



Resiliency:

A Leader Discussion Guide

The following discussion guide provides information for use in conversations about resiliency, including an introduction to [INPO 24-003](#), *Resiliency: Strengthening Defenses Against External Forces*, and why resiliency is vital to maintaining continuity of operations to support critical infrastructure.

This discussion guide can be used in conjunction with INPO 24-003 to lead intentional discussion about the seven resiliency principles, the physical and organizational attributes for each principle, and the four main threat categories.

Visit the INPO Member Website's [Resiliency webpage](#) for additional tools and materials.

“Resiliency is the ability to withstand and reduce the impact of disruptive external threats through planning and preparation, which enable the capability to anticipate, absorb & respond, rapidly recover, and adapt from such an event.”

Seven Principles

The following are the seven Resiliency principles outlined in INPO 24-003:

- A. Develop and maintain **Plans** to improve physical robustness to absorb and organizational readiness to respond to credible external threats.
- B. **Prepare** for external events by increasing the physical capability to absorb impacts and the organizational readiness to respond.
- C. Maintain **Situational Awareness** of real-time information and future projections to adapt plans and preparations.
- D. **Anticipate** and mitigate impending and emerging challenges to continuously position the plant and organization for the best outcomes.
- E. **Absorb & Respond** to event impacts to maintain continuity of operations without challenging nuclear safety.
- F. **Recover** from external events by restoring stable plant conditions and operating margins and re-establishing readiness to respond.
- G. **Adapt** plans and preparations to strengthen the capability to absorb and respond to external threats.



7 Resiliency Principles

... with physical and organizational attributes for each

The first three principles — **Plan**, **Prepare** and **Situational Awareness** — represent a steady-state condition in which resiliency is continuously being strengthened. This means that stations are continuously developing and maintaining threat-specific strategies, preparing for external threats, and maintaining awareness of threat status and new information.

The next three principles — **Anticipate**, **Absorb & Respond**, and **Recover** — describe the sequential phases of an external event. **Adapt** is woven into all the principles, including the need for flexibility and strategic incorporation of new information and operating experience or lessons learned.

Key Terms to Know

Continuity of Operations — the ability of an organization to maintain essential functions under a broad range of circumstances—For a nuclear station, the ability to maintain power operations and all required support activities within the bounds of safety and design in the face of external events.

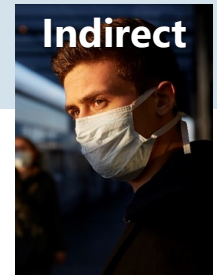
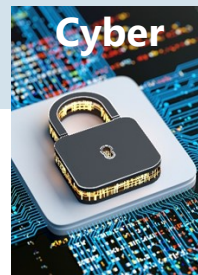
Physical Resiliency — robust systems and equipment designed to absorb the impacts of external events to enable continuity of operations within the bounds of safety and plant design.

Organizational Resiliency — a combination of planning, preparation and situational awareness that establishes a state of readiness and proficiency to respond to the impacts of external events.

Robustness — the degree to which a power plant can absorb the impacts of an external event while maintaining continuity of operations.

Readiness — the degree to which an organization has implemented preparations to respond to external threats based on current risk levels, including anticipatory actions when a threat is imminent.

4 Threat Categories



The Resiliency Model



Questions for

Discussion

Intro to
Resiliency

- What kinds of external events do we typically experience that impact our ability to operate at full power? What are some examples of more unexpected events that could be possible?
- What is our team's role in planning and preparing for potential events?
- How can we apply situational awareness?
- What are some ways we can adapt our plans and processes to be better prepared for unexpected events?
- What risk is associated with the external events we've identified? How can we mitigate them?
- What do we do to continuously learn from external events in terms of physical resiliency? Organizational resiliency?
- What principles are strong versus weaker?
- What blind spots might we have in terms of resiliency as a team? As an organization?