



NWI Leadership Assessment Program



NWI professionals have developed a program to assist organizations assess and provide individual and department/site level feedback to improve

leadership behaviors and organizational effectiveness. This program is implemented onsite and results in an easy to understand but statistically valid report. This confidential product is developed by a core team of about 7 NWI professionals that have over 225 years of collective leadership experience at top running organizations and organizations that have been improved to an industry recognized high performance level in safety, production and cost.

The multi-phased process is comprised of four basic initiatives; 1) information gathering through documentation review and on site observations, 2) individual and group self-assessment, 3) results analyses and rollout with the organization, and 4) recommendations and remediation strategies. The process is designed to be very straightforward and candid in both the coaching/mentoring phase and individual and departmental level performance measure-

ment. LAP's goal is to identify leadership and behavioral gaps using objectives and criteria of highly effective organizations and provide remediation strategies to resolve behavioral barriers preventing organizational performance improvement.

The objectives and criteria used as a benchmark has been compiled from years of study in multiple industries including manufacturing and production businesses, professional leadership and military organizations, but will have one thing in common, highly effective organizations with top quartile performance. Identification of individual/group behavioral gaps using NWI's leadership evaluation tools are designed to result in "SMART" actions (specific, measurable, actionable, relevant, and timely) to close leadership gaps. Finally, the NWI LAP process focuses on correcting errant behaviors with sessions that practice the "picture" of good behaviors for specific situations, both in one-on-one settings to group breakout focus sessions. Ultimately, the NWI LAP afford 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 interac-

Inside this issue:

NWI Leadership Assessment Program	1-3
PVNGS 95-003 Update	1&4
Multi-Discipline Support at SONGS	2
NWI News Update	4
Employee Hotline	4

NWI

*Palo Verde Update: NRC Inspection Team Concludes Onsite 95-003 Inspection Visit; Debrief Held Nov. 2, 2007 (Cont. on Pg 4) **



During the month of October, 2007, the Nuclear Regulatory Commission had begun a comprehensive inspection 95-003 to degraded performance at the Palo Verde Nuclear Generating Station. This was as part of the NRC's heightened oversight as a result of performance prob-

lems. The 20 plus member team, which included reactor inspectors, health physicists, specialists in emergency planning and other technical disciplines, began the first 2 weeks of October with the team returning to the site on Oct. 29 for a third week of in-depth inspection. The inspection is designed to give a very close look at the scope and effectiveness of Palo Verde's performance improvement initiatives. Focus areas included technical assessment quality, corrective action timeliness and thoroughness, communications between technical organizations and engineering quality. This was the first time the NRC performed an independent safety culture assessment at a nuclear plant as part of an inspection. The effort

will include NRC interviews with workers and managers onsite, observation of plant activities, and focus groups with members of various technical organizations. Palo Verde has been under increased NRC oversight since the fourth quarter of 2004 following a finding for a substantial safety issue. Inspectors found that APS had incorrectly left air pockets in portions of the emergency core cooling system at each reactor that could have hindered the system's operation during certain types of accidents. The lack of questioning attitude and technical rigor as well as poor operability determinations by workers contributed to a finding issued by the NRC last February for problems with an emergency diesel generator at Unit 3, moving Palo Verde into a higher level of NRC oversight.

The Nuclear Regulatory Commission's 95003 team concluded the onsite portion of their inspection and held a debrief Nov. 2 with Palo Verde leadership. The NRC team leaders shared information and findings from several weeks spent onsite reviewing preliminary issues, conducting onsite inspection activities and interacting with employees. The NRC debriefed preliminary information on four



NWI Leadership Assessment Program

(Continued from Page 1)

tive in nature and contains critical elements which are described below.

Documentation Retrieval and Analyses - In this phase, organizational documents such as self-assessments, special studies, and metrics (e.g., site and department clock resets, management observations, corrective action documentation, and other related information) are retrieved and analyzed. Analyses results are then used to make revisions to specific situational scenario tools for use later in the evaluation phase.

Sr. Leadership Team Strategy and Performance Target(s) Determination

Key Attribute Determination - Based upon the behavioral and analytical results obtained from the documentation phase, key attributes are developed and used as an input to the organization attribute assessment. These inputs are further investigated and refined to provide more clarity during the organization attribute assessment.

Organization Attribute Assessment - From documentation analyses, gaps from highly effective organizations are identified and assessed and targets are developed for organizational focus by site leadership.

Assessment Target(s) Population Determination - Target populations are identified and scheduled during this phase of the LAP. These targeted populations are evaluated during the LAP individual and group evaluation. Horizontal and vertical behavior barriers are identified and targeted based upon the documentation review and analyses results.

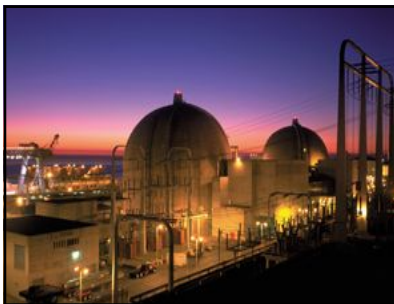
Individual Evaluation(s)

- **Self-Assessment** – NWIs self-assessment instrument are utilized in a self-critique methodology during this part of the individual evaluation. The results are used to identify individual areas for improvement as well as strengths perceived by the individual.
- **Interview** – NWI professionals utilize a targeted scenario-style set of discussions with the individual to provide clarity of key areas identified during the self-critique. The results are used to identify individual areas for improvement as well as strengths based upon established “good” behaviors and organizational standards.
- **Observation(s)** – Selected settings are chosen and observed reviewing interactions, responses, and actions taken by, given by, and received by the individual.
- **In-Process/Immediate Feedback for Individuals (Coaching/Mentoring)** – Feedback is provided to the individual immediately following the observation session(s) for timely interaction and internalization of observed interactive responses.

Group Observation(s)/Evaluation

- **Group Interview** – NWI professionals use this group setting to identify group dynamics and gather insights that would not necessarily be available to internal company evaluators. The results are used to identify focal areas for improvement as well as strengths perceived by the group. Departure from published standards/norms is discussed openly and honestly in facilitative but structured session(s).
- **Group Interaction Observation(s)** - Selected settings are chosen and observed reviewing interactions, group responses, and dependant or independent re-actions taken by, given by, and received by the group.
- **Internal and External Effectiveness** – An assessment of group effectiveness is performed by NWI professionals to identify opportunities for behavioral change and organizational challenges.
- **Analyses** – Input of opportunities identified for behavioral change and organizational challenges are analyzed by NWI professionals dur-

Multi-Discipline Support at SONGS



During the 4th Quarter of 2007, the NWI LAP program (described above) was conducted at SONGS by NWI professionals Roger Armitage, Steve Pettinger, Karen Pettinger and Frank Tsakeres. Interacting with executives, division managers, first line supervisors and selected line

workers, targeted leadership and technical improvement areas were

identified in Operations, Maintenance, Work Control, and Engineering (Plant and Design) with recommended fixes or approaches to address these areas were supplied to the station staff. Results were documented by discipline, leadership attribute, training or learning opportunities/fixes, organizational adjustments, tools, and facility/meeting recommendations. Each individual data point included work activity observations, a leadership interview, and a self-critique. In addition, data analyses of division and group assessment results were conducted to identify topical focus areas and targeted groups or populations based upon leadership attribute statistics.

ing this part of LAP.

- *Feedback* – Group (with executive concurrence) and executive feedback of initial results of this part of LAP are provided to the site senior leadership.
- *In-Process/Immediate Feedback for Group (Collective Coaching/Mentoring)* - Feedback is provided to the individual immediately following the group observation/discussion session(s) for timely interaction and internalization of observed interactive responses.

Executive Analyses

In this phase, the collective output from previous analytical phases of the LAP are analyzed including;

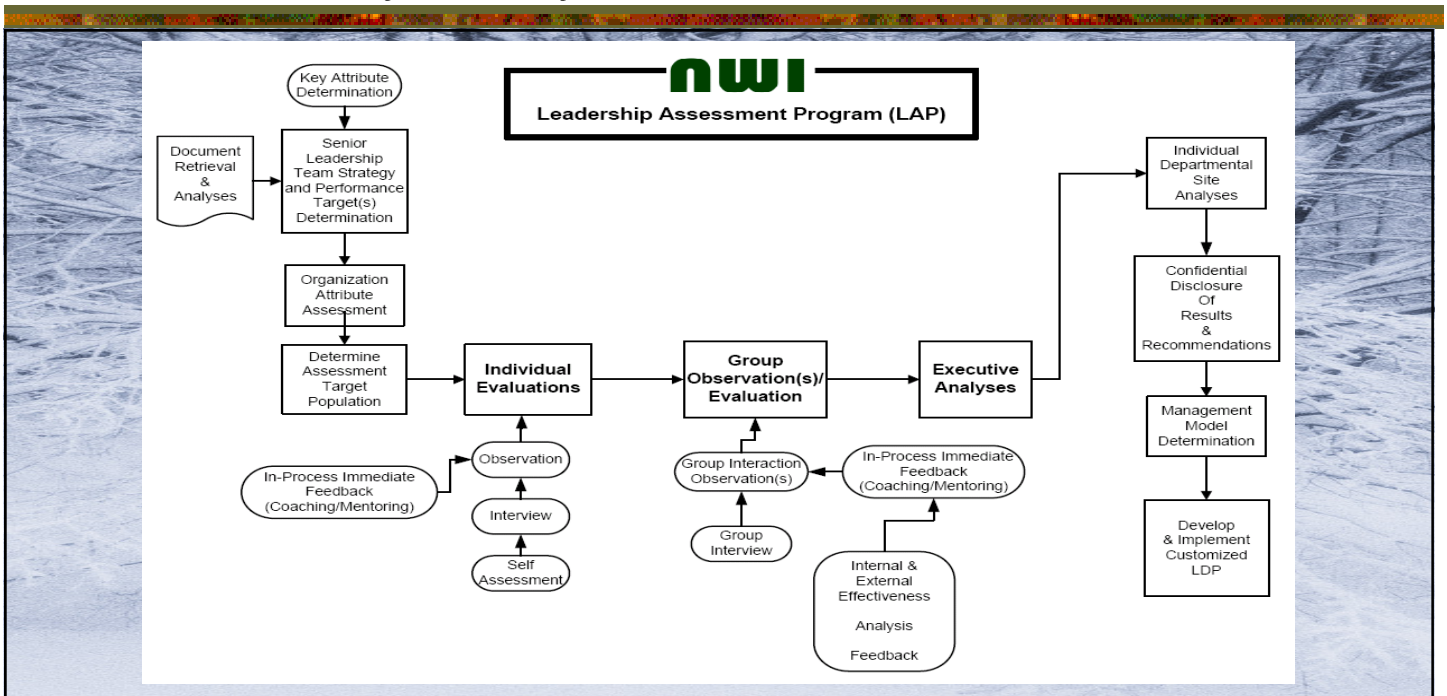
- The results of the review of organizational documents such as self-assessments, special studies, and metrics (e.g., site and department clock resets, management observations, corrective action documentation, and other related information)
- The results from individual evaluation tools including specific customization of situational scenarios
- Gaps from highly effective organizations
- Targets that were developed earlier in LAP are analyzed for organizational focus for site executive leadership.
- Based upon the behavioral and analytical results obtained from the documentation phase, key attributes and organization attribute assessment results are analyzed.

The results of the analyses are used to identify individual areas for improvement as well as strengths based upon established “good” behaviors and organizational standards. Preliminary results analyses and rollout with the organization can be done at this time, pending concurrence with site senior leadership.

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. Further review and remedial activities can be developed as part of an extended corrective action strategy, if desired.

Optional Strategic Initiatives

- *Management Model Determination* – The guiding document on site for expectations and standard behaviors.
- *Customized Leadership Development Program Development & Implementation* – A customized LDP can be designed based upon the actual and desired cultural attributes. Inputs from the LAP and management model will provide specific direction for systematically developing the targeted training.
- *Performance Metrics* – Optionally, behavioral measurement tools with specific instruments designed for the organization can be provided by NWI at the request and in sequential output to the LAP. Identification of specific gaps with measurement strategies, goals and intervention activities is part of the development of these metrics.



*Palo Verde Update: NRC Inspection Team Concludes Onsite 95-003 Inspection Visit; Debrief Held Nov. 2, 2007 (Cont. From Pg 1) **



areas that have the potential to be greater-than-Green findings, and Palo Verde staff is continuing to provide information and discuss these with the NRC. They are: Tape used previously for repairs of electrical conduit inside Containment and the potential impact of the tape on Containment sump functions; Control of transient combustible material in Containment during 3R13; Control of Switchyard activities and assessment of risk for Switchyard work; and E-plan emergency action level classification. The NRC team has returned to their offices to commence internal review of the data gathered. "The thorough NRC inspection with the experienced members of the team and the details given in the debrief provided us with insights into the significance of the site's present day issues," said Bob Bement, vice president, Plant Operations. "These issues along with the NRC's previously identified themes will be captured and thoroughly addressed in our Site Integrated Improvement Plan." NWI's Collective Evaluation effort (Fall, 2007 NWI Newsletter), supporting this inspection, was deemed as accurately assessing the issues over the past 6 years leaving no significant past performance areas identified. **The next steps in the inspection are presented below;**

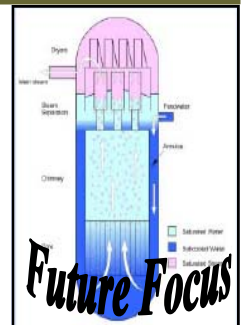
- The NRC returns to their offices to analyze and compile 95003 inspection information, prepare the 95003 inspection report and develop information for the public meeting and Confirmatory Action Letter (CAL).
- Dec. 19, 2007 - NRC Public Meeting for 95003 Exit.
- Early 2008 - NRC issues CAL to Palo Verde detailing 95003 commitments.

* Selected excerpts supplied from PVNGS publications

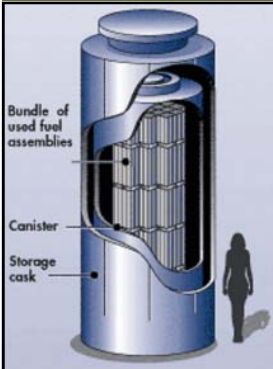
NWI News Update...

The following key activities are being conducted by NWI professionals...

- Lasalle County Station Training support for Operation Training initiatives
- Turkey Point and TVA Watts Bar Operations training material development.
- APS PVNGS - NWI prepared Collective Evaluation in preparation of the NRC 95-003 inspection in October, 2007.
- SONGS NWI LAP Initiative conducted (Story in this Newsletter, p.2).
- PVNGS ATV preparation support for Maintenance and Technical Training programs.



Dry Cask Storage CBT...



In 2006 and again in 2007, Exelon's Reactor Services and NWI partnered to develop a first in Reactor Services Technician Training; CBT-based Initial and Continuing Training. Led by CBT project team leader Steve Pettinger, the design included 2 plants, Quad Cities and Dresden,

having a common interactive module with nested video clips based upon common procedures with separate modules for site-specifics. It is also SMART as the requalification module is interactive asking questions upfront allowing for bypassing modules that the student has already mastered. An online exam and feedback module

at the conclusion of the module highlights automatic recordkeeping that can be exported into the site's training data bases. This flexible product can be run via CBT, WBT or via distance learning via the NWI Intranet! For a demonstration, please contact us at NWI!

Employee Hotline: WELCOME NWI EMPLOYEES & ASSOCIATES...

- | | |
|------------------|-------------------|
| • Bill Cheever | • Dave Triggelarr |
| • Bryan Collins | • Terry Johnson |
| • David Treadway | • Robbie Gray |
| • Roger Armitage | • Jim Pixano |

Check out our Products & Services



We wish to express special thanks to the following clients for making NWI a preferred consulting company.

- AEP's D.C. Cook Nuclear Power Plant
- APS's Palo Verde Nuclear Station
- Exelon's Clinton, LaSalle and Quad Cities Nuclear Stations and Exelon's Outage and Reactor Services
- FPL's St. Lucie and Turkey Point Plants
- OPPD's Ft. Calhoun Station
- SCE's San Onofre Nuclear Generating Station
- TVA's Watts Bar Plant

Editor: Frank S. Tsakeres, NWI

Associate Editor: Kate Hendrickson, NWI

