

Addressing the Challenges of Sharing Lessons Learned Amongst Suppliers in a Fragmented and Competitive Marketplace

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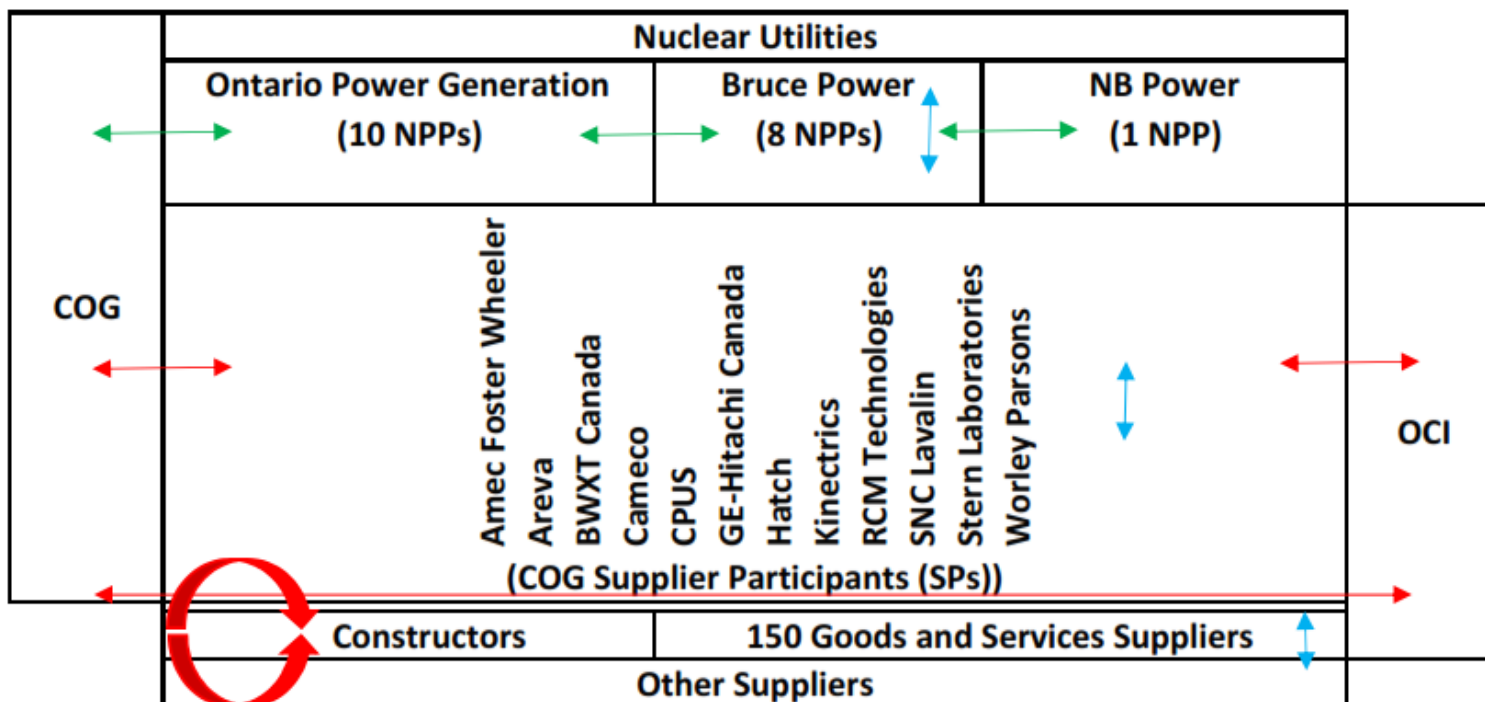


Agenda

1. Background
2. Canadian Industry Base and Interactions
3. Need for working together – Supplier: Supplier
4. Need for working together – Utilities: Suppliers
5. Cultural Shift Towards Sharing Amongst Suppliers
6. Next Steps

Canadian Industry Base and Interactions

- ▶ Outsourcing creates new OPEX sharing dynamics
 - ▶ Strong interchange amongst utilities (initial reluctance)
 - ▶ Every organization has its own sharing processes/culture (over 180!).
 - ▶ New interchange requirements



Need to Work Together – Supplier: Supplier

Barriers to Working Together

- ▶ Presently, sharing OPEX does not gain favour / business with utility
- ▶ Diminishes competitive edge; may weaken it, if used against me
- ▶ Ability to stay in business is paramount

Single Company Benefits of Working Together

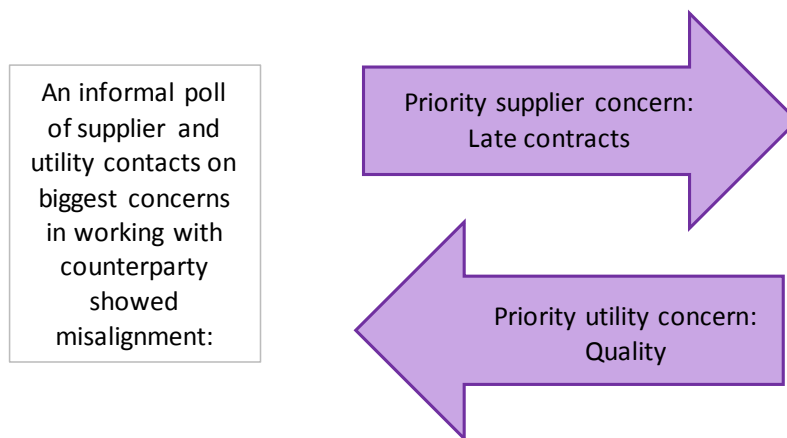
- ▶ Enhances my delivery, and may save me costly lessons
- ▶ Incremental improvement in safety practices
- ▶ Increased credibility with utility

Refurbishment “Off-Ramps”: Unsuccessful refurbishment projects mean diminished need for all suppliers.

Need to Work Together – Utilities: Suppliers

Utility practices shape supplier behaviours

- ▶ Utilities have own perspective on supplier OPEX
- ▶ Utilities see recurrences and incur consequences many times that seen by supplier
- ▶ In discussion, utility reps all agree good idea to share supplier OPEX but difficult to:
 - ▶ Avoid commercial sensitivity in sharing details
 - ▶ Align priorities and focus, and establish an accountable lead
- ▶ Engage and align on understanding perspective and focused removal of performance impediments



Refurbishment “Off-Ramps”: Unsuccessful refurbishment projects mean fewer units operating and smaller utility

Cultural Shift towards Sharing Amongst Suppliers

Initial Perspectives (April 2015)

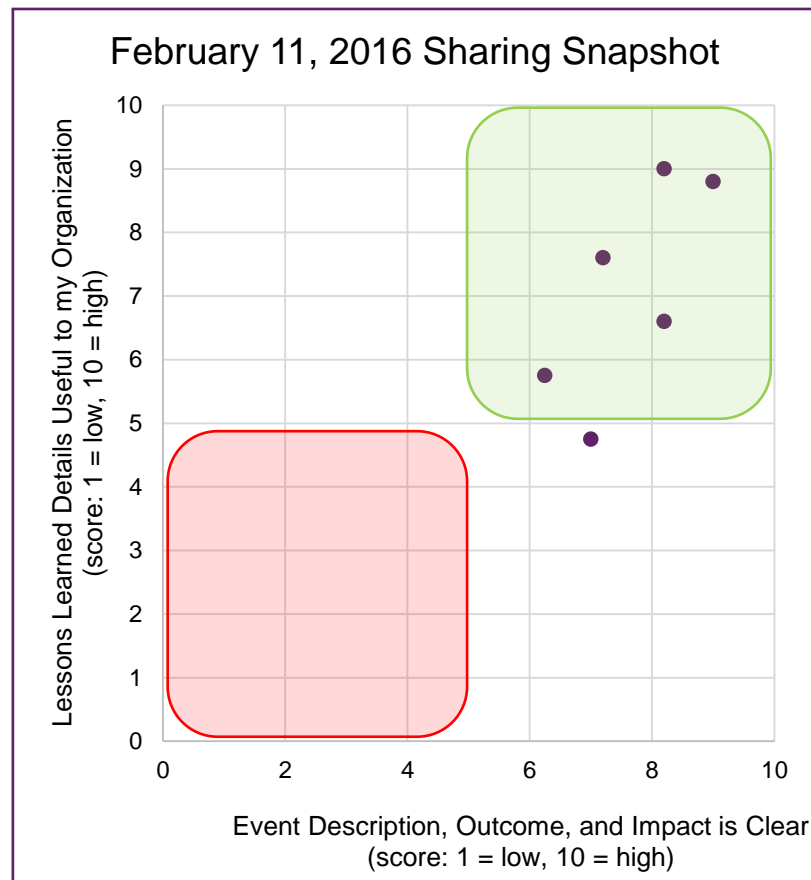
- ▶ Physical safety OPEX shared freely
- ▶ Little technical detail shared – i.e., no compromise to competitive edge
- ▶ Range in willingness to share amongst companies
- ▶ Open sharing of human performance programs
 - ▶ First real example of how supplier's information can benefit other suppliers
- ▶ Information only to be shared with companies at table

Present Perspectives (Feb 2016)

- ▶ Physical safety OPEX shared in more detail
- ▶ Wide range in technical detail shared between organizations
 - ▶ Use of a simple template to identify information of relevance
- ▶ Open discussion of materials and examples shared
- ▶ Now willing to share OPEX with utilities and other suppliers
- ▶ Aggregate incremental comfort level with sharing

Cultural Shift towards Sharing Amongst Suppliers

- ▶ Average score from Suppliers on OPEX shared by other suppliers
 - ▶ All seen as informative and relevant!
- ▶ Topics:
 - ▶ Engineering assumptions
 - ▶ Sub-supplier qualifications
 - ▶ Personnel safety on site
 - ▶ Application of nuclear standards
 - ▶ Personnel contamination
- ▶ Half of suppliers did not attend or provide OPEX.
- ▶ “Secondary OPEX” where a supplier shared utility summary of vendor OPEX proved of interest (though not as specific).



Next Steps

- ▶ Continued development of format and process
 - ▶ Honing of template to prompt for optimal content
 - ▶ Creation of a database of shared information
 - ▶ More practice!

- ▶ Development on sharing process
 - ▶ Model off COG utility OPEX process
 - ▶ Weekly calls – verbal discussion added significant perspective beyond written.
 - ▶ Suppliers learning from OPEX in a systematic way.
 - ▶ Opening up database access to all suppliers and utilities

- ▶ Industry workshop
 - ▶ Suppliers and utilities together to discuss how to advance on these topics