

Summary

Sean Lawrie joined ScottMadden in 2005. He possesses expertise across a broad range of functions within the energy sector, including generation, transmission and distribution, and new generation development. Sean also has general management experience in a number of industries, including financial services, healthcare, and construction services. Prior to joining ScottMadden, Sean worked for several General Electric businesses including GE Capital. He earned an undergraduate degree from the University of Guelph and earned an M.B.A. from the Babcock Graduate School of Management at Wake Forest University, where he was a Cooper Cass Scholar.

Areas of Specialization

- Nuclear generation
- Change management
- Cost reduction
- Organizational design and staffing
- Process improvement
- Program design/implementation

Recent Articles and Speeches

- "Fleet Standardization – A Maintenance Success Story." Nuclear Power International. April 2010
- "Emerging Trends and Best Practices for Managing Continent Workers." American Nuclear Society – Utility Working Conference. August 2015
- "Nuclear Generation – A Choice for the Next Generation?" June 2016

Recent Assignments

Nuclear Generation

- Assisted a large multi-unit nuclear operator to create a centralized outage execution organization to enhance the efficiency of execution of outage work orders and online unit equipment reliability. The project included the creation of policies, programs, processes and procedures, workload transfer, training workforce, facility assignments, and work order scheduling
- Led a site improvement team, in recovery from INPO Special Focus Policy Note 14, through project management support activities, including the development of an overall improvement plan, focused behavior changing enhancements, and leadership of functional area reviews to identify additional opportunities for improvement actions
- Led a design engineering organization review assessment of a nuclear station not practicing strict compliance with its operational "playbook," focusing on engineering product quality, behavior, and leadership gaps
- Assisted a multi-organizational team in developing a management model for the operating organization of a large southeastern utility. The management model focused on how cross-functional teams would operate to drive standardization in their processes, enhance employee engagement, and prioritize process improvement opportunities
- Assisted a regulated utility to implement a new management model that included a five-year gap-based business planning process that is tied to benchmarked metrics, a standardized organization structure, and a well-defined functional accountability structure
- Conducted a staffing adequacy assessment as part of a regulatory required safety assessment for a Canadian utility
- Facilitated meetings between 60 sites and corporate managers to coordinate the implementation of more than 2,300 operating model documents as part of the integration plan between two non-regulated electric generation companies
- Constructed a management database to track the implementation of all policies, processes, programs, and procedures for a newly merged nuclear generating company
- Led multiple functional teams of a large, regulated utility to standardize their operating and administrative procedures, processes, and budgets in support of a standardization initiative
- Constructed and implemented a comprehensive performance management infrastructure for a large, regulated electric generation company which included payroll reduction initiatives, equipment reliability improvements, management model integration, and business plan coordination
- Project managed the future state organization design and implementation of a 3,800 employee reorganization for North America's largest nuclear energy generation company by facilitating meetings for 26 functional area

managers and four executive vice presidents to align their organization with the industry's leading organization structure and accountability model

Organization Design and Staffing

- Led a merchant nuclear generation engineering programs group by conducting a detailed workload analysis and redesign for a centralized organization
- Conducted a nuclear fuels organization staffing benchmark study to provide insights into the most cost-effective approach to deliver on the organization's mission
- Led a regulated nuclear engineering organization through an overall cost improvement initiative effort by conducting a detailed workload analysis, conducting financial analysis on the initiatives, developing the detailed implementation plans, and developing communication and change management plans in accordance with the industry initiative to deliver the nuclear promise
- Led a decommissioned nuclear operator through an organization downsizing and workload transfer effort as the organization moved from an operations organization to a decommissioning general construction organization
- Led a large project team that assisted a large, regulated utility with a reorganization effort. The reorganization assignment focused on benchmarking the workload and associated staffing levels of four top-performing, similar-sized utilities to that of the client. Led the team to identify best practices and improvement opportunities for the top performers and supported the project team to formulate staffing recommendation to the executive sponsors
- Conducted a comprehensive staffing review of the corporate functions for a large, unregulated utility that focused on the reasons for increases in staffing and the value of the additional functions performed
- Implemented an earned value management reporting tool for daily outage reporting of a large, regulated Midwest utility
- Led maintenance and engineering teams to redesign their organizations during the merger and integration planning process of two large, investor-owned utilities
- Assisted senior leaders of a large southeastern utility with the organizational design of a recently merged utility
- Assessed the HR organization of a southeastern utility to examine organization structure, staffing levels, and management processes. Developed detailed recommendations and implementation plans to address process efficiency and effectiveness

Cost Reduction

- Led a pilot project and developed the business case for a multi-unit nuclear operator to inform the implementation of electronic smart-branched mobile work packages
- Develop a business case for the modernization of a nuclear operations control room to reduce human performance errors and workload with a U.S. national laboratory
- Assisted the HR and finance divisions of a large southeastern utility to develop their long-range staffing plan. Led multiple cross-functional teams in the analysis of their current gaps in workload and workforce staffing to that of top-performing peer utilities using a detailed workload analysis. Facilitated the cross-functional teams in the development of initiatives which resulted in an annual operating cost savings of \$40 million
- Developed a business case methodology that provides a systematic means of capturing performance benefits derived from the application of new technologies for energy generation sites for a U.S. national laboratory
- Created and implemented the management infrastructure to bring visibility and a focus on reduction of absenteeism due to illness and medical appointments for a large nuclear energy generation company which resulted in a reduction of absenteeism by 21%
- Assisted a large southeastern nuclear generating fleet identify more than \$8.7 million of process improvement opportunities based on a comprehensive benchmarking workload analysis
- Designed and implemented industry-leading cost-control processes and management controls for the generation division of a large southeastern U.S. utility

Process Improvement

- Assisted a large multi-unit regulated nuclear operator to streamline their radiological environmental management program data collection, analysis, and reporting steps to reduce costs by 25%, eliminate workload inefficiencies, and eliminate likely manual-error situations
- Led a project team to streamline more than 6,000 operating procedures for a large Midwestern nuclear operating company

- Led a nuclear organization to replace their existing emergency response dose projection tool with a state-of-the-art industry-proven solution to eliminate likely error situations and reduce workload for the emergency management center, station emergency services workers, and government emergency organizations
- Analyzed the financial impact of implementing a new six sigma documentation and operations process for a financial institution which resulted in a 29 % reduction in operating expense

Program Design/Implementation

- Led a cross-functional team to revise a Canadian utility's off-site radiological monitoring program in response to the Fukushima-Daiichi event. The four-phased project commenced with an assessment of the gap between the operator's current off-site radiological monitoring program and the ideal off-site radiological monitoring program, based on lessons learned from the Fukushima-Daiichi event. Led the team to design, procure, and implement state-of-the-art permanent and portable radiological monitors complimented with an analytical engine that collects environmental data in real-time to monitor changing environment conditions. Stakeholder managed federal regulators, federal, provincial, and local government agencies to support the off-site radiological program enhancements
- Designed and incorporated an emergency response dose projection tool into existing software, processes, and procedures for a large multi-unit nuclear operator
- Built a decision support tool for workforce planning for a large U.S. regulated nuclear generating fleet to forecast future hiring and training decisions for critical functional areas

Additional Non-Nuclear Projects

- Led a project to establish a management system for a large regulated fossil power group which included defining the standard (what "good" looks like), performing a current state assessment against existing organizational aspects, and developing the roadmap to prioritize and close gaps to standard
- Assisted a leading healthcare company in the design of a new HR shared services delivery model and redesigned its current processes to support the new organization. Developed a detailed business case for roll-out of the model across the enterprise
- Performed a current state assessment for a publically owned hydro generation organization's operating model. Led the cross functional team to develop a roadmap and action plan to close the organization's operating model gaps
- Supported a regulated Midwestern utility by automating the correction of approximately 28,000 billing system errors in preparation for its multiple state government rate case
- Analyzed and recommended improvements to the financial controls and processes as part of a Sarbanes-Oxley initiative for a medium-sized online education corporation