Nathan Ives
Principal
Advisory Services

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Industry Service Lines
Power Generation
Nuclear

Clients
Ameren
Duke Energy
Exelon
Pinnacle West
Southern Company
Tennessee Valley Authority

Education
Kennesaw State University, MBA
U.S. Naval Academy, BS, Physics

Certifications
U.S. Nuclear Regulatory Commission, Senior Reactor Operator (SRO) License

U.S. Navy, Chief Nuclear Engineer Officer Qualification

Institute of Nuclear Power Operations, Senior Plant Operations Evaluator

Project Management Institute, Project Management Professional (PMP) Certification

National Academy for Nuclear Training, Event Investigator Certification

Professional Experience Summary

Nathan Ives is a StrategyDriven Advisory Services Principal with over 20 years of Energy industry and consulting experience. His experience includes 12 years of external and internal advisory work within the Energy industry specializing in strategic planning, resource management, project management, managerial decision-making, operational risk management, organizational alignment, and operator performance. Nathan has advised executives and senior managers at numerous utilities on improving generation fleet and individual plant operating performance. He authored the nuclear industry's risk management, high-risk decision management, and operations performance guidelines and evaluation methods.

Nathan also has 8 years of experience managing and supervising (military and commercial) nuclear plant operations, online and outage work management, and maintenance and held the U.S. NRC's Senior Reactor Operator license and U.S. Navy's Chief Nuclear Engineer Officer qualification.

Engagement Experience

- Domestic and International Nuclear Plant Operations Assessments – led teams of highly experienced nuclear utility personnel in the evaluation of over two dozen domestic and international nuclear plant performance in the areas of normal and emergency plant operations, risk management, managerial decision-making, and organizational alignment. Partnered with executives and senior plant managers to devise and implement performance improvement plans.
- U.S. Nuclear Industry Operations Performance Standards Development – led the U.S. nuclear industry's effort to redefine performance standards in the areas of organizational alignment, managerial decision-making, plant operations, and risk management; significantly contributing to several publications against which nuclear power plant performance is evaluated including: INPO's *Performance Objectives and Criteria*, *Principles for Effective Operational Decision-Making*, and *Guidelines for the Conduct of Operations at Nuclear Power Stations*.
- Nuclear Utility Internal Audit Co-sourcing Lead Auditor – served as an audit leader at two of the largest U.S. nuclear utilities; assessing performance of online work management, supply chain, preventive maintenance, outage planning, and configuration management programs. Also supported mapping enterprise risks to core nuclear business processes including the identification of internal and external oversight organizations and their activities.
- U.S. NRC Licensed Senior Reactor Operator – control room supervisor, shift technical advisor, and work control center supervisor directing the online and outage operation and maintenance of a $4.0 billion nuclear generating station (one of 5 crews); assessing risk and directing station resources to ensure safe plant operations and work execution while maintaining compliance with regulatory guidelines and standards during normal and emergency conditions.
- U.S. Navy Chief Nuclear Engineer Qualified Officer – served as the Assistant Chief Nuclear Engineer and Quality Assurance Officer responsible for the online and outage operation, maintenance, and decommissioning of a nuclear submarine including all quality assurance controls. Conceived and implemented standardized online and outage maintenance modules and enhanced scheduling allowing for the early material deficiency identification and achieving superior results.

- Electric, Steam, and Natural Gas Distribution Emergency Management – served as the emergency management benchmarking consulting project manager; providing leadership, counsel, and advice to client managers for the benchmarking of utility and non-utility company emergency management programs. Information gathered was combined with the consulting team's experience to create a process through which the utility will develop emergency response procedures to combat future adverse events.
- Fossil Power Generation Fleet Performance Assessment - served as the Power Generation Assessment Team Consulting Lead providing leadership, counsel, and advice to senior client managers for the evaluation of online and outage work management, engineering work management, inventory management, procurement, project accounting, performance monitoring, and process and support system governance programs for a large U.K. power generation utility. Also assessed the configuration of the SAP ECC 5.0 system supporting these programs.
- Nuclear Power Generation Asset Management Program Development – served as the Generation Business Unit Team Consulting Lead advising thirteen client personnel in the improvement and redesign blueprinting of online and outage work and project management, equipment tagging and permitting, maintenance, quality assurance, document and records management, corrective action program, and environmental health and safety processes for a Fortune 200 utility's nuclear, hydro, and combined cycle electric generating stations. This blueprinting work supported the implementation of SAP ECC 6.0 at this utility.
- Nuclear Power Generation Asset Management Program Development – served as the Nuclear Work Management and Tools Management Teams Consulting Lead during the reengineering of asset management processes in support of a MAXIMO 6.2 implementation by one of the largest U.S. power generation utilities. As the Nuclear Work Management Consulting Lead, advised eight client personnel during the process improvement blueprinting of online and outage work management, engineering work management, and corrective action processes for three nuclear electric generation stations (seven units). As the Tools Management Lead, advised one client manager in the design of utility-wide processes for the maintenance and control of measurement and test equipment, small and tagged tools, and fleet heavy equipment.
- Nuclear Power Generation Metrics and Reports – advised a team of client nuclear managers and professionals in the development of a metrics and reports implementation strategy to meet the operational needs and regulatory requirements using SAP ECC 6.0, Business Objects, Oracle, ActionWay, and Adobe Flex. Strategy development included identification of needed metrics and reports as well as development of a technology roadmap for their implementation. The metrics and reports strategy supported all nuclear generation business unit functional areas including: online and outage work management, maintenance, design and systems engineering, operations, chemistry, radiation protection, corrective action program, finance, supply chain, human resources, and training.
- U.S. Nuclear Industry New Nuclear Plant Construction Board Member – served as a member of the Nuclear Energy Institute's New Nuclear Plant Executive Taskforce and Nuclear Industry Infrastructure Committee in 2005. Worked with industry leaders to develop and implement programs supporting new plant construction.

Publications and Presentations

- Improving safety and reducing costs in the power and utilities sector: Five steps to a more effective relationship between work management and supply chain, Ernst & Young, April 2012
- Uncovering Unconventional Resources, Nuclear Energy Insider, 3rd Annual Nuclear Supply Chain Conference, April 2012
- Responding to a Black Swan, InfoCast, Post Fukushima Nuclear Safety Conference, December 2011
- Responding to a Black Swan: Principles and protocols for responding to unexpected catastrophic events, Ernst & Young, August 2011
- U.S. nuclear chief urges rapid overhaul of rules, Reuters, July 2011 (interviewee)
- Fukushima's future: A questions and answers session, PowerGrid International, April 2011 (interviewee)
- Reducing Lifecycle Expenditures, Public Utilities Fortnightly, May 2009
- Performance Objectives and Criteria, INPO, 2003 – US nuclear plant operating standards
- Principles for Effective Operational Decision-Making, INPO, 2001 / WANO, 2002 (translated into 6 languages)
- Guidelines for the Conduct of Operations at Nuclear Power Stations, INPO, 2001
- Operational Safety and Decision-Making in Changing Times, INPO, 2000