

NUCLEAR KNOWLEDGE MANAGEMENT

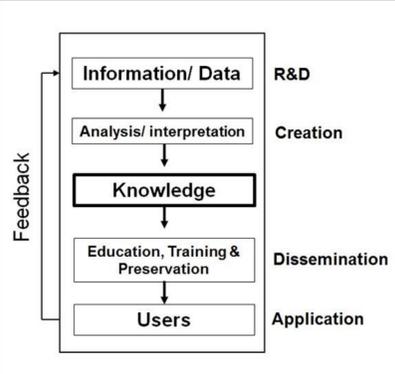
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Knowledge is a strategic asset in every business. It should be actively managed by creating, acquiring, sharing, transferring, and retaining among workers. Working women can maximize their contribution to companies and society by making good use of knowledge management practices – capture of specialists' knowledge, Tacit knowledge transfer, T solutions, HRD programmes and knowledge transfer processes for smooth exit and 'on-boarding' after time away.

What is Knowledge Management?

- Knowledge is a strategic asset in every business.
- Knowledge Management is an integrated, systematic approach to identifying, acquiring, transferring, developing, disseminating, using, sharing, and preserving knowledge, relevant to achieving specified objectives. (Definition from IAEA Glossary)
- Having knowledge is having capacity to give a meaning to data and information – insight and experience.



Importance of Knowledge Management

Role of Leaders and Managers

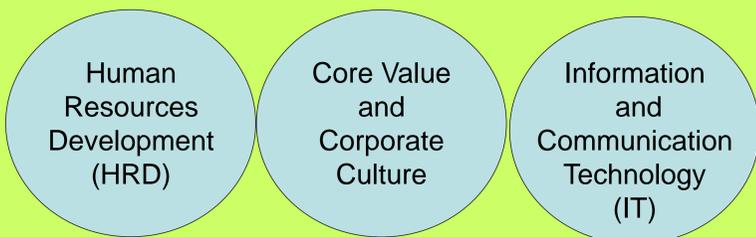
- To understand the significance of KM,
- To recognize the risks of knowledge loss and gaps,
- To clarify the impact on their working environment.

Knowledge Management is not new, but was not recognized by top management in organizations before.

Role of Functional Departments

- Human Resources Development (HRD) is closely linked to knowledge transfer and sharing through recruitment, retirement, and training processes.
- IT development helps the Knowledge Management processes. IT enables people to capture and disseminate knowledge in a effective way.

Knowledge sharing culture should be part of organization's core values and corporate culture.



KM in Nuclear Industry

Unique Challenges for the Nuclear Industry

- The nature of the nuclear business deals with **sensitive data** on nuclear materials.
- It must prioritize **safety** and **security** in decision making.
- It faces **complex problems** over the project/operation life-cycle which requires deep knowhow and experience.
- It is **highly technology-oriented business** which requires people to implement Knowledge Management practices in many forms.

Nuclear KM culture has to be established as part of organization's core value sand safety culture.

Practical Examples of KM in Business

Capture of Specialists' Knowledge into Codified Forms

People to Documents Approach

- Manual - Experts' knowledge and experience is captured in documents and guide books and help many users to know how to operate equipment and solve problems.
- Database – Processed knowledge is reused many times. It provide people with free access to knowledge asset on specific areas.

Captured knowledge can increase efficiency and save the communication costs.

Tacit Knowledge Transfer from Experts to Successors

Person to Person Approach

On-the-Job Training Programmes

- Job Rotation
- Apprenticeships
- Mentoring
- Organizing networks on particular areas - to facilitate dialogues and communications through face-to-face meetings, video-conferences, etc.

Off-the-Job Training Programmes

- Training courses – traditional classroom instruction to offer seminars and group activities,
- E-Learning systems – computer-based training can provide learners with effective goal setting, study strategies, and progress measurement.

Organizations have to invest in "lifelong learning" and career development for employees.

KM Facilitates Flexibility

Work whenever and wherever they want as long as work gets done!

- Employees can learn the ways they work best.
- Flexible work environments increase values for employees.
- Flexible work improves their work-life balance.

Flexible work schedule and work from home arrangements help working couples.

KM facilitates flexible work arrangements

IT Solutions

- To help employees to share explicit knowledge on manuals and guide books
- To help them to retrieve and reuse tacit knowledge through dialogues and communications among specialists on particular areas

HRD Solutions Setting goals and measurements to evaluate productivity

- Setting attainable goals
- Developing strong metrics to indicate productivity
- To foster close connections and communications between managers and employees
- To keep flexible works engaged in the organization, its culture, and its process.



Flexible works – will out of sight mean out of mind? It depends on the organizations' knowledge management, its culture and its processes.

KM Facilitates Continuity

Greater Awareness of Employees as Knowledge-Assets

Tacit knowledge is often more valuable but is difficult to capture. It is in the heads of experts and has a limited life-cycle.

- To transfer processes for smooth exit – Organizations should capture explicit and tacit knowledge from persons who create and develop in a systematic way.
- To transfer processes for "on-boarding" after time away – Organizations have to assist employees who comes back on board as well as newcomers in getting the latest knowledge in an easy and effective way.
- During on-going processes, organizations develop a culture f knowledge sharing and keep the organizational strategy continuity and consistency.

Organizations have to accommodate employees with more practices of knowledge management in working environment. So, working women can maximize their contribution to the organizations and society.

