Deliverable 11.3: Outcomes of the demonstration cases

Work Package 11

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Executive Summary

State-of-Knowledge (SoK) documents provide concise overviews of essential knowledge in radioactive waste management (RWM) topics. Authored by recognised experts, these documents encompass scientific, technical, safety and implementation aspects.

Positioned between Domain Insight (DI) and State-of-the-Art (SotA) documents within the KM hierarchy, SoK documents offer a balance between the two, providing greater depth than the DI documents but not as much as the SotA documents. This positioning allows them to occupy a central place in the knowledge management (KM) pyramid, targeting an intermediate-level specialist audience.

Topics for SoK documents are defined by the Roadmap/Goals Breakdown Structure (GBS) of the European Joint Programme on Radioactive Waste Management (EURAD), with each domain representing an individual SoK document. They have a flexible structure granting author's autonomy in content organisation.

Two demonstration cases covering *Domain 3.1.1 - Spent Nuclear Fuel* and *Domain 3.2.1 - HLW and SF Containers,* were selected and conducted to validate and refine the knowledge capture process. The two SoK documents are available on the [EURAD homepage](#). Following their publication, they received positive feedback, reaffirming their relevance and necessity. Lessons learned from these cases highlight the process of expert involvement, and the document content and structure.

Despite a strategic shift towards prioritising Domain Insight documents, the success of the SoK demonstration cases underscores their importance. Complemented by lectures, SoK documents facilitate widespread understanding and collaborative engagement within the EURAD community.

In conclusion, knowledge capture in EURAD KM Programme focused on the SoK documents, holds immense potential to benefit the RWM community and national programmes. The lessons learned from demonstration cases will guide future initiatives, ensuring the continuous refinement and effectiveness of knowledge capturing efforts.

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Glossary

Author

The expert responsible for writing the SoK or DI document. The author plays a vital role in the creation and development of these documents ensuring accuracy, clarity and relevance of the content.

Community of Practice (CoP)

A voluntary group of peer practitioners who share lessons learnt methods, and best practices in a given discipline or for specialised work. The term also refers to a network of people who work on similar processes or in similar disciplines, and who come together to develop and share their knowledge in that field for the benefit of both themselves and their and other organisation(s).

Domain

An area of activity, interest, or knowledge, especially one that a particular person, organisation etc. deals with. It represents the lowest level of the EURAD Roadmap Goals Breakdown Structure.

Domain Insights (DI) Documents

Context documents that provide direct links for each knowledge domain to safety and implementation goals related to RWM requirements.

End-users

Organisations, experts, newcomers who are potential users of DI, SoK documents and KMS in general – EURAD community (WMOs, TSOs, REs) and non-EURAD community, newcomers (somebody who started out in the field of RWM).

EURAD

The European Joint Programme on Radioactive Waste Management (EURAD). Also referred to as the 'Joint Programme'.

Expert

Someone widely recognised as a reliable source of knowledge, technique or skill whose faculty for judging or deciding rightly, justly, or wisely is accorded authority and status by their peers or the public in a specific well-distinguished domain.

Goals Breakdown Structure (GBS)

The EURAD goals breakdown structure is a thematic breakdown of knowledge and activities essential for radioactive waste management. It comprises Themes (Level 1), Sub-themes (Level 2) and Domains (Level 3), each formulated as goals. Although hierarchical and numbered, the knowledge and activities presented across the GBS should be considered collectively with no weighting to order of importance. Rather it is emphasised that there are many inter-dependencies and linked data across the GBS, where knowledge and activities can be centred in different ways, depending on the end user role and precise boundary conditions of the RWM programme to which the roadmap is applied.

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Knowledge

Knowledge is the acquisition, understanding and interpretation of information. It is often used to refer to bodies of facts and principles accumulated by humankind over the course of time. Knowledge and information each consists of true statements, but knowledge serves a purpose: knowledge confers a capacity for effective action.

Knowledge Ambassador

Knowledge Ambassador is a person which plays an active role in supporting knowledge sharing and effective integration of knowledge management strategies in various WPs. Knowledge Ambassadors are appointed individuals specifically identified for each WP which play a key role in fostering effective communication, collaboration, and knowledge exchange between WPs and KM WPs and also between WP members.

Knowledge Management (KM)

An integrated, systematic approach of identifying, managing and sharing an organisation's knowledge and enabling groups of people to create new knowledge collectively to help in achieving the organisation's objectives.

Knowledge Management System (KMS)

Knowledge Management System (KMS) is a system for applying and using knowledge management principles to typically enable to create, share and find relevant information & knowledge quickly.

Knowledge Provider

An expert, group of experts or the organisation that shares knowledge, information, or expertise with the end-users.

Newcomer

Somebody who started out in the field of RWM (students, early career researchers, new employees etc.).

Radioactive Waste Management (RWM)

All activities, administrative and operational, that are involved in the handling, pre-treatment, treatment, conditioning, transport, storage and disposal of radioactive waste.

Review

Activity undertaken to determine the suitability, adequacy and effectiveness of the subject matter to achieve established objectives. The purpose of the review is also to ensure the accuracy and completeness of the information, evaluate the methodologies, identify potential flaws and limitations, and assess the overall contribution to the field of RWM.

Reviewer

The expert involved in the review of the SoK or DI document. The reviewers provide feedback to the authors helping them improve the overall quality and impact of the document. They play a vital role in the decision-making process for publication.

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Roadmap

A high-level overview of a programme's goals, typical activities and knowledge needed to implement a RWM programme, from the generation of radioactive waste to disposal.

SoK document

The document describing the state-of-knowledge in a specific domain of EURAD Goals Breakdown Structure (GBS). Experts' view of the most relevant knowledge and associated uncertainties in a specific domain applied in the context of RWM programme. Short summary of scientific and engineering facts relevant to the domain. Typically SoK documents would use a relatively small number of key primary references and signposts out to further detail where necessary (i.e., relevant SotA).

State-of-Knowledge (SoK)

Experts' view of the most relevant knowledge and associated uncertainties in a specific domain applied in the context of a radioactive waste management programme. Activities consisting of developing a systematic approach of establishing the state-of-knowledge in the field of RWM research.

State-of-the-Art (SotA)

Scientific facts underpinning the knowledge base. SotA documents are oriented typically on a narrower scope and go into significant detail (e.g., focus on mechanistic or process-level understanding). They would not normally demonstrate the application of that knowledge. They typically include many technical references and are long documents.

Themes

Themes are large groupings of related Knowledge Domains typical in Radioactive Waste Management. They are the highest level of the EURAD Roadmap Goals Breakdown Structure (GBS).

Theme Overview (TO)

Broad description of programme goals and typical activities for each theme and how they evolve over the phases of implementation.

Work Package (WP)

A work package is a group of related tasks established within EURAD. Because they look like projects themselves, they are often thought of as sub-projects within the Joint Programme.

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1. Introduction

EURAD acknowledges the integral role played by KM in ensuring safe RWM and disposal. In this regard, three dedicated KM work packages have been established to address various KM activities within EURAD (Beattie et al., 2022).

One of the main activities, led by WP11 SoK, is the production of documents that capture the current state-of-knowledge in topics relevant to RWM. Within this framework, various types of KM documents have been developed, allowing the end-users access to information at different levels of detail (Hierarchy of Knowledge documents, Knuuti et al., 2022). Specifically, the *State-of-Knowledge* documents (SoK documents) are one type of documents in this document hierarchy.

2. SoK documents

The SoK documents aim to provide a concise overview of the most relevant knowledge in topics relevant to RWM, typically spanning 20 to 50 pages. These documents are designed to provide information about the most important scientific and technical aspects as well as safety and implementation aspects. To capture the current and most relevant knowledge, these documents are authored by recognised experts in their fields.

2.1 Concept and Positioning

The Theme Overview (TO) documents provide a comprehensive overview of the programme goals and typical activities for each theme, as well as their evolution over the phases of implementation. These documents are designed for a non-specialist audience and are concise, with a few pages in length. In EURAD Roadmap / Goals Breakdown Structure (GBS) (Beattie et al. 2021), there are seven defined RWM themes. Furthermore, the EURAD Roadmap currently encompasses 80 knowledge domains. The EURAD KM (i.e., WP11-SoK) provides two categories of documents for each of the 80 knowledge domains: DI and SoK documents.

The Domain Insight (DI) documents serve as context documents, providing direct links between each knowledge domain and the safety and implementation goals related to the geological repository requirements. DI documents are also concise typically comprising 10-20 pages and are designed for a generalist/non-specialist audience.

In contrast, the SoK documents provide a greater level of detail compared to the DI documents and are primarily intended for domain specialists.
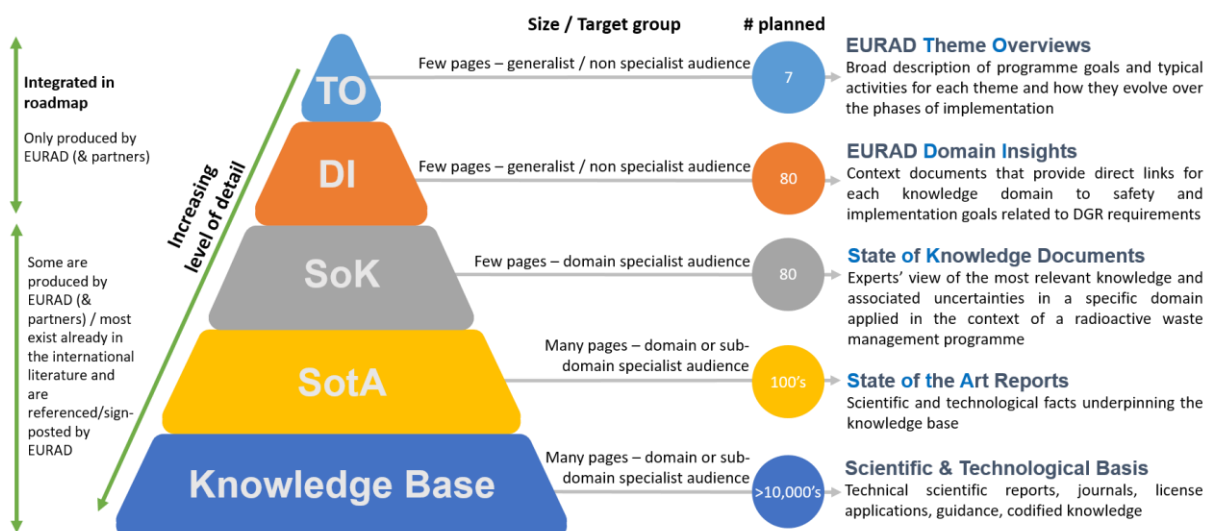

*Figure 1: Hierarchy of documents in the EURAD KM Programme (Pyramid of knowledge) (Knuuti et al. 2022) which is closely linked to the **EURAD Roadmap** (Beattie et al. 2021).*

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2.2   Demonstration Cases

To test, validate and refine the knowledge capturing process facilitated by the production of SoK documents, it was decided at the beginning of EURAD to conduct two demonstration cases before making a decision on their broader implementation. For this, *Domain 3.1.1 - Spent Nuclear Fuel* and *Domain 3.2.1 - HLW and SF Containers* were selected as topics. The comprehensive rationale and methodology behind these selections are described in Deliverable D11.2. – *List of selected demonstration cases, criteria for final selection, proposal and estimation of effort and resources* (Göbel and Knuuti, 2020).

The next step after the selection of the domains was the identification and involvement of suitable experts as authors. This process is described in detail in Deliverable D11.4 - *Procedures to involve Knowledge providers* (Tatomir et al., 2023) along with the valuable lessons learned which are presented in Chapter 3.1 of the deliverable D11.4. In summary, WP11 SoK addressed a request for the identification and selection of experts to the EURAD Programme Management Office (PMO) and Bureau. This request was supplemented by an initial suggestion from WP11 SoK. The PMO then made a selection of experts and WP11 SoK started with the engagement of the experts. As a result, one expert could be secured as author for the *Domain 3.1.1 - Spent Nuclear Fuel* and a team of 3 principal experts (plus 2 supporting authors) for *Domain 3.2.1 - HLW and SF Containers.* After the successful engagement and contracting of the experts, WP11 SoK assisted them during the production process, performed editorial work and, with support from the EURAD coordinator, organised the review process by the EURAD colleges and subsequent publication. A more detailed description of these processes can be found in Deliverable D11.5 - *QA Procedures for the Generation of SoK Demonstration Cases* (Iarmosh et al., 2022).

Notably, the SoK documents have a flexible structure, granting authors the autonomy to personally determine the organisation of the content. This approach contrasts with the one of DI documents, which follow a predefined template aligned with the safety and implementation goals (see Deliverable D11.8 – *Authors Guidance & Template*; Tatomir et al., 2023).

Consequently, the first SoK document on the *Domain 3.1.1 - Spent Nuclear Fuel*, authored by Kastriot Spahiu was published on the EURAD homepage in November 2021 and received very positive feedback. Subsequently, the second SoK document *Domain 3.2.1 - HLW and SF Containers*, written by a team of experts, i.e., Fraser King, Nikitas Diomidis, James Hesketh, Nick Smart and Cristiano Padovani was published on the EURAD homepage in May 2023, also receiving very positive feedback.

2.3   Socialisation and feedback

Following the publication of the two SoK documents, an impactful initiative was undertaken to socialise and disseminate their content. Two *information and discussion sessions* were organised by WP13 Training and Mobility in cooperation with WP11 SoK. Each session corresponded to one of the published SoK Documents. Both sessions attracted more than 50 participants online each. The participants actively participated in open discussions with the authors, posing insightful questions and providing valuable comments. To ensure accessibility and knowledge dissemination, the webinars were recorded and are now readily available online at the EURAD School platform. This comprehensive approach not only facilitated the widespread understanding of the SoK documents but also fostered a collaborative environment where diverse perspectives and expertise converged for the benefit of RWM within the EURAD community.

A dedicated SoK feedback button was introduced on the EURAD website offering the possibility to end-users to provide feedback. It is positioned next to the download link of each document. The feedback questionnaires were developed for four target groups, i.e., end-users, experts, authors and reviewers, and were announced within the EURAD community (e.g., through the EURAD Newsletter #14 and webpage).

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In addition to having these two valuable and high-quality SoK documents, these demonstration cases yielded a number of lessons learned that are addressed in the following chapter.

3. Lessons learned in SoK document production

A number of lessons were learned that include the process of experts' involvement and production of the SoK documents, as well as the documents themselves. These lessons learned are highly valuable for the further production of SoK documents, but can also be applied to a number of other activities, such as the production of DI documents.

3.1 Experts' involvement

The process and lessons learned regarding the involvement of experts have been comprehensively described in Deliverable *D11.4 - Procedures to involve Knowledge providers* (Tatomir et al., 2024) and they key lessons can be summarised as follows:

1   *Challenges in expert identification and selection*: while ultimately successful in securing high-class experts as authors, the engagement process encountered several challenges. Firstly, the identification and selection phase proved to be time-consuming due to varying opinions on the most suitable experts, necessitating discussions and multiple exchanges. It is prudent to anticipate that the selected experts may potentially decline authorship and it is therefore advisable considering substitute experts for such cases.

2   *Team Dynamics*: The complexity and breadth of the subject matter in a SoK document may necessitate the involvement of multiple experts to ensure comprehensive coverage and depth of analysis. This also enhances the document's quality and credibility. If a team of experts is envisioned to author a document, pre-established relationships among team members significantly facilitated the production process. Familiarity and prior collaboration promoted cohesion within the team. Furthermore, team cohesion may be compromised when one expert declines involvement, potentially leading to further withdrawals from other team members. In such cases, it is essential to assess whether the remaining team members can collectively fulfil the responsibilities of the absent member.

3   *Communication Balance*: Communication with experts requires a delicate balance, providing sufficient information without overwhelming them. Considering their busy schedules, flexible scheduling and judicious use of their time resources are essential.

4   *Expert replacement considerations*: In instances of expert decline, it is imperative to evaluate replacing the declining expert(s) with another qualified individual or a team of experts. One should consider whether the expert can be replaced with another expert or if the remaining expert(s) in the team can take on the work themselves.

5   *Contracting Modalities*: Once the expert team is established, contracting modalities with experts or teams requires thoughtful consideration, as it may vary depending on working conditions and rules or restrictions of involved organisations. Allocating personnel and enough time for this step is paramount for a smooth progress. The time required for the contracting process itself should not be underestimated.

6   *Author Independence and Support:* During the production of the SoK documents itself, the authors displayed high self-sufficiency and required minimal support. Nevertheless, it is considered important to offer support and respond swiftly should a request for support be made.

7   *Editorial Processes*: In contrast to the drafting phase of the SoK document, the subsequent editing and coordination of the reviews involving suitable reviewers were notably time-consuming. Again, adequate allocation of time and resources ensures timely finalisation of high-quality documents.

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8   *External Support*: External support coordinated with the EURAD coordinator played a crucial role, particularly in organising reviews and in the publication process. To ensure timely progress, it is advisable to proactively discuss and agree external support before it is actually needed.

9   *Extended Timeline*: The entire process exceeded the initially planned duration, emphasising the importance of realistic timelines in future projects.

10 *Interaction with the Experts:* In the information and discussion sessions, End-users and participants appreciated the depth of insights provided by the documents, praising their clarity and relevance to RWM. The interactive nature of the webinars allowed for fruitful discussions, with participants expressing gratitude for the opportunity to engage directly with the authors, posing inquiries and sharing their perspectives.

3.2   SoK Documents

The feedback from the RWM community on the SoK documents has been very positive, supporting the overall concept of these documents and reaffirming the necessity and relevance of these documents in the broader RWM context. The feedback from reviewers and end-users provides some more specific lessons learned, which should be considered for future document production.

1. *Expert Coverage and Comfort Zones:* One important takeaway is that even high-level experts in their field might not feel comfortable enough to cover all aspects of a domain (i.e., topic). Therefore, it might be prudent to either involve additional experts to fill in the gaps, or to transparently state and acknowledge the limits of the document. In either case, these issues need to be discussed and decided together with the author(s). This can particularly be the case when considering that the SoK documents are intended to provide a generic or broad overview, rather than focusing on a specific aspect or solution. For example, an expert might be well acquainted with the concepts applied in one specific national RWM programme, but feels less comfortable giving an overview about other (national) concepts. Ideally, the expert should have a deep understanding of the subject matter, as well as an overview on the bigger picture and connections to other domains.

2. *Content Constraints*: Other challenging aspects are the scope and boundaries of the document. The domains defined by the EURAD GBS can be quite extensive, which makes it difficult to cover all important aspects within the requested format of 20 – 50 pages. The task is particularly difficult, requiring careful consideration in selection and prioritisation of the key topics to be covered of the domain, their relevance and the potential impact on the overall understanding of the subject matter. In fact, during the production of the demonstration cases the envisioned page count had to be adjusted upwards repeatedly because otherwise key aspects could not have been included. Nonetheless, for the reader (reviewer and end-user) this can leave the impression that some important aspects were neglected, or that the level of detail is lacking. In these cases, and pre-emptively, it is important to communicate the concept of the SoK documents clearly, i.e., they are concise and provide an overview, but also allow access to more detailed sources. This conflict of "conciseness vs. completeness" is and will remain an ongoing challenge that can only be solved by sound expert judgement on a case by case manner.

3. *Document Content:* While the core concept and production methodology of the SoK documents should remain intact, there's a clear indication for a clearer communication and presentation strategies. There is a need to streamline the wording of complex concepts and ensure that they are understandable to a wider audience. For future projects, the reviewers are encouraged to check, in particular, whether the topics are understandable to the entire audience, including readers who are new to the subject areas. Additionally, it is important to use a common glossary. This will ensure that the key terms and concepts are consistently defined, thereby enhancing the comprehensibility of the document.

4. *Evolving Structure of the GBS:* Additionally, it should be kept in mind that the structure of the GBS is not static and can evolve over time. For example, if one domain turns out to be too broad, discussions may arise about subdividing it into two or more manageable segments

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(domains). Also new domains may be necessary to be newly defined. Such decisions necessitate expert judgement and consultation within the EURAD community to ensure alignment with overarching objectives.

5. ***Strategic mapping of knowledge:*** **When planning future SoK documents, it is important to undertake a comprehensive analysis of existing knowledge and literature in the domains of EURAD GBS.** The aim is to identify and prioritise critical knowledge areas where experts need to be contacted while others can be covered by signposting.

4. Summary and Outlook

The work led by WP11 SoK on the production of the two SoK document demonstration cases on the *Domain 3.1.1 - Spent Nuclear Fuel* and *Domain 3.2.1 - HLW and SF Containers* resulted in finalised documents that can be found on the EURAD homepage under Roadmap. These demonstration cases not only provided valuable insights into the process and concept of SoK document production, but also resulted in two high-quality documents that are very useful for end-users and newcomers in the field of RWM.

Initially, the resources allocated for the production of SoK documents, including time, personnel, and funding were significantly underestimated. Despite the acknowledged value of the SoK documents, their further production was not further pursued, and the creation of DI documents was prioritised.

These DI documents were seen as the logical next choice for the timely inclusion of useful content in the GBS. Nevertheless, the success of the SoK demonstration cases underlines the effectiveness of the approach and the lessons learned are also extremely valuable for other activities, such as the production of DI documents or the involvement of experts as lecturers. It is recommended that future production of SoK documents be carefully considered, given the significant efforts involved. In particular, focus should be placed on critical knowledge domains lacking literature summaries that are crucial to the RWM community. Additionally, where the tacit knowledge of the experts is in danger of getting lost, this should be a priority.

It is worth acknowledging that while documents, including SoK documents, are integral components of the EURAD KM programme, they represent just one facet of a comprehensive framework aimed at supporting RWM end-users. Direct communication channels, such as lectures and training sessions, play an equally crucial role in disseminating knowledge effectively. Consequently, the decision to complement the SoK documents with lectures (i.e., *Information and discussion sessions*) by the authors proved to be immensely fruitful, fostering engaging discussions with the participants. This collaborative format exemplifies a promising blueprint for future KM-initiatives also for the DI documents.

In conclusion, the EURAD KM programme, with the SoK documents as one important part, has the potential to provide tangible benefit to the RWM community and the national programmes alike. The efforts and insights outlined in this deliverable have contributed to draw valuable lessons from these demonstration cases that can serve as guiding principles for future initiatives.

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