

# International Conference on Human and Organizational Aspects of Assuring Nuclear Safety –Exploring 30 Years of Safety Culture



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

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### **Synopsis**

Historically, COG member utilities largely drew from in-house supporting functions or the original plant designers, allowing active sharing of operational and human performance experience amongst a small number of relevant parties. As the industry has evolved, utilities have increasingly drawn upon a greater number of independent external suppliers to provide goods and services. This diversification in supplier base within a competitive environment changes operating dynamics, as a safety culture-focused supplier must remain mindful of developing and retaining competitive advantages over other suppliers. A market-driven perspective may undermine the likelihood of sharing certain lessons learned and best practices for fear of weakening competitive position. Utility procurement procedures must ensure fair markets to be effective, but in doing so may limit opportunity for collaboration between supplier and utility compared to historic levels. Vibrant competitive markets attract a large number of suppliers, which adds to the complexity of effective sharing and absorption of industry lessons learned. This paper will explain the activities underway through the COG Supplier Participant program to remove impediments and share industry-wide operational lessons learned and best practices.

### **Country or International Agency**

Canada

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**Primary author:** DENNIER, David (Canada)

**Presenter:** DENNIER, David (Canada)

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