 with all Operations personnel trained to perform JHA's and at least two members of each crew trained on accident investigation.

- Taking the steps to successfully open the door for Chemistry, Radiation Protection and other members of the Operations team , providing them training, and incorporations of their issues under one safety focus.

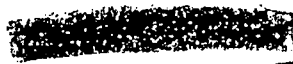
Measure: No OSHA Recordables in Operations
Site OSHA Recordable Rate < .25

3. Reinforcing the significance of maintaining a positive attitude. – It is my opinion that in the chaos we sometimes create, we lose the ability of seeing the positive things that we have accomplished and that are going on around us every day. The days that we each come to work excited about our job, or the direction we are going, are generally the days where we accomplish the most. Nothing seems to be too hard or impossible on those days. Funny enough these are the days when we also feel the best going home. Getting better every day is not just about identifying the weaknesses that need or be addressed. It has to also be about what is working. A conscious effort must be made each and every day that highlights the positives. These are the things that can be built on. I commit myself and my group to improving in this area in 2003 by:

- Taking the time at staff meetings to identify what is working. I need to force the positive things to the top and build on them.
- Ensure that the things that are working get the same attention as the chaos that is not working.
- Reward positive attitudes.
- Force myself and others to seek the positives in the negatives.
- Feed more positives to senior management instead of making every interface with them about issues.

Measure: Reduction of 50% in Human Error Events for 2003
Event Free Clock Resets > 25 day average between events

Sincerely,



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Goal 1 I will set and monitor my Standards

I will

- Not get hurt. I am alert and identify potential hazards to ensure the safety of others and myself. I support the NBU Goal of OSHA Recordable's < .25.
- Will wear PPE as required, and challenge others to do the same.
- Will not only participate, but also insist on pre and post job briefs.
- Be Fit For Duty and alert to the 10 Human Error Traps.
- Self-Check via STAR and QVV.
- Be clear and concise in my communications using three-point communications when applicable.
- Not perform work that I am not qualified to do.
- Use Self-Assessments, Corrective Action Process and Training Programs to improve performance. Complete assigned Self-Assessments on time and complete all assigned NUCR and NUTS orders within 7 days of their due date.
- Maintain my work area neat and organized.
- Not tolerate equipment failures or poor material conditions.
- Follow all procedures.
- Not "give my signature away". I am accountable for what I sign.
- Be fiscally responsible. I will not waste company resources or spend them on things that are not authorized or do not directly relate to strategic business goals.
- Not exceed overtime goals.
- Participate in the accomplishment of the Business Plan Strategic Result areas and Targets.
- Be responsible for ensuring Performance Partnership meetings and updates occur.
- Be a team player.
- Do what I say I am going to do.
- Listen.

Goal 2 I will set and monitor the standards of my group.

I will:

- Ensure that no one in my group gets hurt.
- Ensure that my associates have access to the right tools, procedures and PPE to safely and effectively do their jobs.
- Ensure my associates use Self-Assessment and the Corrective Action Program to improve performance. And that they complete their assigned items on time.
- Ensure that my associates are aware of the 10 Human Error Traps, and how to recognize and avoid them. I will ensure 95% schedule adherence to the Human Performance Strategic Result Action Plan.
- Ensure that my associates are not misallocating or wasting company resources.

- Participate in the accomplishment of the Business Plan Strategic Result Areas and Targets.
- Conduct at least 1 PAOWF per week.
- Complete training Observations dependent upon requirements.
- Implement Gallup Survey and Improvements.
- Ensure that Performance Partnership meetings and updates occur.

Goal 3 I will meet NBU Goals

I will direct my activities and my group activities to meet the following NBU goals:

- Site Wide INPO Index >97
- Event Free Clock Resets > 25 day average between events.
- OSHA Recordable Rate < .25
- Capacity Factor >92%
- Gigawatt Hours > 26.1
- Total Refueling Days <66
- Budget <376 million
- O&M Costs < 1.03 c/kwh
- Organizational Effectiveness >3.9 Gallup result

Goal 4 – I will support Operations Department Results

I will direct my activities and my group activities to meet the following goals:

- Capacity Factor from 5/15 to 9/15 equals 100%
- Overall Capacity Factor equals 90%
- Forced Outage Duration <4 days per unit annually.
- <24 hour hot shutdown quick turnaround for forced outage duration
- Seasonal Readiness maintenance items completed prior to affected season.
- Meet all assigned outage milestones.
- Maintain work force unavailability < 4%
- All NUCR and NUTS assignments closed within 7 days of their due date.
- Corrective Action scores >90
- Forced Loss Rate < 2%
- No Safety Tagging Breakthrough Events
- Support the Operations Safety Council and resolution for all identified operations safety issues
- Support an IBEW / Management relationship that fosters open discussion and timely identification and resolution of issues.

Goal 5 – I will support Work Management Results

I will direct my activities and my group activities to meet the following goals:

- >90% scope stability between T7 and T0
- >90% System Health/Reliability work orders worked when scheduled.
- >90% PM work orders worked when scheduled.
- < plus/minus 5% for LCO's 7 days or less.
- Worker productivity >3.3 jobs/worker/week (online)
- On-Line material costs are <2003 budget, total supply chain inventory levels remain at or below January 2003 levels.
- Site Wide Backlog of Non-Outage Power Block Corrective Maintenance (CM) Work Orders – (starting at 576) , 425.
- Most significant Outage and On-Line Work Orders effecting station reliability and system health (starting at 500) < 90.

- No risk assessment issues in T0 as a result of inadequate scheduling or Tagging.
- Operations orders task ready at T4 >97%
- Safety Tagging prepared at T4 >95%
- Operations Weekly Schedule Adherence >95%