Position Paper on Knowledge Management Processes in 2025: From an Explicit (Pre)history to a Modern Implicit era

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1. Executive Summary

Knowledge originates from the human mind and extends far beyond time and space. Modern civilizations are built upon centuries of accumulated of knowledge and its application. This has led to the development of cities, societies, civilizations, economies, discoveries and emerging fields in human lives.

With the increased use of computers in the second half of the 20th century, the isolated personal computer has transformed into modern Information System. Coupled with (robust) Quality Assurance system, this has **allowed "Explicit knowledge**" (knowledge that can be verbalized, stored and recorded in any kind of digital or paper solution) **to be correctly stored, shared, reused.**

The position paper aims at focusing exclusively on the emergence of the "Implicit" Knowledge Management (KM) process (the one that is difficult to express or extract, and thus more difficult to transfer to others by means of writing it down or verbalizing it).

For several years now, due to various reasons (departure, retirement, restructuration, illness, remote activities, loss of coffee machine break, …), the available expertise within organizations is decreasing. At the same time, there is increasing on teams to produce and deliver better, quicker, cheaper.

Since Knowledge is becoming a critical asset, organizations should (must) take care to avoid losing their competitiveness and capacity to produce or deliver.

To develop a coherent KM framework, Organization (Top Management) should start **recognizing** that a Knowledge Management process clearly supports the business and should send a signal to all employees to support to the Knowledge Manager and their team.
Then, together with HR, Communication, QA, IT team, they should commit all Business Stakeholders to allocate the necessary support and resources to implement the KM processes and tools that is necessary.

This paper aims to demystify the Knowledge Management process and provide a clear path to set up a robust and sustainable KM framework.

An Implicit Knowledge Management framework aims to support any organization in increasing quality, productivity, efficiency by developing its COLLECTIVE intelligence.

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2. Introduction

- Purpose and Scope of this Position Paper

The aim of this position paper is to present a coherent place of the Knowledge Management processes when implemented in an organization and its contribution, in 2025 and beyond, nearly after 30 years since it was theorized. Knowledge originates from the human mind and extends far beyond time and space, being both omnipresent and omnipotent (everywhere and at every place that the human mind perceives). Modern civilizations are built upon centuries (maybe thousands of years) of accumulated of knowledge and its application. This has ledrise to cities, societies, civilizations, economies, discoveries and emerging fields in human lives (with increased use of computers in the second half of the 20th century, came knowledge bases, expert systems, information repositories, group decision support systems, intranets, … [1]).

KM emerged as a scientific discipline in the early 1990s. The Knowledge Management idea, such as the Socialization, Externalization, Combination, and Internalization (SECI) model which explains how tacit and explicit knowledge are converted into organizational knowledge has been adopted by academics [2].

Since the first works made on KM [3] around 1995, many disruptions have occurred i.e. regarding the information system in general, hardware infrastructure, software, the emergence of cloud-based solution, new functions like Enterprise architect, the large implementation of specific Quality Assurance Standards like ISO 9001 (or AS9001I, ATF 16949, CMMI (Capability Maturity Model Integration) which refers to good practices to improve engineering activities) model, …).

In 1999, the notion "**personal knowledge"** [8] (which refers to the management of knowledge at the individual level) was introduced. In enterprise, analysis of case studies has recognized the importance of knowledge management dimensions (such as strategy, process, and measurement). To avoid reiterating why KM is essential for a sustainable development of an organization (being public or private), this position paper aims to clarify, define and confirm different elements but also clearly **limiting and controlling** the scope of the KM.

Since the early 2000s, with the emergence of solid Intranet system, Database system, Operating System, Wording-Calculating-Presenting suite, on Premise system but now more on cloud-based (and also the ISO 9001), the consolidation of the information (in a very broad sense that can be documents, datafiles, video's, computation models, …) has been significantly improved.

The powerful Information System (IS) system that exists now accompanied by robust Quality Assurance system **allows (Explicit) Knowledge to be correctly stored, shared, reused**. Such flow can surely be improved, but it is not the objective of this position paper.

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Similarly, this paper will not argue the emergence and the use of **Artificial Intelligence** which are tools that will strongly interfere in the daily work of an organization.

For information, the 2025 APQC (American Productivity & Quality Center) predictions for Knowledge Management are:

1. KM and AI Partnership: Connecting Humans and Machines

2. Trust and Adoption: Addressing Change Management Challenges

3. Knowledge Transfer: Ensuring Knowledge is Used

In the same way, we will not differentiate between **"Tacit" and "Implicit" Knowledge.** Some authors refer to implicit knowledge while others speak about tacit knowledge. Are there the same? In fact, there are some differences, **though they are closely related and often confused:**

- **Tacit knowledge (TK)** is largely subconscious and deeply ingrained in an individual's mind and experiences, making it much harder to formalize. Tacit knowledge refers to personal knowledge that is difficult to express, formalize, or transfer.

- **Implicit knowledge (IM)** is knowledge that is consciously held and should be made more easily explicit (i.e., documented), though it hasn't been yet. Implicit knowledge is knowledge that is not yet documented or codified but can be made explicit if necessary. It can sometimes take a lot of (expensive) effort to record it.

In summary, while **Tacit knowledge** is hard to verbalize and internalize in nature, **Implicit knowledge** can be expressed and codified with some effort. For information, according to the definition taken in the DACH KM Glossary (2009 and 2020), **Knowledge** is always implicit. So called «explicit» knowledge is information. Nevertheless, in this paper, to simplify, we will only use the words "Implicit Knowledge".

Therefore, this position paper aims to focus exclusively on the emergence of "Implicit" Knowledge Management (KM) processes.

Finally, we will not differentiate between specific countries or organization (for example between the private or the public sector or for the development sector, the academia, …). Knowledge Management is universal. Only the size of the organization matters. If the organization is strongly smaller than 200-500, then other processes should prevail.

- Intended Audience

This position paper is intended for a large audience (beginners, middle management, Executive leaders, …) who would like to initiate an implicit Knowledge Management path and/or understand why **Implicit KM is essential** for the continuous improvement of organization.

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You don't need to be ISO 9001 certified (nor supported by a QA system) to start implementing a KM program but it is clear it will help your KM deployment.

3. The Case for Knowledge Management

- Defining Knowledge Management

In the 90's, different definition were given to Knowledge Management such as "KM is the process of **capturing, gathering, analysing, storing, distributing, sharing and effectively using knowledge" and information within an organization or community** [4]

The ISO committee defines KM in the ISO 30401 Knowledge Management Systems – Requirements defines KM as: "KM is a holistic approach that aims at better learning and more efficiency through the optimal use of knowledge **to create value for the organization**".

Simply put, Knowledge must be created and then shared to be used by as many people as it is necessary in an organization to fulfill their activities.

- Why KM is Critical for Today's Organizations

It is evidence that in 2024, we now live in a very volatile, uncertain, complex and ambiguous (VUCA) world, but also in a more dematerialized world than ever; a world where an information is produced at a moment T^0 everywhere in the world and can be distributed all over the world T^0 +10 second later.

In most organization (professional or not), for various reasons (departure, retirement, restructuring, illness, remote activities, loss of the coffee machine break, …), the available expertise is decreasing while at the same time, there is increasing pressure on teams to produce and deliver better, faster, and cheaper.

Therefore, at a moment, an organization can be out of the market or simply much less competitive, less attractive, less organized, less efficient, less profitable, simply because the organization has lost a substantial part of its knowledge.

- Key KM Goals: Enhancing Access, Collaboration, and Innovation

An Implicit Knowledge Management framework aims to support any organization in increasing quality, productivity, efficiency by developing its COLLECTIVE intelligence.

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4. Core Principles of Knowledge Management

- Explicit versus Implicit Knowledge Management

Explicit Knowledge: concerns all knowledge that can be verbalized, stored, accessed, and shared with others, and recorded in any kind of document, database, digital solution, or formulated in any type of paper or digital way, and that can be reused by another knowledgeable staff of the company. Today, Explicit KM (already stored by the organization) likely comes from the organization subjected to Quality Management System (ISO 9001 or similar) or at least under a coherent organized environment (through QA requirements).

By a professional use of an Enterprise Portal linked to a solid Document Management System, an organization should be in position to develop products and services and give the necessary assurance it is correctly designed, produced, operated, maintained, decommissioned. By managing correctly its QA system, the company can record efficiently the data and information needed.

Implicit knowledge: Refers to part of knowledge that is difficult to express or extract, and therefore it makes it more difficult to document, transfer and share with others. This can include personal wisdom, experience, insight, and intuition that are in the minds of people, not recorded in any way, not transferred to anyone.

Implicit KM is not really covered a lot by ISO 9001 (except within § 7.1.6 and 7.2 and 7.5.1). It is the same in the ISO 30401 (Knowledge Management System), you will not find any mention related to Implicit or Tacit knowledge. These two standards rely on competence but refer to the guideline ISO 10018.

Following P. Drucker, it is the knowledge located within our two ears that you can't manage, but doing nothing is not an option. Prof. Gilbert Probst, already a key figure in KM since 1995 in German speaking countries had similar opinion.

KM major principle: democratizing knowledge and making it accessible and actionable seems evidence (but is rarely developed as such within organization). Knowledge sharing fosters collaboration across boundaries (silos) and helps to build a culture of **democratization of knowledge** (to make knowledge a shared resource for all) and trust.

5. Essential Pillars of Knowledge Management

Knowledge Management (KM) is primarily based on three pillars: People, Processes, and Technology (Pe-Pr-T), but it may also include a pillar of governance. Explicit Knowledge is organized into intranets and databases using robust processes and supported by employees; hence it follows the T-Pr-Pe model. On the other hand, Implicit Knowledge follows the Pe-Pr-T model because it requires analyzing and co-creating specific knowledge with people using

adapted processes, which is then transmitted to the concerned parties through useful technology. Naturally, data and information derive from People, Processes, and Technology.

- People (Roles): Executive Board Empowering a Knowledge Management Leader

It is evident that People play the most important role in the implementation of an Implicit KM process. However, Top Management is crucial in enabling the Knowledge Management manager to start their mission positively.

Top Management must be concerned, convinced and allocate the necessary resources to the KM project. This includes not only the KM manager itself of course, but also the KM team and the necessary support (IT, Communication, HR practices support, Legal advice (e.g. GDPR), Finance, … The roles of the KM Practitioners and other KM Advocates (Referent and Stakeholders) are defined later in this paper.

The Top Management should begin with an appropriate letter of mission. The release of a clear Governance will come later during the KM framework process and is an essential keystone to avoid confusion.

Buy-in from the Top Management is necessary (nearly mandatory) to start a KM program. The Knowledge Manager will be in position to build a team of professional who will produce positive and productive outcomes for the entire organization.

- Processes and Best Practices: Streamlining the Democratization of Knowledge

In an organization, it is necessary to properly implement a process (e.g. within the existing QA system) to ensure its official application. Nevertheless, any process must be supported by the management and understood by the employees. To succeed, a process must be simple, well understood, agreed upon, easy to apply, and interconnected to other processes (of the QA system) of the organization.

In the case of KM, the situation is more complex since KM has not yet proceeded from any mandatory standard (ISO 30401 is only for information as well as DIN SPEC 91443 for SME's (small and medium enterprises). However, in the ISO 9001, section 7.1.6 (Organizational knowledge), 7.2 (competences), and the guideline ISO 10018 can be considered the first seeds if correctly used.

Before transforming newly created Implicit KM initiatives into strong processes, it is highly recommended to activate and validate them into the organization, ensuring the "loop" is correctly closed.

In KM deployment, processes play a role but are limited. According to field practices, the necessary processes must be recorded in the QA system. What will make the difference is the

Culture that prevails in the organization, the way the implementation is done, how it is presented to the employees and the employees' training organized.

What will make the difference is the commitment of the Top Management to create a knowledge-sharing culture, starting with a comprehensive presentation of the program/project/initiative, followed by carefully implementation (involving as many employees as possible) and with celebration moments. Without this Sharing Culture, the risk of the KM project failure is high.

- Technology and Tools: The Role of Digital Transformation in Knowledge Management

In the 1990s, modern Information Systems (IS) began to emerge and cannot be compared with what we can have today. The robust MS Windows 95® cannot be compared with our modern Intranet (however such system is built) and Cloud platforms have radically changed the way we can create, store, modify, archive, and delete any documents. Powerful DMS (Document Management System) have also grown transforming the ancient "file manager" into a piece for Museum (even it sometimes it has still some interest).

We, therefore, consider that implementing a solid Intranet coupled with using a performing DMS (and its Search Tools) is not a question of the IS 4.0 revolution but rather, basically, a question of (investment). Depending on an organization's size and resources, some will perform better. Solid Intranet coupled with the use of a performing DMS (and its Search Tools) is not a question of IS 4.0 revolution but rather a question of resources (money)r a solid Intranet coupled with the use of a performing DMS (and its Search tools). Some organizations will perform better than others (It can be due to the size of the organization, the culture or the resources allocated). A proper information architecture, taxonomy and process supporting context information must be considered and added. If you don't consider it, your project will probably fail.

Implementing an Implicit KM process doesn't require a lot of technology. It is possible to set up an Implicit Knowledge Management process with existing **Mailing tool** (to access people), a **Word processor system**, **Calculation sheets**, and a slides **Presentation tool**. Moreover, the most successful Implicit KM is often related to the contact people may have in the organization (see as an example the 3-sphere model [9]).

Of course, cloud-based solutions, modern communication tools, online tools, will improve the performance of all KM activities but, they are not the first, second, or third issue. It is recommended to use the existing tools, try to improve it if possible and only if you are stuck in the middle, select a tool from the market or better continue to develop the existing i**n-house tools**.

- Culture: The Foundation of Knowledge Sharing

In an organization, the c**ulture** defines how people interact and how theyfeel and behave with colleagues (in general) and with the hierarchy (in particular). When trust is the cement that links

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people together, such positive influence can really boost professional activities and knowledge sharing. People must be aware that they can ask for any kind of support, and when they receive it, it is because the behavior of sharing and helping is recommended (or better rewarded) by leadership because it supports business activities in general. Giving to receive should be as normal as using a phone call to contact someone.

When the structure and the hierarchy are too severe, it blocks the transfer of information and decreases the possibility of better performing business activities. It reinforces the always growing silos and limits the possibility to co-create or engage in joint activities.
Knowledge is power but Applied Knowledge Management expands Business Excellence.

- Review of the position of KM managers

There are many different organizational positions where KM manager roles are integrated today. As an example, it can be in HR, Training, Finance, in the QA department, in Operations, in PMO, or in Operational Excellence. The exact position of the knowledge Management should, in theory, not be a topic of discussion if an organization trusts KM activities.

The issue arises from the fact that KM is considered a low priority because organizations don't recognize it as a factor of efficiency.

We recommend an **independent** position with a direct link to an influential member of the Top Management. The best position of a KM officer is as an **Independent Knowledge Management Officer** (InKMO) within the organization, preferably reporting directly to the CEO or very close.

6. KM in Action: Best Practices & Strategies and Resources within companies

- Illustrative Case Studies of Successful Implicit KM Implementation

There are many examples that illustrates the potential of the Implicit Knowledge Management implementation like:

- Communities of Practices: A limited number of people (ideally 3 < ideally 8 < 12 as the core team but can be more) will identify the main products or services or processes or competencies that need to be targeted and reworked
- Return of Experiences (REX or RoE): A failure (or a success) should (or must) lead to the release of a ReX (sometimes named RoE or Lessons Learned or After-Action Review or Post-Mortem action or Best Practices) accessible to the concerned people
- Critical Knowledge: Identify the list of People (sometimes 1 or 2) having some specific skills or knowledge needed to achieve major business goals (or able to negatively influence the business goals in case they leave the organization)

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- Competency catalogues: Preparation with main stakeholders of the global list business competencies to identify where people with such competencies are located
- Expertise network: Any relevant organization have (should have) experts in their team of employees. Such experts should be valued and encouraged to share their experience with others. Through the KM organization, Experts should be linked to the KM program and **if existing** to the Research & Development (R&D) activities
- Retention and transfer of information and knowledge: Retention of information is always challenging in an organization. It should be discouraged in general. When someone leaves the organization (for another one or for retirement), the important/critical knowledge should be transferred. Sometimes you have only 3 months to do it, sometimes (retirement), you have up to five years to organize it. Unfortunately, sometimes, you have no time, in this last case if his/her knowledge was critical, it would be lost and will cost a lot to build up again
- Retired employees: Outboarding programs can be developed and supported by the KM program. Post-retirement employees could be encouraged / onboarded as consultants to come from time to time to train people, deliver master classes, mentor, participate in peer review, or other ways to continue supporting knowledge turnover as funding allows and as required
- Knowledge coffee, Knowledge forum, Knowledge newsletter, … to regularly present the progress made by the Knowledge Management team
- Workshop designs, peers' reviews, design reviews, storytelling, KM coffee, think tanks or any other facilitation rooms are also specific places of technical discussion
- Interaction with specific departments like the HR department (to adapt the onboarding programs for Newcomers), Q&HSE (Quality & Health, Safety and Environment) department (to embed more people on the Quality and the KM activities), …

- Strategies and Resources for Scaling Knowledge Management Efforts

Different elements must be defined before Knowledge Management activities can start on solid basis within an organization:

- Top Management commitment: a **recognition** that the Knowledge Management process supports the Business and a signal to all employees to support the Knowledge Manager. Without management commitment, any investment in KM may not be used efficiently (or at least not invested as best as it should be)
- Human Resources: As a **solid partner** of the Knowledge Management process, its support to some of the KM activities by providing some specific online tools and access to a communication channel, … is necessary

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- Single Point of Contact (SPOC) or referent (or similar): a Knowledge Manager **cannot work alone**. The SPOC needs to be supported by local SPOC, especially within large organizations. This person is not necessarily a manager. It can be SPOC IT-IS, documentation SPOC, finance SPOC, Legal SPOC, or even a business SPOC (mechanic, electricity, I/C, project management, erection, …)
- Business Stakeholders: Managers, accountable for Business performance, are **essential** in the approvement and correct use of Knowledge Management. KM is primarily made for improving Business efficiency in one way or another. No involvement of Business Stakeholders is an issue than can provoke the failure of the KM master plan.
- Communication: Used to inform the team of a way to communicate within the organization, always using a **recognized Knowledge Management brand**. Famous **Cola Soda** marketing is a good representation of it because even after more than a century, you continuously see advertising every day
- General Data Protection Regulation (GDPR): Analyze the **GDPR requirements** if and where needed. Personal data must be identified, and the access should be limited to those who really need it to have it (e.g. diploma access for Sales and HR but not for the whole organization)
- Process: start your Knowledge Management activities **slowly but surely** and consider the existing process environment to adapt it to the new KM initiatives. It is not necessary processing to start processing Day 1 but at a moment, you need to organize elements.
- Quality Assurance (QA): at any moment, KM activities **should be aligned** with your (ISO 9001) Quality Assurance system, even if you don't go for an ISO 30401 certificate, alignment is necessary.
- Access to information: if the sharing of information is essential within an organization, it doesn't mean that it is possible to share anything with anybody. **Sensitive information** must be organized with restricted access and access to such information must be granted only for those staff who need it for their work.
- Content Management: Knowledge Management is clearly linked to the Organizational Development strategy. It will highlight the value or demonstrate the importance of the content created and stored in the Information System. In clear terms, it leads to more possibilities of employee's personal growth and likely to more sustainable successes for the organization.

Our recommendation to start a good KM mission is to have a first letter of mission released by the Top Management, some resources (€/$ and hours allocated), the commitment of some important Business Stakeholders and 2-3 necessary SPOC's (e.g. mainly within the Communication and IT-IS teams)

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7. Knowledge Management Proven benefits – Return on Investment (ROI)

Within an organization, most of the Knowledge (or Information, Data, …) produced is purely Explicit Knowledge, which can be quantified in Giga bytes (Gb), while Implicit Knowledge (If and When produced) represents only a minimal portion in comparison. Even in favorable scenarios, Implicit knowledge (when produced via a KM program) has only a limited impact in Gb compared with the Explicit knowledge produced.

The value of Implicit knowledge **cannot be assessed based on its measurable volume or through a direct Return on Investment** (RoI) but rather via **indirect RoI**.

- Direct RoI

Direct ROI will be eventually very limited. It is the consequence that one (or more) Knowledge deliverables created are rarely sold as-is to the market. Such deliverables are frequently (nearly always) indirect elements that will support other business activities.

- Indirect RoI

By releasing (or better by increasing) the production of Implicit Knowledge deliverable, the organization will increase its capacity to better perform (or to defend its position in the market. This can be due to a better efficiency, to the opening of new markets, the decrease of customer complaints, the limitation of the time to market, any improvement of the working ambiance, …

- How to measure the success of Knowledge Management

If you can't directly measure the knowledge (value) created, you can easily measure some knowledge elements that can be sorted in two categories:

KPIs accepted by the executives

- Time saved (when it is possible to measure it)
- Decrease of employee turnover
- Increase of tenders on unexploited market, increase sales
- Increase of efficiency, delivery, quality, etc
- Acquisition of new clients
- Decrease in internal costs
- …

KPIs important to the knowledge managers

- Number of KM deliverables
- Number of hours spent on KM activities

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- Number of KM events or number of KM awards submission files
- Number of Communities of Practices (CoP) or other specific organization
- Number of Claim or negative Customer Satisfaction Score (CSS)
- …

The more specific your KM mission is, the more likely you will identify clear RoI (e.g. decreasing the time to market from for a very well-identified product and services; identifying the clear root cause analysis of the failure of very important machine or equipment's; confirming the transfer of expertise of people to facilitate internal mobility of important experts, …

- Cost or Investment?

The question is frequently raised to know if a KM program is a cost or an investment. From our point of view, it is, a of course cost … that can lead to one of the **best performing investments** programs ever made by an organization. You will not find any calculation of RoI within the literature, but you can easily find some interesting benchmarks on Internet.

You can also ask to an Artificial Intelligence to determine the performance of the Knowledge Management, but the answer provided is that it's important to note that **measuring the ROI of KM can be a complex process**, and there are many factors that can affect the outcome.

Therefore, it's important to **carefully consider the goals and objectives of the initiative**, as well as the metrics that will be used to measure its success: **Knowledge Management is simpler than you think but more complex than you imagine (to put in practice)**.

If the organization doesn't allocate (Knowledge Management) resources, it will result in "**No KM achievements"**. If KM (education) is expensive, organization can **try ignorance** [5] but the proof of the pudding (KM) is the eating. We strongly recommend organization to try it and to set-up real KM processes with a solid governance and of course the necessary resources.

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8. Conclusion

Knowledge Management has existed for thousands of years, in one way or another, but it is very recently (around 1995) that the concept has been theorized and conceptualized by university development and by the earlier practitioners [6]. For nearly 20 years, the focus has been on the Explicit Knowledge Management with the idea of creating, storing, sharing information. This first phase has now well matured and even if it is always necessary to focus on a correct conception of the information for that it can be easily reusable, to be stored in place where it could be easily accessible (especially today with the emergence of the Cloud. It is now therefore time that organizations concentrate on Implicit Knowledge Management processes.

On the other hand, you cannot manage knowledge because Knowledge exists only between two ears (in the mind). Implicit Management is exactly what people have between such two ears and what you should really take care [7].

Of course, it will not be ever possible to industrialize (hopefully never…) what the human brain contains with a simple Copy/paste and reuses it “as is”. What people can do in their organization is to create the **condition to share knowledge** or to **create new knowledge** through the trustful collaboration of people.

Organizing an Implicit Knowledge Management framework within your organization will improve your **efficiency**, your **environment**, prevent you (and/or mitigate the consequences) from unexpected concurrence, improve **customer satisfaction**, increase **efficiency**, limit the **delivery time**, etc.

IT IS MAYBE THE BEST-PERFORMING INVESTMENT AN ORGANIZATION CAN MAKE FOR ITS FUTURE.

Acknowledgment

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9. Appendices

- Glossary of the main Key KM Terms and Concepts

  KM – Knowledge Management
  IM – Implicit Knowledge
  TK – Tacit Knowledge
  EK – Explicit Knowledge
  CoP – Communities of Practices
  ReX – ROE – Return of Experience (REX is generally used by French native speakers)
  LL – AAR – Lessons learned After Action Review (mostly used by English native speakers)
  IS – Information System
  GDPR – General Data Protection Regulation
  KPI – Key Performance indicator
  ISO – International Organization for Standardization
  PePrT (also named PPT) – People, Process & Technology

- KM Standards and other Knowledge Management Guidelines

  ISO 9001 – Quality Management Systems - Requirements
  ISO 30401 – Knowledge Management Systems - Requirements
  SI 25006 – Knowledge Management Systems - Requirements
  BS (2001) – PAS 2001 - Knowledge Management - Guide to Good Practice + BS (2003)
  PD 7502 – Guide to Measurements in Knowledge Management
  AS (2005) – 5037: Knowledge Management - A Guide
  Nuclear Guidance – WANO recommendations & GSR part 2

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