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Paper D – Service-Provider and Utility Task-Leadership Integration

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Abstract

As nuclear power utilities strive to stream-line their organizations, while improving outage and refurbishment project performance, the necessity for effective relationships and interaction between utility and service-providers becomes paramount. Successful integration of Service-Provider into the Utility's environment is achievable and has been demonstrated. Early and extensive engagement in front-end planning, single-point-of-continuity, and the use of integrated execution teams, are some of the critical elements for ensuring success. The paper discusses Task-Leadership Integration at the three levels of; utility executive level 'need-statement'; a 'why is this important' discussion; and as a 'thoughtful tutorial' on its features and practice.

1. Introduction

This paper pursues 'Service-Provider and Utility Task-Leadership Integration' via a 'three-part messaging' scheme as follows;

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|------|--|-------------------|
| i) | Utility-Executive Level NIOU Statement | (by: Author 1) |
| ii) | The Importance Shake-Down Discussions | (by: Author 2) |
| iii) | The Service-Provider Tutorial | (by: Author 3, 4) |

This is an issue which firstly requires a strong, high-level "...needs and interests of the operating utilities*" (NIOU*) message as the ultimate 'customer-driver statement' – the operating utilities being, after all, the only customers in this business. Such an Item i) statement is provided in the Abstract and in Section 2 below.

Having broadly established the NIOU via Item i), the next step is to have 'Shake-Down Discussions' to get all of the questions (and arguing) out of the way as to – why is this needed anyway (?)/ is it really worth the effort (?) and/ what is wrong with the status quo (?). In that regard it will be noted that many utilities and various service-providers already operate according to the practices espoused herein – in which case this discussion serves to bring all of the rest of us into the picture. This is as much a matter of '... acculturation of the industry regarding current best-practice' as of advancing the state-of-the-art – see Section 3.

By getting such arguments (and exploration of the NIOU statement) out of the way up front, it allows someone expert in the field, in this case a Service Provider, to do Item iii) - a thoughtful discussion of - "... how does this work/ what does it do for us/ what doesn't it do/ advantages or disadvantages compared to other ways-of-working/ etc" – see Section 4.

2. The Utility-Executive NIOU Statement (by: Author 1)

3. The Shake-Down Discussions (by: Author 2)

4. The Service-Provider Tutorial (by: Author 3, 4)

5. Conclusion

As can be seen from the above paper, “Service-Provider and Utility Task-Leadership Integration” is fundamental to the achievement of “... short, tightly-managed outages in reliable well-run, optimally-staffed plants”. It is like-wise fundamental to achievement of “... refurb program schedules and cost-profiles” which are acceptable to the plant owners - and more-importantly which are acceptable to the electricity rate-payers – they being the ultimate ‘paying customers’ for all that we do in this industry.