



High value and results-oriented, NWI has a broad portfolio of clients nationwide.
www.nwi-llc.com 865-385-6166

➤ Consulting
➤ Training Services
➤ Performance Improvement
➤ Intelligent Products

NWI – Consulting, Services, & Products¹

NWI Consulting, LLC is a professional consulting firm specializing in power plant services, program assessment, performance improvement, & organizational development. NWI has a broad portfolio of national & international clients in the electrical generation industry with expertise in many areas. Below is a listing of those areas NWI can provide professional expertise and support.

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Letter of Introduction

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To Whom It May Concern:

NWI Consulting, LLC is a professional consulting firm specializing in power plant services, program assessment, performance improvement, & organizational development. NWI has a broad portfolio of national & international clients in the electrical generation industry with expertise in many areas including:

- *Power Plant Services*
 - *Operations*
 - *Training*
 - *Maintenance*
 - *Radiation Protection*
 - *Chemistry*
 - *Emergency Preparedness*
- *Management Development*
- *Presentation Skills*
- *Executive Coaching*
- *Conflict Resolution*
- *Multi-Discipline Assessment*
- *Root Cause Analyses*
- *Safety Analysis (50.59)*

With competitive rates, NWI delivers performance improvement consulting to the power industry, academic institutions, and other commercial businesses. NWI Consulting, LLC has provided proven products and services for clients such as:

- Project conceptual development and implementation
- Business and technical analyses (Outage Support & Readiness Assessment, Nuclear Oversight, Performance Improvement Program, etc.)
- Complex problem solving (e.g., NRC 95-003 collective evaluation)
- Leadership development/executive effectiveness
- Training support & recovery management, License exam Development
- Accreditation plan design and implementation
- Discipline-specific analyses/critical assessments & causal analyses
- Accrediting Board renewal

High value and results oriented, NWI Consulting, LLC has a broad portfolio of nationwide clients and is headquartered in Knoxville, Tennessee.

When you require support in the future, call on NWI to provide that high quality, effective solutions to enhance your organization's effectiveness and improve your workforce performance.

Sincerely,

A handwritten signature in black ink, appearing to read 'Frank S. Tsakeres', written over a white background.

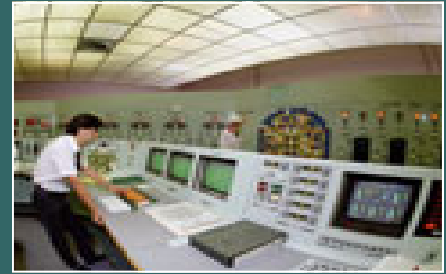
Frank S. Tsakeres, Ph.D.
Director of Operations
865-385-6166

"Providing high quality results-oriented deliverables to industrial clients and academic institutions worldwide."

CHECK OUT OUR WEB SITE AT: www.nwiconsulting.com



Product/Service Information



Our Client Feedback

NMC Monticello Power Plant – “Thanks for coming up on such short notice. Your assessment has provided very strategic recommendations that will help our program.” SVP (February, 2004)

DC Cook Power Plant – “Your comments and suggestions will help us get even better and made this a stronger document!” Training Manager (February, 2004)

Exelon Reactor Services – “I really thought the root cause analysis report was comprehensive and well written, especially given the sensitivity of the issues.” NWI “really nailed the root causes.” Outage Manager (February, 2004)

Quad Cities Station – “Very valuable insights provided” when NWI participated as chair on two preparatory boards. SVP (December, 2003 and November, 2003)

American Electric – “Great report! This will definitely help us get better.” Training Manager (January, 2004)

LaSalle County Station – ...in bringing in NWI as mock board support... “We need to do this kind of thing again. The insights really helped us get ready for the accreditation board!”, SVP (November, 2003)

Exelon Reactor Services – “The root cause report looks great. Thanks for all your help with this.” “Nice job!” Root Cause Reviewer and Project Manager (April, 2004)

Exelon Reactor Services, Dresden Station – “The training materials for dry cask storage re-qual training look great and were very effective. Thanks for all your help with this...” Site Reactor Services Manager (April, 2005)

Three Mile Island – “The probation recovery assistance that you provided was extremely valuable and timely. The recovery strategy was of great help to us in successfully getting us back on track!” Training Director (March, 2005)

FP&L Corporate - “The work on Human Performance NWI did for our plants will definitely take us forward as a company...the deliverables were of high quality and the project was very cost effective!” Corporate Training and Human Performance Manager (October, 2004)

Palo Verde Nuclear Generating Station – “Thanks for helping us get through a very challenging time at PVNGS. I don't know what we would have done without NWI's expert help!” ImPACT Project Group Manager- NRC 95-003 (October, 2007)

San Onofre Nuclear Generating Station – “The leadership review was very thorough and very atypical of most vendor reports...as it had practical actions that we can take action on!” Engineering and Training Vice President (January, 2008)

Exelon New Plant Development – “I have been trying to get results from other vendors and NWI came in and gave us a quality product in just 2 1/2 months!” New Plant Development Manager (April, 2008)



With competitive rates, NWI Consulting, LLC provides power plant and corporate services in numerous areas including training, operations, maintenance, radiation protection, chemistry and emergency preparedness. These areas as well as organizational development strategies and executive management effectiveness are just some of the broad expertise NWI retains. High value and results oriented, NWI Consulting, LLC has a broad portfolio of nationwide clients.

Human Performance NWI has developed effective strategies and tools such as Dynamic Learning Activities and Human Performance Checklists to help your workforce minimize errors on the job.

Maintenance Work management techniques, valve training, instrumentation and controls, and behavior improvement tools are just some of the products and areas of expertise that NWI delivers to obtain effective results.

Operations Whether it's configuration control challenges, crew dynamics, simulator fidelity/realism or workforce standards issues, let NWI provide plausible strategies and tools to get results.

Dry Cask Fuel Storage Effective implementation of dry cask storage (e.g., spent fuel preparation, transport, and storage) is a critical challenge today. Let NWI's experienced professionals help you train your workforce for this critical work evolution.

Radiation Protection/Chemistry/EP Whether your challenges include areas for improvement in source term controls, ALARA, post job critiques, shutdown chemistry strategies, e-plan submittals or workforce standard issues, NWI provides tools which will improve organizational performance in these areas and more.

Training Training and qualification can be particularly challenging trying to navigate through accreditation objectives, criteria, and writing standards for Accreditation Self Evaluation Reports. NWI provides critical assessments as well as mock board design and implementation which leads to successful accreditation renewal. In addition, NWI can augment your training staff with experienced professionals, develop NRC ILT exams, conduct effective instructor simulator training as well as developing and conducting training in all of your principle disciplines.

nwi Consulting, LLC



✓ *Capability, Support and Expertise*

NWI Consulting, LLC
P.O. Box 33117
Knoxville, TN 37930
(865) 934-7100, Fax (888) 817-8890



Capability



- **NWI Consulting or Nuclear Worldwide Inc.**

- Specialty Nuclear Consulting Since 2003
- Based in Knoxville, TN
- Client base is North America and Asia

- **Experienced personnel**

- Consortium of ~50 professionals with extensive utility & regulatory expertise
 - Highly skilled staffer through executive levels
 - Retain expertise in operating and near term license (NTOL) nuclear power plants, DOE facilities and next generation power plants (including US COLs) providing professional program support and staff augmentation
- Provide high quality deliverables
- Manage/Support diverse projects



Areas of Expertise



Power Plant Support

- Operations
- Training
- Maintenance
- Engineering
- Planning, Scheduling, & Outage Management
- Rad. Protection & Chemistry
- Emergency Preparedness
- Performance Improvement (CAP, OPEX, SA, Benchmarking)
- Oversight (QA, QC, NSRB)
- Managed Projects

Diverse Projects

- Organizational Effectiveness
 - Leadership/Safety Culture
 - Executive Coaching/NSRB
 - Management Modeling/Training
 - Workforce Planning
- Regulatory
 - 95001, 95002, 95-003 Support/Collective Evaluation
 - INPO PN-14 Recovery
 - Independent Safety Culture Assessment
- Performance Improvement
 - Causal Analyses (RCA, ACE, CCA, INPO Finding, etc.)
 - CAP Program Implementation
 - Focused/targeted Assessment
- Operations
 - Coaching/Mentoring
 - Procedure upgrade
- Maintenance/Planning, Scheduling, Outage
 - PM Optimization
 - Work Management Alignment
 - Outage Optimization/Assessment
- Training
 - ATV Support/Probation Recovery
 - NRC Licensed Operator Exam Development
 - ILT Throughput
 - Simulator Ops/Design incl. new build
 - COL Training Design
 - CBT (WAN deployed – DCS)
- Selected Engineering Services
 - Safety Analysis (50.59)
 - EPU
- Professional Staff Augmentation

NWI Recent Client List:



U.S. Commercial Nuclear Power

- AEP's D.C. Cook Nuclear Power Plant
- APS's Palo Verde Nuclear Station
- CENG's Nine Mile Nuclear, Calvert Cliffs & Ginna Station's
- DTE's Fermi 2 Station
- Dominion's Millstone Station
- Duke Energy's Oconee, McGuire, Robinson & Crystal River Stations
- Energy Northwest's Columbia Station
- Entergy's Fitzpatrick, Grand Gulf, IPEC, River Bend Station, VY & Corporate (N & S)
- First Energy Nuclear Operating Co. (Perry)
- Exelon's Byron, Braidwood, Three Mile Island, Clinton, Dresden, LaSalle, Oyster Creek, and Quad Cities Nuclear Stations and Exelon's Outage and Reactor Services, Exelon Nuclear Partners
- FPL-Next Era Energy's Seabrook, St. Lucie, and Turkey Point Beach Power Plants
- NPPD Cooper Nuclear Station
- OPPD's Fort Calhoun Nuclear Station
- PPL's Susquehanna Steam Electric Station
- PSEG's Salem & Hope Creek Nuclear Generating Stations
- SCE's San Onofre Nuclear Generating Station
- TVA's Watts Bar Plant, Browns Ferry and Corporate
- Xcel Energy's Monticello & Prairie Island Power Plants

International Nuclear Power

Bruce Power, Ontario Canada

CNNC – China National Nuclear Company

DBNC – Daiya Bay Nuclear Corp.

US National Laboratories

Idaho National Laboratory
(Battelle/DOE)



What NWI offers...

Professional Support



- ❑ **Project Management & Scheduling**
- ❑ **Executive and Mid-Level Management Support**
 - Leadership development/executive effectiveness
 - Safety Culture Assessments/Analyses (US & International)
 - Targeted Management Coaching, Mentoring and Training
 - Technical challenge boards/Mid-Cycle Assessments
- ❑ **Training & Professional Development**
 - ATV Support/Probation Recovery
 - NRC Licensed Operator Exam Development
 - ILT Throughput
 - Simulator Ops/Design including New Build
- ❑ **Engineering Support Services**
 - EPU, Testing (Post Mod and Special)
- ❑ **Dry Cask Storage**
 - CBT software/instructional support
- ❑ **Nuclear Oversight/Quality Assurance**
- ❑ **Work Management and Outage Support**



What NWI offers...

Professional Support



□ Performance Improvement Expertise

- NRC/INPO interface strength with extensive Utility/NRC/INPO experience onboard
 - NRC 95003 & 002 Inspection Preparation (Complex problem solving and support, collective evaluation, RCA, Effectiveness Evaluation, ACE, CCA)
 - Plant Evaluation Support (Assessment, Analysis, PE Response)
- Corrective Action Program Design and Implementation
 - Problem Identification and Resolution Program Recovery
- Assessment and Evaluation
 - Discipline-specific analyses/critical assessments & causal analyses
 - Mid-Cycle, Focused, Pre-Inspection

□ Staff Augmentation

- Professional Staff (Engineers, Trainers, Planners, Schedulers, etc.)
- Management and Supervision (Senior, Mid, FLS)

□ Turn-Key Projects

- Training (Lesson Plan Upgrades, NRC Operator Exams, GFES, ILT, Basic Simulator, Q-Bank Development)
- Procedure Upgrades
- PM Optimization



Safety Culture Assessment

- Safety Culture is the core values and behaviors resulting from a collective commitment by leaders and individuals to emphasize safety over competing goals to ensure protection of people and the environment.

- NWI Professionals have extensive expertise & experience in conducting SCAs (U.S. & Internationally)
 - Comprehensive Planning (Survey to Site Logistics)
 - Independent or Client-Participation Implementation
 - Focused SCAs (Department, Site, Corp./Fleet)
 - Complete Analyses to Timely Confidential Report



Financials...



■ Performance & Particulars

- Financial Performance (Available upon approved request)
- Dun & Bradstreet
 - Strong Ratings (PAYDEX, D&B Overall, Financial Stress, Credit)
- Insurance (Cert Available Upon Request)
 - Professional Liability
 - General
 - Auto
 - Bonded
 - Umbrella
 - Workers Comp

nwi Consulting, LLC

■ *Why NWI?*

- Core Competencies are Training, Performance Improvement and Oversight
- Best of Class
- Process Driven
- Practical Approaches
- Proven Performance
- Accountability – Project Ownership
- Expertise Depth and Diversity
- Project Team Commitment and Teamwork
- Value-Added Project Results
- Focused on Earning Client Trust-Customer Satisfaction





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About Us...

Nuclear Worldwide Inc. (NWI) is a professional consulting firm specializing in power generation performance improvement services, specialized learning interventions, computer based training, organizational development, and professional staff augmentation. NWI has a broad portfolio of U.S. and international clients in the electric generation industry.

NWI Consulting, LLC

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or email at: ftsakeres@nwi-llc.com

Recruiting: Send inquiries and resumes to: nwi@nwi-llc.com

nwi CONSULTING, LLC.

WWW.NWI-LLC.COM

For more information call:
(865) 385-6166

Committed to Excellence



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NWI Consulting, LLC is a professional consulting firm specializing in;

- **POWER GENERATION PERFORMANCE IMPROVEMENT SERVICES**
 - **SPECIALIZED LEARNING INTERVENTIONS AND COMPUTER BASED TRAINING**
 - **ORGANIZATIONAL DEVELOPMENT**
 - **PROFESSIONAL STAFF AUGMENTATION.**

High value and results oriented, NWI has a broad portfolio of U.S. and international clients in the electric generation industry providing professional staff augmentation power plant services in numerous areas including training, operations, maintenance, radiation protection, chemistry and emergency preparedness.

If you need support for your site or are interested in being part of the NWI team, send your résumé to recruit@nwi-llc.com or contact Frank Tsakeres at (865) 385-6166.



**“Committed to
Excellence”**



NWI Consulting, LLC., P.O. Box 33117, Knoxville, TN 37930-3117 ■ (865) 385-6166



Operational Focus & Leadership

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NWI has developed a systematic operational focus and leadership support program that provides strategies to improve operational focus leadership behaviors and overall leadership effectiveness. Operational focus support is conducted by NWI professionals to;

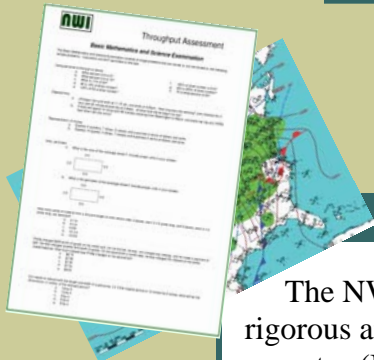
- Help **identify behaviors and conditions** that potentially challenge safe, reliable operation and ensure that they are recognized and promptly reported for resolution.—Personnel at all organizational levels must recognize and become intolerant of conditions and behaviors that challenge or reduce margins of plant safety or reliability. When these conditions, along with suggested solutions, are brought to management's attention in a timely manner, operations leadership along with other plant supervisors and managers take actions to resolve problems and provide feedback to personnel.
- **Ensure that roles and responsibilities are established** for making and implementing decisions and are thoroughly understood by station personnel.—Station personnel must understand their specific responsibilities with respect to the decision-making process. It is imperative that single-point accountability is maintained for the actual decision, allowing for direct and timely feedback from all involved personnel when conditions change.
- **Recognize the potential consequences of operational challenges** which are clearly defined, and alternative solutions are rigorously evaluated.—Operations leadership ensures that the scope of the condition is clearly defined, operational significance is determined, and alternatives are developed that provide the best technical solutions considering potential consequences such as operational challenges, license compliance, and effect on safety margins. In addition, an assessment of implementation risks are understood for each alternative.
- **Facilitate how decisions are based on a full understanding of short- and long-term risks** and the aggregate impact of conditions associated with various options.—When a course of action is selected based on a critical consideration of risks and potential consequences and a thorough understanding of alternate solutions, logical operationally sound final decision results from a deliberate act, which provides clear direction, contingencies, and abort criteria.
- Assist in the **development of implementation plan** that are effectively communicated with respect to actions, responsibilities, compensatory measures, and contingencies to ensure successful outcomes.—NWI can assist in helping management ensure that an implementation plan is in place that includes expected actions, roles and responsibilities, compensatory measures, and contingencies for all reasonable outcomes. In addition, NWI can facilitate solutions such that appropriate involved personnel have a thorough understanding of the plan and the decision bases and during implementation, any changes in conditions are quickly recognized and communicated to decision-makers.
- Help **identify when decisions and decision-making activities should be periodically evaluated**.—NWI professionals assist station key personnel learn lessons from operational decision-making, are shared, and then reinforced with managers and station personnel. Ensure that decision-makers continuously improve their decision-making effectiveness through implementation of a systematic, well-defined approach for collecting and analyzing feedback to enable them to learn from previous decisions.

Ultimately, the NWI Operational Focus and Leadership Support team works with key individuals to practice new or modified skill sets/behaviors in the actual work environment. NWI uses effective coaching and mentoring techniques to help key personnel emulate appropriate leadership behaviors which impact the organization as a whole. Call us today to arrange time to discuss your organizational needs.



Throughput Assessment Screening

NWI CONSULTING, LLC



The NWI Throughput Assessment Screening or TAS is a program that applies a rigorous and objective performance analyses for the evaluation of potential licensed operator (ILT) candidates. This decision-making tool is designed using a three-phase approach;

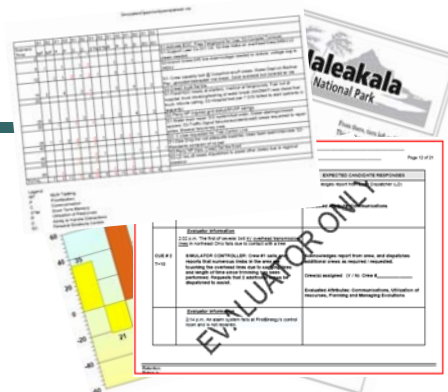
- Basic Mathematics and Science (Entry Level)
- Comprehension (Numerical and Language)
- Situational Awareness (evaluation of seven Fundamental Attributes)

It is conducted as a 1 day assessment per candidate with a confidential performance profile identifying the resultant testing outcome including recommendations for operator license class entry. In addition, developmental areas are highlighted with remediation recommendations provided as part of the TAS summary report.

NWI has a unique price break for clients based on specific student numbers and assessment location. Several advantages that this unique program offers includes:

- Removal of personal bias from final selection decision
- Program conducted at remote or central locations (client preference)
- Assessment yields significant client cost savings (exceptional success predictor)
- Program uses multiple prioritization skill evaluation
- Results in a fixed non-escalating contract price.

Key programmatic features result in a prediction tool that has a technologically and instructionally sound foundation. Inquire soon to find out more about this program from your NWI representative! Call today and start improving the successful throughput of your ILT candidates and save your company lots of resources at a fixed practical price structure.



NWI CONSULTING, LLC

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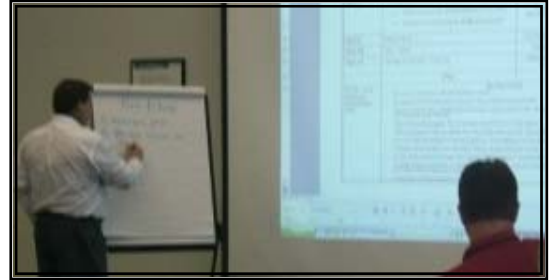


Fundamentals Academy

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NWI's Fundamentals Academy is a training program that prepares new hires for entry-level positions at nuclear facilities. The Academy is held at an off-site learning campus and prepares candidates in the areas of generic fundamentals, basic nuclear systems such as 4-loop Westinghouse PWR and BWR-4 systems, General Employee Training, and leadership principles. Once the candidate has the classroom instruction and successfully passes a battery of examinations, he or she can enter the site for OJT with minimal "delta" training conducted by site trainers. The client, who has a need to fill skilled vacancies can "order up" from the pool of qualified candidates to fulfill their own resource needs, which are based on the facility 5-year staffing plans.



Numerous advantages in using NWI's Fundamentals Academy include:

- High quality candidates are "ready now" for OJT
- Candidate failure risk is minimized
- A typical 90 day probationary period is eliminated
- Leadership skills for future client upper management progression provided from the start
- Fixed price training cost provided to you, the client
- NWI has a unique price break for clients based on specific student hiring numbers.

Key programmatic features result in a cost savings tool, without the high overhead of providing "basic" education to new hires. Find out more about this program from your NWI representative! Call today and start the cost savings in hiring new employees that now have that "frame of reference" you desire to help your power plant workforce operate effectively. Save your company lots of resources at a fixed practical price structure.

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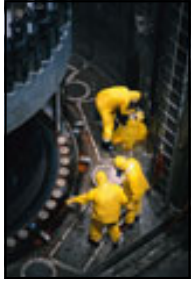
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Outage Program Support

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NWI CONSULTING, LLC



Let NWI support your outage management needs...with professionals who have an extensive experience base at all organizational levels, NWI personnel can provide effective outage managements techniques and tools based on time-tested performance. NWI retains outage expertise to perform overall assessments (e.g., schedule integrity, site/corporate alignment, inclusion of site/industry operational experience/lessons learned, etc.) and outage organizational training targeted to improving outage performance in the areas of safety, cost, and duration. Whether it's nuclear ,industrial or radiological safety, let NWI provide a timely assessment to assure your workforce and outage processes are tuned to perform at

industry best. NWI professionals can help you establish the following;

- Determine the level of management engagement, alignment and focus on outage preparations (e.g., Leadership behaviors) and verify that the outage is a high priority for the station
- Provide training for the Outage Control Center (OCC) managers/field area coordinators
- Ascertain outage preparation readiness and the outage staffing plan
- Review effectiveness and readiness of outage preparation process and milestone
- Review outage scope selection process/results (e.g., ease of scope identification, selection & disposition)
- Review outage schedule development process and verify ownership by implementing work groups.
- Determine whether required tasks are included in the integrated outage schedule (e.g., PMs, Baseline Activities, operational focus items, etc.)
- Determine the level of Engineering Mod quality as well as review the effectiveness of the Mod selection process and effectiveness of LRP (Long Range Plan) usage.
- Verify major project management readiness (Extended Power Uprate, Asset Management, etc.)
- Review Outage WO development, review process and quality verification.
- Review Outage Tagging status, verify methodology used for to ensure it minimizes tags and Operations resources. consistent with process requirements and consistent with online methods
- Verify Operations, Maintenance, and RP outage readiness and contract readiness
- Review outage event prevention plans/action to verify adequacy as well as early identification and resolution strategies including fact finding, turnaround time, process effectiveness, and leadership
- Confirm configuration control is being maintained and Operations has taken a leadership position for event prevention during the outage

Contact NWI for your outage planning, assessment and training needs today!

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Performance Improvement Support - Corrective Action/Self-Assessment Programs

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Striving to improve your organizational performance is a strategically defined commitment that takes significant resources. Incremental improvement is established by doing the “status quo.” To accelerate and make a step change in your performance takes insight and much strategic thinking. The focus must be on those systems, processes, and performance aspects with the highest potential consequence or highest potential gain. For example, the 80/20 rule (e.g., 20% of the issues tend to cause 80% of the impact/problem) can be used to focus efforts, especially since most organizations have limited resources.

To understand how to organize and focus your efforts, a basic understanding of the main focal areas is imperative. Performance improvement (PI) is comprised of key components including the following:

- **PERFORMANCE MONITORING** –to assess performance and identify gaps between current and desired levels of performance/results. The aspect of performance monitoring involves identifying and addressing precursor-level problems before they become bigger organizational issues.
- **PERFORMANCE INDICATORS** - effective performance indicators typically are; quantifiable (measurable), based on performance data that is readily obtained, clearly defined and easily understood, limited in number so that management reviews focus on the most important performance measures, relevant to current station or industry performance challenges, challenging with their targets.
- **PERFORMANCE ASSESSMENT:** A collection of activities that determine actions needed to close the gaps including the following: corrective action data or data trends, self-assessment or benchmarking results, observation data (e.g., by station personnel and external groups), performance indicator information, lower-tier issue reporting systems.
- **IMPLEMENTING SOLUTIONS** – the collective activities that result in applying the chosen solutions to close the gaps. Corrective actions are developed to close these gaps with future planned evaluations (e.g., effectiveness reviews) to check on whether the action(s) was effective in addressing the issue or problem.

Other PI areas include **BENCHMARKING**, **OPERATING EXPERIENCE**, and **CROSS-ORGANIZATIONAL** (Cross cutting issues that cross organizational boundaries).

As professionals with diverse expertise and broad nuclear and non-nuclear experience, NWI Consulting, LLC would like the opportunity to provide your organization with valuable insights and assistance in developing a strategy to improve some or all of the above key PI components and help provide critical insights for improving your facility’s performance. NWI can quickly offer assessments, safety analyses, effectiveness reviews, or total program reviews and updates adding immediate value to your organization.

Our professionals have over 300 years of management experience interfacing directly with the NRC, DOE and INPO on sensitive and challenging issues. We at NWI Consulting, LLC are available at your convenience to help you in numerous other areas as well including operations, maintenance, radiation protection, training, chemistry, and engineering. Call us today to arrange time to discuss your organizational needs.

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Project Management & Engineering

NWI CONSULTING, LLC

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In the nuclear industry, management of major projects can be particularly challenging with the due to the complexity of site and regulatory requirements as well as the multiple work disciplines involved (e.g., Extended Power Uprate (EPU) projects, major equipment refurbishments, regulatory-driven responses, etc.). Typically, countless hours are expended in developing the project plans, strategies, logic and identifying support requirements needed to implementing a major design or performing large scope maintenance projects. NWI offers significant expertise in Project Management & Engineering to:

- Provide EPU project management support and strategic direction recommendations our clients.
- Provide periodic and accurate status/milestone updates.
- Deliver documentation and records that have been prepared, verified, and approved in accordance with established client procedures and programs.
- Provide project management and strategic direction recommendations to the client to improve programs and work processes based on personal expertise and industry benchmarking experience.
- Provide supervisory and technical support for major projects such as EPU.
- Function/Augment the clients staff/management for design engineering as well as providing project managers.
- Provide supervisory and technical support for selected outage and online
- Interface with station management and corporate projects providing strategic direction recommendations.
- Provide periodic status/milestone updates.
- Coach and mentor maintenance supervision & planners, outage/work week managers, and work control representatives.
- Develop a backlog reduction plan by identifying, prioritizing and assigning backlog to focus work execution.
- Identify strategies to reduce correctives/elective work orders by working with the craft and maintenance managers in the shops and/or field.
- Perform planning/scheduling activities daily and/or outage work activities.
- Utilize leadership performance measurement to assist in identifying weaknesses that can be used to develop individual/team improvement plans.

As professionals with diversified expertise and power plant experience, NWI Consulting, LLC would like the opportunity to provide your organization with valuable insights and assistance in developing a strategy with high quality products that will lead to a successful project management & engineering support. As a small consulting firm, NWI can quickly offer assessments, safety analyses, or program reviews and updates adding immediate value to your organization. Our professionals have over 300 years of training management experience interfacing directly with the NRC and INPO on sensitive and challenging issues. We at NWI Consulting, LLC are available at your convenience to help you in the areas of training, and other areas including operations, maintenance, radiation protection, chemistry, and engineering. Call us today to arrange time to discuss your organizational needs.

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Training and Qualification Support

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NWI CONSULTING, LLC



Are your training programs consistently helping to improve plant performance? Are your training programs current with worker, station and industry needs and standards? Is line management involved in the training process? Are training procedures and processes developed to support plant efforts? How effective are your self-assessments and subsequent corrective actions? Is the instructional staff trained to use the training processes to support line efforts? How do you know? History has shown that a combination of the following factors is at the heart of many accreditation and/or probation issues. Company executives and senior managers who have had training programs go on probation have stated that the following factors were a significant contributor:

- Non-intrusive Training Program Assessment
- Deficient Line Training Program Ownership and Partnership with Training
- Overly-complicated Training Processes and Procedures
- Ineffectively Trained Instructional Staff

Upon review of your current training procedures, processes and implementation...do they address the following areas?

Training Program Assessment

Many training programs today use generic site self-assessment procedures to control and direct the special needs of training. Many lack detail and focus that will ensure consistent high quality results every time. The quality of your self-assessment program is dependent on what you've put in. Does it contain clear instructions of the self-assessment activities required/conducted, reports written, and actions taken?

Line Ownership of Training

The line organizations must own their training. The training organization must provide the line the necessary training and development to sustain plant improvement. While the line organization dictates the direction training efforts, the training organization ensures that the training is developed to provide plant-related, performance-based training. To provide performance-based training, both line and training personnel must be versed in when training is an appropriate solution, as well as when other interventions are better solutions.

Systematic Approach to Training and Training Processes

Training processes and procedures need to be written to support the line's efforts to improve plant performance. The ability to develop processes and procedures that can be used to rapidly respond to plant needs is necessary for training to respond to the line's needs. In addition, the processes and procedures need to be able to show how training has improved the plant – not only to show that the training is effective, but to ensure the training interventions have helped to improve plant performance.

Instructor Training and Development

The best processes and procedures will not work if the training staff is not trained in how to use them to benefit the plant. A well-trained instructional staff can use the systematic approach to training to respond to plant needs in a timely fashion.

The NWI professional team is experienced in all aspects of the accreditation process and the critical fundamental of using training as an effective intervention for plant improvement. If you find you may need detail in any of these areas, contact us for a review of your current self-assessment procedure/process.

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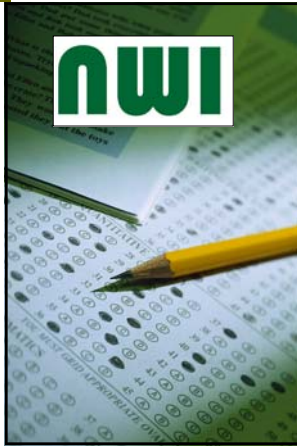
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NRC Exam Development Support

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A number of utilities struggle when it comes time to develop and give NRC Initial License Operator Examinations. Unsatisfactory submittals and poor pass rates are normally the results of poorly executed examination projects. If you are in that bind...NW professional exam developers can help. Experienced in both PWR and BWR exam development, our professionals have been developing and implementing exams for decades with excellent results. These experienced exam writers have determined the difference between successful exam performance and marginal or unsatisfactory exam projects. These success factors can be boiled down to a few critical factors described below.

Appropriate Level of Management Commitment. Every plant project is a management challenge and developing an NRC exam is no exception. As with all projects, the “right resources” and “priorities” must be applied. Often NRC examination preparation resources are underestimated and priorities are set too low or provided at a lower experience level, resulting in less than acceptable outcomes. The “right resources” and expertise must be selected...especially since an exam pass rate of 100% is very challenging and given relatively recent changes by the NRC in exam development guidance. The regulatory, financial, operational, and organizational impacts of just one license failure is very high and can affect the station organization for years. NW can definitely help provide the expertise required for good performance including training your in-house staff for the future!

Communication with the NRC Chief Examiner. All NRC Chief Examiners are interested in a high-quality product, which is ready for approval with minimal adjustment required. The NRC Chief Examiner typically focuses on the exam authors’ historical areas of concern. They will discuss individual topics with authors, recognizing that early corrections will prevent later problems of larger scale. This is where experience in “negotiating” the correct material is so important and where the expertise of the NW staff can help!

Validation of Examination Material. Validation accomplishes two purposes, a SAT examination submittal and 100% pass rate result. The ability for the examination to discriminate the *minimum competency* for safe operation is determined by administering the examination to licensed individuals of *established competency*. Experience and expertise is a real must here in guiding the validation process and during comment resolution.

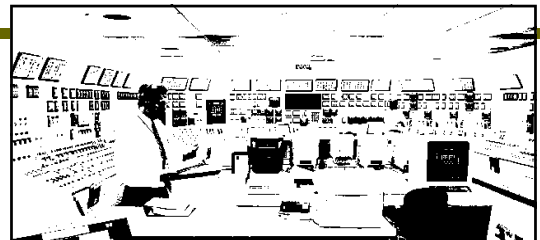
These three critical factors when professionally and methodically addressed, will ensure that our clients avoid pitfalls such as low training program throughput and degraded regulatory margin.. NW is able to help you to address these critical factors and assist you in developing and implementing a successful examination project. NW’s exam expertise is both in PWR and BWR reactors including vintage designs. Whether you require dynamic or written component or an audit or NRC exam (or both), let NW provide you a path to success. Call us today for price quotes and expertise availability.

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Generic Fundamentals Course

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NWI Consulting, LLC

NWI *Generic Fundamentals* courses comprise each essential learning component in producing competent and knowledgeable professionals. This distinctive skill set allows our graduates to properly function and excel within each desired professional role. Coupling theory, nuclear safety principles and practical applications of day to day activities form the cornerstone of our results-oriented program.

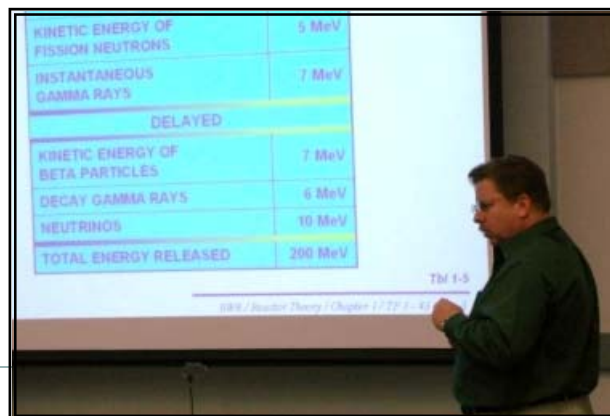
NWI professionals are selected individually for each assignment, based upon their expertise in the specified course scope. Instructors assigned to teach *Generic Fundamentals* are expert theoretical practitioners. Our niche-based system allows us to effectively use our diverse training staff while ensuring that our clients receive the best possible product, making NWI a preferred provider for clients throughout the nuclear industry.

NWI *Generic Fundamentals* courses are based on client-selected media applications for each individual site. Depending on the course-length selected, some or all of the following focus-areas are integrated into course procedure:

- Heat Transfer and Fluid Flow (HTFF)
- DLA's for HTFF
- Extensive Work Book practice
- Reactor Theory
- Simulator DLA's
- Components
- DLA's for Pumps, Valves and Motors
- 50-Question Comprehensive Final Exam
- Sectional Final Exam
- Weekly/Daily Knowledge Assessments

Course-length selection ranges from 4 to 12 weeks and has a custom-tailored student capacity framework.

Ask your NWI professional about our through-put warranty, student capacity requirements and our unique payment strategy.



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Committed to Excellence!



ANSI SRO Certification Course

NWI CONSULTING, LLC

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The NWI 20-week ANSI SRO Certification course accentuates essential nuclear safety principles in producing competent production-based professionals. This distinctive skill set allows our graduates to properly function and excel within desired leadership roles in today's power plants. Our turn-key program provides the basic principles of operations with learning activities designed to facilitate and embody human performance fundamentals. Coupling theory and practical applications of day to day activities with emphasis on the principles of nuclear safety is the foundation of our results-oriented program.

NWI professionals are selected individually for each assignment based upon their expertise in the specified course scope. Instructors assigned to teach *Generic Fundamentals* are expert theoretical practitioners, while experienced operators are employed for the systems phase of the course. Our NWI simulator phase instructors are specialists in effectively helping students integrate fundamentals and systems knowledge into applied nuclear power plant operations. Our niche-specified system allows us to effectively use our diverse training staff while ensuring that our clients receive the best possible product, making NWI the preferred provider for many clients throughout the nuclear industry.

The NWI 20-week ANSI SRO Certification course is designed to accommodate from 4 to 8 candidates per session. The course structure is as follows:

- 2 weeks of Heat Transfer and Fluid Flow
- 2 weeks of Reactor Theory
- 2 weeks of Components
- 8 weeks of systems
- 6 weeks of Normal, Abnormal & Emergency Ops classroom and simulator split operations
- 50-Question Generic Fundamentals Comprehensive Final Exam
- Sectional and Phase Final Exams
- Weekly/Daily Knowledge Assessments
- Startup Certification Exam
- SRO Certification Final dual element performance Exam– Static and JPM

All phases will include Dynamic Learning Activities, professionally-prepared work books, and team building elements.

Ask your NWI professional about our through-put warranty and unique payment strategy.



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Instructor SRO Certification Course

NWI CONSULTING, LLC

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The NWI 26-week Instructor SRO Certification course accentuates essential nuclear safety principles in producing competent production-based professionals. This distinctive skill set allows our graduates to properly function and excel within desired leadership roles in today's power plants. Our turn-key program provides the basic principles of operations with learning activities designed to facilitate and embody

human performance fundamentals. Coupling theory and practical applications of day to day activities with emphasis on the principles of nuclear safety is the foundation of our results-oriented program.

NWI professionals are selected individually for each assignment based upon their expertise in the specified course scope. Instructors assigned to teach *Generic Fundamentals* are expert theoretical practitioners, while experienced operators are employed for the systems phase of the course. Our NWI simulator phase instructors are specialists in effectively helping students integrate fundamentals and systems knowledge into applied nuclear power plant operations. Our niche-specified system allows us to effectively use our diverse training staff while ensuring that our clients receive the best possible product, making NWI the preferred provider for many clients throughout the nuclear industry.

The NWI Instructor SRO Certification course is designed to accommodate from 4 to 8 candidates per session. The course structure is as follows:

- 2 weeks of Heat Transfer and Fluid Flow
- 2 weeks of Reactor Theory
- 2 weeks of Components
- 8 weeks of systems
- 10 weeks of Normal, Abnormal & Emergency Ops classroom and simulator split operations
- 50-Question Generic Fundamentals Comprehensive Final Exam
- Sectional and Phase Final Exams
- Weekly/Daily Knowledge Assessments
- Startup Certification Exam
- SRO Certification Final Exam– Performance, Static, and JPM

All phases will include Dynamic Learning Activities, professionally-prepared work books, and team building elements. Ask your NWI professional about our through-put warranty and unique payment strategy.

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Accreditation Preparation Support

NWI CONSULTING, LLC

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In the nuclear industry, training and qualification can be particularly challenging with the relatively new accreditation objectives, criteria, and new writing standards for Accreditation Self Evaluation Reports. Typically, countless hours are expended in developing the Accreditation Self Evaluation Report (ASER), preparing for the Accreditation Training Visit (ATV) and preparing your team for the National Nuclear Accrediting Board. Typical questions many training professionals are asking include:

- What kinds of and how many self-assessments should be done to prepare for the ATV?
- When should these self-assessments be done?
- What kind of issues rise to the level of an Objective Finding?
- What type or level of examples should be included in the report?
- What will the evaluation team review during the visit?
- Who will the ATV team want to talk to and how do you prepare for this activity?
- What will the board want to review in addition to the ASER?
- How many mock boards should be planned? How much practice is enough?

These are just a few questions among those needed to be addressed when accreditation time is near.

As training professionals with diversified expertise and power plant experience, NWI Consulting, LLC would like the opportunity to provide your organization with valuable insights and assistance in developing a strategy with high quality products that will lead to a successful accreditation renewal. As a small consulting firm, NWI can quickly offer assessments, safety analyses, or program reviews and updates adding immediate value to your organization.

Our professionals have over 300 years of training management experience interfacing directly with the NRC and INPO on sensitive and challenging issues. In addition, NWI offers probation recovery support should your need be specific. Our proven methodical approach to preparation for both ATV's and Accrediting Board preparations coupled together will result in a successful renewal.

We at NWI Consulting, LLC are available at your convenience to help you in the areas of training, and other areas including operations, maintenance, radiation protection, chemistry, and engineering. Call us today to arrange time to discuss your organizational needs.

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The NWI Basic Simulator Instructor Courses comprise each necessary knowledge element in producing competent professional instructors. This distinctive skill set allows our graduates to properly function and excel within each desired simulator instructional role. NWI professionals are selected individually for each course to be taught based upon their expertise in the specified course topic focus. Our niche-based instructional system allows us to effectively use our diverse training staff while ensuring that our clients receive the best possible product, making NWI a preferred provider for clients throughout the nuclear industry.



The purpose of this course is to refresh the abilities to help your instructors to become a solid simulator instructor. This is done by providing tools that can be used to dismantle any barriers that may exist between the instructor and the trainees. The instructional material covered includes:

- Roles of the Simulator Instructor
- Conducting the various types of simulator training
- Observation and evaluation
- Coaching and conducting facilitative critiques
- Use of the exercise guides.

The Course-length is about 2-3 weeks and has a custom-tailored student capacity framework. Specifically, the NWI Simulator Instructor course;

- Explains the role of the simulator instructor during the different phases of simulator training
- Identifies the different modes of simulator training including Initial license training, licensed operator retraining, examinations and other uses of the simulator
- Explains the purpose of an Exercise Guide and identifies the individual guide components and explains their use
- Describes the 5 stages of a simulator session and discuss their interrelationships
- Differentiates between training and evaluation in the simulator
- Explains the purpose and method of preparation, including technical preparation and planning
- Describes the functions, conduct and content of the pre-exercise brief
- Explains the observation process in the simulator
- Demonstrates coaching as it applies during a simulator scenario and explains the coaching process and its application
- Explains the purpose of a critique and describes 3 basic critique structures and discuss their unique applications as well as the basic critique process. In addition, the BSIC shows how to facilitate a self-critique
- Describes the various methods of facilitating a self-critique and demonstrates the use of questioning techniques during the self-critique
- Identifies when demonstration training should be used and defines error free learning.
- Describes 3 methods of organizing material in a demonstration type lesson
- Discusses the roles of the simulator instructor during simulator evaluations and explains the process of conducting a simulator evaluation including observation, exam completions, and documentation.

The NWI BSIC includes a concentration on the 5 parts of a training session: (1) Preparation: Review and planning prior to the exercise, (2) Pre-brief: Provide initial conditions, turnover information, etc., (3) Sets the tone of the exercise (sets the learning environment), (4) Exercise: provides structured activity and identifies where coaching may be appropriate, (5) Critique: Review of operator performance. During training and evaluation, facilitation is the method of choice, but it may be necessary to using the telling mode for ILT classes or groups that refuse to objectively discuss their performance. Another item that is taught is "The List:" or the record of improvement items that are to be developed during the critique and used to ensure that improvements are made and not dropped between training sessions. The list is an NWI essential for ensuring critical overall performance improvement, instead of isolated improvements on select tasks. A well run, facilitated critique motivates the crew and encourages learning. The list provides a structure for student learning resulting in a motivated crew with a list of items that they believe is in their best interest to learn. The rest is simply individual and crew team development. An important aspect of a simulator critique is its effectiveness. Effectiveness is measured by several criteria including;

- Were performance strengths/weaknesses identified and addressed?
- Were learning opportunities exploited to improve crew performance?
- Did the crew "buy into" improvement strategies?
- Did crew performance improve as a result? (Did behavior change?)
- Order of preference for critique styles:
- Shift Manager led facilitative critique.
- Instructor led facilitative critique.
- Instructor tells the crew.

If one method fails, fall back to the next method. The central issue is critique effectiveness, not style!

Ask your NWI professional about the BSIC warranty and student capacity requirements today!



Professional Staffing and Augmentation

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NWI CONSULTING, LLC



NWI offers a professional staffing and augmentation of your existing staff to meet your needs. Whether it's for a short term work need or a long term assignment, NWI offers professionals that can fit your requirements providing the expertise that you want, at the quality you expect, and at a price that's competitive. NWI has recruitment professionals who locate, select, screen and mobilize the talent - wherever and whenever you need it. Our industry-specific focus allows us to develop a depth of experience, expertise, and connections many other recruiting and staffing firms cannot match. NWI understands the challenges that many businesses face when

looking for qualified staffing professionals. We also know what people looking for employment want. The result is a proven track record of making sure both the candidate and the company are completely satisfied. NWI has provided staffing expertise in many different areas including;

- Executives:
 - Quality Assurance
 - Training Management
 - Other
- Operations:
 - Procedure writers
 - BWR and PWR Senior Reactor Operators (SROs that have been previously licensed or ANSI)
 - Reactor Operators (ROs that have been previously licensed)
- Training (Accredited and Non-Accredited Programs):
 - BWR and PWR SRO, RO and NLO (Non-Licensed Operator) Instructors/developers
 - Instructional Technologists
 - Engineering
 - Chemistry Instructor/developers
 - RP Instructor/developers
 - Maintenance Instructor/developers (all disciplines - Mechanical, Electrical and Instrumentation & Controls)
- Performance Improvement:
 - Corrective Action
 - Self-Assessment
 - Operational Experience
- Other Areas - Just simply request us to augment your staff!

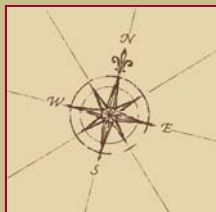
If you find you may want additional detail in any of these support areas, please contact us for a review of our current personnel offerings.

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NWI Leadership Development Program & Support

NWI CONSULTING, LLC

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NWI has developed a systematic leadership assessment program that provides strategies to improve leadership behaviors and overall organizational effectiveness. The NWI Leadership Assessment Program or NWI LAP was developed by a core team of about 10 NWI professionals having over 300 years of collective leadership experience at industry recognized top-running organizations having high performance levels in safety, production and cost. The NWI LAP is a multi-phased process comprised of four basic initiatives;

- Information gathering through documentation review and on-site observations
- Individual and group self-assessment
- Results analyses and rollout with the organization
- Recommendations and remediation strategies.

The process is designed to be very straightforward and candid in both the coaching and mentoring phase and includes both individual and departmental level performance measurement. The product design offers behavior analysis and feedback during the multi-phase LAP execution.

NWI's design goal is to identify specific leadership and behavioral gaps benchmarking observed performance against objectives and criteria of highly-effective organizations. Remediation strategies & training to resolve behavioral barriers can be provided to arrest declining individual and organizational performance. The benchmark objectives have been compiled from years of study in multiple industries including manufacturing and production businesses, professional leadership and military organizations and have one thing in common, highly effective organizations with top-quartile industry performance. Identification of individual/group behavioral deficiencies using NWI's leadership evaluation tools are designed to result in "SMART" actions (specific, measurable, actionable, relevant, and timely) to close gaps. Finally, the NWI LAP process focuses on correcting errant behaviors with sessions that practice the "picture" of good behaviors for specific situations, in both one-on-one settings to group breakout focus sessions. Ultimately, the NWI LAP affords targeted individuals to practice new or modified skill sets in the actual work environment. Emulating appropriate leadership behaviors which impact the organization as a whole, is the terminal objective of LAP process. The overall process is interactive in nature and contains critical elements including;

- Documentation Retrieval and Analyses
- Sr. Leadership Team Strategy and Performance Target Determination
- Key Attribute Determination
- Organization Attribute Assessment
- Assessment Target Population Determination
- Individual Evaluation
- Group Observation/Evaluation
- Executive Analyses
- Confidential Disclosure of Results & Recommendations

The recommendations of LAP are compiled into a confidential report by department and overall organization resulting in focal areas with specific remediation strategies. Development of remedial activities can be provided as part of an extended corrective action strategy.

NWI professionals have over 300 years of management experience interfacing directly with the NRC, DOE and INPO on sensitive and challenging issues. We at NWI Consulting, LLC are available at your convenience to help you in numerous other areas as well including operations, maintenance, radiation protection, training, chemistry, and engineering. Call us today to arrange time to discuss your organizational needs.

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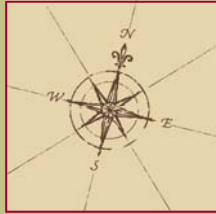
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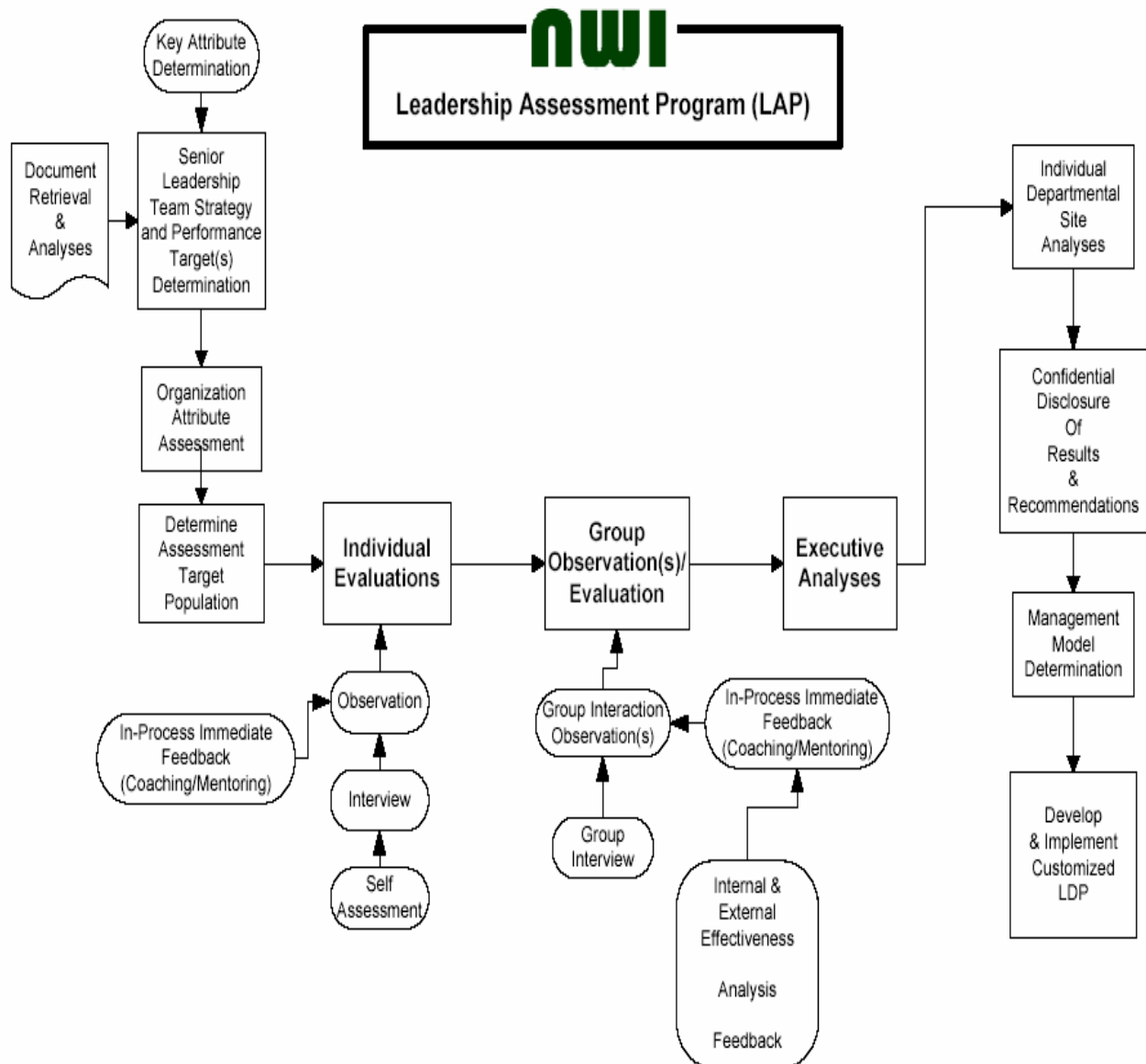
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NWI Leadership Development Program & Support

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Nuclear Oversight Programs Development and Support

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NWI has an extensive base of experienced management and technical professionals whose expertise includes developing and implementing oversight programs. We can provide support to develop, inspect, evaluate and manage organizational performance for plant improvement. NWI retains the resources to assist your organization in various venues including; safety review boards, nuclear oversight programs, and Performance Improvement Program assessment, all in accordance with 10CFR50 Appendix B criteria and industry standards. NWI's performance-based oversight support includes evaluation processes comprised of qualitative and quantitative information acquired through observation of station field activities; process implementation; and leadership effectiveness in implementing organizational goals and objectives.

Each major functional area can be rated based on the performance of that area compared to the specific key attributes. The NWI assessors can use the results of their field assessment activities as a major input to ratings. However, when available, the results of routine audits, surveillances, events, self-assessment results, and other pertinent input are typically included to provide a complete assessment. In addition to functional area rating, cross-functional area ratings are designed into the process to identify cross-functional themes that are having a major impact across key disciplines (e.g., Operations, Maintenance, Engineering, etc).

Feedback strategies are integral to the oversight process and are designed to provide functional area ratings that can be used to track performance and monitor improvement progress. Ratings are set to a lower threshold to allow the station to detect issues and trends in need of attention and improve performance prior to outside stakeholder discovery or by self-revealing events. NWI professionals can provide focused improvement initiatives using a "tiered" monitoring approach which can result in timely management notification and feedback as to the progress and effectiveness of intended improvements or corrective actions. Periodic reports (typically quarterly and monthly) contain analyzed assessment data and a clear reporting mechanism for management briefs and presentations. In addition, performance reports can be generated in a shorter time schedule to provide timely outage performance reporting for major projects such as outages that have compressed durations.

NWI's process is to provide assessment results for review and challenge by an oversight board comprised of NWI professionals and key members of the station's oversight management team (e.g., Vice-President Oversight, Nuclear Oversight Assessment Manager, Nuclear Oversight Audit Manager, and Nuclear Oversight Station Supervisors). The process requires the functional area discipline manager to provide a recommended rating or his/her area to the board. This recommended rating is then open for discussion, acceptance and, ultimately, approval by the board. The process used can include a color coding for each functional area ratings (e.g., red, yellow, white, green), if desired. Based upon client preference, ratings meeting the yellow or red criteria could result in the development of a problem development sheet that describes rating basis and what is needed for the rating to improve. The above process was developed by experienced NWI professionals with over 300 years of direct commercial nuclear power plant experience, in all of the major discipline areas and at various organizational/managerial levels.

NWI has the expertise to support your station's performance improvement needs including program development, inspection, assessment/evaluation, and organizational performance management. Call us today to arrange time to discuss your oversight program needs.

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SAFETY CULTURE

Securing a Strong Safety Culture Through Leadership

A Strong Safety Culture is achieved through leadership by:



- 1. Implementing clear management expectations appropriate for employee ability and tenure**
- 2. Effectively communicating these employee expectations allowing dialogue and acceptance**
- 3. Implementing performance management (frequent, prompt, consistent, clear, critical and factual employee feedback identifying behavioral gaps and reinforces good performance) provided against clear management performance standards.**

When these 3 critical organizational actions are effectively implemented, accountability will increase which results in an improved safety culture and a SCWE (Safety Conscious Work Environment). Accountability, Safety Culture, and SCWE will be negatively impacted when any of these 3 items are not effectively implemented. Employee trust is created by consistent behavior of management and effective implementation of these 3 actions over time.

Ultimately, the accountability desired is the acceptance of responsibility by the employee. The establishment and reinforcement of clear expectations consistently applied by management is a critical attribute to improve performance. This not only includes what is expected of the employee but what management support is expected. If management creates an expectation for the employee but does not provide the required support to implement the expectation (e.g., adequate time, resources, acceptance of honest employee feedback, prompt management response to feedback, etc.) then the employee loses trust in the management which results in a reduction in accountability of the workforce and eventually will have a negative impact on Safety Culture and SCWE.

Effective communication of expectations allows the employee to provide feedback to the supervisor or manager on the expectation. This two-way communication is critical to the employee accepting and agreeing to the expectation. A lack of acceptance of the expectation by the employee creates a condition where the employee does not accept responsibility for the expectation and could “feel” violated. This lack of

SAFETY CULTURE

Securing a Strong Safety Culture Through Leadership (Cont.)

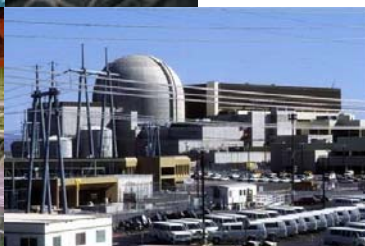
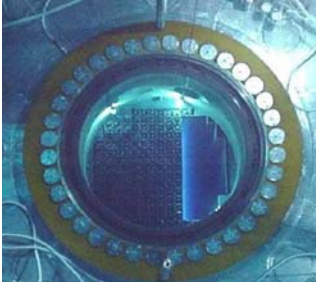
acceptance of responsibility results in a reduction of accountability by the employee with a disrespect for the effectiveness of their “chain of command” that could have a negative impact on Safety Culture and SCWE. The implementation of performance management aligned with clear expectations allow the supervisor or manager to provide critical feedback to the employee performing assigned tasks. This feedback requires more than a periodic appraisal but daily feedback and reinforcement at the job site. This continuous feedback loop allows for the employee to modify their performance to ensure compliance with the expectation. Lack of communication can leave the employee believing they are performing satisfactorily and can be surprised discovering performance gaps during periodic appraisals. This can result in a loss of trust in management. This loss of trust results in a reduction of accountability by the employee and eventually can have a negative impact on Safety Culture and SCWE.

NWI offers services and time-proven methods (e.g., hands on specialized mentoring and training including role playing, case studies and dynamic evaluations) that systematically address gaps early, allowing intervention to change performance and improve accountability (See Systematic Management Development, NWI Leadership Assessment and Operational Focus & Leadership Support). These support methods like active listening, conflict management and critical conversations are capable of being implemented at any level or department in your organization (e.g., targeted site potential “hotbed” populations).

Challenges to the effective implementation of these attributes occur due to the preferences of individuals in supervisor and management positions. The identification and assistance in identifying these preferences and modifying the impact of these preferences allow us to assist in the resolution of challenges to

create a highly accountable workforce with a strong operationally focused safety culture and SCWE.

We provide targeted real time coaching (in Operations, Maintenance, CAP, Training, Work Management, Oversight, and Engineering), with feedback, and metrics to show the trend of these leading indicators (management skills, effective communications, and performance management) as well as metrics for accountability, safety culture, and SCWE. These metrics (Management Effectiveness Indicators (MEI) are available exclusively through NWI.





Management Effectiveness Indicator

NWI CONSULTING, LLC

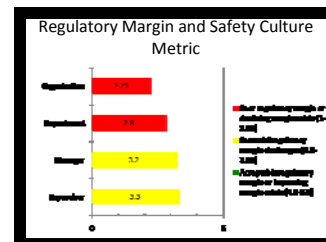
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While leadership is easy to explain, leadership is not so easy to practice. Leadership is different from management. Some people have leadership ability, some people have management ability, but it is rare to find people with both leadership and management abilities. Leadership is about behaviors first and skills second. Good leaders are followed because people trust and respect them, rather than the skills they possess. Good managers are followed because they possess the skills to develop people into productive, engaged and self-sufficient employees. Management relies more on planning, organizational and communications skills. Leadership relies on management skills too, but more so on qualities such as integrity, honesty, humility, courage, commitment, sincerity, passion, confidence, positivity, wisdom, determination, compassion, sensitivity, and a degree of personal charisma.

Management Effectiveness Indicator (MEI) - measures the application of the Systematic Approach to Management model (SAM) and the Systematic Approach to Accountability model (SAA). The MEI metric initially requires the development of an anonymous base line. Subsequent survey results will identify gaps to management excellence and “real time” individual mentoring opportunities. A second and third administration of the MEI will indicate the level and trend of management performance in 5 key areas: Application of management skills, effective communication, implementation of performance management, regulatory margin and overall management effectiveness.

The levels of effectiveness results are color coded as RED, YELLOW, BLUE and GREEN in each performance area and after subsequent administrations of the MEI, trending arrows show decreased, maintaining or increased level of effectiveness in each category and overall. The scoring is applied to individual managers and is compiled into a status of the overall organization's leadership team's effectiveness. A series of metrics can assist your organization in pin-pointing the areas that require attention and remediation. MEI provides the following metrics for organizational review and action;

- Functioning Accountability
- Effective Communications
- Performance Management
- Management Skills Implementation
- Regulatory Margin and Safety Culture



Support can be provided in multiple implementation strategies that fit your company needs. NWI can assist your organization in implementing this process. This assistance can vary from a few day training session on how the management model works and how to implement the model, to comprehensive assistance plan that includes training and implementation of the model; including the required interaction with the Human Resource department for establishing appropriate employee performance reviews and goals, development of roles and responsibilities, expectations, development of metrics, and the implementation of effective employee coaching and feedback.

NWI professionals have over 300 years of management experience interfacing directly with the NRC, DOE and INPO on sensitive and challenging issues. We at NWI Consulting, LLC are available at your convenience to help you in numerous other areas as well including operations, maintenance, radiation protection, training, chemistry, and engineering. Call us today to arrange time to discuss your organizational needs.



Systematic Approach to Management

Systematic Approach To Management - NWI can provide your organization a logical management model that results in clear expectations and workforce motivation. This process focuses on clear employee and supervisor expectations with effective role & responsibility implementation metrics. This management model results in increased accountability without typical negative effects. Also, company supervisor and management training programs can simply be supplemented using this management model. NWI can support multiple implementation strategies that fit your company needs. These can vary from a training sessions on how the management model works and how to implement the model, to conducting the training and assisting in model implementation. Let NWI provide the support and Human Resources Departmental interface to establish employee performance reviews and goals, expectations, roles and responsibilities development, creating metrics, and process structuring coaching and feedback.

Systematic Approach To Self-Sustaining Productive Change - Most organizations have a goal to build a self sustaining program that continues to facilitate desired change even after implementers are no longer providing assistance. NWI's systematic approach to change is based on onsite oversight for some specialized areas to aid in management team alignment and allow more effective team communication. Performance management is introduced in a formal strategic process that has been proven effective in all levels of an organization (including bargaining unit representation). The final assistance comes with providing a development system of consistent feedback program (e.g., recognition, rewards, and accountability processes) supporting succession planning and career development.

Systematic Approach To Hiring - All organizations want to select the single best person for a critical job position. NWI has a process using fit factors based on preferences, needs, and motivations resulting in behavioral based decisions that match your desired organizational culture. The 4 step process contains the following;

- Conducting a **structured baselining** process based upon behavioral factors of any supervisor/managerial position via formal behavior analysis screening. The results identify individual preferences, needs, and motivations. This group of individuals are debriefed on the results allowing identification of team strengths, weaknesses, and potential blind spots.
- Providing a positional peers and managers **screening test** that is used to compile responses 31 attributes.
- Conducting candidate **interviewing and analyzing the results** through behavioral screening to determine the percentage of preferences, needs, and motivations the candidate possesses that are in alignment with the identified positional requirements. The higher the percentage the more in alignment the individual is with what the positional requirements.
- Comparing current incumbents results to desired behavioral positional preferences, needs, and motivations in an easy to understand, unbiased and measurable format that is presented to the team to **identify fit challenges** with recommended adjustments.

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