

## KATHY A. HATCHER

### EXPERIENCE SUMMARY

Ms. Hatcher has 35+ years of experience in both the domestic and international nuclear industry. This includes nine plants in the US commercial nuclear power industry, five Department of Energy (DOE) sites, and one in the UK at the Sellafield facility. Her primary experience and expertise includes training, leadership development and implementation, personnel leadership, emergency management, contractor assurance, interface management, program management, project management, and safety and health. She is a self-motivated and highly successful leader with consistent, demonstrated success in identifying issues/gaps, developing solutions, and managing programs and projects with high quality results. She is excellent at developing new programs or establishing improvements to existing programs through collaboration, customer interface, aggressive project plans, establishment of strategic and tactical visions and goals, establishing and controlling conservative budgets and routine communication with line management. Ms. Hatcher excels when working with unsatisfied customers and leading troubled programs to successful programs. She is experienced in cost efficiency re-engineering, defining program gaps and corrective action plans, organizational restructuring initiatives, and program development and foundation design. She has a keen ability to harness programmatic synergy by garnering support and teamwork from often distant staff and customers and gaining consensus on a path forward. She has excellent management, leadership, and persuasion skills for integrating large, diverse, and multi-functional areas with documented quality, effectiveness, and efficiency benefits. As outlined in the following experience summary, Ms. Hatcher is very adaptable and learn new processes very quickly. She has a strong bias for action, problem-solving, quality-results, efficiency, and continuous improvement.

### COMPETENCY SUMMARY

Strong Leadership	Program Management; Project Management
Training (SAT/ADDIE) and Leadership Development and Implementation; Communications	Emergency Management
Quality Assurance; Performance/Contractor Assurance; Assessments	Issue Evaluation and Corrective Actions
Customer Relations; Consensus Building	Interface Management
Improvement Initiatives; Continuous Improvement	Cost Savings

### DETAILED EXPERIENCE

#### **Longenecker and Associates**

Senior Associate for Contractor Assurance

June 2017 to Present

Provides expert advice to clients on the development and implementation of contractor performance assurance systems in accordance with Department of Energy requirements. Performed an effectiveness review of the CAS for the M&O contractor at the Savannah River Site.

**TRS Staffing Solutions, Inc.**Training Transition Lead – DUF6

November 2016-December 2016

Performed due diligence review, procedure review and blue-sheeting, summary reports, and recommendations for improvement of nuclear training and qualification programs in support of Mid-America Conversion Services' (MSC's) contract transition for the DUF6 projects in Portsmouth, Ohio and Paducah, Kentucky.

Acting Training Manager

August 2015-April 2016

Provided department manager support while also implementing significant compliance and effectiveness improvement actions. This included training reorganization and staffing; specifications, procurement and implementation of a new learning management system; establishment of training coordinators across the company; training assessment and comprehensive improvement plans; elimination of a large backlog of overdue corrective actions; establishment of defined, disciplined, and institutionalized training methods and practices that resulted in significant improvement in the training program compliance, effectiveness and customer satisfaction. This also included the design and development of Phase 2 of the leadership development program and implementation of the training module for Phase 1.

Senior Designer

September 2014-August 2015

Provided emergency management technical support to the Fluor Paducah Deactivation Project. This included contract transition and ongoing program support to include Emergency Plan authoring; procedures development; training assessment; training development and delivery; program and compliance assessments; compliance and corrective action planning and scheduling; exercise Lead Controller and Evaluator functions; tabletop drill development and facilitation; and other support tasks.

**URS**

January 1991-July 2014

**Senior Project Director****INL – MFC****Performance Assurance, Quality Assurance and Training Manager**

2013-July 2014

Responsible for the contractor assurance, quality assurance, and training programs for the Materials and Fuels Complex (MFC) at the Idaho National Lab (INL). This includes Price Anderson Amendment Act (PAAA) screening, ORPS and NTS action tracking, the MFC assessment program, issues management, field observation program/management observation program, lessons learned program, key performance indicators (KPIs), and monthly, quarterly, semi-annual and annual performance review and reports, Quality Engineering, and Quality Inspections. This role was also responsible for the training for nuclear operations, maintenance, engineering, radiation control, technical staff and management for thirteen diverse nuclear (Category 2 and 3) and six radiological facilities.

**Emergency Management Improvements Manager – URS-Sellafield**

2011-2013

Served as the project manager for the development and implementation of a three-year integrated (site and facility) emergency management improvement project (£44.3M) to make a major step change in the site and facility emergency management (preparedness, response, and recovery) programs, to meet the INPO and WANO standards and to incorporate post-Fukushima emergency management upgrades. This included establishment of EM organizations; new governance structure and terms of reference; significant upgrades to site and facility emergency plans and procedures; training for site and facility emergency duty team members, umpires/controllers, and evaluators; new standards and training for drill and exercise development, conduct, control and evaluation; enhancements/upgrades to emergency facilities and equipment; technology studies and associated upgrades, and many other overall program upgrades. This also included improving relationships with regulators and establishing performance assurance processes for the EM program (internal self-assessment and EM subcontractors).

#### **Operations Training Improvement Project Manager – URS-Sellafield**

2010-2011

Lead a major project for implementing a new training program foundation based on the Systematic Approach to Training (SAT). This included the development and implementation of a training program project to establish a training program foundation (training organization, policy, procedures, governance, document control, training scheduling process, self-assessment program, training qualification programs for training professionals, etc.) as well as initiating the operation and maintenance qualification programs starting with job and task analysis for 33 facilities (both nuclear and chemical). This also included the development and implementation of a leadership development program. This was a totally new development of the entire training program and all elements.

#### **Recovery Act Program Manager – URS-WRPS**

2008-2010

Provided senior management leadership and direction for the very successful DOE Tank Operations Contract Recovery Act funded program which was \$425M. This included project funding justifications, program start-up, project status reporting, DOE interface, interface with and support of external agency audits with transparency for all aspects of the program and funding utilization. The Program was noted as a model of excellence by the DOE.

#### **Tank Operations Contract Interface Manager – URS-WRPS**

2008-2008

Provided senior management leadership and direction for the TOC Interface Management Program. This includes the development and maintenance of a compliant Interface Management (safety management) program and establishment of programmatic and interface agreement documents with the other Prime DOE contractors who either provide to or receive service from the TOC. This leadership position was responsible for defining the mission, vision, strategy, management approach, execution approach, evaluation/self-assessment plan, and continuous improvement initiatives for the TOC Interface Management Program. This position was also responsible for working with the other Hanford contractors to resolve interface issues related to shared services and to evaluate those shared services to develop cost and effectiveness improvement opportunities.

#### **URS-WGI-CWI**

Director, Operations Support Idaho Completion Project (ICP) Environmental Restoration (ER)

2007-2008

Responsible for the training, emergency management, and contractor/performance/quality assurance program (ICAREs/commitment tracking, ORPS reporting, root cause analysis, management workplace visit coordination, lessons learned, assessments, etc.) in support of Operation in the Environmental Restoration project at ICP. In addition, I supported several cost savings initiatives, one in particular related to the sample process (sample management, sample taking, sample analysis, and sample data management), that yielded a \$10+M cost savings.

Director, Idaho Completion Project (ICP) Infrastructure Services

2005-2007

Responsible for operation of 5 cafeterias that had revenue of over \$1M per year and served as the ICP functional program manager for the emergency management, fire department, and training programs. In addition, I was responsible for the space planning function for ICP offices and administration areas, and the development and administration of over 140 shared service agreements between ICP and INL (Battelle Energy Alliance). Responsible for a program budget of over \$50M. Also developed a process and organizational realignment strategy that dissolved my Directorate/organization and position and saved the company \$20+M over the contract lifetime and more over the project lifetime.

**URS-Westinghouse Savannah River Company (WSRC)**

1991-2005

Project Manager, Safety Initiatives Project Integration

2004-2005

Lead the integration of two major safety improvement initiatives at Savannah River Site (SRS), a 330-square mile site with numerous levels and types of hazards and complex nuclear facilities. Responsibilities included the development and implementation of a new subcontractor and visitor Point of Entry process and other corrective measures associated with a sub-tier subcontractor fatality at SRS in 2004. This project was extremely high profile for SRS and DOE-HQ.

Project Manager, EEOICPA

2003-2004

Lead the Energy Employee Occupational Illness Compensation Program Act (EEOICPA) project at the Savannah River Site (SRS). SRS had the largest number of claims of any DOE site...over 9000 requests for employment verification and medical, radiological exposure, and chemical/industrial hygiene hazard exposure records dating to the early 1950's. By projectizing this 'level of effort' set of work activities, SRS was the first large site in the DOE complex to complete their backlog and was considered a Model Of Excellence by DOE.

Training Program Manager

1999-2003

Served as the SRS Site Training Program Manager responsible as the site training authority as well as the department manager for all site level provided training (e.g., maintenance, health and safety, general employee, operations and technical staff fundamentals, etc.). As the training program manager, all nine line organizations (making a total of 10 training organizations) were matrixed to this position. This position also included the development and implementation of a company-wide leadership development program. During this assignment co-authored and managed the successful implementation of a corporate

integration and cost reduction plan to reduce the site-wide training budget from \$44M to \$33M in one year. This involved significant negotiation and resulted in changes to the scope, headcount, and budget for all 10 training organizations (375 people). This plan was a critical program improvement area for the company and resulted in over \$11million in cost savings. The changes in the training program resulted in high internal and DOE customer satisfaction and confidence (which was a critical problem before taking this position).

#### Y2K Program Manager

1998-2000

Managed/lead the Savannah River Site's \$40 million Y2K Program to a very successful (non-event) New Year and Leap Year transition. This included the upgrade or replacement of computing systems in an extremely diverse and often obsolete information technology environment and included significant integration of multiple companies and business units to a single accepted standard for Y2K inventory, testing, remediation, contingency planning, documentation, and reporting.

#### SAP Project Manager

1997-1998

Managed/lead the \$100M business enterprise solution (SAP) project until the project was canceled due to company funding issues. Responsibilities included all aspects of project management including budget, scope, schedule, and risk management. personnel selection, integrator selection using a competitive bid process, performance measures, and risk management strategies.

#### Support Division Program Manager

1995-1997

Managed the business management, program planning, and prioritization for \$500 million and 5000 headcount for 14 support divisions competing for the same budget. This included the setting of scope, budgets and headcount and the continuous monitoring and renegotiation with 14 Directors and the Senior Vice President.

#### Emergency Management Manager

1991-1995

Managed/lead the emergency management program at SRS. Responsibilities included developing and implementing site emergency plans and procedures, the Radiological Assistance Program (RAP), and the transportation emergency response program; training, drills, and exercises for the site and facility emergency response organizations (EROs) and offsite agencies (numbering thousands of participants annually); and interacting with offsite agencies [two adjacent states, five county emergency management agencies (EMAs), offsite memorandum of support agreement (MOA) organizations, and federal agencies (EPA, DOD, FBI, etc.)]

#### **OTHER COMPANIES**

1981-1990

Emergency Management, Training, and Project Management related assignments.

Managed/lead, developed and implemented multi-discipline training projects; wrote emergency management plans and procedures; and developed and conducted emergency drills and exercises at eight commercial nuclear power stations during start-up and operations activities as outlined below.

**Training Project Manager – Start-Up Nuclear (SUN), Inc.**

1989-1990

Washington Public Power Supply System, Unit 2, Richland, WA

**Senior Training Consultant – TRI, Inc.**

1989-1990

Sacramento Municipal Utility District, Rancho Seco Nuclear Power Station, Herald, CA

**Emergency Management Senior Consultant – Paragon Technical Services**

1986-1989

Georgia Power Company, Plant E. I. Hatch, Baxley, GA

**Senior Training Specialist – Houston Lighting and Power (HL&P)**

1985-1986

Houston Light &amp; Power, South Texas Project, Bay City, TX

**Senior Training Consultant – Energy Support Services, Inc. (ESSI)**

1984-1985

Carolina Power and Light, Shearon Harris Nuclear Power Station, Apex, NC

**Senior Training Consultant – Resource Technical Services, Inc.**

1982-1984

Fermi Nuclear Power Station, Monroe, MI; Texas Utilities Generating Company, Comanche Peak Nuclear Power Station, Glen Rose, TX; Cleveland Electric Illuminating Company, Perry Nuclear Power Station, Perry, OH

**Associate Training Specialist – Toledo Edison Company**

1980-1982

Toledo Edison Company, Davis-Besse Nuclear Power Station, Port Clinton, OH

**EDUCATION**

B.S., Education; Trades and Industry, Georgia Southern University, Statesboro, GA

A.S., Nuclear Engineering Technology, Terra Technical College, Fremont, OH