

# Investing in Nuclear Safety

2008 Annual Report





Carl Thigpen, instrument and control maintenance technician, conducts surveillance testing from the control room at South Texas Project Electric Generating Station.

# Investing in Nuclear Safety

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Darren Bair,  
mechanical  
technician at  
Three Mile Island  
Nuclear Station,  
practices testing a  
motor-operated  
valve on a flow  
loop simulator  
while preparing  
for entry into a  
radiation area.

# Our Mission

To promote the highest levels of safety and reliability – to promote excellence – in the operation of nuclear electric generating plants.



As part of a transformer, switchyard and grid review visit, Julio Gomez, INPO senior evaluator (right), conducts a walkthrough of V. C. Summer Nuclear Station's switchyard with plant auxiliary operators Joe Brideau and Lynn Wilkes.

# Cornerstone Programs

Four cornerstone programs provide a foundation for INPO's mission. The cornerstones serve as catalysts for continuous industry improvement.

## Evaluations

INPO conducts regularly scheduled evaluations of all U.S. nuclear electric power plants, comparing plant performance to standards of excellence in the areas of nuclear safety and plant reliability. In addition, INPO conducts periodic corporate evaluations for member utilities.

## Training and Accreditation

INPO and the National Academy for Nuclear Training help members use training as a strategic asset that promotes professionalism and improves plant performance. Ongoing activities include evaluating accredited training programs, conducting professional development courses and seminars, administering a Web-based instruction and examination system, and offering educational assistance to university students in nuclear-related fields.

## Analysis

INPO identifies and shares lessons learned from plant events to help members prevent similar events at their sites. INPO also reviews station data to identify early signs of performance decline in time to take corrective actions and to support the plant evaluation process and the other cornerstone processes.

## Assistance

Assistance activities help members improve nuclear safety and performance, compare and exchange successful practices and address weaknesses identified during plant evaluations.



In response to a request by licensed operators, Brian Jendro, nonlicensed operator at Monticello Nuclear Generating Plant, checks the condition of a plant system during a combined requalification training scenario.

# Executive Message



Lewis Hay, III  
Chairman of the Board

Few years have seen the level of challenge and change that occurred in 2008. The events of the last 12 months have touched both our personal and our professional lives as downturns in the stock market, the housing sector and the banking industry sapped the nation's confidence. Yet amid this crisis, U.S. nuclear industry professionals at every level continued to stay focused on nuclear safety and, as a result, our nuclear plants showed strong performance in safety and reliability.

One way our industry measures industry performance is through the World Association of Nuclear Operators Performance Indicator Program. Beginning on page 6 of this annual report, the 2008 year-end performance indicator results show industry improvement in many categories, including safety systems, automatic scrams and personal safety. Our industry also achieved its best year in fuel performance since 2001, with 84 percent of units operating free of fuel failures at year's end – a result of our significant collective efforts.

INPO is proud to support an industry that raises its standards year after year in almost every aspect of plant operation. But it is important to remember that, even with our current success, we cannot allow ourselves to become complacent, especially in these times of economic upheaval.

As we recognize the 30th anniversary of the industry-changing events at Three Mile Island Nuclear Station, we must reaffirm our commitment to nuclear safety. All of us must appreciate our roles in this unique and challenging industry and recommit ourselves to personally investing in nuclear safety today to ensure high returns in nuclear safety tomorrow.

Improving the performance of those plants that lag the industry's standards of excellence is one such investment. Several years ago, INPO, with the endorsement of its Board of Directors, developed the Special Focus Program to assist these plants. Key to the success of our investment is the ongoing collaboration between INPO and the industry to help special focus plants make significant and more rapid improvements in performance.



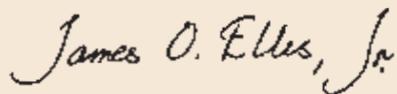
James O. Ellis, Jr.  
President and Chief  
Executive Officer

Another area of investment is human talent. As we transition to a new generation of workers, we are given the opportunity to train younger, more diverse and highly capable colleagues. The new industrywide Future of Learning initiative, led by INPO, will help ensure that our investments in training will yield a well-trained, knowledgeable workforce well into the future.

An ongoing investment in nuclear safety culture also is essential for ongoing industry progress. INPO will continue to take a strong leadership role in safety culture improvements and – in partnership with the industry, the Nuclear Energy Institute and the Nuclear Regulatory Commission – in defining a consistent approach that meets stakeholders' needs in developing safety culture tools and assessment methods.

Against the backdrop of today's worldwide economic crisis, addressing these challenges successfully may seem a lofty goal. But with the unique power of our collective efforts, the nuclear industry and INPO will chart a course to meet the challenges of our day.

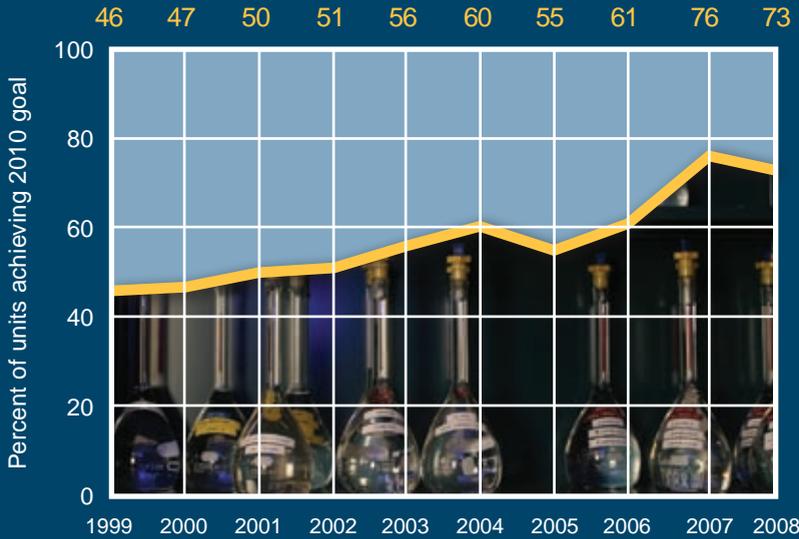
Our industry is no stranger to challenge; indeed, INPO was forged in a time of great demand for change and a compelling need to pursue a higher standard. The safe, reliable and environmentally sound electricity our nuclear industry produces is an essential element of our nation's prosperity. Now, more than ever, those of us who serve in this industry must rededicate ourselves – as well as inspire our colleagues – to continue our pursuit of excellence in nuclear safety.



# Business Review

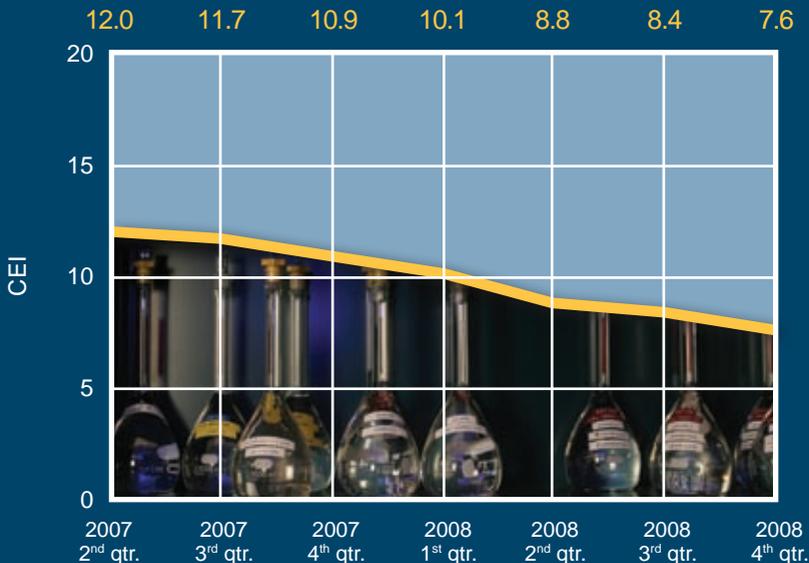
## 2008 U.S. Industry Performance Indicator Results

### Chemistry Performance



This indicator monitors the effectiveness of overall chemistry control, based on the concentration of impurities and corrosion products. This graph shows the percentage of units achieving specific 2010 goals that vary according to plant design.

### Chemistry Effectiveness



This indicator is a more comprehensive measure of overall chemistry performance as related to long-term material degradation. It is based on industry guidelines for water chemistry control and uses a set of five conditions. The indicator has a possible value of 0-100. Lower numbers represent better chemistry.

## 2008 U.S. Industry Performance Indicators

The nuclear industry measures its overall progress through the World Association of Nuclear Operators Performance Indicator Program. The 2010 goals, which are based on individual unit goals and current industry performance, provide challenging benchmarks of excellence against which safety and operational progress can be measured.

On the following pages, performance data of U.S. industry progress is shown graphically for selected performance indicators. Cycle-based performance indicators and goals are used to accurately reflect the 18- and 24-month operating cycles.

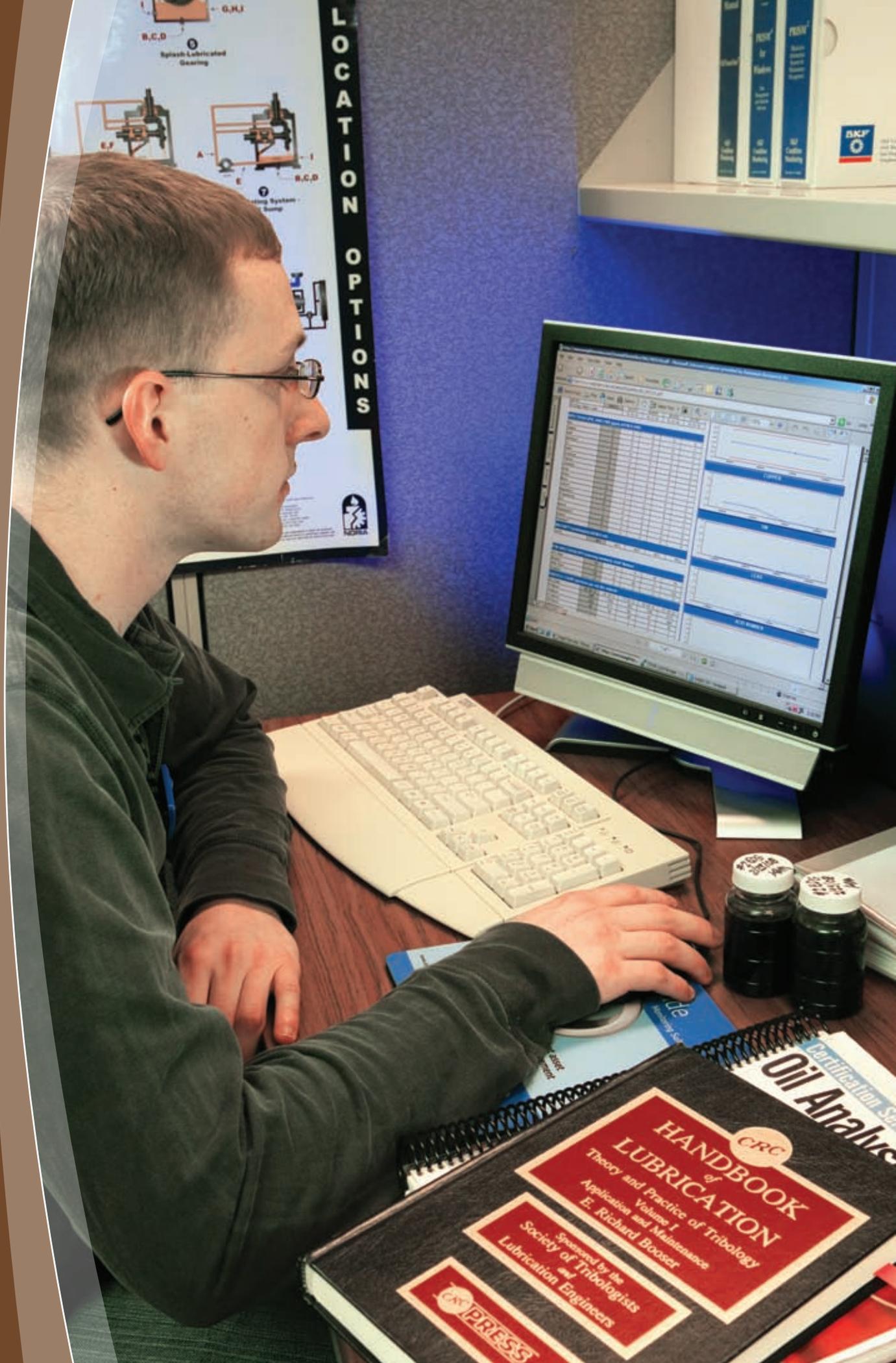
Results show that the U.S. nuclear industry continued to operate at high levels of safety and reliability in 2008. Improvements were noted in the areas of forced loss rate, fuel performance, radiation exposure and chemistry effectiveness.

There is still work to be done to achieve the challenging 2010 goals in some areas, including unit capability, forced loss rate and fuel performance.

Moving forward, INPO will continue to work closely with members to help the industry meet the 2010 goals.



Mike Drummond, training program supervisor, I&C; and Sean Wallace, nuclear I&C technician, perform signal tracing training on a governor at Fermi 2.



Jason Coulter, predictive analysis engineer at Surry Power Station, trends lube oil analysis data for the emergency diesel generators.

# Evaluations

Performance-based plant evaluations are at the heart of INPO's mission to promote excellence in nuclear plant operations. Evaluation teams, made up of INPO personnel, on-loan employees and utility peers, compare plant performance to standards of excellence based on industry experience and best practices. INPO conducts corporate evaluations to promote improvements in members' corporate leadership, oversight and support of nuclear station activities.

Evaluation teams continue to identify issues that help members improve nuclear safety and plant reliability. In 2008, several improvements were made to provide insight into the underlying drivers of performance gaps identified by evaluation teams. Changes to the evaluation of nuclear safety culture resulted in increased insight on station performance, including a clearer perspective on the likelihood of stations sustaining their performance in the future.

INPO furthered efforts to help members improve organizational effectiveness and plant performance by incorporating into evaluation activities the leadership behaviors and actions described in the *Leadership Fundamentals to Achieve and Sustain Excellent Plant Performance* document.

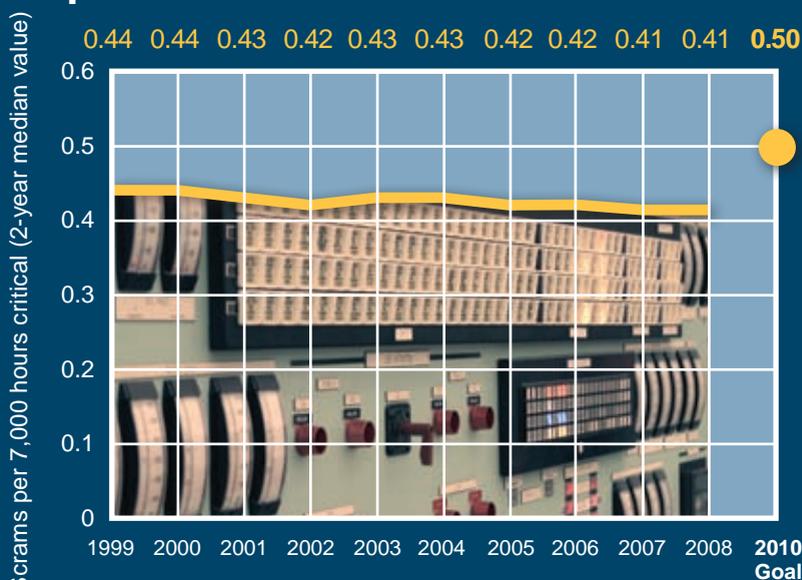
As in previous years, INPO placed a strong emphasis on overall station operational focus and on operator fundamentals. This effort identified key areas that could impact plant performance, including workforce planning, plant status control and parameter control. An important ongoing activity in 2009 will focus on identifying and communicating best industry practices for sustaining a robust pipeline of new operators.

The coordinated effort by utilities, nuclear fuel vendors, the Electric Power Research Institute and INPO to improve fuel reliability continued in 2008. As

part of the Fuel Integrity Review Visit Program, which began in 2007, INPO completed reviews at 33 sites in 2008. Recommendations based on the review visits are being developed to help focus the industry on meeting the 2010 goal of

## 2008 U.S. Industry Performance Indicator Results

### Unplanned Automatic Scrams



This indicator shows the unplanned automatic scram rate. Plants with low scram rates have effective operations, engineering, maintenance and training programs. The scram rate continues to be better than the industry goal.



Bob Burnham, INPO senior evaluator, discusses the industry's 2010 goal of zero fuel failures during a fuel integrity review visit.

achieving zero fuel failures. Additionally, four visits to fuel vendor manufacturing facilities were conducted, and similar visits are planned for 2009.

INPO met its 2008 goal of conducting transformer, switchyard and grid review visits at all U.S. sites. Based on information gathered during these visits, INPO began a detailed analysis of transformer, switchyard and grid event trends, causes and contributors that will be communicated to the industry in early 2009.

Throughout the year, INPO worked with members to review special systems and components, including main generators, feedwater and emergency diesel generators. A new effort focuses on helping the industry improve circuit card performance in response to the emergence of improper circuit card performance as a significant contributor to scrams and transients.

A strong focus on project management was undertaken, the first time INPO has been engaged in this area. This effort recognizes the critical role effective project management plays in the completion of the industry's many plant investment projects. A comprehensive guideline on excellence in nuclear project management will be published in early 2009.

Similarly, INPO has collected and analyzed data on the causes of critical component failures over the last two years. The data confirms that industry emphasis on preventive maintenance, maintenance work practices and latent design weaknesses should continue, as these areas are the primary causes of critical component failures.

With 14 emergency preparedness review visits conducted in 2008, the goal to complete visits to all plants by the end of 2010 remains on track. INPO conducted two corporate review visits in emergency preparedness and released the *Emergency Preparedness Manual*. The manual focuses on maintaining, refining and improving emergency preparedness programs and provides a tool for assessing program effectiveness.

## Training and Accreditation

Activities in the Training and Accreditation cornerstone support nuclear utility efforts to maintain a workforce of highly qualified professionals to operate the country's 104 reactors.

The Accreditation Program plays a key role in industry efforts to provide high-quality training to nuclear professionals. In its annual report on training, the Nuclear Regulatory Commission confirmed that training programs accredited by the National Nuclear Accrediting Board continue to be effective. The Commission also recognized the valuable role the accreditation process plays in contributing to public health and safety by ensuring that training improves the knowledge and skills of nuclear plant professionals.



Dennis Beach, INPO senior evaluator (standing), conducts a First-Line Leadership Seminar at INPO. Jackie Smith, radiation protection shift supervisor, Watts Bar Nuclear Plant, and Phil Swan, operations instructor, Duane Arnold Energy Center, participated in the seminar.



Ronita Marshall, chemistry specialist at V. C. Summer Nuclear Station, uses a boron analyzer to measure boron in a reactor coolant sample.

Meeting the challenges of developing a well-trained, knowledgeable workforce in the future continued to receive attention in 2008. Early in the year, INPO began work on the first phase of a new industry initiative called the Future of Learning. Developed with extensive industry participation, this initiative lays out a strategy to guide training efforts in the years ahead. It will help the industry deal with workforce renewal, the training of a new generation of workers and, potentially, the training of even more workers to support new plant construction.

Use of NANTeL<sup>®</sup>, the National Academy for Nuclear Training's e-learning system, increased 300 percent in 2008, handling up to eight million page views per day. Since NANTeL's startup in 2007, more than 85,000 nuclear workers have completed 512,000 individual courses. The system now offers more than 200 courses, including 35 courses that provide generic training and can be used at any location.

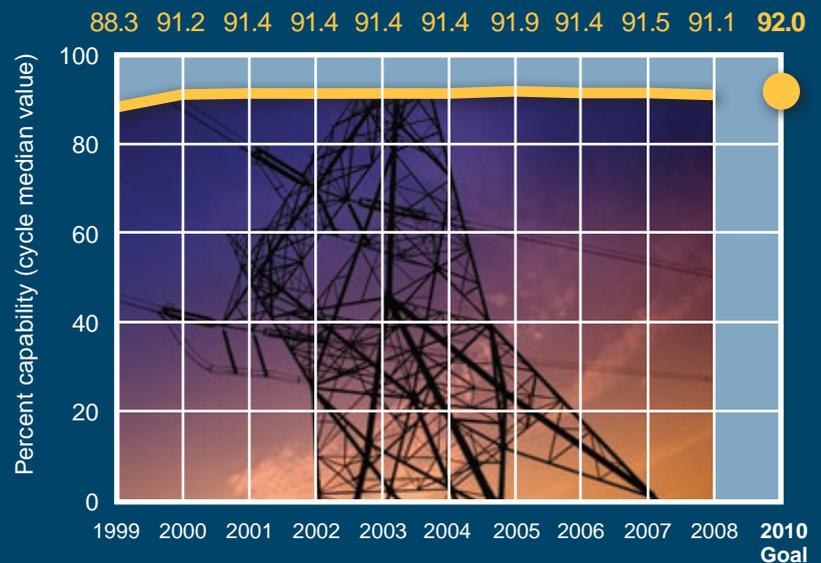
In 2008, INPO piloted a "Nuclear Citizenship for New Workers" course in DVD format to drive home the need for workers to understand and respect nuclear safety. Designed to be self-paced and provided early in the new-hire process, the course includes overviews of nuclear industry organizations, video interviews with new workers about the industry and the 2007 video *The Special Characteristics of Nuclear Power*.

A collaborative effort by the industry, the Nuclear Energy Institute, vendors, government agencies, educational institutions and INPO resulted in the publication of *Uniform Curriculum Guide for Nuclear Power Plant Technician, Maintenance, and Nonlicensed Operations Personnel Associate Degree Programs*. This preliminary document promotes a common curriculum for community colleges and university programs to efficiently develop a set of courses that will be aligned with the industry's training needs.

Throughout the year, current nuclear personnel participated in professional development opportunities offered through the National Academy. Ranging from first-line supervisors to CEOs and board members, more than 1,300 industry participants – a 35 percent increase over last year – attended high-quality leadership development seminars and courses.

Based on industry feedback, the National Academy conducted four additional First-Line Leadership seminars at special focus plants that wanted to make significant improvements in first-line supervisor performance. In addition, three First-Line Leadership

## 2008 U.S. Industry Performance Indicator Results Unit Capability



This indicator measures the amount of time the plant is on line and producing electricity. Plants with a high unit capability are successful in reducing unplanned outages and improving planned outages.

seminars and a Next-Level Leadership seminar were conducted at nuclear plants in South Africa and Slovenia.

For the third consecutive year, INPO and the Goizueta Directors Institute at Emory University in Atlanta hosted “The Impact of Governance in the Nuclear Power Industry” course. This two-day forum is designed for individuals who serve on boards of directors for nuclear utilities, as well as for other corporate leaders. Participants learn best practices from corporate and government leaders who have extensive experience and expertise in governance, oversight and nuclear safety. The 2008 course attracted 30 participants representing 19 member utilities and two international participants. It will be offered again in September 2009 at Emory University.

INPO facilitated the WANO-Paris Center’s first CEO Seminar. The seminar gave executives the opportunity to share experiences and develop a greater understanding of industry challenges. During roundtable discussions, participants focused on the continuous improvement of nuclear safety programs, the CEO’s role in nuclear safety and workforce development.

## Analysis

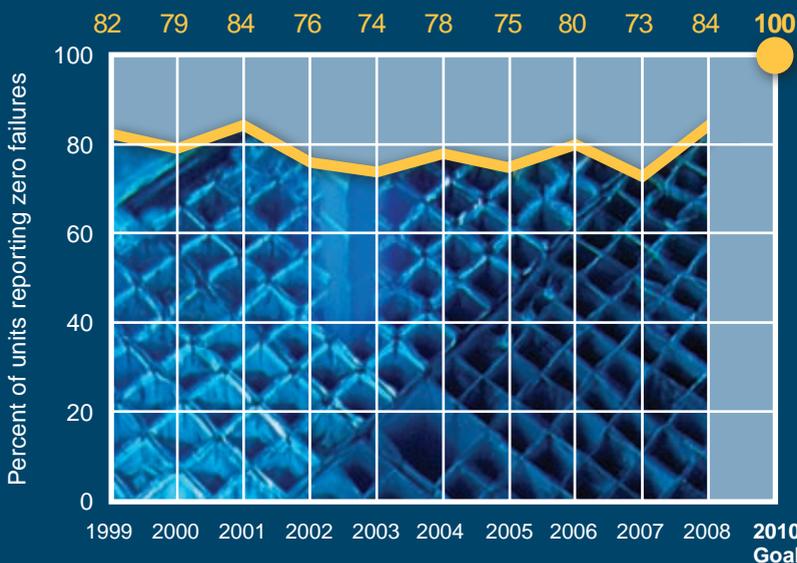
INPO analyzes operating experience and other performance data from the U.S. and international nuclear industry. Information gathered from this analysis is communicated to the industry so utilities can take advantage of lessons learned from operating experience and take actions on emerging performance trends.

In 2008, INPO screened more than 3,700 event reports and classified nine events as significant. Three of these events resulted in reduced shutdown safety margins for inventory, core cooling, or reactivity control. Other significant events involved damage to major components such as main transformers, reactor coolant pump seals, a main turbine, and underground cables.

Documents describing the significant events were provided to the industry, as were documents about trends in areas such as shutdown safety margins, boiling water reactor fuel channel distortion, problems during dry fuel storage activities, and digital software modifications.

### 2008 U.S. Industry Performance Indicator Results

#### Fuel Performance



This indicator shows the percentage of units with no failures in the metal barrier that surrounds fuel. The industry’s long-term goal is that units should operate with zero fuel failures.

During 2008, the Analysis Division took several actions to better support the industry and INPO's assistance and evaluation cornerstones. The increased use of analytical tools helped develop insights into industry performance trends and correlate factors that affect performance. INPO shared these insights with chief nuclear officers and senior nuclear leaders at its 2008 CEO Conference.

Station analysts and senior representatives for assistance collaborated to conduct in-depth reviews of performance trends at individual stations between plant evaluations. Analysts also had increased involvement in assessing operating experience programs and participating in on-site reviews of key events. This contributed to notable improvements in the timeliness and quality of event and performance indicator data reporting.

Actions were taken to place greater emphasis on international events and the sharing of lessons, including more specific follow-up of events and communication to the industry.

Two performance indicators developed in 2007 were implemented in 2008. The Chemistry Effectiveness Indicator provides a more comprehensive measure of station chemistry performance, and the Total Industrial Safety Accident Rate includes supplemental personnel to give a complete picture of station industrial safety performance.

A pilot effort with 17 utilities was completed in 2008 to establish additional performance data reporting to INPO to supplement the current WANO performance indicators and share with the industry. The purpose is to provide better trending of performance and detection of declines. The industry will report the new data elements beginning with first-quarter 2009 data using the consolidated data entry application. Examples of new data are operator workarounds, maintenance backlogs, outage milestones, operator training throughput, and management turnover.

The Equipment Performance Information Exchange program expanded its reporting scope to require members to report all failures that involve components classified as critical components. This change aligns data collection efforts with the equipment reliability processes used by the industry and allows for more complete trending of important equipment.

INPO reviewed and updated the full catalog of nearly 100 just-in-time briefing documents in 2008. These Web-based products provide timely and relevant operating experience for day-to-day use by station personnel. A daily operating experience calendar also provided timely and relevant operating experience. Introduced in 2008, the calendar received positive feedback from members and a new version was issued for 2009. This on-line and hard copy product emphasizes important lessons from historical industry events.

The Plant Information Center access controls were revised in late 2008, with industry agreement, to allow all members to see one another's data. The purpose of relaxing the prior restrictions is to facilitate better sharing of information for benchmarking and comparison.



Larry Plyler, nuclear maintenance specialist at Catawba Nuclear Station, analyzes an oil sample under the microscope.



Phil Garrison, auxiliary equipment operator, performs rounds at Donald C. Cook Nuclear Plant.

# Assistance

Between evaluations, INPO monitors the performance of member utility stations to identify areas where assistance can be used to improve plant performance or respond to declining performance. The role of assistance expanded to include organizational system and human performance activities. This change improves INPO's ability to help members improve leadership behaviors and organizational effectiveness.

In September, more than 80 representatives from utility organizational development areas attended an Organizational Effectiveness Workshop hosted by INPO. Panel presentations and breakout sessions at the two-day gathering covered a range of issues, including decision-making, risk recognition, leadership, reinforcement of standards, and nuclear safety values.

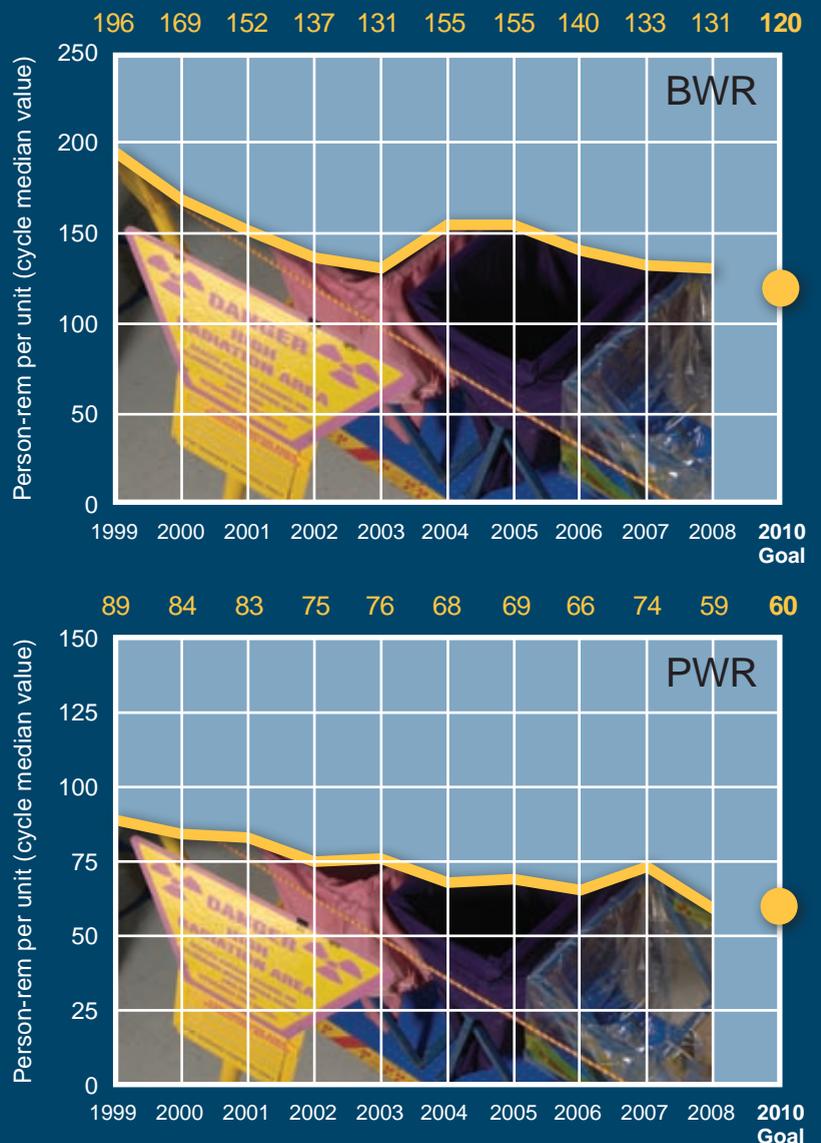
Other workshops and working meetings throughout the year addressed human performance, safety culture and nuclear oversight.

INPO continued its engagement with special focus plants – those nuclear plants most in need of assistance or plants that show significant signs of decline. Ongoing collaboration between INPO and the industry is a key component of the Special Focus Program. In addition to an INPO representative and a senior industry executive, every special focus team visit now includes an experienced site vice president or plant manager.

These individuals serve on oversight boards that help monitor improvement efforts at special focus

## 2008 U.S. Industry Performance Indicator Results

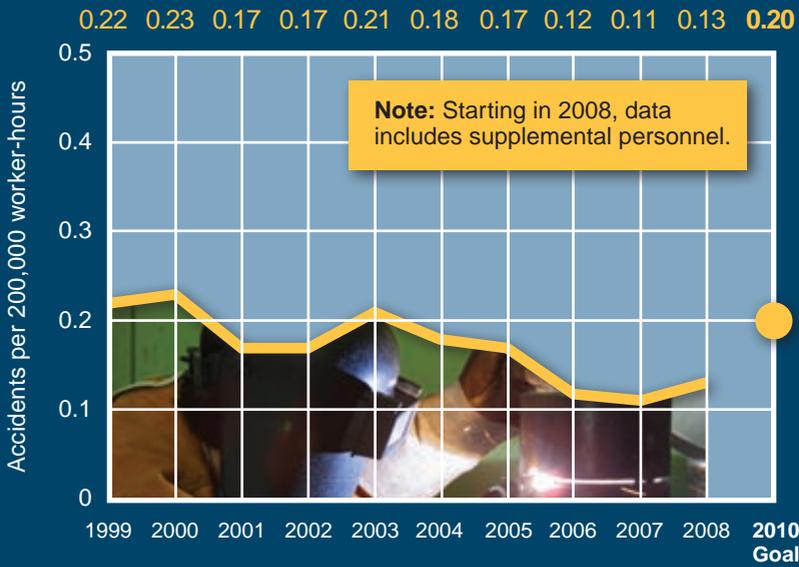
### Collective Radiation Exposure



This indicator measures the effectiveness of practices that reduce radiation exposure at boiling water reactors and pressurized water reactors. Low exposure indicates strong management attention to radiation protection.

## 2008 U.S. Industry Performance Indicator Results

### Total Industrial Safety Accident Rate



This indicator tracks how many industrial accidents per 200,000 worker-hours result in lost work time, restricted work or fatalities. The nuclear industry continues to provide one of the safest industrial work environments and is already meeting the 2010 goal.

plants. Results are shared with site leadership and the utility's chief nuclear officer and chief executive officer, ensuring that the organization's highest levels receive an accurate picture of a plant's progress.

INPO's senior representatives continue to provide assistance to members. A senior representative is assigned to every plant and works closely with the site vice president and other plant personnel to help monitor performance and focus INPO assistance efforts where they can provide the greatest benefit.

In response to member requests for help with specific technical concerns, teams of INPO representatives – supported by industry peers – conducted assistance visits in areas that included chemistry, engineering, equipment reliability, operations, organizational effectiveness and work management.

INPO published *Human Performance Key Performance Indicators*, a good practice that provides a set of general practices for tracking, trending and communicating station human performance. The document describes methods commonly used in the industry to monitor and promote high standards of human performance.



Jim Shrum, radiological protection technician, uses the remote monitoring system to improve radiological job coverage and reduce dose during outages at Three Mile Island Nuclear Station.



Instructor Alan Edwards takes Jason Smith, operator-in-training, through a scenario in the control room simulator at Bruce Power. Smith is among the more than 1,600 new employees hired by Bruce Power since 2001.



Mike Marler, training manager, discusses a reactor design for new units planned at South Texas Project Electric Generating Station with two newly hired instructors, Pam Hernandez and John Hernandez. Marler is on a reverse-loan assignment to the plant from INPO.

# New Plant Deployment

The New Plant Deployment Group, established in 2006, defines and coordinates INPO's role in new nuclear plant activities. Its activities in 2008 focused on helping the industry prepare to build new nuclear power plants.

The *INPO/Utility Benchmarking for New Plant Construction* document provides current design and construction experience from trips INPO conducted to international and domestic organizations, including utilities in France, Japan, South Korea and India as well as an enrichment facility in the United States. Benchmarking focus areas included construction project organization, utility oversight of vendors, quality assurance, innovative construction techniques, training and qualification of construction workers, and the system/equipment turnover process. Along with INPO personnel, the benchmarking teams included representatives from U.S. and Canadian utilities.

A Nuclear Exchange document, *Browns Ferry Unit 1 Restart Construction Lessons Learned*, compiles lessons learned, good practices, recommendations, and insights based on the recovery of the Tennessee Valley Authority plant.

During the year, INPO developed an initial accreditation process for new plants. *The Process for Initial Accreditation of Training in the Nuclear Power Industry* document offers guidance to members seeking initial accreditation of training programs for a new nuclear power plant.

INPO also hosted working meetings for new plant deployment executives and senior managers. These meetings focused on challenges and issues related to new plant deployment, as well as lessons learned from recent nuclear and nonnuclear construction projects. Project managers from LES National Enrichment Facility, Heathrow Airport in London, and the Waste Treatment Project in Hanford, Washington, shared their insights about construction project oversight, quality assurance and construction workforce training.

## 2008 U.S. Industry Performance Indicator Results

### Safety System Performance



This indicator monitors the availability of three standby safety systems used to respond to unusual situations. The graph shows the percentage of systems achieving availability goals.

# Supplier Participant Program

The Supplier Participant Program promotes the exchange of technical information and plant operating experience with nuclear supplier organizations. Companies that specialize in nuclear plant design, engineering, maintenance, nuclear fuel cycle and other support services are eligible to participate in this program.

Babcock & Wilcox joined the Supplier Participant Program in 2008, bringing the number of supplier participants to 21. The addition of Babcock & Wilcox reflects the growing role of nuclear power in meeting the world's energy needs.

Suppliers continue to be involved in many INPO activities. This year, they attended National Academy leadership development courses and participated in several workshops. INPO held a human performance seminar specifically for supplier participants and conducted six visits to suppliers to assist in such areas as maintenance practices and processes, human performance, design control and configuration management.

# International Participant Program

INPO's International Participant Program provides an active forum for exchanging safety information and operating experience within the international community. This helps ensure that all nuclear utilities benefit from good practices and lessons learned throughout the domestic and international industry.

In 2008, Electrabel in Belgium and Slovenske Elektrarne in Slovakia became international participants. As a key part of information-sharing, technical exchange visits provide INPO and its members the opportunity to visit plants in many parts of the world and to interact face to face with international peers. These visits identify strengths, which are shared with plants worldwide, as well as opportunities for improvement.

The liaison engineer program also contributes to international information-sharing. While on loan to INPO, liaison engineers share worldwide insights with INPO staff and member utilities. In 2008, 15 liaison engineers from seven international members participated in a variety of field activities, including plant evaluations, review visits and peer reviews conducted by the World Association of Nuclear Operators.

INPO's International Division is developing methods to engage the international nuclear community and influence nuclear safety globally. Specifically, INPO personnel are focusing on building an infrastructure to support activities that will enhance interaction and learning between the U.S. and international nuclear communities.



J.J. Kruhm, senior representative, INPO, discusses U.S. industry performance improvement programs with visiting Japan Nuclear Technology Institute team members: Dr. Hiroaki Kawashima, director, nuclear safety network division, Kiyoshi Naruse, director, plant technical support division, and Takeshi Makigami, deputy department manager.

# 2008 Annual CEO Conference

The annual CEO Conference is the one industry executive meeting dedicated solely to nuclear plant safety.

More than 240 chief executive officers and senior nuclear leaders from the United States and 12 other countries attended INPO's 29th annual CEO Conference in October 2008. Participants also included representatives from 17 nuclear industry supplier organizations and a number of industry trade associations and regulatory bodies.

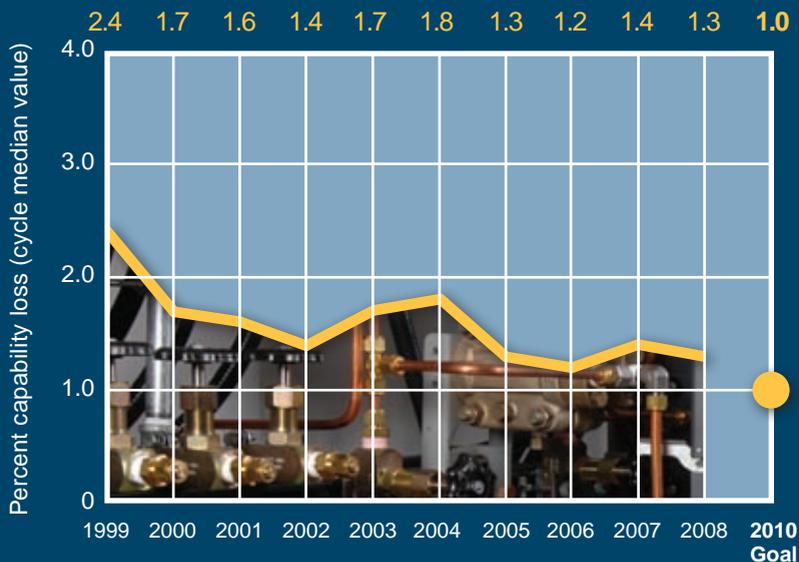
The conference theme, "Investing in Nuclear Safety," set the tone for the meeting, which provided an in-depth look at what investing in nuclear safety means and why these investments are important to the nuclear industry.

Conference highlights included keynote presentations by Dr. Dale Klein, chairman of the Nuclear Regulatory Commission; Skip Bowman, president and CEO of the Nuclear Energy Institute; Todd Buchholz, a director of economic policy at the White House from 1989 to 1992 and author of several books, including *New Ideas From Dead CEOs*; and Michael J. Ward, president and chief executive officer of CSX, a rail transportation company that emphasizes safety as a way of life.

The conference also featured panel presentations on sustaining high levels of performance, investing in human talent and investing in the plant asset.

## 2008 U.S. Industry Performance Indicator Results

### Forced Loss Rate



This indicator measures a plant's outage time and power reductions that result from unplanned equipment failures, human errors or other conditions when the plant is expected to be generating power.



Jean Llewellyn, chief executive of U.K. National Skills Academy Nuclear, provided an international perspective on investing in human talent.

# INPO Rosters (As of December 31, 2008)

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Electricians Joshua Williams and Blake Carawan run tests on Surry Power Station's data acquisition system. The system troubleshoots and monitors individual control relays on the plant's emergency diesel generators.

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Bruce Luescher (right), a mechanical maintainer, offers guidance to Greg Adamski, millwright, as they lift a packing casing from Bruce Power's Unit 7 turbine set.

# Corporate Leadership

(As of December 31, 2008)



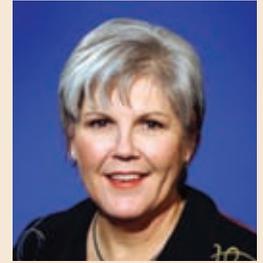
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Atlanta, GA



Tammy Love, INPO team manager, and Sheila Scarlett, manager performance improvement, Darlington Nuclear Generating Station, prepare for an evaluation.



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