



The Changing US Nuclear Political Climate



Nuclear Renaissance

NWI

Yucca Mountain 'terminated' - 08 May 2009. Although energy secretary Steven Chu requested \$197 million for the USA's Office of Civilian Radioactive Waste Management, the money is only enough to keep the office ticking over and liaise with regulators who are examining the licence application for the project. The DoE said that under its budget proposal: "All funding for the development of the Yucca Mountain facility would be eliminated, such as further land acquisition, transportation access, and additional engineering." "The FY2010 budget request... implements the Administration's decision to terminate the Yucca Mountain program while developing nuclear waste disposal alternatives." The department plans to establish what it called a 'blue-ribbon' commission to evaluate options for the country to meet its commitment to manage high-level military wastes as well as used nuclear fuel on behalf of nuclear power utilities. The panel will give recommendations the DoE said "would form the basis for work-

ing with Congress to revise the statutory framework for managing and disposing of spent nuclear fuel and high-level radioactive waste." Many observers have wondered what such a panel would uncover that many millions of dollars of research failed to find. Elsewhere in the budget, waste-related requests were made for research into nuclear fuel cycle options. Some \$192 million - about half of all of nuclear power's proposed funding - would go to research and development which will "provide a sound basis for any future decision on the US nuclear fuel cycle."

Currently the USA uses the 'once-through' fuel cycle where nuclear fuel would be disposed of after one use. Other leading nuclear countries like France, Japan, Russia and the UK use reprocessing to varying degrees in order to extract re-usable parts of used nuclear fuel and reduce the volume of waste. Reprocessing is not allowed in the USA after a decision made in the 1970s, but it is possible that its benefits - particularly in waste volume reduction - could see repro-

cessing make a comeback in a new US fuel cycle philosophy.

Decommissioning Funds - 09 Jun 2009. The US Nuclear Regulatory Commission on Friday said it has contacted the owners of 18 nuclear power plants asking them to explain how the economic downturn has affected funds they must set aside to cover future decommissioning costs. Plant operators are required to establish funding during a reactor's operating life to ensure the reactor site will be properly cleaned up once the plant is permanently closed, the NRC said, adding that its review of the latest reports from reactor operators "suggests several plants must adjust their funding plans." "We'll discuss this with the plants over the next few weeks so they can explain to us how they'll get the funds back on track to account for their decommissioning cost estimates," Tim McGinty, director of policy and rule-making in the NRC's Office of Nuclear Reactor Regulation. "This is not a current safety issue, but the plants do have to prove to us they're setting

NRC SEEKING COMMENTS ON PROPOSED RULE AMENDING EMERGENCY PREPAREDNESS REQUIREMENTS FOR LICENSED NUCLEAR FACILITIES

(Continued on Page 2)

The NRC is seeking comments on a proposed rule, published in today's *Federal Register*, that would change emergency preparedness requirements for operating nuclear power plants, for those that might be licensed and built in the future, and for research and test reactors.

The proposed rule would limit the duties of a plant's onsite emergency responders to ensure they are not overburdened during an emergency event, and require specific provisions to protect them and other plant personnel during a hostile action event. In addition, the

proposed rule would require all nuclear power plants to incorporate hostile action scenarios in their drills and exercises, which currently primarily focus on nuclear-related scenarios. New requirements for back-up measures for alerting and notification systems are also included in the proposed rule.

The NRC has held several public meetings while developing the proposed rule and will be holding additional public meetings at six locations over the next several weeks. At these meetings, hosted jointly by the NRC and the Federal Emergency Management Agency (FEMA), staff from both agencies will be available to answer questions about the proposed regulations and draft guidance. The first meeting will be held in the Philadelphia, Pa., area on June 2, 2009. Attendees are strongly encouraged to read the documents on <http://www.regulations.gov> (Docket Nos. NRC-2008-0122 and FEMA-2008-0022) before the meeting.

After reviewing all public comments, the NRC staff plans to submit a proposed final rule to the Commission in February 2010.

In coordination with the NRC, FEMA is also seeking public comment on a proposed supplement to a joint FEMA/NRC document that addresses criteria for preparing and evaluating emergency response plans for nuclear power

Inside this issue:

The Changing US Nuclear Political Climate	1-2
NRC Seeking Comments on Proposed EP Rule	1-2
International Update	2
The Essentials of Change Management	3
NWI News Update	4
Employee Hotline	4

 **The New US Nuclear Political Climate**

(Continued from Page 1)

aside money appropriately."

The NRC said it sent letters to the operators of Beaver Valley 1, Braidwood 1 and 2, Browns Ferry 1, 2 and 3, Byron 1 and 2, Calvert Cliffs 1, Clinton, Duane Arnold, Ginna, Indian Point 2, LaSalle 1 and 2, Nine Mile Point 1 and 2, Palisades, Point Beach 1 and 2, River Bend, Sequoyah 1 and 2, Vermont Yankee, Waterford and Watts Bar 1. The NRC letters come two days after the Associated Press reported that the operators of nearly half of the US' 104 nuclear reactors are not setting aside enough funds to cover projected decommissioning costs. The AP report said the shortfalls have been caused by a combination of falling invest-

ments and rising decommissioning costs.

Exelon cuts 500 to save costs - 19 June 2009. Jobs are being lost at one of the world's largest nuclear utilities in a search for efficiency during "today's difficult economic and business circumstances." A severance plan announced yesterday included 400 corporate support jobs, mostly at Exelon's headquarters in Chicago, Illinois as well as 100 management jobs at subsidiary ComEd. In addition will come pay freezes for executives "as well as reduced annual and long-term incentive compensation." A spokesman said it was too early to say whether any specific business areas would

be especially affected. The moves, along with some other spending reductions across the group should cut \$350 million from next year's costs, Exelon said, largely balancing a 4% rise it was otherwise expecting. However, the company is planning to pay out up to \$40 million to settle with its former employees. Following the redundancies, Exelon said it would "operate with a significantly smaller corporate staff." Chairman and CEO John Rowe said, "Eliminating even a single job is painful, but we must reduce the size of our employee team in order to achieve the leaner and more efficient organizational structure required by today's difficult economic and business circumstances."

International Brief

AECL could build new Toronto nuclear power plant Monday, May 18, 2009. The Crown-owned Atomic Energy of Canada is reported to be the leading bidder for construction of the first Ontario nuclear power station to be built since the 80s, a multi-billion-dollar project near Toronto. Its competitor is Areva of France, through its Canadian subsidiary, while Westinghouse Electric would supply technology, but not overall construction. Areva is the world's biggest nuclear station builder.

NRC SEEKING COMMENTS ON PROPOSED RULE AMENDING EMERGENCY PREPAREDNESS REQUIREMENTS FOR LICENSED NUCLEAR FACILITIES

(Continued from Page 1)

plants, and on a draft revision of the Radiological Emergency Preparedness Program Manual. Information on how to submit comments can be found in the *Federal Register* notice.

The public can view the NRC's *Federal Register* notice at:

<http://edocket.access.gpo.gov/2009/pdf/E9-10947.pdf>. Comments may be submitted for 75 days following publication. Comments may be submitted over the federal e-Rulemaking Portal at <http://www.regulations.gov>; by e-mail to Rulemaking.Comments@nrc.gov; by mail to Secretary, U.S. Nuclear Regulatory Commission, Washington, D.C. 20555-0001, ATTN: Rulemakings and Adjudications Staff; or by fax to 301-492-3466. The NRC is seeking comments on a proposed rule, published in today's *Federal Register*, that would change emergency preparedness requirements for operating nuclear power plants, for those that might be licensed and built in the future, and for

research and test reactors. The proposed rule would limit the duties of a plant's onsite emergency responders to ensure they are not overburdened during an emergency event, and require specific provisions to protect them and other plant personnel during a hostile action event. In addition, the proposed rule would require all nuclear power plants to incorporate hostile action scenarios in their drills and exercises, which currently primarily focus on nuclear-related scenarios. New requirements for back-up measures for alerting and notification systems are also included in the proposed rule.

The NRC has held several public meetings while developing the proposed rule and will be holding additional public meetings at six locations over the next several weeks. At these meetings, hosted jointly by the NRC and the Federal Emergency Management Agency (FEMA), staff from both agencies will be available to answer questions about the proposed regulations and draft guidance. The first meeting will be held in the Philadelphia, Pa., area on June 2, 2009. Attendees are strongly encouraged to read the documents on <http://www.regulations.gov> (Docket Nos. NRC-2008-0122 and FEMA-2008-0022) before the meeting. After reviewing all public comments, the NRC staff plans to submit a proposed final rule to the Commission in February 2010. In coordination with the NRC, FEMA is also seeking public comment on a proposed supplement to a joint FEMA/NRC document that addresses criteria for preparing and evaluating emergency response plans for nuclear power plants, and on a draft revision of the Radiological Emergency Preparedness Program Manual. Information on how to submit comments can be found in the *Federal Register* notice. The public can view the NRC's *Federal Register* notice at:

<http://edocket.access.gpo.gov/2009/pdf/E9-10947.pdf>. Comments may be submitted for 75 days following publication. Comments may be submitted over the federal e-Rulemaking Portal at <http://www.regulations.gov>; by e-mail to Rulemaking.Comments@nrc.gov; by mail to Secretary, U.S. Nuclear Regulatory Commission, Washington, D.C. 20555-0001, ATTN: Rulemakings and Adjudications Staff; or by fax to 301-492-3466. In coordination with the NRC, FEMA is also seeking public comment on a proposed supplement to a joint FEMA/NRC document that addresses criteria for preparing and evaluating emergency response plans for nuclear power plants, and on a draft revision of the Radiological Emergency Preparedness Program Manual. Information on how to submit comments can be found in the *Federal Register* notice. The public can view the NRC's *Federal Register* notice at: <http://edocket.access.gpo.gov/2009/pdf/E9-10947.pdf>. Comments may be submitted for 75 days following publication. Comments may be submitted over the federal e-Rulemaking Portal at <http://www.regulations.gov>; by e-mail to Rulemaking.Comments@nrc.gov; by mail to Secretary, U.S. Nuclear Regulatory Commission, Washington, D.C. 20555-0001, ATTN: Rulemakings and Adjudications Staff; or by fax to 301-492-3466.



Nuclear Renaissance Success Factors—NRC Perspective

Luis A. Reyes, NRC Region II Administrator, talked about lessons learned in building nuclear plants from an NRC perspective at the recent ASME Conference in Atlanta, Ga. (June 22, 2009). He referenced NUREG-1055 - "Improving Quality and the Assurance of Quality in the Design and Construction of Nuclear Power Plants" which highlighted the following; inspect early in any new process, maintain a larger resident inspector presence, provide better integration of individual findings, identify prompt response to quality issues and allegations, perform more physical work observations rather than paper reviews, use improved inspection planning and scheduling, develop a closer relationship between inspection and licensing, document a complete and accurate inspection record, and ensure effective corrective action program exists. From the past, Legacy Lessons Learned included unclear management expectations and oversight, in-experienced staff, vendors, contractors, a non critical approach, limited corrective action program, unclear communications, incomplete design, and lack of respect for the hazard. He noted that the NRC is visiting building project internationally this year in Finland, India, Japan, & Taiwan, and China & France in 2010 to observe construction techniques, including modular construction.

The Essentials of Change Management

(by Michael Gettle, NWD)

Change management is essential and integral to the success of any project. Change and project management processes need to be integrated for a project to be successful. This article is a brief summary of change and project management processes that are similar and should be consider for each project. Too often a project is implemented without due consideration to change management. Project plans are typically developed considering only the technical product specification and lack consideration of the impact of changes. The result of only addressing the technical aspects of a project increases the chances of a product that does not meet the need of the customer. Or worse, a product that is developed and not used. It has been stated that it is human nature to resist change. If that is true, it is imperative to the success of a project to integrate change management into the development and implementation of a project.

The plan for every project should contain change management processes. Project management literature includes a number of change management processes. Below is a list of techniques where change management has been integrated into the standard project management process.

Project Specification - this part of project management should include the following items that would specify the project results and who would be involved. Key aspects of change management include the identification of stakeholders and determination of their level of support for the project. The project specification should include the following as a minimum: Mission Statement, Benchmarking Results, Deliverables, Project Metrics, Current Performance/Status, Stakeholder Identification and Analysis, Project Resources, Items to be Included in Project, and Items to be Excluded in Project.

Project Plan - this part of a project should include ALL action items needed for the project, to include but not limited to the following: Action Items, Assigned Resources and Deadlines.

Communication Plan - this part of the project needs to include communication with not only the project team and the customers, but also with all stakeholders. The communication plan should include the following components to ensure the project is implemented in an effective manner, as well as ensuring that it meets the customer needs. In addition, the communication plan should be on-going to ensure that not only is the end result achieved, but that issues are resolved in a timely manner. Ultimately, the main components include the following; Written Communication Plan, Events to Promote the Project, and One-on-One Communications - especially with stakeholders.



Bank Drive Thru?

As Bill Lindsey found out recently in California, a new twist on an old concept was observed—drive through banking. A unique approach to this concept was implemented recently by a patron .

Even a Bad Day @ Golf is Pretty Darn Good !





Our Hero's



today.

May 5th, 2009 I was honored and privileged to pin Warrant Officer bars on the shoulders of my nephew, Wes Rinehart. Wes is 23 years old, and has completed three tours in Iraq and Afghanistan with the 3rd Battalion, 504th Parachute Infantry Regiment based at Fort Bragg, NC. Adolf Hitler provided the nickname for the 3/504th after D-Day in June 1944, he called them "Devils in Baggy Pants", by which they are known

During his last tour in Afghanistan, Wes rescued a wounded infantryman, Sgt Shawn Hanna. Shawn was shot by a large caliber round. Wes carried him to a helicopter which flew him to a field hospital. Shawn made a full recovery and still serves in the US Army.

Wes applied for Helicopter Pilot Training while in Afghanistan, but was not accepted. Wes maintained focus, and continued to study, reapplied, and was accepted. Wes completed Warrant Officer Candidate School and was promoted. He starts Survival, Evasion, Resistance, and Escape (SERE) Training in the next few weeks, then he will begin flight training for the UH 60 Black Hawk.

Remember your Soldiers, Sailors, Airmen, and Marines this Memorial Day. They are all heroes.— Rob Brixey



THINGS TO REMEMBER ON MEMORIAL DAY

Big Kanaka?



The locals were amazed. The great surfing legend "Heloka lika turista" made a surprise appearance on Maui today. The cameras were clicking at this once in a life time experience. Some other local legends showed up to show respect, Donna Ho and Duke Kaamanakuku just to name a few. Afterwards they went to the local Luau Lues church of Maui Lager and talked surfing until late in the evening. - Mahala, The Big Kanaka. (aka Ernest J Harkness, P.E)



Our program specialties include: Human Performance, Training and Accreditation, Simulator Instructor Training, Operations Training, Engineering Services, Corrective Actions Program Improvement, Root Cause Analysis and Self-Assessment, NRC Exam Writing, CBT for Dry Cask Storage/ RadWaste Training, and many Human Performance Trainers.

NWI Consulting, LLC, PO Box 33117, Knoxville, TN 37930 (865)385-6166 (Office)

Toll-Free Fax: (888) 817-8890 or (865) 769-5400

Work Starts on Floating Nuclear Station -19 May 2009. Russia began building its first floating nuclear power plant on Monday as Rosatom chief Sergei Kiriyenko laid out ambitious plans for the sector in a meeting with President Dmitry Medvedev. The power plant, which is being assembled at the St. Petersburg-based Baltic Shipyard by Energoatom, a subsidiary of Rosatom, is the first of seven floating nuclear power plants that the company plans to build, Energoatom head Sergei Obozov told reporters on Monday. Obozov said the first two power plants are to service the towns of Vilyuchinsk, in the Kamchatka region, and Pevek, which is located in the Chukotka autonomous district. Future power plants could be built for and sold to foreign buyers, he said. The contract for building the first of the floating nuclear power plants is worth 983 billion rubles (\$30.6 billion), Interfax reported.

NWI News Board

- Bill Cheever, Bill McNeill, Mike Gallaway, Bill Stairs, and Frank Tsakeres assisted Monticello in assessing and implementing outage improvements during their recent EPU outage. Terry Johnson supported EPU training and Roger Armitage continues to support Operations training improvements.
- Ernie Harkness has been renewed for the second time to Entergy’s Nuclear Safety Review Board.
- Rob Brixey assisted Fermi on its successful NRC written license exam (100% pass on the exam, Sat submittal with no comments), Crystal River on its recent Operations Training assessment, and is the PM on Exelon’s New Rx projects.
- Terry Johnson, Terry Williams, Jackie Gawron, Ernie Harkness, Larry Sanders Bill McNeill, Bill Lindsey, Marv Engen, Roger Armitage, Rob Brixey, and Frank Tsakeres are assisting SONGS in operations training improvement initiatives.
- Dave Hoffman is assisting SONGS Operations in operations performance improvement and work execution.
- Tim Bostwick, Terry Williams, and Ernie Harkness continue to help SONGS in numerous performance improvement areas.
- Mike Gettle and Ray Waldo are supporting Ontario’s Bruce Power by providing training support and oversight.
- Steve Pettinger continues to support AEP’s DC Cook training in simulator operations.
- Dan Slater is assisting APS’s Palo Verde (PVNGS) by providing XML technical support for the procedure upgrade project.
- David Treadway transitioned to a new project PVNGS’s Nuclear Assurance Department supporting the NAD Audits group.

We wish to express special thanks to the following clients for recently making NWI a preferred full services company:

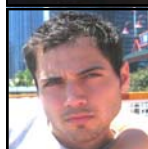
- AEP’s D.C. Cook Nuclear Power Plant
- APS’s Palo Verde Nuclear Station
- Bruce Power –Ontario, Canada
- Progress Energy’s Robinson and Crystal River Plants
- SCE’s San Onofre Nuclear Generating Station
- DTE’S Fermi Station
- Exelon’s New Reactor Development Group
- Xcel Energy’s Monticello Plant



Editor: Frank S. Tsakeres
NWI Director of Operations



Associate Editor: Kate Hendrickson
NWI Director, Marketing



Associate Editor: Scott Tsakeres

Our program specialties include: Human Performance, Training and Accreditation, Simulator Instructor Training, Operations Training, Engineering Services, Corrective Actions Program Improvement, Root Cause Analysis and Self-Assessment, NRC Exam Writing, CBT for Dry Cask Storage/ RadWaste Training, and many Human Performance Trainers.

NWI Consulting, LLC, PO Box 33117, Knoxville, TN 37930 (865)385-6166 (Office)

Toll-Free Fax: (888) 817-8890 or (865) 769-5400