

COG : Information Exchange The New Initiatives

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COG MISSION

“The CANDU Owners Group is dedicated to providing programs for cooperation, mutual assistance and exchange of information for the successful support, development, operation, maintenance and economics of CANDU Technology.”

COG VISION

By the year 2002 we are:

- Recognized as an independent organization supporting the full and equal participation of all CANDU owners.
- The organization of choice for the identification, coordination, and management of projects and services that are share funded between two or more COG members.
- Recognized worldwide as the definitive source of CANDU plant operating information, performance standards and consolidated positions among members.
- Recognized as valuable source of relevant CANDU information of nuclear power stations worldwide.

COG VALUES

We:

- Understand our customer and stakeholder needs and expectations.
- Treat all member organizations impartially.
- Treat people with mutual trust, respect and dignity.
- Exceed our customer's needs.
- Exceed stakeholder needs.
- Promote initiative and innovation.
- Optimize the use of staff talents and skills.
- Operate as a fully integrated team.

History/Background

COG was formed in 1984 by the Canadian CANDU-owning utilities and Atomic Energy of Canada Limited. COG's broad objective was to provide a framework that would promote closer co-operation in matters relating to plant operation and maintenance amongst the utilities, and foster co-operative development programs leading to improved plant performance.

A Directing Committee, comprised of senior representatives from each of the founding member organizations, was responsible for the overall direction of COG and for the approval of policies, programs and associated funding.

In those early days there were just three people in COG, Henry Chan for Information Exchange, Barry Collingwood for Research and Development and a secretary. The budget for R&D was ten million dollars. In 1986 Korea and Argentina joined COG followed by Pakistan and India in 1989 (with Government approval), Romania in 1992 and China in 1997. COG staff had grown to 22 and the R&D budget peaked at one hundred and eighty-four million dollars.

Fiscal 1998/1999 was a challenging and pivotal year for the CANDU Owners Group. With the challenge of open markets, deficit reduction pressures on all levels of government, and in light of ageing plants, the need to ensure maximum benefit from every dollar spent, all COG Members were experiencing severe budget constraints. In early 1998, Ontario Hydro expressed its reluctance to recommit to the CANDU Owners Group agreement in its current form. Ontario Hydro and the other utility members were particularly concerned with respect to the value gained from some elements of the R&D Program in relation to other committed in-house operational upgrade and improvement programs. In concert with this, Ontario Hydro decided to cancel the existing Memorandum of Agreement with AECL with respect to negotiated R&D funding levels. The upshot of these concerns and decisions was a reduced level of R&D funding for the fiscal year (\$71M compared to \$92M for fiscal 1997/1998) and the potential for further significant R&D funding reductions (down to \$22M) in 1999/2000. The number of COG staff fell to fourteen.

Also, during the year, the utility Members of COG became "level 3" members of WANO and WANO moved to implement a "PHWR Operating Experience" program. Throughout the year it became apparent that the WANO program would not replace the COG Information Exchange program but would be complementary to it. In light of the Ontario Hydro decisions, and the above concerns, the Directing Committee commissioned an independent review of the CANDU Owners Group. This review, conducted by a consultant and completed in October 1998 contained many recommendations to improve the effectiveness of COG. The review and concomitant recommendations covered all aspects of COG's operation including:

- Administrative/Legal Structure
- Membership
- Voting Rights
- Funding
- Program management
- Contracting Procedures
- Program Areas/Activities
- Effectiveness of member Support

The principal recommendations made were broadly as follows:

- COG should be incorporated, a Board of Directors nominated and a full time independent President hired.
- Membership would be open to utilities owning or operating CANDU stations and AECL as a vendor and architect/engineer.
- Membership would be two tier (Non-Voting and Voting) so as to maximize membership of offshore utilities.
- Funding of specific projects (Station Support and Research and Development) would be optional and on a pro-rata basis based on an agreed formula.
- The Members of COG should be reimbursed for proprietary information that is given to non-members either directly or indirectly.

The Members of COG endorsed the recommendations in the report and an implementation program was initiated.

During 1999/2000 a great deal was been accomplished:

- An independent COG was registered as a not-for-profit Canadian Corporation.
- The COG offices were relocated from the Ontario Hydro Head Office building to separate premises in Toronto.
- A Board of Directors has replaced the COG Directing Committee and COG policies have been rewritten consistent with the new corporate structure and By-Laws.
- Formally “signed up” potential domestic and offshore organizations as Members of COG
- Visited with all COG Members and initiated dialogues aimed at maximizing participation in COG Projects and Programs

- Completed the staffing of the basic organization to ensure COG can fulfill its obligations with respect to current programs
- Developed a COG Strategic Business Plan to maximize the value added by COG and to better support the industry with respect to operational issues.
- Developed the New Initiatives Program.

COG's New Initiatives Program

We recognize the need to continue to provide key services to our members but in a more efficient and quality way. We also recognize that we must find new value-added ways to support the industry in its quest for continuous improvement. As any other organization our objectives must be carried out in an environment of change and limited resources. We are therefore being very careful to focus on a few new critical additions to our business while ensuring that our base services continue to be improved. We are customer-focused with a clear desire to understand the needs of our members and to provide services to help improve the operation of our plants world-wide. This is our bottom line. The COG staff and I are very aware that our future depends upon the ability of the organization to add value to our members.

A major change that we have begun and are continuing with is to go beyond a reactive approach to a more proactive approach to the way we work for our members. We have begun to look for opportunities based on the information that we receive rather than waiting for issues to become obvious. We are in the process of improving our processes so that we not only receive, sort and send out information but we will also provide analytical services leading to proposed solutions. COG recognizes that we must respond with the right support to our members. With this in mind we have formulated a clear forward-looking set of New Initiatives.

The New Initiatives Program is ambitious, far-reaching and ongoing, and includes:
A New Spirit of Co-Operation

The fostering of a new spirit of co-operation between COG and its Members and among the Members themselves is fundamental to our new initiatives. This philosophy is resulting in a focused approach to our work including, much increased contact by COG personnel with all Members.

The COG CANDU Performance Indicator (CCIP) Program

Performance Indicators are intended to support the exchange of operating experience information and to allow consistent comparisons of nuclear power plant performance. It is expected that these Performance Indicators will encourage emulation of the best industry performance and promote the identification and exchange of good practices in nuclear plant operation.

The CCPI Program will allow all CANDU stations to compare their individual performance to the performance of any CANDU station in the world.

COG Internal Performance Indicator (CIPI) Program

This program looks at a number of statistics that measure procedures or processes, for example, the number of Questions and Responses that Members post on the Web Site, and trends them on a monthly basis. The year-to-date indicators are compared to previous year's totals and targets, and performance can be determined.

The CIPI Program will allow Management to track the way we do business, measure how well we are serving our Valued Members, and quickly identify areas where improvement is required.

Improved Information Technology

The content and timeliness of the existing COGNET Web Site was greatly improved during the period, and is noticeable. Web Site traffic increased from one thousand hits per month to one thousand hits per day (sustained for the last four consecutive months).

Development and implementation of our brand new Web Site **COG ONLINE** is currently underway, and will be rolled out at the end of the first quarter of the new fiscal year.

Emergency Preparedness Initiative

COG has clearly defined its new roles in this important area. In its informational role COG will act as an information-clearing house during an emergency, providing all of its Members with information **direct from the source** (the Accident Unit) on the **COG ONLINE HOTLINE**. In its resource role COG will facilitate the movement of expert personnel and required equipment to the Accident Unit.

COG is currently organizing the First Annual Emergency Preparedness Workshop with the full support and co-operation of its Members.

Just In Time (JIT) Briefings

This new initiative provides our Members with the latest JITs conveniently available on our Web Site twenty-four hours a day. This is the type of information that may be required very quickly, for example, immediately following an unplanned poison out.

Thirty selected Just In Time Briefings have been posted during the last quarter.

Good Practice (GP) Program

A Good Practice is a technique, program or process that has been proven particularly effective at improving safety and reliability at one or more nuclear power plants.

A Good Practice Program is currently under development for rollout in the first quarter of the new fiscal year. The GP Program will provide the means for exchanging proven good practices from the nuclear industry amongst nuclear stations.

Enhanced Workshop Program

The Information Exchange Department has put into place a confirmed, ambitious Workshop Program that has received national and international support and commitment. Eleven important workshops are being held during 1999/2000 period. These include Engineering Managers Working Group, Emergency Preparedness, Steam Generator Ageing, Operations Managers, COG/IAEA Operating Experience, COG Contact Officers, Maintenance Managers and D2O Management Workshops.

The Workshop Program is high profile for COG and offers our Members an important value-added service.

COGNET

COGNET is the corner stone of the Information Exchange Program and is a unique Canadian web site providing electronic delivery of vital information that helps COG Members worldwide react quickly and wisely to the operations and technical challenges posed by a changing global nuclear energy industry.

It is the intent of COG to make our web site the primary tool of communication, whereby Members interact directly with COG Staff and other Members, enabling better communications and a sense of community.

A new improved, user-friendly Web Site has been designed, and at year-end is undergoing testing and final modification for rollout. This Web Site has many new useful features and will have a beneficial impact of value added services for our Members. The new site features consistent navigation and standard content types and is guaranteed to save users time in obtaining the information they need. Roll out of the new site, which will contain the basic features, will begin in May 2000 with additional features being added throughout the year.

The Future

The Information Exchange Department will provide value-added, one-stop shopping for its Members for CANDU related information. We will continue to build, on our established framework, an operation that fosters willing co-operation amongst all the Members, mutual assistance and exchange of information, for the successful support of operating and maintaining each and every CANDU Owners' station.

COG intends to take a much more proactive role, with the direct assistance of our Members, in the analysis of information that passes through our organization. It is our intent, over the next years, to look for ways to use this information to find better methods of enabling our Members to achieve excellence. In order for this to occur we will continue to promote and encourage the active sharing of information amongst our Members.

We look forward to continually upgrading, innovating and improving our services to our valued Members throughout the coming year by working with and listening to our Customers, aggressively implementing our new initiatives, and thereby making a significant contribution to improving overall CANDU performance, reliability and safety.



Chris Guiry Program Manager Information Exchange

2000 Canadian Nuclear Society Conference

June 11-14, 2000

CANDU Owners Group Inc.



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Our Mission

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Our History

- ➡ 1984 Inception
- ➡ 1999 Independence/Incorporation
- ➡ 2000 New Initiatives Program



Board of Directors

**President & Chief
Executive Officer**
Patrick Tighe

Executive Assistant
Bernice Brooks

**Program Manager
Joint Projects & Services**
Henry Chan

Manager, Joint Projects
Ujjal Mondal

**Program Manager
Information Exchange**
Chris Guiry

Program Engineer
Dave Turner
Cameron Vuong
Information Clerk
Mersedeh Safa

**Director Regulatory Affairs and
Program Manager R&D, S&L**
Nino Oliva

Administrative Assistant
Angelita Silva

Project Manager
Marwhen Bouchi
Charles Baker
Rudy Lepp *
Harve Sills *
Michel Garceau *
Administrative Clerk
Steve Solomon
Walesca Carcamo

**Program Manager
Research & Development**
Malcolm Hardie

**Project Manager
PAK/0/022 (ISFOK)**
Jim Walker

**Treasurer
& Chief Financial Officer**
Rod McIvor

Business Services

Accountant
Danny Castellarin
Accounting Clerk
Marj Parvez
I/T Administrator
Justin Karabegovic
Desktop Support Technician
Carmen Trandafir

Data Centre/Publishing

Data Centre Clerk
Andrea Williams
Publications Officer
Vacant
Publications Clerk
Vacant

* Part time S&L contract staff working offsite

CANDU Owners Group Inc.



New Initiatives

A NEW SPIRIT OF CO-OPERATION

- ➡ With all our valued member stations
- ➡ With our design organizations
- ➡ With WANO

WHY?



“The New Initiatives”

A Value-Added, Proactive Approach

- ⇒ A new spirit of co-operation
- ⇒ The COG CANDU Performance Indicator (CCIP) Program
 - ⇒ COG Internal Performance Indicator (CIPI) Program
 - ⇒ Improved Information Technology
 - ⇒ Emergency Preparedness Initiative
 - ⇒ Just In Time (JIT) Briefings
 - ⇒ Good Practice (GP) Program
 - ⇒ Enhanced Workshop Program



New Initiatives

The consequences of severe nuclear accidents do not stop at the geographical boundary of the country in which they occur

It is *critical* that nuclear stations share

Information

Knowledge

Technology

Resources



Our Goal

- **Establish COG as an indispensable organization to the CANDU Nuclear Industry**
- **Establish COG as a Center of Excellence and point of recovery for the CANDU Nuclear Industry**