

JENNIFER NORONHA

Senior Consultant



Jennifer Noronha is an innovative Nuclear professional, with more than 34 years of experience in a wide range of strategy, engineering, culture/change management, project management, leadership, waste management, radiation protection and nuclear oversight positions. She is an objective and progressive thinker, with a proven

ability to build strong teams and transformation organizations and run cost efficient business units. She is highly capable of dealing with tough technical challenges, while managing multi-million dollars projects and budgets.

EXPERTISE

- ▶ Project and Program Development
- ▶ Engineering Management
- ▶ Contract Management and Commercial Strategy
- ▶ Leadership and Change Management

34+ YEARS OF EXPERIENCE

PAST POSITIONS

DIRECTOR, STRATEGIC INITIATIVES & REPOSITORY ENGINEERING

Nuclear Waste Management Organization (NWMO)

Nov 2012 to Sept 2021

- ▶ Responsible for implementing initiatives important to transforming the NWMO organization. This included successfully leading a team for a new integrated cloud IT process and system implemented over 30 months for procurement, project controls, finance, payroll and human resources. This involved gathering requirements and best practices from industry and culminated in 72 interactive training sessions, digital media promotions and 6 months of change support for the entire organization as they adopted new processes and skills.
- ▶ Developed conceptual designs and costs for the deep geological repository. This included several contracts with technical firms, integrating results with other technical groups and responding to hundreds of governments, public, community and aboriginal group requests for technical information through the environmental assessment and public hearings. It was important to take technical material and make it understandable and on point to several different types of audiences. Developed strategies for managed system, construction and implementation with the operator/owner for the low and intermediate waste facility. Participated in technical exchanges with other countries developing repositories.

DIRECTOR, BUSINESS TRANSFORMATION

Ontario Power Generation (OPG) Darlington

2010 to 2012

- ▶ Sponsored and monitored the development of strategies during the setup of the refurbishment program including a new organizational structure. As part of the senior management team used several education vehicles over 500 staff to successfully align many to a common goal. This position included interfacing with corporate on staffing and financial planning for refurbishment and development of the management systems for refurbishment.

TECHNICAL DIRECTOR

OPG Pickering A

2008 to 2010

- ▶ Working as part of the Station Senior Management Team, led the development and implementation of a 3-year program to recover station reliability. This involved engaging working staff, understanding the key issues and developing a strategic improvement plan. To educate all 2000 staff a visual roadmap was developed that

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reflected the new station reliability plan in engaging identifiable pictorials working with industry best practices. This roadmap was installed throughout the station and discussed in various small group settings; using stories to shift culture from one of fixing failed equipment to one of failure prevention.

- ▶ Drove the design, development and staffing of a team to execute the above plan. This included building several cross functional station working groups to implement different aspects. Successfully put in place several changes that improved performance with clear, measurable results in reduced forced loss rate.

DIRECTOR OF PERFORMANCE IMPROVEMENT

Darlington, Pickering A

2006 to 2008

- ▶ As part of the Station Senior Management team acted as the primary station contact for numerous external review auditors or agencies. Had a working team to manage the corrective action, operating experience, audit, observation and coaching and HP programs. Received a CNO recognition award for leading the root cause and extent of condition investigation on the Inter-Station Transfer Bus Event.
- ▶ Established a Human Performance (HP) Simulator and a Knowledge Worker HP program which was internationally recognized. The Simulator is a physical location that has built in errors. The student has to physically interact with the facility to avoid or identify the errors in order to learn. The facility took 2 years to be designed and systematically built to introduce training concepts in a visual, kinetic and auditory sensory environment. There were trainers, facilitated guides, evaluations and feedback.

MANAGER - STRATEGIC PLANNING & ASSISTANT TO SR. VICE PRESIDENT

OPG Darlington

2001 to 2006

- ▶ As part of the Station Senior Management Team developed and implemented an inclusive vision for improvement called the Cornerstone. The resulting "Navigator" process and one page pictorial became the platform used to drive the station to a common set of goals. This initiative laid the groundwork for a continuous improvement culture, resulting in an improved industry grade and was replicated at other stations.
- ▶ Participated in three peer reviews at stations in France and the United States of 3 weeks duration each. While identifying improvements for those stations, came back with ideas for improvement at my station. I led the station on key improvement initiatives such as moving from a 2 year to a 3 year outage cycle.

RADIATION PROTECTION (RP) MANAGER

OPG Darlington

1995 to 2000

- ▶ Aligned 3 nuclear site staff (Bruce, PND and Darlington) to one set of Radiation Protection Training and Procedures over 3 years which resulted in a cost savings of over \$3M as Bruce A units were shut down and staff were moved to other stations. The team approach I put in place to transform this change was recognized with a CEO award.
- ▶ Improved productivity and improved compliance by changing zone controls with new equipment, reducing physical sizes of zone 3 and 2 and less use of radiation area clothing.



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- ▶ Ran the environmental sampling program where food and environmental samples were provided by neighboring farmers and residents. Personally, visited sample donors to discuss results using visual tools to improve public understanding and support. Made several public presentations on radiation.
- ▶ Led the RP research program which was contracted to several universities and industry partners.

ALARA (AS LOW AS REASONABLY ACHIEVABLE) COORDINATOR

OPG Darlington

1993 to 1995

COMMISSIONING ENGINEER

OPG Darlington

1988 to 1992

- ▶ Learned how to effectively work with all sorts of different skills sets and groups in an organization of 4000 to test and declare in service various subsystems required to work together to generate power.

EDUCATION

Masters of Business Administration, University of Toronto

Bachelor of Engineering (B.Eng.), Professional Engineer - Engineering Physics, McMaster University

Attended first Advanced Operations Overview for Managers – 6 months of training

