



## **Knowledge Management for the Decommissioning of Nuclear Power Plants**

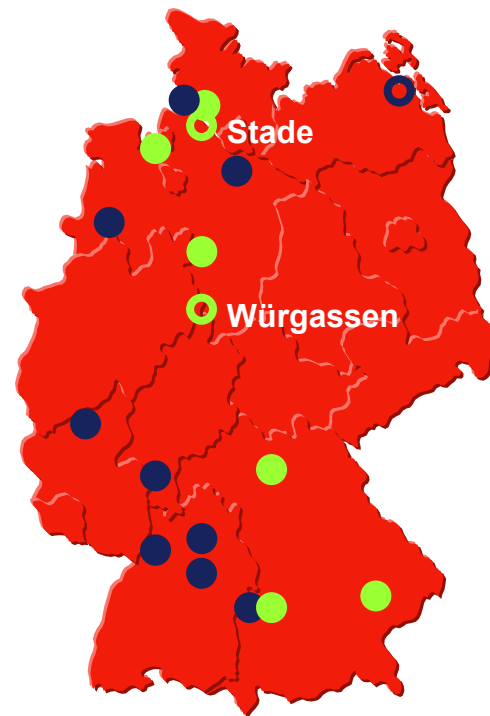
Presentation IAEA-CN-123/03/O/1  
for the International Conference  
on Nuclear Knowledge Management

7 - 10 September 2004, Saclay, France

**proneos**



**German energy policy requires the gradual decommissioning of nuclear power plants, bearing technological, organizational and cultural challenges**



**Selected nuclear power plants**

- operated by E.ON
- decommissioned by E.ON
- operated by others
- decommissioned by others

- German energy policy requires gradual **decommissioning** of nuclear power plants



- E.ON is dismantling its **first two** nuclear power plants
- Projects are **pilots** for decommissioning of further plants
- Experience is needed to cope with...

...**technological** challenges  
 ...**organizational** complexity  
 ...**cultural** sensitivities



E.ON wishes to transfer critical practice experiences on decommissioning within and between nuclear power plants to achieve three objectives

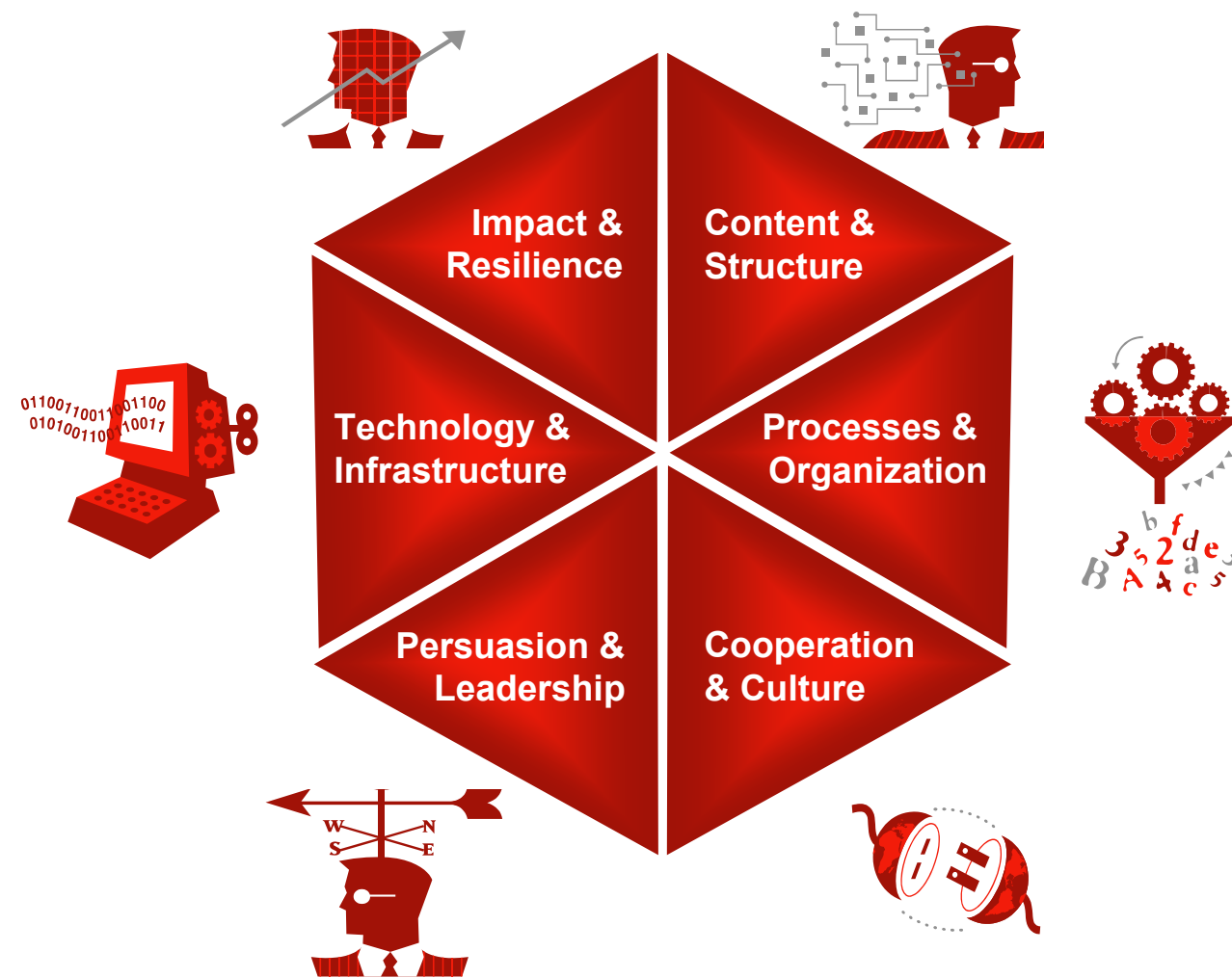


**Three KM Objectives**

- To secure technical **quality** and **safety** standards during decommissioning project
- To allow expeditious **training** and optimal **use** of project staff
- To minimize risks related to the **duration** and **budget** of decommissioning projects

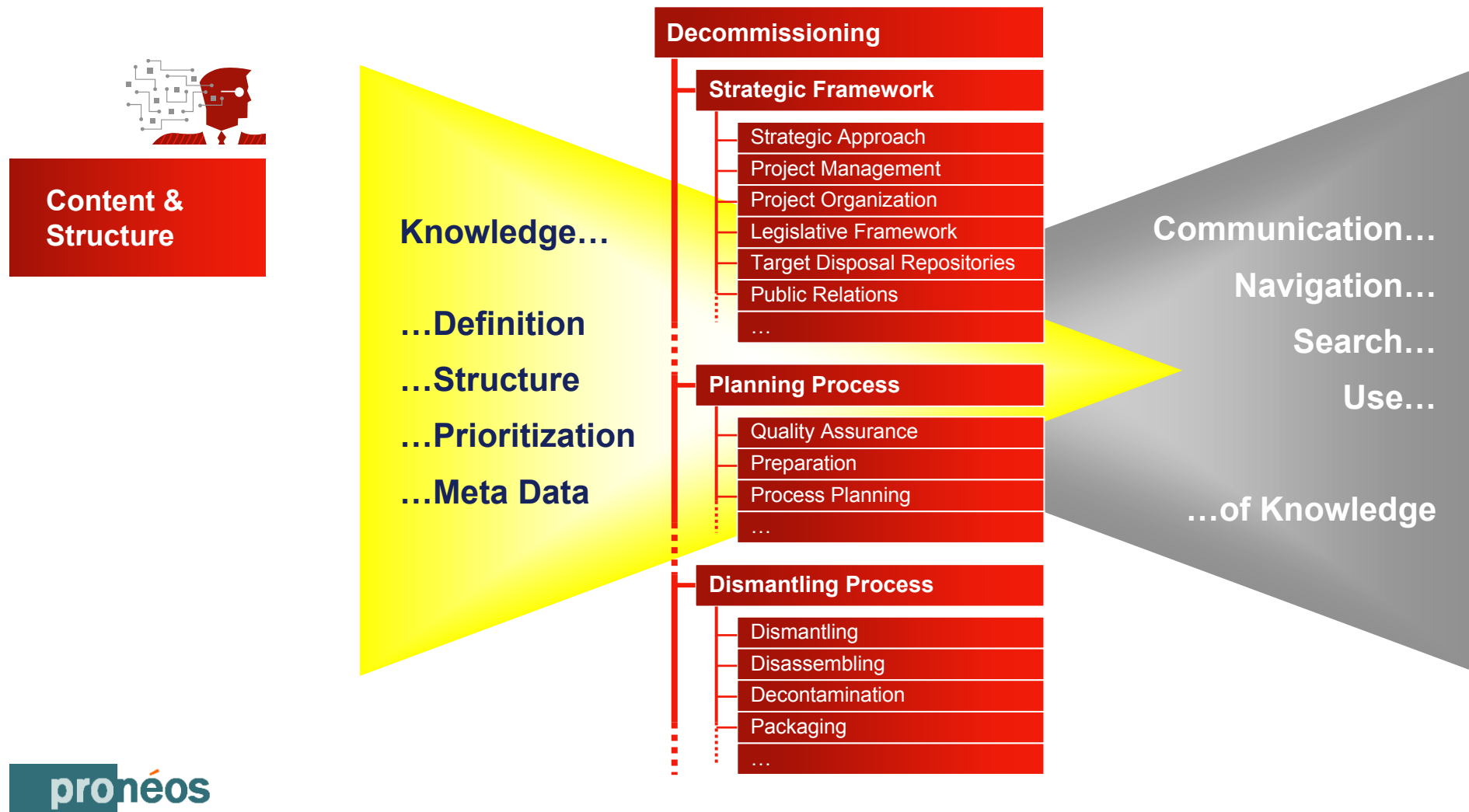


**E.ON's KM concept for the decommissioning of nuclear power plants covers six aspects, that are all requisites for successful KM**



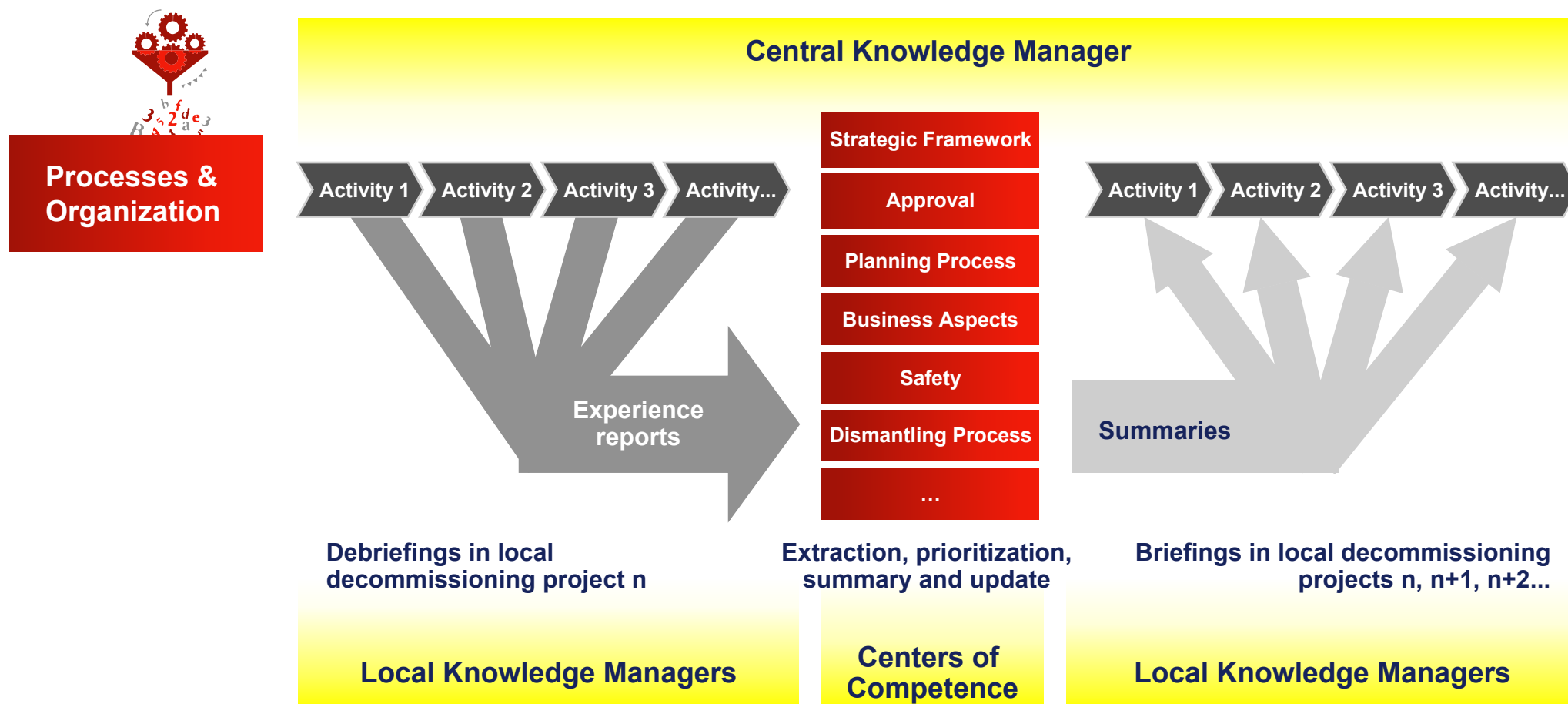


**KM requires a clear definition, structure and prioritization of knowledge to be managed, allowing its efficient and effective communication, search and use**



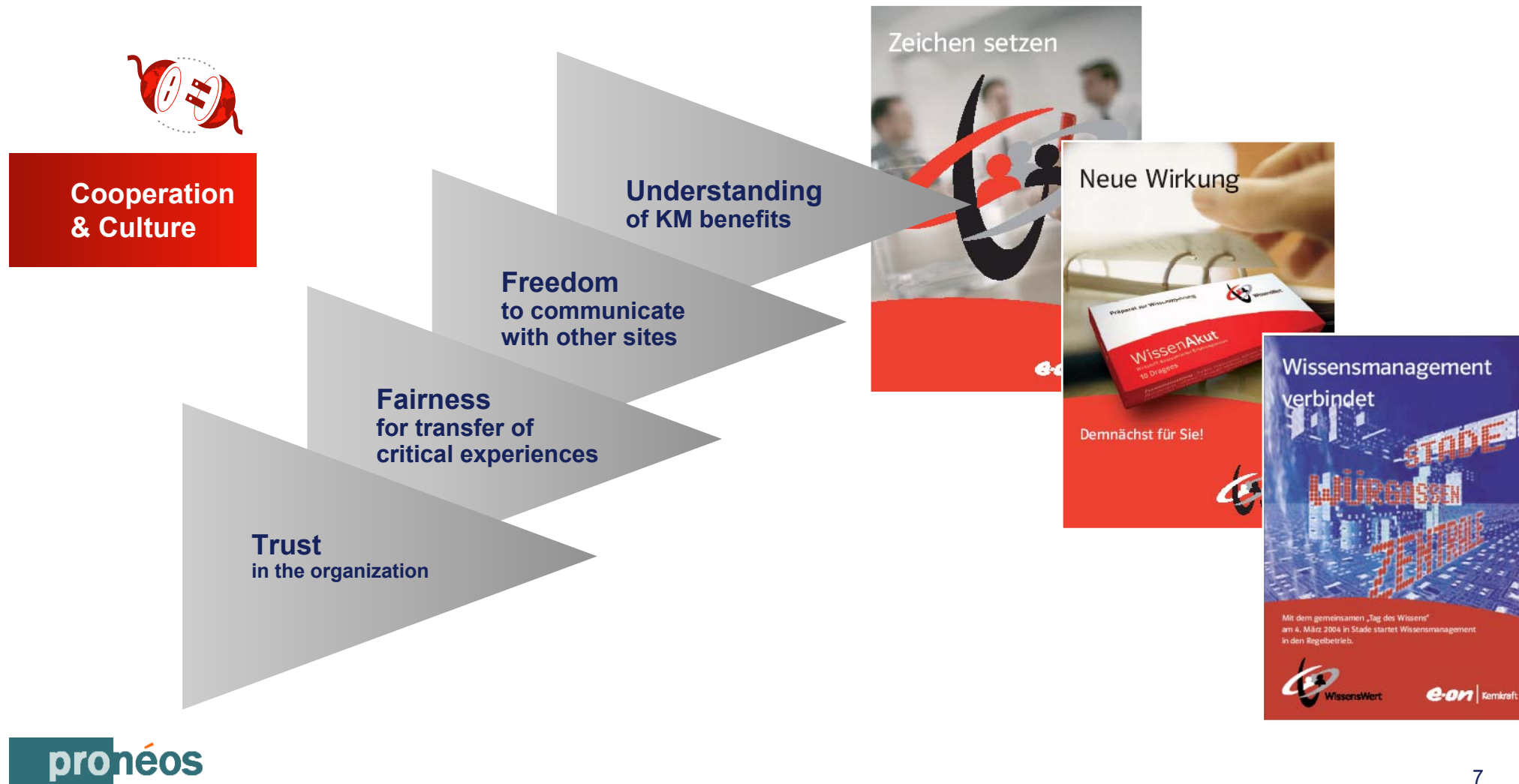


**Local KM processes are supported by knowledge managers, experience summaries and updates are covered by CoC for eleven knowledge fields**



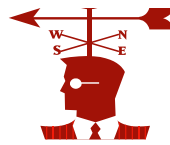


The aspired cultural basis for KM consists of trust, fairness regarding critical experiences, freedom of communication and understanding of KM benefits





**To successfully promote KM, leaders must be persuaded - and be able to persuade - KM is an operative priority for their organization**



**Persuasion & Leadership**

- **Communicate** personal, critical experiences
- **Quote** experiences of key experts in meetings
- Actively **approach** key employees to discuss KM
- **Explain** the value of KM through success stories



**Be a role model!**

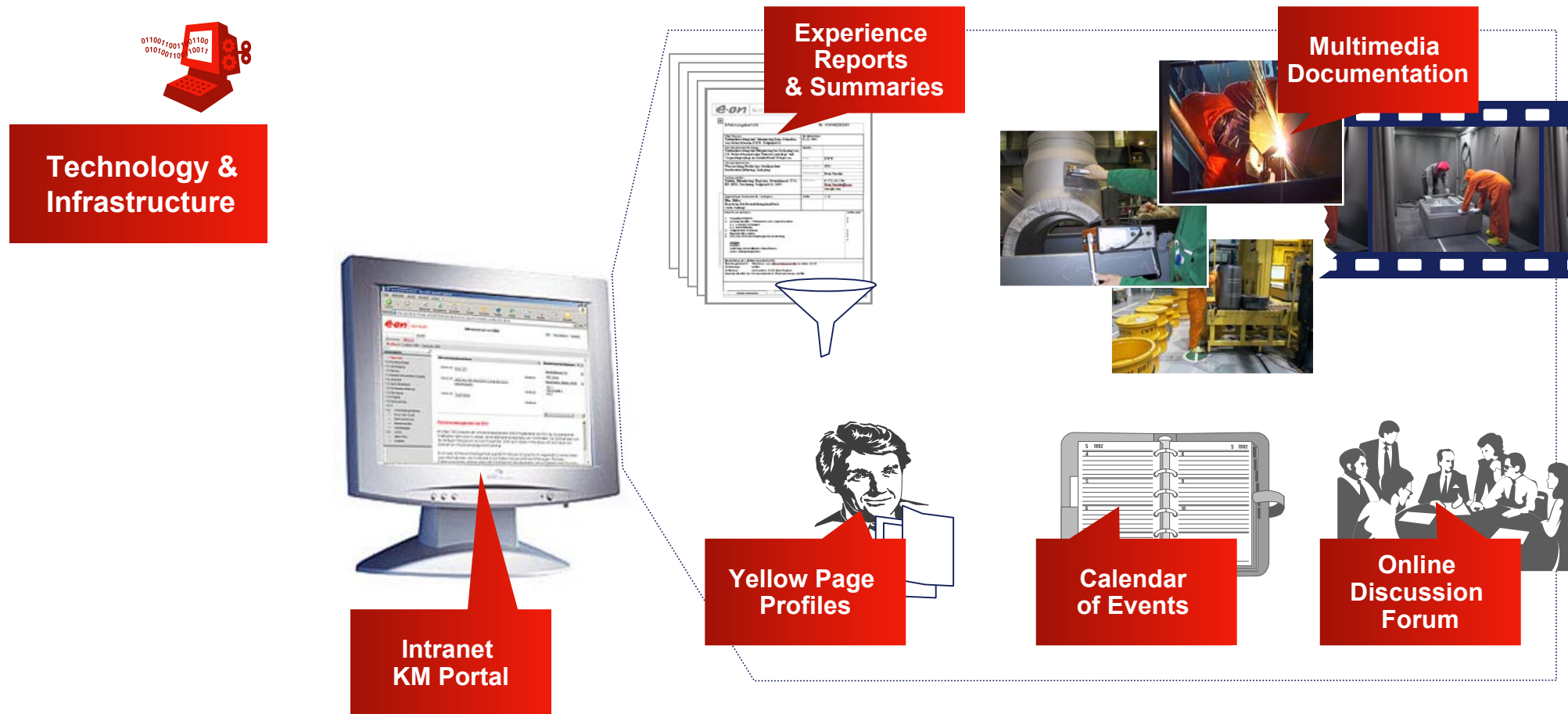
- **Ask** for specific experience reports
- **Honour** good KM contributions
- **Promote** networks with employees of other sites
- **Reward** related initiatives
- **Provide** time for KM-related activities
- Fully **prioritize** expected deliverables



**Set expectations!**



The KM concept is supported by an intranet KM portal with document management, yellow pages, a calendar of events and a discussion forum





**KM Performance, costs and results are tracked by local knowledge managers and periodically reported to division management through a KM scorecard**

