General

- GRS-Activities on Knowledge Management since 2002
  - Starting point: Loss of knowledge in expert’s organizations and authorities
  - Pre-Project (BMU-sponsored): Inter-organisational knowledge management → Implementation first at GRS
Methodology (Probst et al.)

Strategic level:
- Knowledge goals
- Knowledge assessment

Operational level:
- Knowledge identification
- Knowledge preservation
- Knowledge acquisition
- Knowledge sharing
- Knowledge development
- Knowledge use
- Knowledge dissemination

Portal
Central access point to all documents and information
- Realized with MS Sharepoint Portal Version 2
- Integrated Document Management
- Collaboration in Team Sites

Document Management System (DMS)
- DMS “Light”
  - Ease of use
  - DMS Features:
    - CheckIn/CheckOut
    - Versioning
    - Metadata (document profile data)
    - Mail export

- Crawling and indexing of external sources
  - File Shares (CD's, ...)
  - Notes Databases
  - Very good integration with MS Office 2003

Portal Sites:
- News (different sources such as existing databases, external sources ...)
- GRS Portal News
Themes - horizontal
  - Yellow Pages
  - Quality Management
  - Education and Training
  - Organisation Handbook
  - Information Systems
  - GRS-Reports
  - Photo- and Overhead Archive
  - Support and Help (portal and non-portal content)
  - International Activities
  - Knowledge Management
  - Sitemap

Organisation Units – vertical
  - Presentation of Management, Divisions

Collaboration
  - Open Team Sites for
    - Departments
    - Projects
    - Particular Areas
      - Emergency Response Team
      - Strategical Programme Groups
      - ...
  - Closed Team Sites
    - 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
Search
- Sharepoint default had to be improved by a third party tool (Boolean, Metadata, Wildcard search)
  - Search over all portal and non-portal content

Integration of tools for knowledge representation
- Concept Maps
- Ontologies

Alerts
- For every list (document library, announcements, news …)

What should the portal achieve:
- Transition from e-mail based communication to Team communication
- Improvement of internal communication
  - Information on all GRS-activities of common interest, GRS-Strategies
  - Team Cooperation
- Build a Corporate Memory
- Integrate DMS (particularly w.r.t. projects) in everyday work
- Help along the notion of Knowledge Sharing
Experience gained in implementation of document and information management:

- Acceptance
  - ⊕ General Manager strongly supports all KM activities
  - ⊙ Middle Management often indifferent (seldom negative)
  - ⊙ Change from Sharepoint Version 1 to Version 2
  - ⊙ Interactive training and help documents not much used

- Yellow Pages
  - ⊕ Public information consistent with personnel file information
  - ⊕ All other information voluntary
  - ⊙ Only about 30% of the staff have offered unsolicited information

- Document Management
  - ⊕⊕ Project Management: Strict guidelines w.r.t. to library structure and documents
  - ⊕ Number of information and documents accessible from the portal strongly increasing
  - ⊙ Even in the “light” version, users have difficulties with collaboration on documents
  - ⊙ Sparse input of metadata, maintenance difficult
• Retrieval
  ⊕ Full-text search on all contents
  ⊕ Restricted search by sources, metadata
  ⊘ Still too many hits
  ⊘ Ranking unsatisfactory
  ⊕ First efforts in structuring and categorizing knowledge domains

• Collaboration
  ⊕ Number of Team Sites (open and closed ones) increasing
  ⊘ Mail still most important communication medium

Conclusions

• Information on the portal has to be better conveyed
  - Support from management to be improved
  - Collect key-persons in a Knowledge Management Community
  - Intensification of training, in particular demonstration of examples

• Rapidly increasing quantity of information poses problems
  - Navigation and retrieval to be improved
  - Quality requires efforts (e.g. structures, metadata, ranking …)!
    ➔ Presentation on knowledge capturing and preservation
  - Fresh look at (semi)automatic categorizers
    • First results show significant improvements
  - Attempt at construction of GRS-taxonomies
Future plan:

- Enlarge the GRS information management to a (inter)national centre for nuclear safety information (GRS as “information broker”)
  - Interest by authorities, expert organizations, utilities …