

[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:

- After [REDACTED] discussion of last year's performance, what our goals for next year are and what our gaps are, I felt a much better grasp of the direction we needed to be headed. I also appreciated the prominence of the Shift Managers role in causing the necessary behaviors throughout the Site.
- Our organization is hungry for leadership. Leadership from Operations is the only way our organization will close to gaps between where we are and where we need and want to be.
- The Chain of Management above us (Shift Managers) is a resource for us to use. You are eager to support us and to let us lead. We have not only [REDACTED] trust but also his authority and he wants us to use it to unite and improve the Site.

- The Shift Managers alone cannot provide all the leadership the Site needs. We have to cause the CRS's, NCO's and NEO's to act as leaders to amplify our influence and effectiveness. I am currently and will continue to work with Kymn Harvin to affect this change.

Sincerely,

[REDACTED] JC