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Joint ICTP-IAEA School of Nuclear Knowledge Management

1 - 5 September 2008

KM in a German TSO: the GRS experience

P. PUHR-WESTERHEIDE

GRS mbH Forschungsinstitute, Boltzmannstrasse, P.O. Box 1221 85748 Munich GERMANY



Knowledge Management in a German Technical Support Organisation

School of Nuclear Knowledge Management

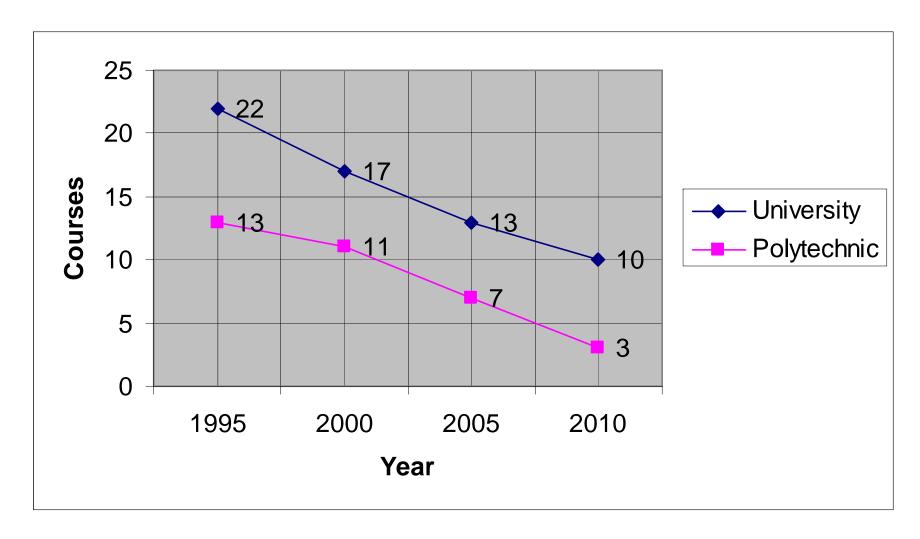
1-5 September 2008, Trieste, Italy

Peter Puhr-Westerheide

Gesellschaft für Anlagen- und Reaktorsicherheit (GRS) mbH



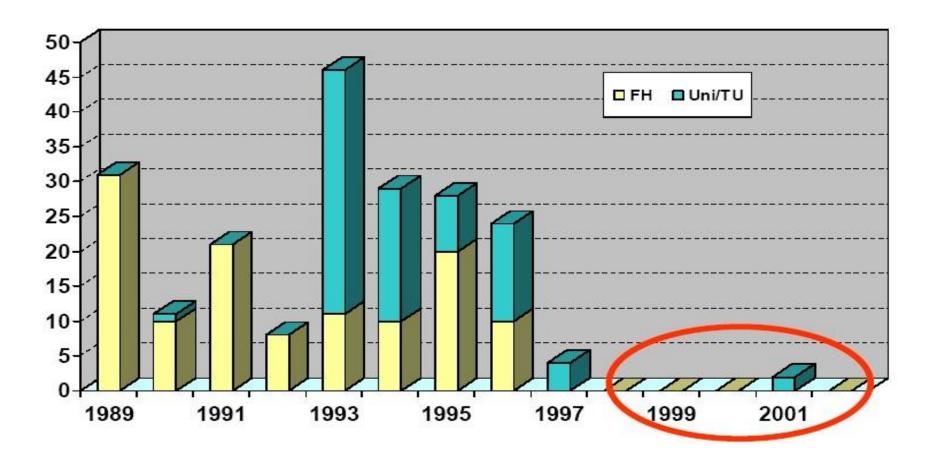
Background: Decreasing Courses





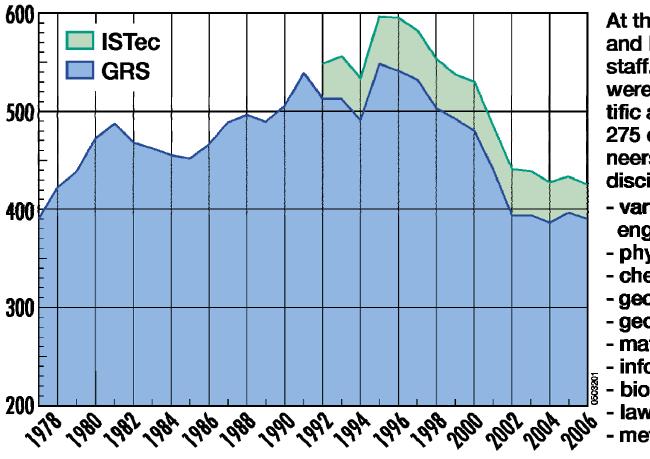
Missing Incentives for the Offspring

Diplomas in the Fields of Nuclear Technology





Number of GRS staff over the years

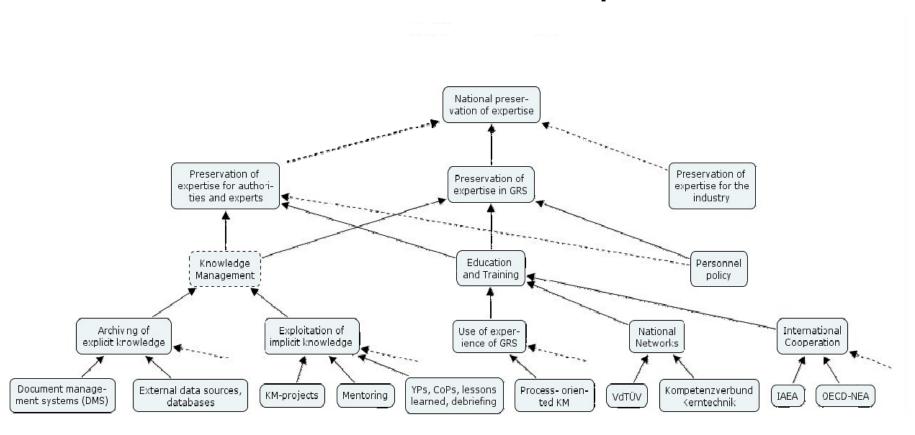


At the end of 2006, GRS and ISTec had around 430 staff. About 320 of them were highly qualified scientific and technical staff, 275 of them being engineers or scientists of such disciplines as:

- various fields of engineering,
- physics,
- chemistry,
- geochemistry,
- geophysics,
- mathematics.
- informatics,
- biology,
- law and
- meteorology.



National Preservation of Expertise





KM Activities of GRS

- The trigger for current activities has been the problem of preservation of nuclear knowledge and expertise in Germany
- In 2001, an overview symposium on KM was held at GRS, Garching
- GRS established a Dept. for Knowledge Management in 2001
- In 2002, the first KM portal has been set up for GRS by the Dept. For KM

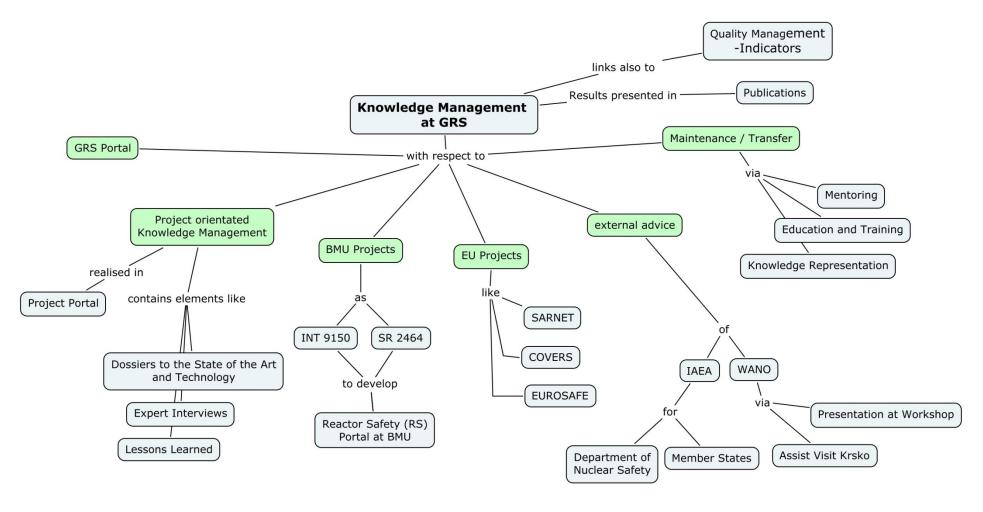


KM Activities of GRS (cont'd)

- In 2007, the executive board of GRS has stated KM to be a topic of major interest
- The divisions and departments are now obliged to develop knowledge pages on main subjects for the GRS intranet portal
- The dept. for KM has developed and is servicing the GRS portal as well as further portals hosted by GRS
- Project (BMU-sponsored): Information and Knowledge Management for Atomic Energy Act Purposes
- Project (BMU-sponsored): Information and Knowledge Management for Multilateral Regulatory Cooperation - Nuclear Safety Network



Knowledge Management at GRS (Cmap)





Leaving Experts

- Difficulties with individual knowledge elicitation methods
 - As retirement approaches, the expert's workload increases
 - Financial basis not secured
 - Engagements after retirement problematical
 - Efforts very high
 - Strong effort by expert required (at times, only weak motivation)
 - High demand on time and efforts by evaluators
 - Expertise of interviewers and evaluators should match the expert's one

Time and cost intensive



Measures for Stopping Knowledge Loss- Activities

- Identification of areas where knowledge gaps are going to open: critical knowledge list
- Identification of knowledge holders for critical knowledge: experts list
- Rating and ranking due to knowledge loss risk assessment



Preserving Knowledge of Leaving Experts

- Pilot Study on development of a "Containment"-Ontology
 - A 2-days Workshop was held with 4 field (and 3 KM) experts, one of which leaving for retirement
 - Results have been refined by other experts
 - Results have been mapped by use of an ontology tool
- Knowledge Compendia (See below)



Areas of Competence of GRS

Reactor Safety (RS)

Waste Management (WM)

Overall Functional Coordination(OF)

RS 01: Components, Safety- and System Techniques, Reliability RS 02: Operational Experience, Return of Experience RS 03: Reliability of Structures RS 04: Safety Management RS 05: Core Behavior RS 06: Transients and Leakage Events in Cooling Loops RS 07: Core Melting Sequences in Reactor Cooling Loops RS 08: Disturbance and Accident

Behavior, Safety Inclusion

WM 01: Nuclear Feed and
-Removal
WM 02: Radiation Protection
and Safety of Transport
WM 03: Waste and Final
Repository
WM 04: Overall Competences
WM 05: Assessment of
Long-Term Safety
WM 06: Geochemical Research
WM 07: Research in Underground Laboratories
WM 08: Geochemical and Geotechnical Laboratory

OF 01: Knowledge Management/
Preservation of Competence
OF 02: Environment/ New Tasks
OF 03: Plant Security
OF 04: Safety Requirements,
Rules, Regulations
OF 05: Overall Impacts
OF 06: Safety Verifications
OF 07: International Concerns
OF 08: Project- and Quality
Management
OF 09: Corporation Control and
Strategy
OF 10: Technique and Law



Knowledge Compendia (1)

- Reactor safety
 - Structural reliability
 - Pressurized components and materials
 - Transients and leakage incidents in cooling loops
 - Modellings and codes- survey
 - ATHLET
 - Incident- and accident behavior of safety inclusions
 - COCOSYS
 - Core behavior
 - Overview
 - Modellings of neutron physics
 - Criticality analyses



Pressurized Components





Modellings and Codes





ATHLET





COCOSYS





Criticality Analyses





Knowledge Compendia (2)

- Waste management (1)
 - Nuclear feed and removal
 - Safety of criticality
 - Radiation protection and safety of transport
 - Overview
 - Atmospherical dispersion of contaminants
 - Geochemical research
 - Geochemical modellings
 - Chemical waste



Safety of Criticality





Atmospherical Dispersion of Contaminants





Geochemical Modellings





Chemical Waste





Knowledge Compendia (3)

- Waste management (2)
 - Research in underground laboratories
 - In-situ-investigations / underground laboratories
 - Assessment of long term safety
 - Ground water currents- and contaminants transport modellings
- Overall functional coordination (1)
 - Knowledge management and competence
 - Knowledge management
 - Training and post graduate training



In-Situ-Investigations / Underground Laboratories





Ground Water Currents- and Contaminants Transport Modellings





Knowledge Management





Knowledge Compendia (4)

- Overall functional coordination (2)
 - Safety requirements, rules and regulations
 - Overview
 - International concerns
 - Overview
 - Key competence nuclear safety in Eastern Europe
 - Project- and quality management
 - Project management
 - Quality management
 - Technique and law
 - Overview



Overview on Safety Requirements, Rules and Regulations





Key Competence Nuclear Safety in Eastern Europe





Project Management





Quality Management





Collaboration

- Departments
- Projects
- Particular Areas
 - Emergency Response Team
 - Strategical Programme Groups
 - ...
- Steering Committees, Programme Groups
- Often short-term collaboration on restricted fields



- Each project has its own project team site (German or English)
- Project Planning with MS Project (option for each project)
- All project documents incl. mail electronically held
- Preset project metadata
- Default structure:
 - Quality assured documents (allows limited access by sponsor)
 - Work documents
 - Particular rights to project members, project leader, controller



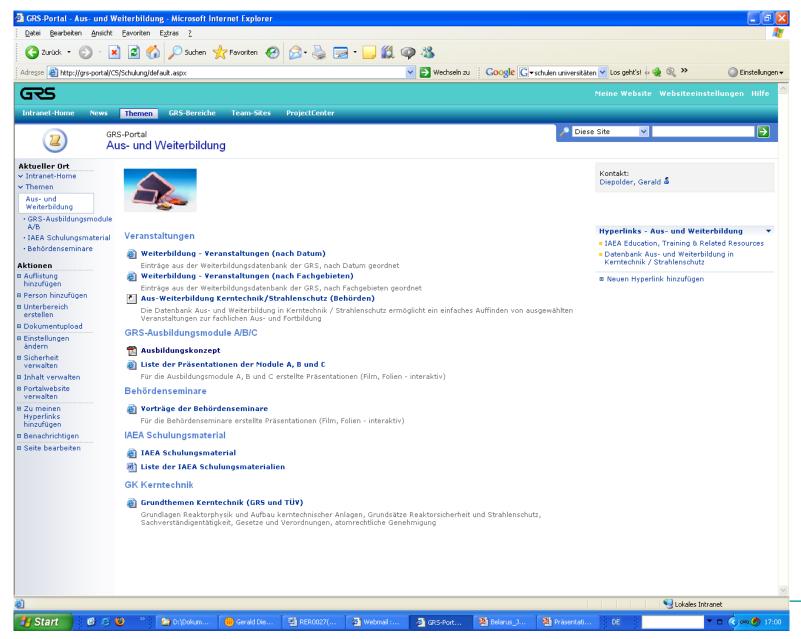
Education and Training: GRS Concept for newly recruited staff

Modular structure, employee specific training schedule

- Basic orientation
 - Module A: The company GRS and the work of experts
 (Organisation and Structure of GRS, its role in the licensing and supervision process, basic principles of experts' work expert guideline)
 - Module B: Basic principles of nuclear science, radiation protection and waste management)
 - Module C: Basic principles of project- and quality management, controlling
- Knowledge relevant for daily work mentored by senior staff
 - Module D: Training-on-the-job
 - Module E: self studies
 - Module F: participation in internal and external courses
 (e.g. simulator training, plant specific courses, conferences, language courses)

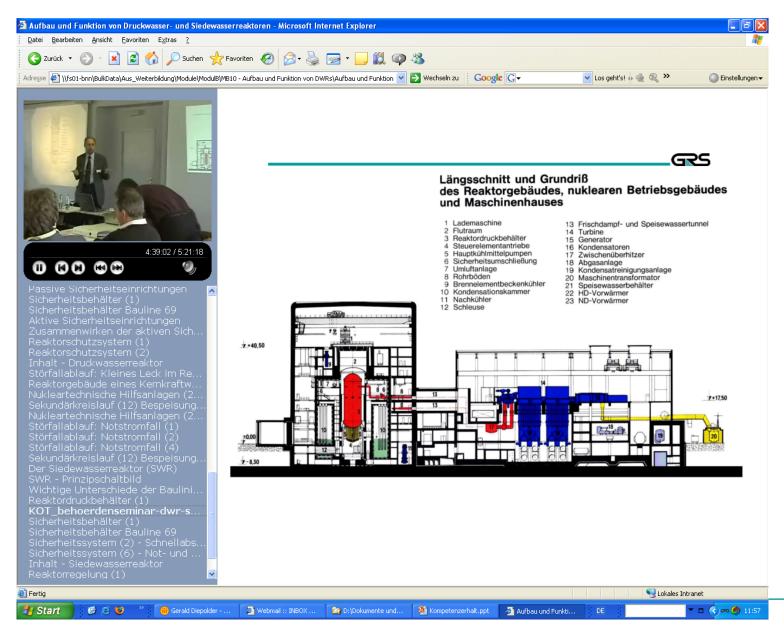


Education and Training at GRS



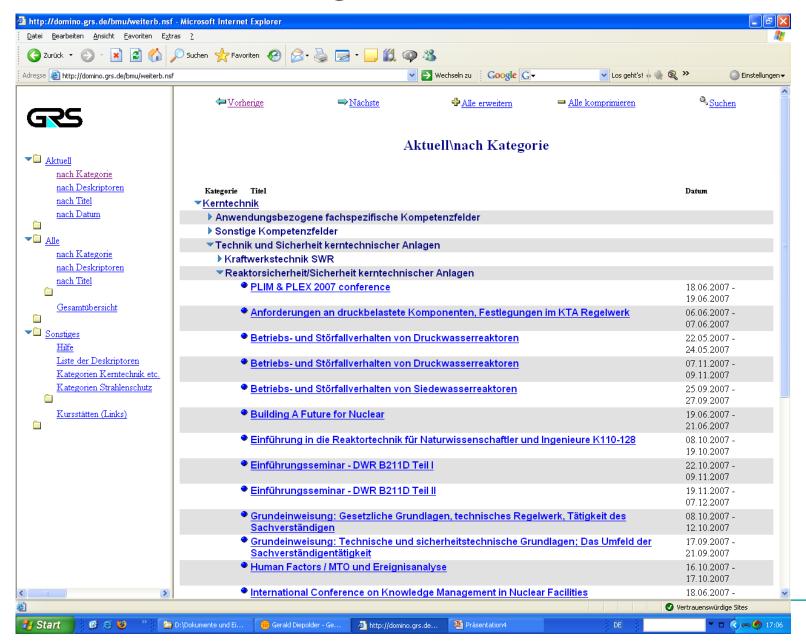


Education and Training: Modular Approach



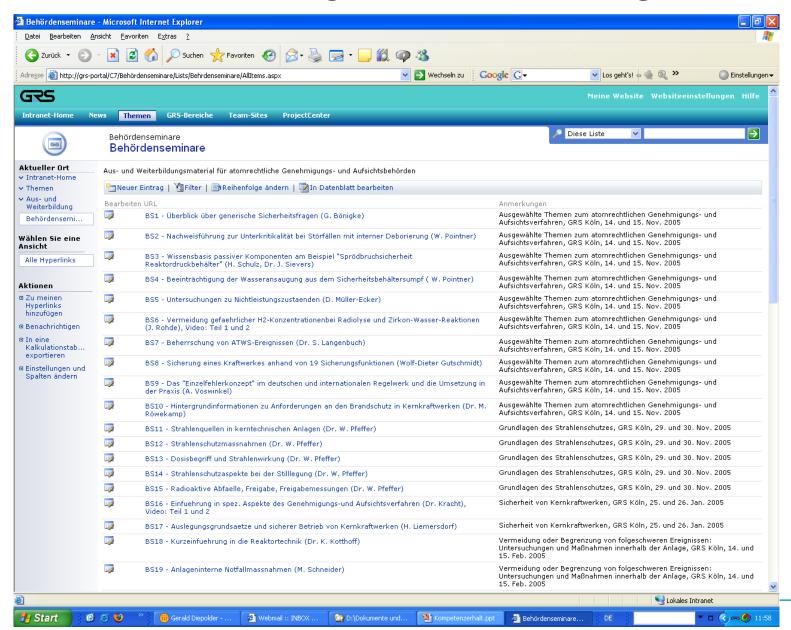


Education and Training: Event Data Base





Education and Training: Authorities' Training





Education and Training: Figures

- Basic courses: 46 interactive presentations
- Authority training: 48 interactive courses
- 25 documents on basic training (developed by GRS and TÜV)
- IAEA training material (e.g. training courses on nuclear safety)



Education and Training: Dossiers

Information on e.g.

- Description of Issue
- Status Quo national and international
- Experimental and analytical assessments
- Regulatory Framework
- Literature



Other useful information

- TECDO Data base on nuclear power plant data
- Docu East technical documentation for Eastern Europe
- Generic Safety Issue Data Base
- Fuel Cycle, Reactor Safety and Radiation Protection Information System
- Reactor Safety Handbook
- Reactor model handbooks
- Country reports



Thank you for your Attention