

## NRC's Knowledge Management Program

The Nuclear Regulatory Commission's (NRC) Knowledge Management (KM) policy was established in July 2006, with SECY-06-0164: *The U.S. NRC Knowledge Management Program*. This policy established a foundation for the agency's KM Program and a system of governance and roles and responsibilities. KM remains a top priority and is an integrated part of the agency's Strategic Plan (2014-2018) to ensure we capture and preserve knowledge to assist with employee development and performance. The strategic goals include:

- Provide innovative agency support structures for knowledge management.
- Create communities of practice that enable the sharing of relevant knowledge and critical skills among employees who perform the same job function.
- Capture operating experience, new information on safety and security issues, and knowledge gained from inspection, research, and licensing activities in regulatory guidance.
- Capture relevant critical knowledge from employees departing the agency, recapture knowledge from former employees where possible, communicate leadership expectations for knowledge sharing, formalize knowledge management values and principles, and incorporate knowledge management practices within agency work processes.

Changes to both the senior leadership team as well as in the Office of the Chief Human Capital Officer (OCHCO), have brought about changes in the KM Steering Committee. Glenn Tracy, the Deputy Executive Director for Materials, Waste, Research, Tribal, Compliance, Administration, and Human Capital Programs is the new Executive Champion for Knowledge Management. Additionally, Jennifer Golder, the Associate Director for Human Resources Training and Development, is the new co-chair of the KM Steering Committee.

A key contributing element to the KM program success is its system of governance and defined roles and responsibilities through the agency KM Steering Committee and KM Staff Leads. These entities oversee and implement activities across the agency ensuring current and future KM needs of the agency are met. To accomplish this, the NRC uses a broad and continuously evolving range of KM tools and methods. A few recent examples that have advanced the agency program are noted briefly below.

The month of November is marketed agencywide as KNOWvember to raise awareness and provide an opportunity to remind employees of the importance of KM. The KM program successfully executed the 4th Annual KNOWvember in 2015 which included an "Ask SME and Learn" session with Mark Satorius, a highly popular "Leading Across Generations" seminar, and historical presentations on WASH-1400 and the origins of Probabilistic Risk Assessment (PRA) in the nuclear industry.

In September of 2015, the KM Program Manager, in collaboration with the Office of International Projects and the other NRC program offices, developed recommendations and guidance to institute knowledge management (KM) practices to leverage and share knowledge and experience gained by NRC personnel returning from foreign assignments (<https://nrodnp.nrc.gov/idmws/ViewDocByAccession.asp?AccessionNumber=ML15259A132>). This effort is the result of Commission direction in Staff Requirements Memorandum (SRM) for SECY-12-0150 dated July 24, 2013.

In January 2016, the KM Program Manager supported the coordination and successful execution of a seminar focused on the 25<sup>th</sup> Anniversary of the NRC's Principles of Good Regulation. The seminar provided historical perspective on how the Principles were born and how they have evolved into a pertinent part of agency culture over the past quarter of a century. The seminar was recorded and has been archived on the KM video repository in Sharepoint (<http://nrcvideo.nrc.gov/ondemand/Celebrating25YearsofNRCsPrinciplesofGoodRegulation/default.html>).

The KM Program Manager, assisted by numerous KM Staff Leads and other volunteers, presented a KM exhibit at the annual Regulatory Information Conference (RIC) in March 2016. One focus of the KM exhibit this year was on the Principles of Good Regulation. To celebrate the 25<sup>th</sup> anniversary of the Principles, the KM team unveiled a new branding logo (<http://fusion.nrc.gov/ochco/team/km/SitePages/Principles%20of%20Good%20Regulation.aspx>) as part of the RIC exhibit. The KM team also discussed various aspects of the agency's KM program, best practices, and lessons learned with other members of the NRC, the nuclear industry (both global and domestic), and other external stakeholders.

Other KM initiatives planned for 2016 include: roll-out and implementation of Communities of Practice in Sharepoint; roll out of a new "KM Toolkit" that will contain templates, resources, and training that can be used on a situational basis depending on the particular need (i.e. retirement, personnel leaving the agency, new hires); and coordination / execution of a new café event focused on "leading across generations," which will include situational based role play scenarios related to effective leadership.

OCHCO conducted a Human Capital Management Review in Region IV in April 2016. The review assessed a number of areas including KM. In advance, surveys were conducted to acquire additional information about KM practices and leadership and staff perspectives on KM. Representatives from OCHCO Human Resources Training and Development participated in on-site meetings to further refine and document information obtained from the staff and management surveys for the final report and assessment.