

MESSAGE FROM THE PRESIDENT AND CEO



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President and CEO

Building on CANDU's past as we reach beyond

There is much written about the lessons to be learned from history. This is true for our industry as sure as it is true for the world we live in. It is about avoiding the mistakes of the past but also building upon the accomplishments and taking them further yet on the journey toward excellence.

If you have ever searched through the almost 44,000-item database of OPEX or through the publication catalogues on COGonline.org, you already know what a data mine of opportunities and lessons learned exists there. Instead of a chisel, hammer and pan, the gold in the COG database can be found with ideas and hunches turned into keystrokes and keywords.

Over 35 years, the discoveries of nuclear pioneers, scientists and researchers have been captured in COG's records along with stories of triumph and failed attempts; both equally important for those of us who come seeking a path forward.

It is not just lessons of the past that can teach us. In the pages of this annual report are the stories of collaborative problem-solving; puzzles shared and clues deciphered by people of diverse and deep experience coming together via phone, teleconference, email or newsgroups.

These colleagues may literally work at opposite ends of the earth but they connect to help each other solve the mystery confounding them on a Monday or a Thursday. Through COG forums like Questions and Answers, the Inter-Station Assistance Program and Weekly Screening Meetings, COG members can get immediate help that avoids a forced outage, keeps a project on track and creates continuous improvement across COG's network of members, supplier participants and partner organizations.

This is how we ensure continuous improvement in safety, reliability and cost effectiveness in the everyday plant performance.

Other forms of collaboration serve an equally-important purpose. Each year, COG hosts about 150 peer-to-peer activities including workshops, peer groups and events like COG Collaboration Week and international technical committee meetings. COG members transfer knowledge through training sessions like the maintenance manager workshops and supplier participant forums. These gatherings of peers give us a timeout from the daily demands of the plant. In hotel meeting rooms or the COG office, there is space and time for reflection, strategy, planning and discourse to consider process improvements, metrics and the human and organizational factors; all critical to sustained progress. This form of collaboration moves us beyond what is directly in front of us.

In leaders' forums and subject-matter expert committees, we chart new paths for research, development and joint projects possibly conceiving the breakthrough innovation and paradigm shifts like fuel channel life management.

It is COG's 35th anniversary; a year to look back and give thanks for all who came before us. It is also 2019, a year when the rate of change is greater than at any other point in history.

Today, as our members work together through COG and with other industry partners to set a framework for small modular reactor development; as they look beyond CANDU, and even beyond electricity to other uses of nuclear technology, COG's role is more relevant than ever. To lead in this evolving and competitive landscape requires every advantage. A well-developed infrastructure for collaboration is a great one.

From those who passed the torch, to COG's award-winning employees of today, we stand ready to serve; to help our members and our industry community take on the next steps in CANDU and beyond.