



**IAEA**

International Atomic Energy Agency  
*Atoms for Peace and Development*

**TALKS ON**

**OPERATIONAL SAFETY**

Insights From Senior Executives

**How Top Performers  
Drive and Sustain  
High Performance**  
**16 July 2020**

**14:00PM Vienna Time, Austria**

# How Duke Energy Nuclear Improved and Sustains High Fleet Performance



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**Senior Vice President &  
Chief Nuclear Officer**  
**Duke Energy**

# Improving Performance



# OUR TEAM FLEET FUTURE

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ALWAYS SAFE | ALWAYS ON | ALWAYS BOLD

DUKE ENERGY NUCLEAR

# Set a Department Vision

- Consistent with the corporate vision
- Develop a mission statement to define in broad terms how to get to there
- Use strategy as the detailed plan to achieve the vision



**OUR TEAM FLEET FUTURE**  
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DUKE ENERGY NUCLEAR

## VISION

Engaged employees lead the way with excellence to a cleaner, bolder energy future where nuclear power is a cornerstone of Duke Energy generation.

## MISSION

We generate clean, life-essential electricity around-the-clock to power the lives of our communities.

## STRATEGY

- Safety – personal, nuclear, radiological, environmental
- Employee Engagement
- Optimized Reliability
- Maximized Capacity
- Advocacy
- Industry Leadership
- Regulatory Engagement

**DUKE ENERGY**



**OUR TEAM FLEET FUTURE**  
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### How Nuclear Generation aligns to The Road Ahead: Shaping the future

What drives us	Who we are	Where we're going	How we lead
<p><b>OUR PURPOSE</b> Power the lives of our customers and the vitality of our communities.</p> <p><b>OUR PRIORITIES</b> Customers Employees Operational Excellence Growth</p>	<p><b>OUR VALUES</b> Safety Integrity Service</p>	<p><b>OUR VISION</b> Lead the way to cleaner, smarter energy solutions that customers value.</p> <p><b>OUR STRATEGY</b></p> <ul style="list-style-type: none"> <li>Transform the Customer Experience</li> <li>Modernize the Power Grid</li> <li>Generate Cleaner Energy</li> <li>Expand Natural Gas Infrastructure</li> <li>Engage Employees and Stakeholders</li> </ul>	<p><b>OUR LEADERSHIP IMPERATIVES</b></p> <ul style="list-style-type: none"> <li>Live Our Purpose</li> <li>Transform for the Future</li> <li>Work as One</li> <li>Deliver Results the Right Way</li> <li>Inspire Our People</li> </ul>
<p>We generate carbon-free, life-essential electricity around-the-clock to power the lives of our communities.</p> <p>Safety Operations Excellence Maintenance Quality Employee Engagement</p>	<p>Safety Integrity Service</p>	<p>Engaged employees lead the way with excellence to a cleaner, bolder energy future where nuclear power is a cornerstone of Duke Energy generation.</p> <ul style="list-style-type: none"> <li>Safety</li> <li>Employee Engagement</li> <li>Optimized Reliability</li> <li>Maximized Capacity</li> <li>Advocacy</li> <li>Industry Leadership</li> <li>Regulatory Engagement</li> </ul>	<p>Live Our Purpose Transform for the Future Work as One Deliver Results the Right Way Inspire Our People</p>

# Develop Realistic Strategy to Deliver Results

- Safety – personal, nuclear, radiological, environmental
- Employee Engagement
- Optimized Reliability
- Maximized Capacity
- Advocacy
- Industry Leadership
- Regulatory Engagement





# Leadership Matters

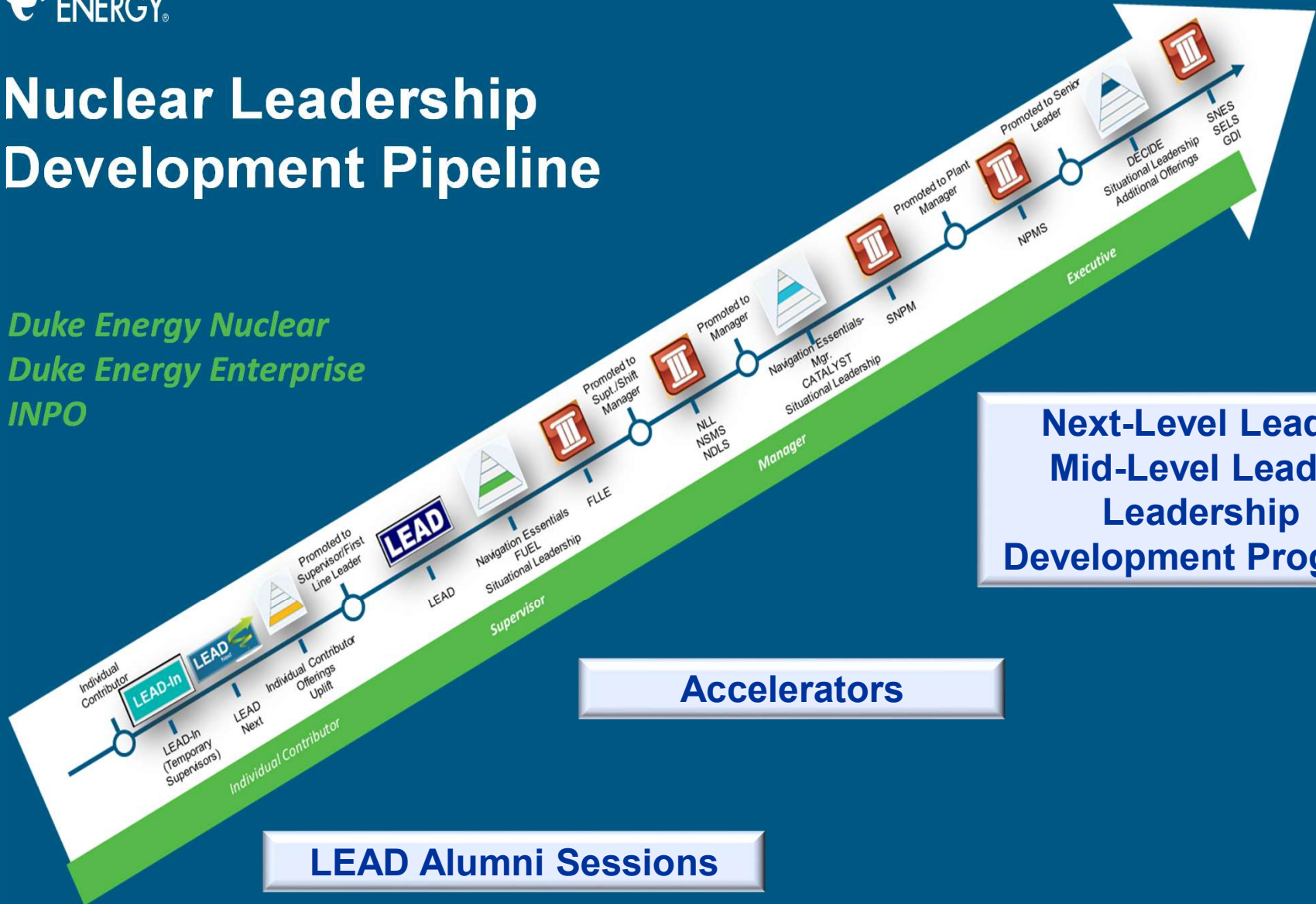
- Develop an aligned leadership team that can deliver consistent results





# Nuclear Leadership Development Pipeline

Duke Energy Nuclear  
Duke Energy Enterprise  
INPO



Next-Level Leader  
Mid-Level Leader  
Leadership  
Development Program

# Culture is Important

- Develop an organizational culture that can get you where you want to go – and keep you there



**Nuclear Generation Interns**



**Duke Energy Innovation Center at Optimist Hall  
USA, Charlotte, N.C.**



# Build a Culture of Innovation

- Innovation metrics
- Innovation immersion events
- Rewards and recognition structure
- Innovation incorporated into standard processes and procedures
- Communication of innovation wins



## Innovation Tools Training Workshops

- Facilitated by employee Innovation Champions
- Designed to deploy innovation across the fleet
- Open to all employees



# Cultural Excellence



## 10 Principles of Cultural Excellence in Nuclear Operations

1. Clearly Defined Missions Maximize Opportunities to Succeed
2. Alignment Is an Imperative to Accomplish the Mission
3. Well-Defined Plans Provide the Necessary Guidance to Accomplish the Mission
4. High Operational Standards Accelerate Achievement
5. Standardization Economizes the Effort to Achieve
6. Working as One Creates Ownership of Achievement
7. Ethics Enhance Pride in Achievement
8. Leadership Provides Purpose
9. Value the Ability to Identify a Problem – Value the Ability to Resolve It More
10. Intrusive Engagement Demonstrates Endorsement



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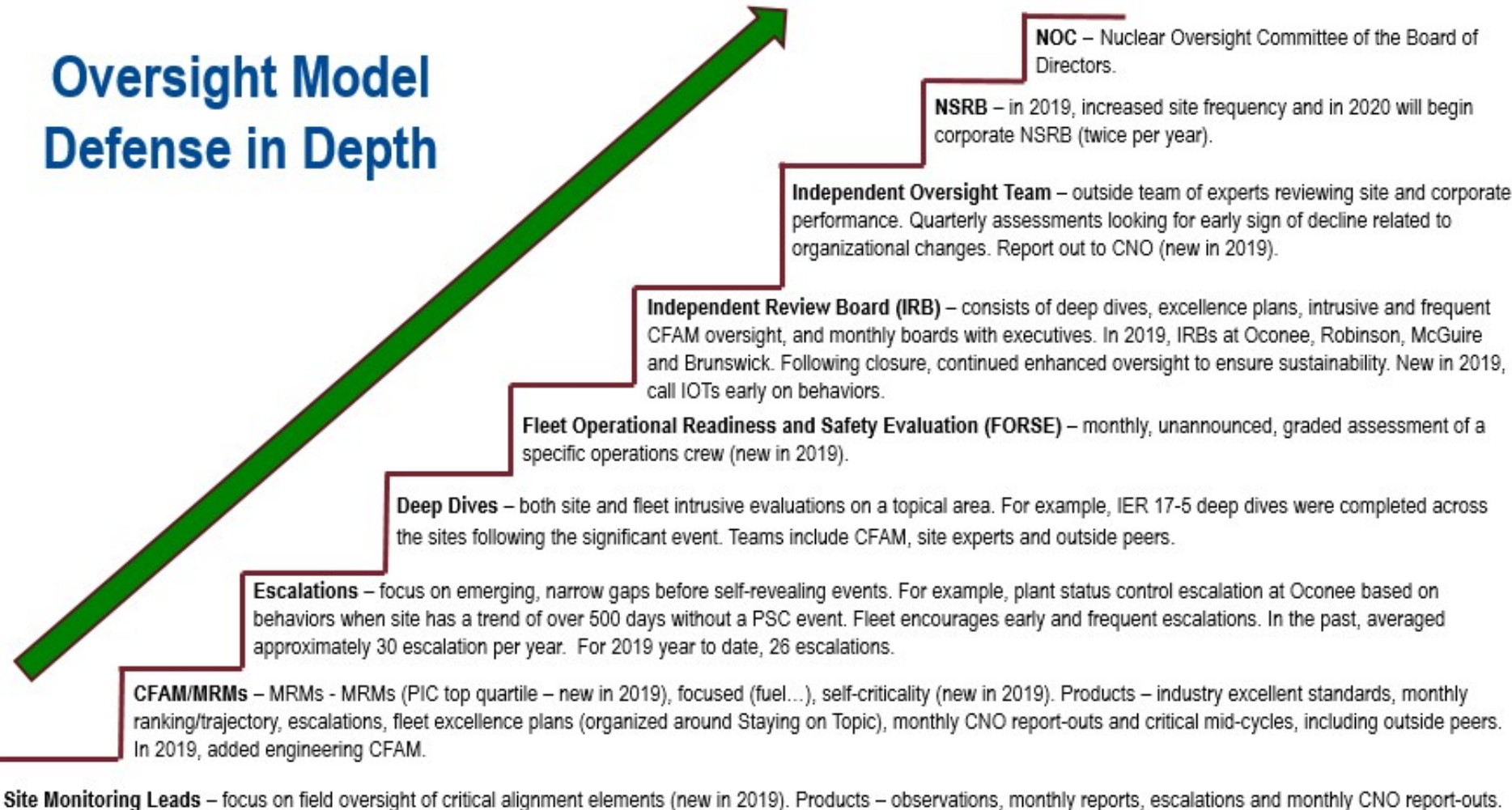
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# Provide Ongoing Oversight



# Provide Ongoing Oversight

## Oversight Model Defense in Depth







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# Q&A Session