



Pamela Tume (centre) wears many hats leading intellectual property, nuclear security, human performance and OPEX with SNC-Lavalin's Nuclear team. She is a strong and frequent contributor to COG's Supplier Participant Program.

Leadership in good supply

Since 2015, SNC-Lavalin's Pamela Tume has contributed to the growth and success of COG's Supplier Participant Program. Tume believes the program plays a vital role within the nuclear industry and says for suppliers and utilities, "There's no other place like it."

Pamela Tume could see the potential back in 2015.

That year, CANDU Owners Group (COG) ramped up its Supplier Participant Program (SPP) in recognition of the increasing role of suppliers as utility partners with massive refurbishment projects coming on line. Tume recognized that the program could create a stronger framework for sharing amongst suppliers.

"From those early days, the vision of the program was to help identify the challenges getting in the way of supplier success, learning from each other, as well as, the challenges suppliers face in supporting utilities," Tume says. "Through learning and collaborating together, suppliers could become more effective and efficient in the services and goods they delivered while not repeating each other's mistakes."

COG's SPP was founded on the principle that companies can achieve their own goals through the collective improvement that comes from shared experience. CANDU suppliers like SNC-Lavalin, where Tume serves as Director, Intellectual Property, Nuclear Security, Human Performance and OPEX, have seen the value of the program and participation has grown from eight organizations in 2015 to nearly 30 participants today.

Tume's diverse career in nuclear has spanned approximately 20 years and during that time, she has worked in several areas including health physics, radiological services, engineering management of CANDU 6 refurbishments as well as integrated resource planning. She was also the first female and civilian admitted to Royal Military College's doctoral program in nuclear engineering, where her research on dosimetry and fast neutron physics gave her an appreciation for the power of collaboration to find solutions and build knowledge.

"That collaboration journey actually resulted in combining Department of National Defence and U.S. Department of Energy resources with 14 different airlines, globally, and their unions," says Tume. "The drive to facilitate collaboration and build synergy, of the sort we engage in today as part of COG's Supplier Participant Program, got started early in my career."

SPP Manager Macit Cobanoglu believes Tume's contributions to program task teams and peer groups have supported its growth and success over the last five years. He credits Tume's work and leadership with strengthening safety performance across the CANDU industry.

"Pamela is an industry leader in the areas of safety culture and human performance and her work in these areas contributes to the sustainability and success of our industry," says Cobanoglu. "Through the Supplier Participant Program, Pamela has made significant contributions to our work on human performance metrics and factors, developing industry-wide approaches to nuclear safety culture, supported the development of the Supplier Participant First Line Supervisor course, and the sharing of OPEX among suppliers.

"Her passion, knowledge and commitment to our industry have benefited COG members and supplier participants alike."

Tume sees the SPP as a two-way street where suppliers share knowledge and OPEX but also benefit from that sharing in a non-competitive environment. At SNC-Lavalin, Tume says they have been the beneficiaries of stronger industry connections fostered thanks to their participation in the program.

"In 2015, as the [Supplier Participant] program was ramping up, SNC realized that we had lost some of our connection to the [nuclear] stations and to the industry community," says Tume. "It was through our COG-driven discussions around human performance, safety and security culture... that we were able to gain a more global view and best practice learning. For us, it was overwhelmingly helpful to talk to utilities and suppliers about issues that tie directly to our day-to-day operations."

In Tume's estimation, the benefits of the SPP reach beyond the sharing of day-to-day OPEX.

The program has also become a unique platform that supports technological and industry innovation as well as nuclear sustainability.

"The industry voice that COG has created is creating a safer plant; it's created a place for people to innovate, to develop technologies, ideas and concepts," says Tume.

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