

Harvin, Kymn R.

From: [REDACTED]  
Sent: Monday, February 10, 2003 7:32 AM  
To: [REDACTED]  
Subject: Expectations/Accountability - Action Plan

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Act, exemptions 7C  
EOIA- 2005-0194

February 10, 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:

1. The data clearly shows we're not getting the results we set out to achieve (across the board - Business Plan, capacity factor, INPO index, corrective action program ownership, implementation of our process and standards). After absorbing this data, the most upsetting takeaway to me occurred to me via [REDACTED] communication of the Site Operations Leadership Philosophy, department expectations, and the accountability model - it became quite clear that I've just spent my first year as an Operations Superintendent as a 'superintendent of an operations department shift' - when I could have made a difference by being engaged at the station level.
2. Regarding site operations leadership philosophy and being a good manager:
  - If I had a solid safety focus, why did my fellow associates get hurt when I was on duty?
  - If I aligned with Work Management, was it to achieve business plan targets?
  - If I trained my personnel to improve individual habits and skills, did I reinforce expectations when they weren't being met?
  - Were my corrective actions designed to merely prevent recurrence, or to create excellence?

The proof is in the results - I have not been a good manager. My takeaway on this is that it really doesn't matter whether I considered myself a manager, supervisor, or worker - anyone can take on some facet of the above. So really what does matter is my ownership and personal accountability in achieving the results we want to

achieve.

3. Although a source of anxiety, the display of operations department expectations worked for me. We have had a lot of discussions on 'owning the whole', and being a 'station leader'. These discussions just never connected with me to the point where it became clear that these are the behaviors I need to embrace.
4. The discussion prompted me to review my interview notes from my qualification meeting with [REDACTED] in November 2001. The meeting was a good reminder to me on the benefits of working with the negative influencers to lead the silent majority. I also took away from the meeting and my review that the Yerkies/Dottson Law remains a very effective method to implement performance changes at all levels of the organization.

We discussed and identified our departmental gaps as a department team. I used your expectations letter of 1/20, my 2002 Performance Partnership, our WANO evaluation response letter of 11/5, and the WANO Recurring Issues document to identify what I consider to be my most significant personal gaps. My attached action plan includes my gaps and what I intend to do about them. I will include these gaps as Developmental Areas within my 2003 Performance Partnership.

In concluding, my decision to 'jump on the train' is firm. I'm committed to doing it right, and making our facility the best it can be. I understand the expectations and I've internalized the urgency to create the accelerated, clearly visible change necessary to drive the train to top quartile performance. Your message was clear - I'm onboard and I'm accountable for the results.

Sincerely,

[REDACTED]



Action Plan -  
Expectations.doc...