



A Model for Effective Governance of Knowledge Management: *A Case Study at the U.S. Nuclear Regulatory Commission*

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Prior to KM as a Discipline:

- KM is not new; we just didn't call it KM
 - NRC Policy Documents
 - NRC Management Directives and Standard Operating Procedures
 - Guidance Documents
 - Training, workshops, seminars using expert staff
 - Mentoring
 - On the job training with a more experienced employee
 - Records and files
 - After Action Reviews and Lessons Learned
 - Community of Practice networking

What Changed at NRC?

- Workforce demographics – projected retirement wave meant projected sudden loss of knowledge
- Projected rapid growth in the NRC workforce: compress time to competency of new employees
- Advances in Information Technology
 - Increased storage and accessibility of information
 - More rapid communications and collaboration

NRC KM Policy:

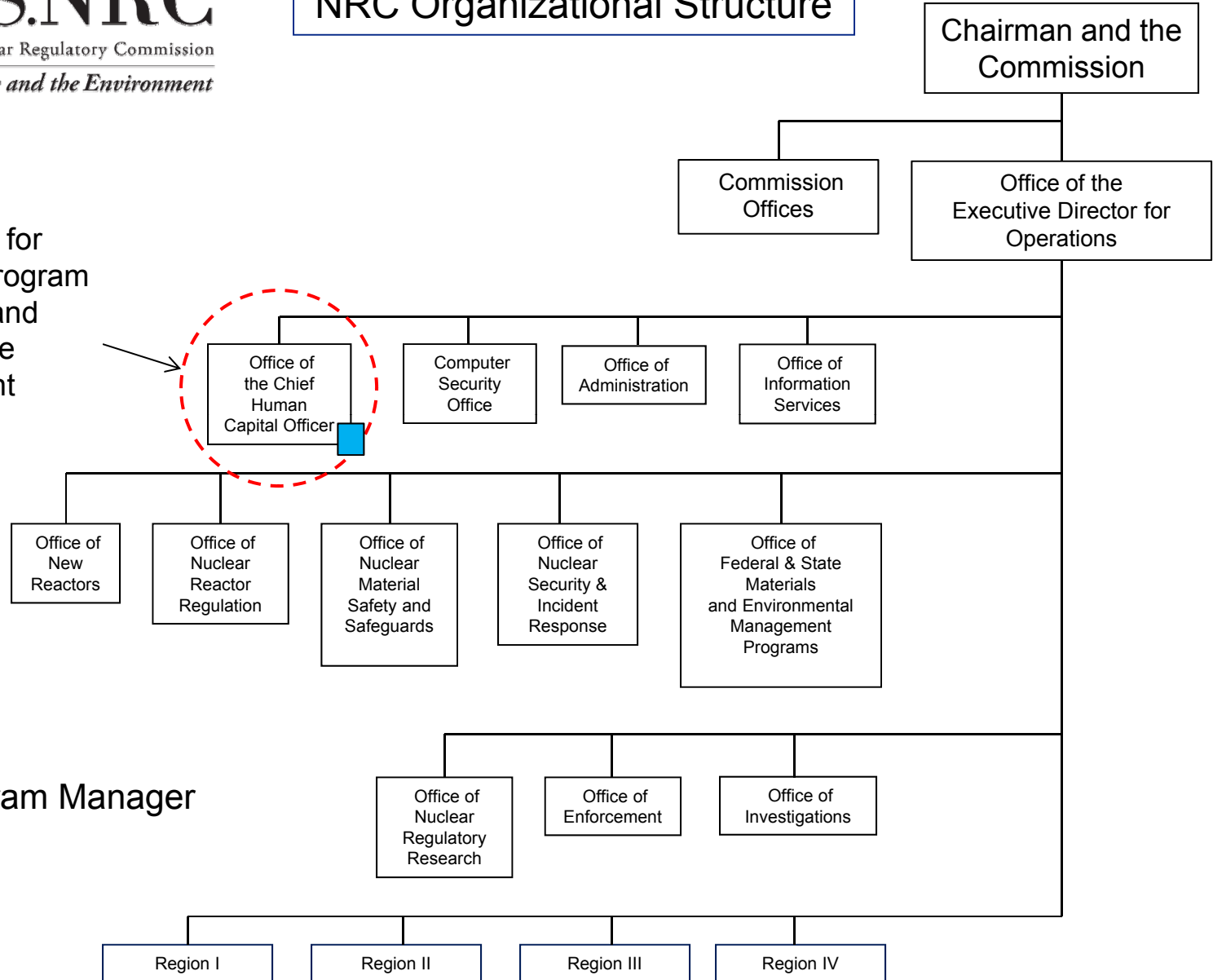
- Created NRC's KM Program: Policy (SECY-06-0164), July 25, 2006
 - Governance
 - Roles & Responsibilities
 - Initial KM Program Goals

Governance and Roles & Responsibilities

- Distributed Model
 - Centralized infrastructure management and KM Program coordination
 - Decentralized networked implementation
- Created 6 New Roles:
 - Senior-level KM Executive Champion
 - KM Executive Office/Regional Champions
 - KM Steering Committee (SC)
 - KM Program Manager
 - KM Staff Leads
 - KM Community of Practice

NRC Organizational Structure

Responsibility for centralized KM Program coordination and infrastructure management

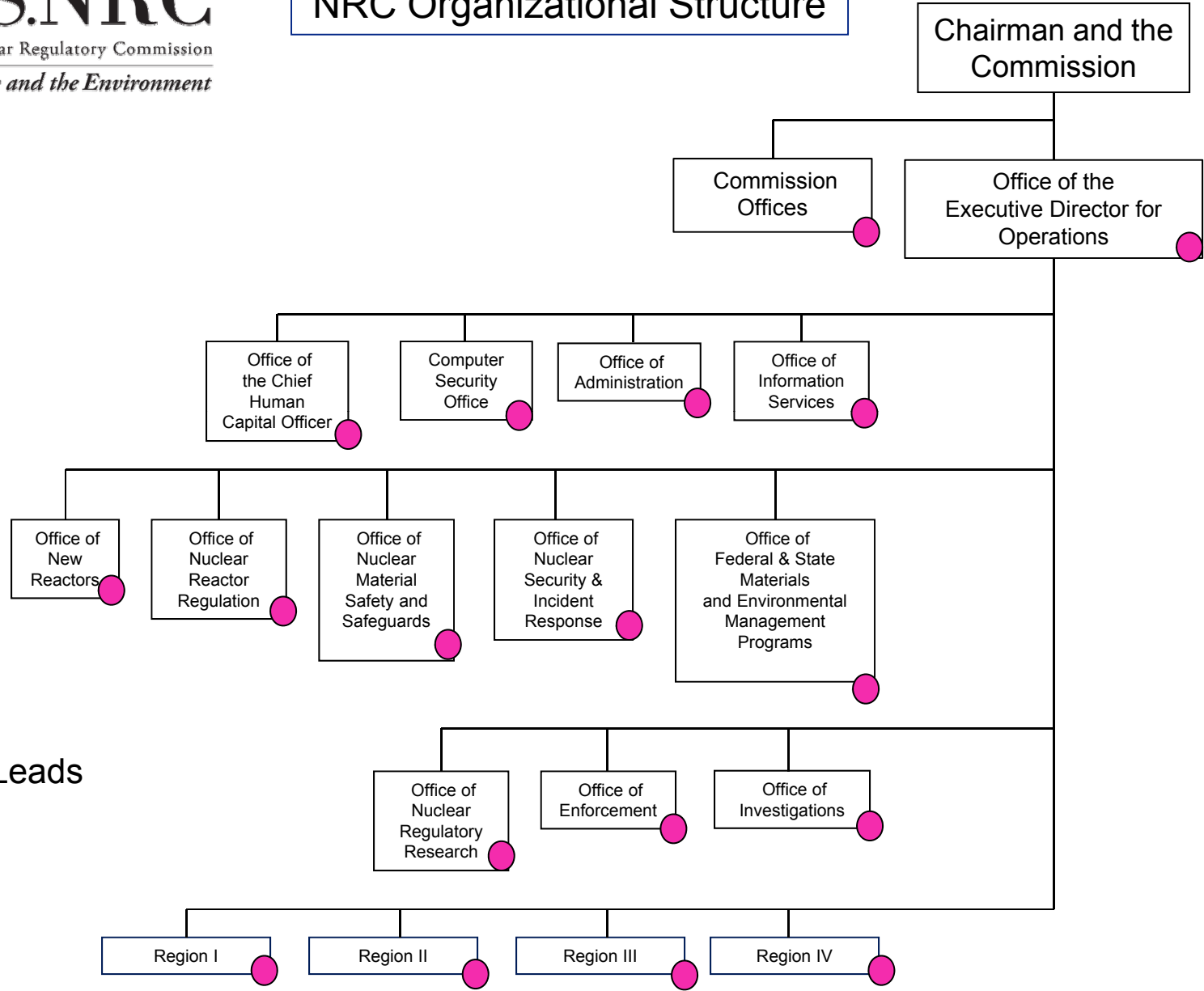


 KM Program Manager

■ KM Program Manager

- Reports to the Chief Learning Officer
- Manages centralized KM infrastructure and KM coordination
 - Develops and maintains KM policies, procedures and guidance
 - Maintains and updates the KM Web site
 - Conducts and evaluates KM pilot activities
 - Develops, oversees and conducts KM training to NRC employees
 - Conducts focus groups and surveys to determine evolving KM needs
 - Improves KM program based on lessons learned
 - Serves as the community leader for the agency KM Community of Practice (CoP)

NRC Organizational Structure



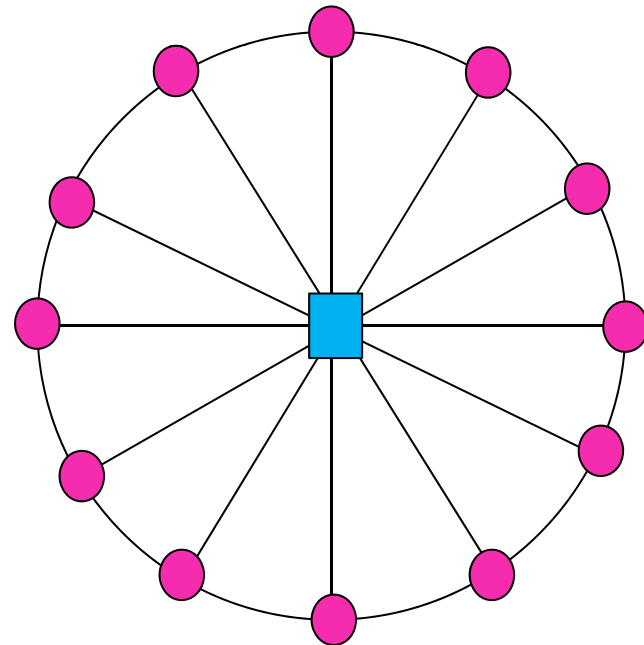
 **KM Staff Leads**

● KM Staff Leads

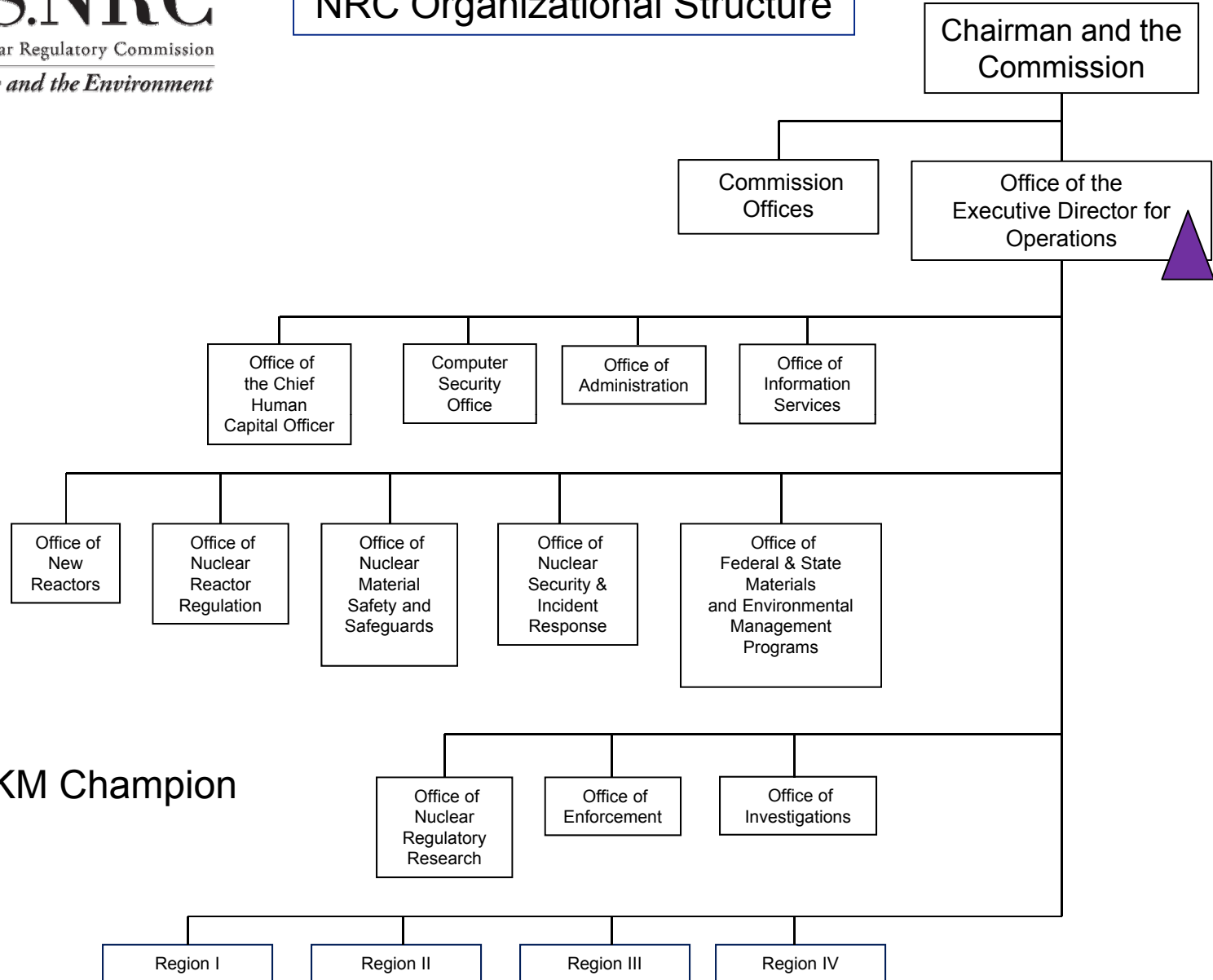
- Support KM within their respective Office or Region
- Conduct focus groups within their Office or Region to obtain staff input on KM needs, capabilities, and techniques
- Communicate and promote adoption of KM awareness and practices within their respective Offices and Regions
- Participate in and/or lead KM activities to support KM priorities within their Office or Region
- Coordinate with the NRC's KM Program Manager regarding results and lessons learned in their Office's KM initiatives
- Participate as members of the agency's KM CoP

KM Community of Practice

- Serves as KM network that horizontally connects the entire NRC at the staff level
- Share KM best practices and ideas
- Collectively identify KM infrastructure needs and recommendations to improve the KM Program
- Monitor status of KM activities and projects
- Support and assist each other



NRC Organizational Structure

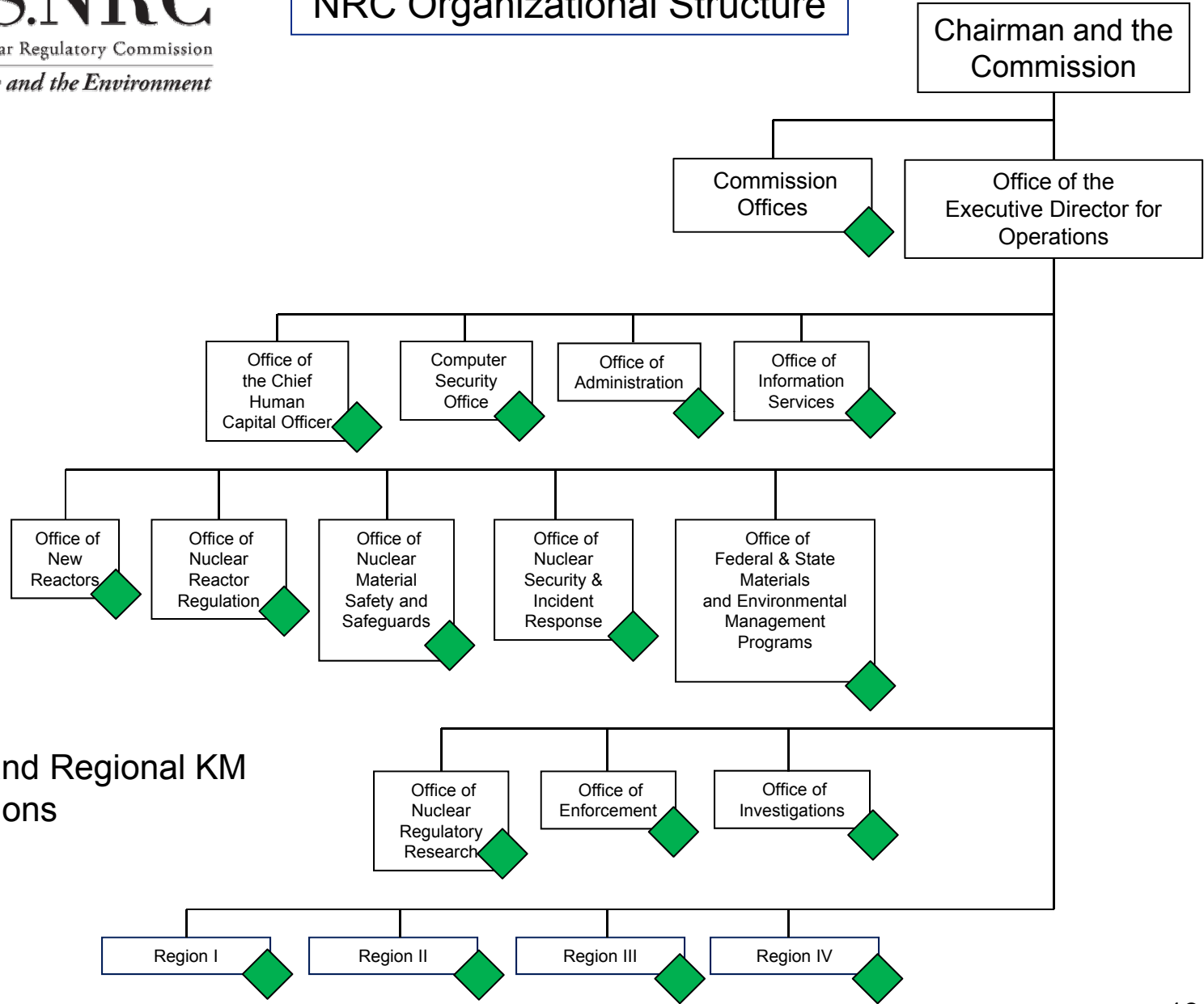


 Senior KM Champion

Senior KM Champion

- Senior level NRC Executive
- Uses stature and influence to encourages and actively promote KM across the entire NRC
- Helps overcome agency-level obstacles to effective KM
- Co-Chairs the KM Steering Committee

NRC Organizational Structure



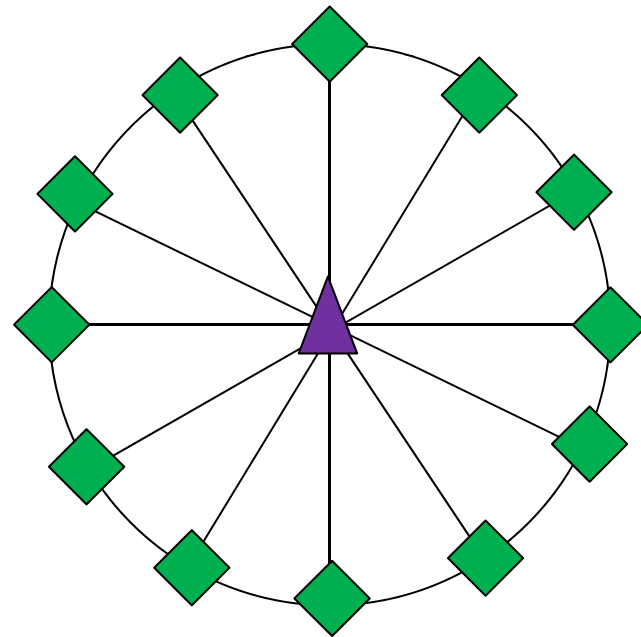
 Office and Regional KM Champions

◆ Office & Regional KM Champions

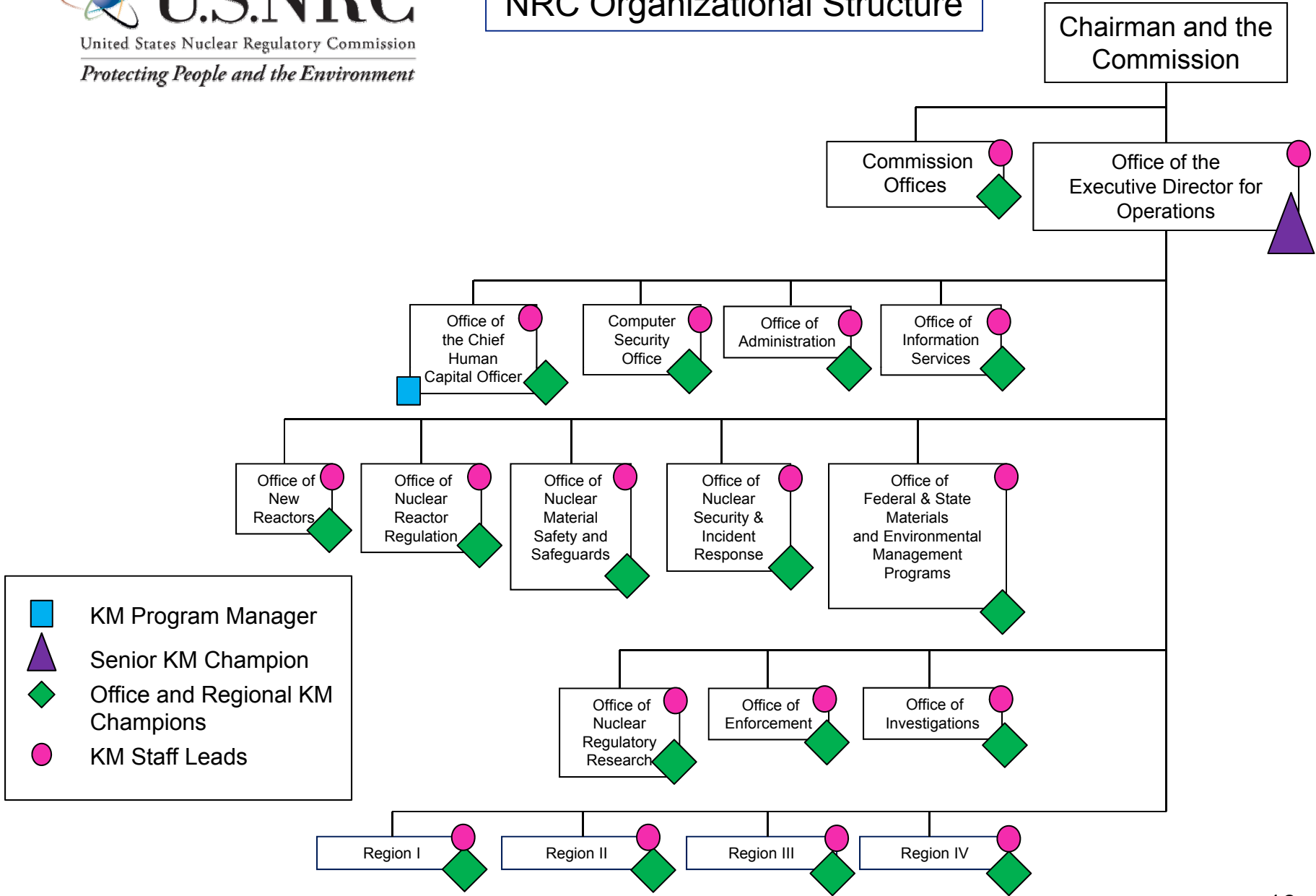
- Office/Regional Executive
- Use stature and influence to encourage and actively promote KM within their respective Office of Region
- Help overcome agency-level obstacles to effective KM
- Participate on the KM Steering Committee

KM Steering Committee

- Executive-level KM network that horizontally connects the entire NRC at the executive level
- Assesses KM Program status quarterly
- Ensures strategic alignment between KM and the NRC's needs
- Assesses recommendations from the KM Program Manager and KM CoP to improve the KM Program
- Support and assist each other

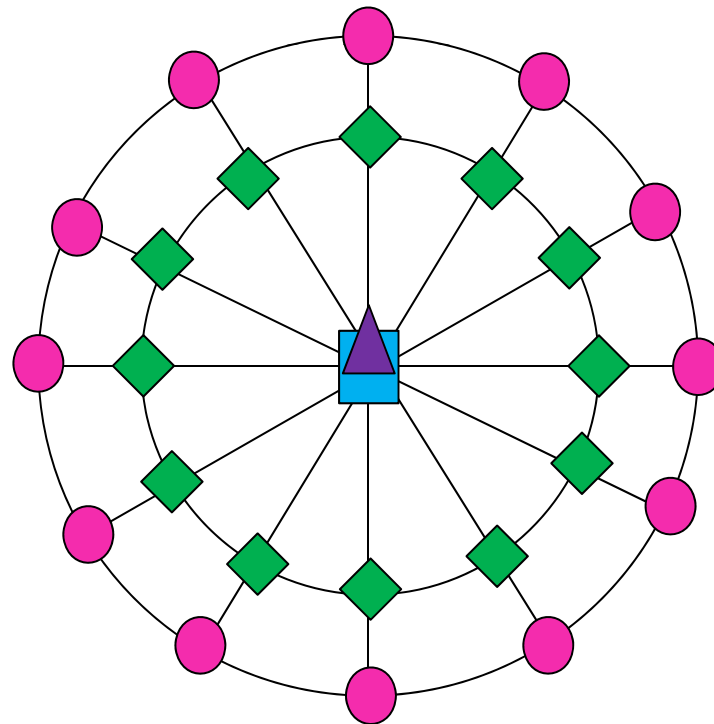


NRC Organizational Structure



Nested KM Network:

- Staff level Community of Practice
- KM Steering Committee
- Connects KM vertically and horizontally






KM Methodologies

- Four categories
 - Human resources processes, policies and procedures
 - Knowledge sharing practices
 - Knowledge capture practices
 - Information technology

Priority focus is on identifying knowledge that is BOTH High Value and High Risk (of loss), then capture and preserve it for access by others

High Risk (of loss)		X
Low Risk (of loss)		
	Relatively Lower Value	Relatively Higher Value

NRC's KNOWLEDGE MANAGEMENT PROGRAM



SUBJECT MATTER EXPERTS SHARING KNOWLEDGE AND EXPERIENCE



NUREG/KM Series Publications



NRC Knowledge Management Fair

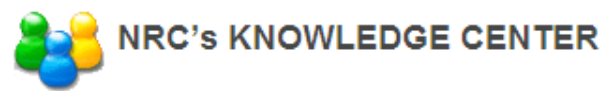
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Collaborate, Capture, and Share Knowledge to Build Organizational Memory

NRC's Knowledge Center > NRC's KNOWLEDGE CENTER

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Welcome Documents & Videos Questions & Answers Experts & Members

Charter

Welcome to the site!

Welcome

Welcome to NRC's Knowledge Center (NKC) - Please review the [Draft Governance Document](#) to learn about the various roles and responsibilities and how to become a Community Leader. [NKC](#)

Materials

- Academic and Research Material Uses
- Decommissioning
- Enforcement
- Incident Response
- Packaging & Storing Radioactive Material
- Part 70 Overview
- Sealed Sources and Devices (SSD)

Reactors

- B.5.b Inspections
- Engineering Mechanics
- HTGRs
- Inspector Newsletter
- LMRs

Cross Cutting Issues

- Expertise Exchange
- Holding Bin CoP
- Human Factors
- Internal Safety Culture
- International Standards
- Operating Experience
- Project Manager Information
- Nuclear Fuels

Professional Development

- Leadership Potential Program
- NSPDP
- Qualification

NRC Management & Support

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NRC KNOWLEDGE CENTER

Collaborate, Capture, and Share Knowledge to Build Organizational Memory

NRC's Knowledge Center

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Jody Hudson

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Bio

Jody Hudson currently serves as the Chief Learning Officer for the U.S. Nuclear Regulatory Commission (NRC) where he has held that SES position since May, 2009. Mr. Hudson is the responsible executive for the full breadth of workforce learning and development, Knowledge Management, and Organizational Development programs at NRC. Prior to that, he served for four years as the SES Chief Learning Officer at the U.S. Department of Energy (DOE). At DOE he had enterprise-wide executive responsibility for organizational learning and development, recruiting and internships, and human capital business automation programs. While at DOE he led important initiatives such as the department's implementation of the White House initiative on National Security Professional Development, the new business start-up of the competitively sourced enterprise-wide training services organization with offices in seven different geographic areas across the country, transformation of learning and development programs to a competency-centric model, implementation of a centrally managed corporate intern program as an important talent pipeline, and gained national recognition for developing best practices in Supervisory Development, SES Candidate Development Programs, and Recruiting. Prior to joining DOE, Mr. Hudson worked for the U.S. Environmental Protection Agency (EPA) for twenty-one years where he led a broad range of regional environmental program management, regulatory, scientific, and administrative programs. While at EPA he earned an EPA Gold Medal in the area of Training, and earned EPA's most prestigious scientific award, the Scientific and Technology Achievement Award for his work in environmental monitoring. He has authored or co-authored more than fifteen publications addressing environment-related scientific and technical

KM Success Factors at NRC:

- Clear governance, and roles & responsibilities is important
 - Strong leadership support
- Distributed networked model is effective
 - Centralized KM infrastructure management
 - Decentralized, networked implementation
 - Nested KM networks connect the NRC horizontally and vertically
- Priority focus on High Value/High Risk knowledge
- Keep KM practical - focus efforts on major work functions
- Encourage Communities of Practice and networks
- Use KM to advance informal workforce learning & development
- Leverage technology
- Keep evolving and improving



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