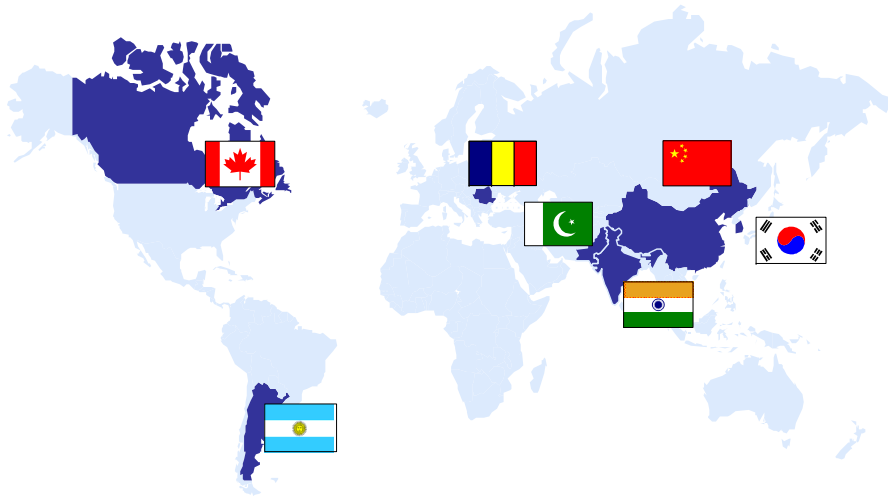


CANDU Owners Group Inc.



"Strength Through Co-operation"

CNS Conference COG's Contribution to the Industry (focus on Knowledge Management)



John Froats
President & CEO

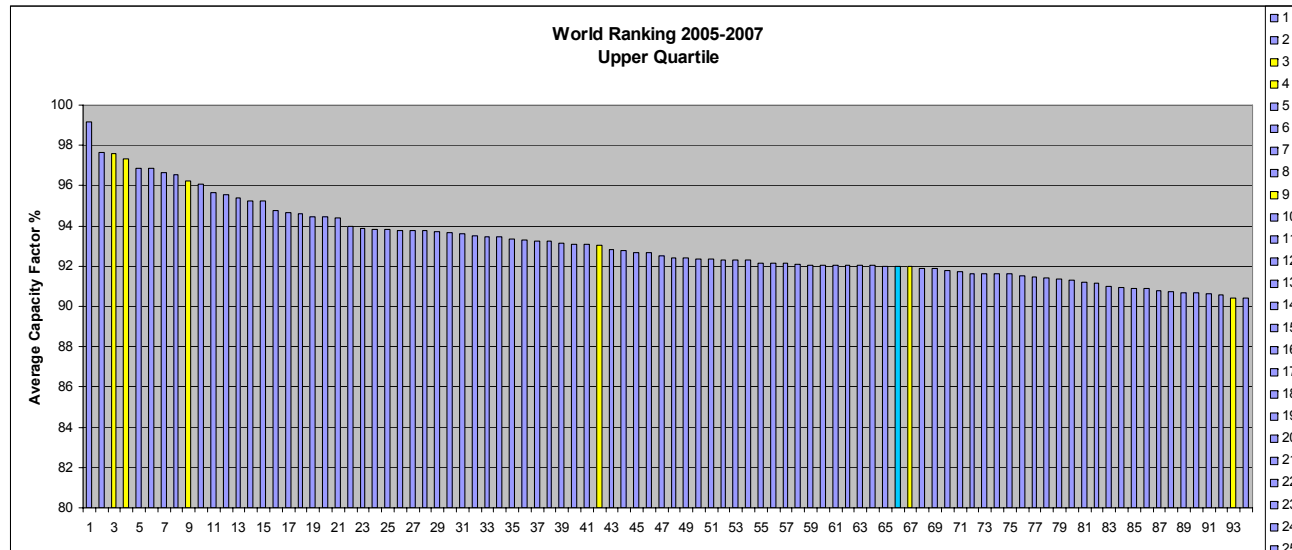
June 3, 2008

CANDU Owners Group Inc.



"Strength Through Co-operation"

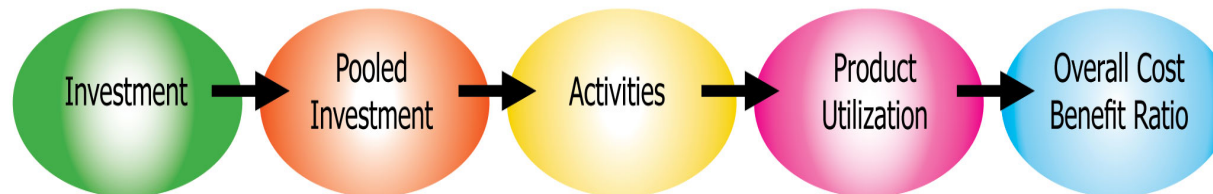
World Reactor 3 Year Average Capacity factor - Upper Quartile





About the CANDU Owners Group

- A private ***not for profit*** corporation
- Focused on adding value for the Members
- Between \$55M and \$60M of products and services per year





Program Areas





COG Adding Value to Members

- Leveraged investment for needed products and services
- Key shared program management
- Facilitation of alignment to move forward collectively on difficult issues
- Identification of shared opportunities and avoidance of duplicated effort
- Capture and transfer of knowledge and experience in a shared 'library' of information and a 'human network'



A Pragmatic Look at Knowledge Management

Right Information

Right Place

Right Time

Right Application



For Needed Outcome

Classic Education

Hiring
Training

Resource
Planning

Information Generation

Retrieval

Experience & Judgement

Mentoring

Networks

Defences

Against
Knowledge
Error



Not so easy !

Often you don't know what you need
to know until you know you need to
know it !!



Knowledge Management – 'How did they do that?'



Pyramids



Nuclear Power Plant

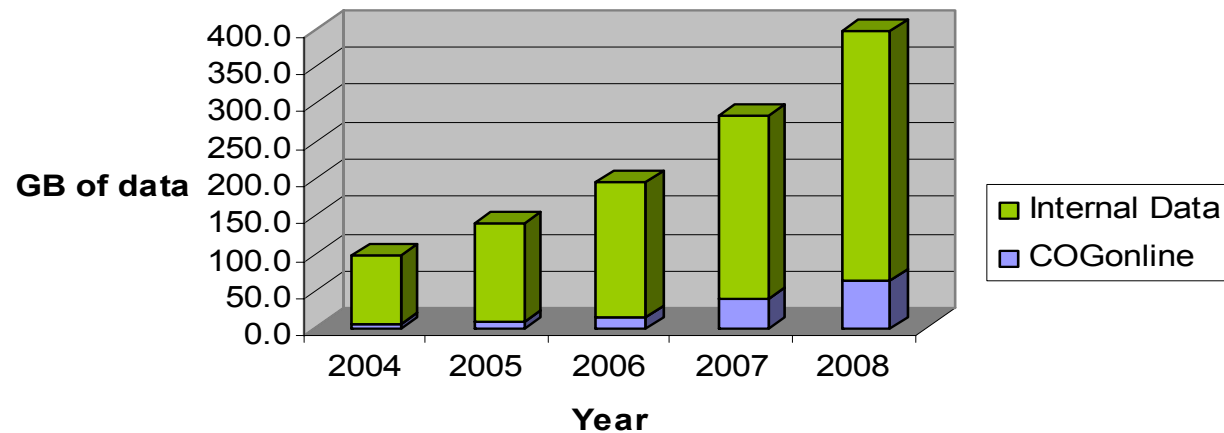


**What's
Different?**



Knowledge Bank Growth

COG Data Growth Projection (GB)



**COG adds approximately an Encyclopedia Britannica equivalent
(4.3 Giga-bytes) of new information annually !**

The Future – Gene Roddenberry Had it Right!



*Computer, how many ways are there for a Starship
to defeat three Klingon Warbirds?*

Answer: 321



Computer, what is the best option?

Answer: The
Borelian Gambit



Computer, what is the probability of success?

Answer: 57.237%



*Computer, has it ever been successfully done
before?*

Answer: No





Future tools – in a decade ??

- Universal data libraries
- More intelligent search engines and interfaces
- Universal translators
- Holographic communications



If it's so clear – what are the obstacles to solving the problem?

- It's expensive !!!!
- It's labour intensive – **key labour** intensive
- Business investment focus is naturally near term driven
- We have not fully overcome the cultural dilemma of **competitive business** or **hostages of each other**



COG's tactical direction today

■ Capture key information

- ◆ Approximately 1800 key events annually
- ◆ Work with CSA to build experience into standards (10 to 20 per year)
- ◆ State of the Art Reports (SOTARs) for R&D (a few per year)
- ◆ Best practice guides (several per year)

■ Improve retrievability

- ◆ Document structure and search capability
- ◆ COG On-line



COG tactical direction today

(continued)

- **'Communities of Practice'** to offset knowledge loss
 - ◆ 82 COG Committees and working groups
 - ◆ User Group and Question & Answer forums
- **Linkage of educational needs to suppliers** for Members to avoid waste and duplication
- **Some 'specialty' training** – when appropriate
 - ◆ Such as Regulatory Affairs Manager Training
- **Defences against consequential errors**
 - ◆ Processes like Operational Decision Making (ODM)
 - ◆ Just in time briefings, OPEX, Human Performance Tools



Conclusions

- What needs to be done is pretty clear – the challenge is getting it done
- ***"Strength Through Co-operation"*** makes sense – in fact it is essential
- The Industry is doing a lot to deal with the issue
- COG will continue to support our Members with key activities and initiatives in this area