

Michael H. Heider



EXECUTIVE CONSULTING, INC., Lubbock, Texas
Technical Consultant June 2024 to Present



December 1991 – March 2024
Arizona Public Service (APS)
Phoenix, Arizona Palo Verde Generating Station (PVGS)

Director – PVGS Maintenance (Feb 2022 – Mar 2024)

- Responsible for strategic direction, budget, performance, work management, training, and career progression of PVGS Maintenance Department Groups consisting of 7 Manager level, 54 Supervisors, 296 PVGS maintenance craft. The department expands by over 200 supplemental leaders and craft during refueling outages.
- Established and implemented an initiative focused on Maintenance leader fundamental behaviors consisting of biannual leader training, leader focused weekly meetings, and individualized leader excellence plans. Improved Maintenance leadership focused on creating an environment where people are put in the best position to be successful resulted in elevating PVGS Maintenance to exemplary in the INPO Maintenance Index, improved safety culture survey results, reduced attrition, zero OSHA Recordable injuries in 2022 and 2023, and a successful Maintenance Accreditation evaluation.
- Reinvigorated the PVGS Master Craftsman program through interactive meetings resulting in a charter defining their purpose, expectations, and commitments to each other. Facilitated leader appreciation for the importance of leveraging craftsmanship in attaining excellent Maintenance performance.
- Developed and executed a Maintenance reorganization plan that resulted in improved command and control, craft performance, focus on training, and personnel development.

STARS Functional Area Maintenance Manager (Feb 2020 – Feb 2022)

- Teamed with Maintenance Directors at four nuclear power sites (Calloway, Diablo Canyon, Palo Verde, and Wolf Creek) to influence alignment and consistency towards improved performance.
- Conducted plant visits and facilitated leadership improvement resulting in all sites maximizing performance indicators on the INPO Maintenance Index and individual site Maintenance ratings of exemplary on the INPO Industry Performance Summary Reports (IPSR).
- Developed and presented maintenance Proficiency training for all four STARS sites.
- Teamed with other STARS Functional Area Managers to provide coordinated subject matter expert review of site responses to Industry initiatives.

Director – PVGS Outage Maintenance (Dec 2017 – Present)

- Responsible for strategic direction, budget, performance, work management, training, and career progression of PVGS Refueling and Mechanical Services, Turbine, Fuel Handling, Cranes, Carpenters, and Insulators Groups consisting of 2 Manager level, 22 Supervisors, 34 PVGS maintenance craft, and 83 supplemental leaders and maintenance craft. The department expands by over 200 supplemental leaders and craft during refueling outages.
- Collaborated with the PVGS Maintenance Director to develop an excellence plan that improved several areas identified by INPO. INPO DSPOC provided the following comment during an outage visit: “Maintenance performance over the past six months improved, principally driven by leaders’ increased focus on standards adherence and maximizing safety margin.
- Initiated teaming efforts with various levels of leadership within the Radiation Protection group to ensure alignment, communication, and teamwork. Resulted in better culture between the groups, lower dose for Outage Maintenance during the 2019 spring outage and a record low dose for the 2019 Fall outage.
- Anchored site performance standards and tied safe and event free performance to task preparation and worker readiness resulting in a department reduction of first aid injuries by 33% and elimination of OSHA Recordable injuries.

Director – PVGS Supply Chain (Jun 2016 – Dec 2017)

- Responsible for strategic direction, budget, performance, work management, training, and career progression of PVGS Procurement Buyer, Contracts, and Warehouse Groups consisting of 2 Manager level, 4 Second Level Supervisors, 2 First

Line Supervisors, and 64 professionals and storekeepers.

- Provided oversight for more than \$50 million in material procurements, \$150 million in contracts issued, and a \$220 million warehouse inventory.
- Transformed the PVGS Supply Chain to a site operations focused organization emphasizing teaming with Maintenance and Work Management Departments while remaining anchored in their core function of cost effectiveness.

Other Positions of Increasing Responsibility at PVGS (Dec 1991 – Jun 2016)

Department Leader – PVGS Mechanical Maintenance, Utilities, Coaters, and Machine Shop (Apr 2013 – Jun 2016)

Department Leader – PVGS Maintenance Planning and Programs (Sep 2011 – Apr 2013)

Department Leader - PVGS Procurement Engineering (Oct 2009 – Sep 2011)

Supervisor- PVGS Design Engineering Minor Plant Modifications (Nov 2007 – Oct 2009)

Supervisor- PVGS Design Engineering Plant Modifications (Feb 2005 – Nov 2007)

Supervisor- PVGS Procurement Engineering (Jan 1997- Feb 2005)

Senior Electrical Engineer- PVGS Procurement Engineering (Jun 1993 - Jan 1997)

Mechanical Engineer - PVGS Procurement Engineering Evaluations Group (Dec 1991 - Jun 1993)

- Transformed the Mechanical Maintenance from a priority group in the 2012 Synergy Survey to one of the highest in Maintenance as measured in the 2014 Synergy Survey by focusing the Mechanical Maintenance leadership on the PVGS Leadership Model and the craft on the Craftsmanship values (Attitude, Accountability, Professionalism, and Workmanship).
- Influenced and guided the implementation of an improved mentoring program for Maintenance Apprentices which was adopted by the entire PVGS Maintenance Department.
- Improved the planner training program revising the Training Program Description, streamlining qualification cards, establishing required continuing training hours, and developing a month-long initial training course. Resulted in indoctrinating new planners in 5 weeks compared to the previous 10-12 months.
- Successfully changed the Procurement Engineering work management culture resulting in a 75% reduction in corrective action backlog, a 40% reduction in outstanding plant requests for support, and the highest productivity rate in Procurement Engineering since 2003.
- Emphasized the importance of Nuclear Safety Culture within Procurement Engineering; recognized as the most improved and second highest rated group at PVGS for Nuclear Safety Culture during the 2010 Synergy survey.

United States Air Force, Captain, Navigator USAF (Jun 1983 – Dec 1991)

B-1B Training Flight Instructor (Aug 1986 - Dec 1991)

B-52G Radar/Instructor/Evaluator Navigator (Nov 1984 - Aug 1986)

Education and Training

Bachelor of Science in Aeronautical Engineering, US Air Force Academy, - 1983

INPO Leadership Courses