

CHARTER OF THE KNOWLEDGE MANAGEMENT STEERING COMMITTEE

A. Purpose

The Knowledge Management Steering Committee (KMSC) is NRC's governing body for guiding the program adoption and continuous improvement of KM. The KMSC will be responsible for the following five overarching purposes:

1. Create a broad, agencywide awareness of the perspectives, purposes, and goals associated with the KM Program;
2. Ensure that the roles and responsibilities for the performance of the agency's KM Program are clear and complementary;
3. Foster communications and cooperation across offices for KM Program activities;
4. Establish performance measures and metrics for the agency's KM Program;
5. Promote the sharing and integration of industry KM practices across the agency.

B. Organization

The KMSC comprises KM Champions representing each Office and Region. The Deputy Executive Director for Materials, Waste, Research, State, Tribal, and Compliance Programs, (DEDMRT), who is also the NRC KM Champion, chairs the KMSC. HR is the agency lead for KM and the Agency KM Coordinator serves as a member-at-large.

C. Background

Agency transformation begins by aligning KM with the agency's existing business processes and technology rather than by approaching KM as an additional or ancillary requirement that is perceived as outside of the scope of mission-critical work. The staff builds on what they are already doing by leveraging existing processes and technology, which allows them to connect these familiar processes with the newer concepts of KM. Most importantly, the staff must be both allowed and expected to engage in knowledge-sharing activities as a normal part of their daily work.

KM's effectiveness requires that it become an integral dimension of the agency's work. Integrating KM requires the staff to think from a KM perspective when designing workflows and to look beyond simply executing the task at hand to considering how agency knowledge can be shared across the organization and conveyed into the future. Senior management must champion this fundamental change in perspective by providing clear expectations, adequate resources, along with recognition and rewards for desired behaviors and results.

Over time, the KMSC can transform the agency into a learning organization that continuously improves and systematically refreshes its knowledge and intellectual capital. A well-designed KM program can return significant value to the agency by providing a purposeful approach to integrating useful KM activities that include the identification, capture, retention, transfer, use and reuse of relevant, critical knowledge. Offsetting the value created through KM is the cost imposed as a burden on the agency staff to develop, learn, and apply the KM principles and practices necessary to

effectively enact KM. In order to maximize the KM Program's value proposition, it is important to emphasize the long-term benefits and minimize the initial burden on the staff and the offices.

A successful and sustainable KM Program, thoroughly integrated into the agency's day-to-day routines, requires fundamental changes to the agency's organizational culture. Although benefits of the KM initiative can be realized immediately, fully institutionalizing changes of this nature typically requires a period of several years. Because of the significance and duration of the change process, active change management is essential to the success of KM at the NRC. Managing the changes requires clear communications, top-down and bottom-up alignment, building momentum on early successes, and most importantly, leadership to direct the effort over the long-term. Establishment of the KMSC is intended to facilitate this effort.

D. Procedures

Each KMSC member is expected to suggest agenda items or make presentations pertaining to current KM activities. The KMSC Secretary shall maintain and prioritize a list of current issues to facilitate progress in meeting KMSC objectives.

Meetings

1. Meetings are held monthly.
2. The KMSC Secretary shall issue meeting agendas 7 days in advance to allow for adequate preparation.
3. The KMSC Chair shall ensure that meetings start and end on time.
4. Members will create an environment that allows them to openly exchange ideas.
5. Participation by all members is expected. If a member cannot attend a meeting, he or she is expected to designate an alternate, preferably their KM Staff Lead.
6. The KMSC Secretary shall provide meeting summaries to KMSC members within 2 working days of the meeting. The members will review the draft and comment within 2 working days of receiving the draft. The KMSC Secretary shall post the final version to the KM Web site for the benefit of all NRC staff.

Report Schedule

Reports or deliverables shall be delivered to the KMSC Chair after actions are assigned, typically at KMSC meetings. The KMSC Chair shall assign due dates during the meeting or shortly thereafter and the KMSC Secretary shall track them appropriately.

Recommendations

Recommendations shall be sent to the KMSC Chair as part of the report/deliverable, who will then determine necessary levels of senior management support and degree of Commission involvement.

E. Roles and Responsibilities

The KMSC includes Office and Regional Knowledge Management (KM) Champions, the Agency KM Champion, and the Agency KM Coordinator.

Each Office or Regional Champion is responsible for leading and coordinating KM activities in their respective organizations. Additional information on the roles and responsibilities of the Office and Regional Champions can be found in SECY 06-0164, "The NRC Knowledge Management Program," Enclosure 2, dated July 25, 2006.

Chair

The Agency KM Champion serves as KMSC Chair. The KMSC Chair's responsibilities are to:

- Chair and develop the KMSC's role as the governing body for KM.
- Manage meetings, prioritize and lead the agenda, and facilitate discussions among committee members, subcommittees and working groups.
- Communicate issues and recommendations to the KM Champions for appropriate action.
- Track completion of action items and align KMSC actions with the NRC KM Program Time Line.
- Delegate the above responsibilities as appropriate.

Agency KM Coordinator

The Agency KM Coordinator's responsibilities are to:

- Author KMSC guidance, policy papers, and presentations.
- Provide KM thought leadership and keep the KMSC informed of developments in the field.
- Serve as staff liaison between the agency KM community of practice and the KMSC.
- Identify agenda items and prepare agendas for approval.
- Align KM activities conducted by the KM Champions and Staff Leads and offer consultation to KMSC members and agency senior managers.
- Develop and maintain the NRC KM Web page.

Committee Members (KM Champions)

In addition to modeling good KM practices and leading by example, committee members responsibilities are to:

- Lead the development of KM strategies.
- Identify and select common techniques for implementing KM strategies.
- Provide feedback and recommendations to assist the KMSC in KM governance.
- Provide guidance and recommendations surrounding KM emerging best practices, technologies, and strategies.
- Share KMSC observations and activities in meetings with their respective staff and managers.

- Contribute to KMSC progress by sharing ideas and carrying out action items.
- Propose agenda items and approve meeting summaries at meetings.
- Report subcommittee or working group results and lead discussion in these areas.
- Promote knowledge sharing among offices and regions.
- Support other KMSC members by following respectful meeting practices.

KMSC Secretary

The KMSC Secretary's responsibilities are to:

- Prepare meeting summaries and distribute to KMSC members.
- Maintain the master list of KMSC membership.
- Ensure meeting attendees have needed documents at the meetings..
- Ensure the maximum use of visual aids (flip charts, projectors, VTC, etc.).