Supplement of

Knowledge Management in the Federal Company for
Radioactive Waste Disposal (BGE)

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KNOWLEDGE MANAGEMENT IN THE FEDERAL COMPANY FOR RADIOACTIVE WASTE DISPOSAL (BGE)

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Berlin, 10th November 2021
KNOWLEDGE MANAGEMENT IN THE BGE

- Tasks
- Goals
- Challenges
KNOWLEDGE MANAGEMENT IN THE BGE
– WHY?
KNOWLEDGE MANAGEMENT IN THE BGE – WHY?

- Intergenerational duration of our projects
- Acute threat of loss of Know-how
  - Generation change
  - Personnel turnover
  - Job change (internal/external)
  - Skills shortage
    - Decline in national mining activities
    - Exit from nuclear technology
KNOWLEDGE MANAGEMENT IN THE BGE – TYPES OF KNOWLEDGE

Explicit
Document
Rules, standards, validated and highly reproducible, generic for various entities

Implicit
Group
Practices specific to an activity, recurring task or process

Tacit
Individual
Long and/or contextuated experience, infrequent events, unprecedented situations

Retrieveable / accessable
„Know how“ – individual or group/team related

Source: www.ethos3.com
KNOWLEDGE MANAGEMENT IN THE BGE – CAPTURE OF EXPLICIT KNOWLEDGE

- Collect, secure and distribute
- Inventory of existing knowledge
- Basis for decision/orientation
KNOWLEDGE MANAGEMENT IN THE BGE – EXPLICIT KNOWLEDGE

- Content indexing and provision of work-relevant information by means of software
- Connection of external data sources for information/literature procurement

digital knowledge base

TIB, GRS, BGR, BfS, Internet ...
KNOWLEDGE MANAGEMENT IN THE BGE – EXPLICIT KNOWLEDGE / DISTRIBUTION

IntraFind GmbH München
https://intrafind.com/de

Status:
• 05/2021 – Implementation
• 07/2021 – Testphase
• 10/2021 – Launch
KNOWLEDGE MANAGEMENT IN THE BGE
– EXPLICIT KNOWLEDGE / DISTRIBUTION

- **Who can I ask** inside and outside the organisation?
  - Quick overview and orientation through **interactive knowledge maps**
  - New in the company or to the topic?
### KNOWLEDGE MANAGEMENT IN THE BGE – CHALLENGES

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- **Retrieveable / accessable ✓**

- **“Know how“ – individual or group/team related !**
KNOWLEDGE MANAGEMENT IN THE BGE – CAPTURE OF IMPLICIT AND TACIT KNOWLEDGE – HOW?

- Social knowledge conversion (Nonaka & Takeuchi)
  
  - Sharing, capturing
  - Observation, imitation, practice
  - Apprenticeship, mentoring
  
  - Receiving, application
  - Learning-by-doing
  - New individual knowledge

- Processing knowledge
- Articulating, sharing, publishing
- Crystallising, reflecting

- Organising, integrating, conversion
- Merging knowledge and information
- New form of knowledge
KNOWLEDGE MANAGEMENT IN THE BGE
– CHALLENGES AND SOLUTIONS

- „Hard to catch“/ **special challenge**

- **Voluntariness – without compulsion** / support through appreciative leadership culture
  mandatory

- **Positive error culture** („lessons learnt“), innovation and **employee empowerment** as a
  prerequisite for a living corporate culture
THANK YOU VERY MUCH FOR YOUR ATTENTION