

AMERICAN NUCLEAR SOCIETY (ANS) STANDARDS COMMITTEE STRATEGIC PLAN January 2016 through December 2020 Revision 1 – March 8, 2017

Vision

The American Nuclear Society (ANS) Standards Committee is recognized as a leader in developing standards for the implementation of nuclear science and technology.

Mission

To develop and maintain high-quality, consensus standards that continuously meet the needs of the U.S. nuclear industry¹ and to promote their broad acceptance and use.

Goals and Objectives

Each of the following five goals is defined by its objective and supported by specific initiatives to achieve them.

Goal #1: Align Standards Development Priorities with Current and Emerging Industry Needs

Objective: Establish an approach and supporting systems to periodically collect industry priority input and integrate it into the standards priorities and delivery targets

Initiatives

- A. Evaluate the results from the initial industry standards priority survey
- B. Assign responsibilities to the appropriate consensus committees (CCs) to address the top ten survey identified high priority standards
- C. Develop and implement an approach to collect industry priority needs on an ongoing basis and integrate them into standards committee priorities.
- D. Incorporate risk-informed and performance-based methods in ANS standards, where appropriate, by:
 1. Develop the Risk-Informed Performance-Based Principles and Policy Committee (RP3C) Operating Plan
 2. Develop a Risk-Informed Performance-Based Principles training package for training of ANS Standards Committee members.
 3. Conduct training of CCs and working groups (WGs)
 4. The RP3C will work with each CC to develop a prioritized list and schedule for incorporating risk-informed and performance-based principles into its standards. Collaboratively, they will identify and define any new standards that are related to risk-informed and performance-based principles. Some of such work may already have been assigned to other standards WGs, and so it is important to work with the Standards Board and CCs to identify an appropriate WG lead (and CC) for standards development

¹ The term “industry” as used in this plan means the portions of the nuclear science and technology community within the scope of the ANS Standards Committee.

- with the objective of avoiding duplication
5. Publish a *Nuclear News* article to inform other members of the Society of the benefits of this risk-informed and performance-based effort
 6. Develop presentation materials that can be used to inform other industry groups as to the benefits and use of the ANS Standards Committee risk-informed and performance-based standards activities

Goal #2: Develop and Maintain High Quality Standards

Objective: Ensure effective training and knowledge transfer is embedded in the standards development process and augment participant capabilities to develop and maintain high quality standards

Initiatives

- A. Enhance the relationships with the ANS Professional Divisions and Technical Groups to assist in populating WGs with expert individuals (also supports Goal 5)
- B. Develop and Implement a standards training program for all Standards Committee members to ensure that standards development is consistent with current policies and procedures, thus, producing consistently better quality products in a timelier manner
- C. Assign a mentor to each new standards WG that is experienced in the use of ANS standard's procedures, policies, glossary, and tool kit

Goal #3: Improve Standards Development Production and Efficiency

Objective: Improve efficiencies with respect to development and maintenance of ANS standards

Initiatives

- A. Expedite development of high-priority standards by improving SB and CC oversight using achievable project plans and definitive schedules with assigned milestones throughout the standards development cycle.
- B. Complete the Standards Volunteer Database to facilitate recruiting personnel for Standards Committee activities (also supports Goal #5)
- C. Assist the CCs in obtaining required human resources using outreach initiatives
- D. Maximize use of the ANS Standards Workspace and other communications vehicles to eliminate the need for travel and face-to-face meetings to the maximum extent possible
- E. Acquire funding (e.g., grants) to support the development of high-priority standards on an expedited basis
- F. Streamline the reaffirmation process to reduce the number of delinquent standards by establishing a systematic review of delinquent standards to start no later than the four-year mark
This can be accomplished through the following mechanisms:
 1. Automatically sending out a Reaffirmation Form to the WG chair with copies to subcommittee (SubC) chair and CC chair
 2. Automate SubC and CC approvals of reaffirmation, withdrawal, and revision recommendations
 3. Establishing an ANS Professional Division and Technical Group sponsorship program to aid in review of associated delinquent standards with and without active WGs
- G. Develop SubC/CC metrics to identify opportunities for improvements

Goal #4: Expand ANS Awareness and External Outreach

Objective: Increase industry participation through awareness of existing standards and standards development activities to ensure continuing relevance

Initiatives

- A. Use periodic survey methods to gain feedback from industry, federal and state agencies; provide feedback to survey responders
- B. Establish periodic leadership meetings with regulatory agencies, owner's groups and industry executives to align needs, and build support for development and greater use
- C. Establish an ANS Professional Division sponsorship program to broaden input in setting standards priority
- D. Seek liaison arrangements with relevant standards development organizations, where needed, to improve efficiency, effectiveness and consistency of standards across the industry where overlapping or interlocutory standards arise
- E. Establish an approach to keep industry and trade groups advised of approved standards and in-progress standards in their areas of interest
- F. Identify key international organizations that can contribute to specific ANS standards development projects, including work group participation, review of draft standards, and providing input into standards prioritization
- G. Establish a standards educational program for non-Standards Committee members to increase their knowledge of:
 1. what consensus standards are, and are not;
 2. benefit of consensus standards to the industry;
 3. advantages to companies, federal and state agencies, and individuals of supporting standards development
- H. Contact leading nuclear companies to determine if they issue regular newsletters and offer to provide standards updates for inclusion
- I. Evaluate the cost effectiveness of a fee-based training program for newly issued/revised standards

Goal #5: Improve Industry Representation and Sustainability of WGs, SubCs, and CCs

Objective: Increase participation in ANS standards development to: (1) ensure continued technical capability of standards committee members; (2) enhance knowledge capture and transfer; and, (3) increase participation of young nuclear professionals

Initiatives

- A. Approach owners' groups and industry organizations soliciting member participation in ANS standards
- B. Send notices to ANS Student Section members, Young Member Group, Professional Division members, and North American-Young Generation Nuclear members to provide opportunities to participate in ANS standards
- C. Enhance the relationships with the ANS Professional Divisions and Technical Groups to assist in populating WGs with expert individuals.(also supports Goal #1)
- D. Advertise upcoming standards efforts with requests for support using *Nuclear News*, Nuclear Café, and ANS Linked-In Group
- E. ANS IT Department to complete the Standards Volunteer Database, and make it available to SubC and CC chairs (also supports Goal #3)
- F. Monitor CC and WG success in staffing and recruitment and share best practices across all CCs

SMART Matrix for ANS SC Strategic Plan – Updated 6/16/2017

A SMART strategic plan consists of goals that are **Strategic, Measurable, Attainable, Realistic** and **Time-related**. This matrix takes each of the Initiatives in the ANS SB Strategic Plan and defines the specific activities that need to be done for each Goal and Objective along with its proposed schedule and responsibility. This is a living document. Updates and comments from Standards Board Members will be solicited and the plan adjusted.

Initiative	Assigned Responsibility (Functional Title)	Specific Measurable Success Outcome	Status/ Comments	Scheduled Completion Date	Actual Completion Date
Completed Near Term Overdue 					
Goal #1 Align Standards Development Pries with Current and Emerging Needs					
A. Evaluate the results of the initial industry priority survey	Standards Mgr	Executive Summary issued		1/2016	1/2016
B. Assign responsibilities to the appropriate consensus committees to address the top ten survey identified high priority standards	Standards Mgr	Issue list of high priority standards with assigned responsibilities. List discussed during 2/12/2016 conference call and published in minutes		2/29/2016	2/29/2016
C. Develop and implement an approach to collect industry priority needs on an ongoing basis and integrate them into standards committee priorities.	Chair External Communications TG	ANS SC Policy drafted to specify this approach and approved by SB	1/25/17: With no Eternal Communications TG Chair, there has been no action	2/1/2017	
D. Incorporate risk-informed and performance-based methods in ANS standards, where appropriate, by: 1. Develop the Risk-Informed Performance-Based Principles and Policy Committee Operating Plan 2. Develop a Risk-Informed Performance-Based Principles training package for training of ANS Standards Committee members. 3. Conduct training of consensus committees and working groups. 4. The RP3C will work with each consensus committee to develop a prioritized list and schedule for incorporating risk-informed and performance-based principles into its standards. Collaboratively, they will Identify and define any new standards that are related to risk-informed and performance-based principles. Some of such work may already have been assigned to other standards working groups, and so it is important to work with the SB and CCs to	RP3C Chair	Provide draft of Risk-Informed Performance-Based Principles and Policy Committee Operating Plan for SB approval		9/30/2017	
	RP3C Chair	Resolution of SB comments and issue plan CC ballot		12/1/2017	
	RP3C Chair	Develop priority list of standards and schedule for incorporation of RP3C principles		9/30/2017	
	RP3C Chair	<i>Nuclear News</i> Article drafted, approved by SB Chair and forwarded to <i>NN</i> editor		11/1/2017	
	RP3C Chair	Develop Risk Informed and Performance Based Training Package for SC members and provide to SB for review		12/1/2017	
	RP3C Chair	Develop presentation package for use with other industry groups and submit to SB for approval		3/1/2018	

SMART Matrix for ANS SC Strategic Plan – Updated 6/16/2017

Initiative	Assigned Responsibility (Functional Title)	Specific Measurable Success Outcome	Status/ Comments	Scheduled Completion Date	Actual Completion Date
identify an appropriate WG lead (and CC) for the standards development with the objective of avoiding duplication. 5. Publishing a Nuclear News Article to inform other members of the Society of the benefits of this risk-informed and performance-based effort 6. Developing presentation materials that can be used to inform other industry groups as to the benefits and use of the ANS Standards Committee risk-informed and performance based standards activities	RP3C Chair	Contact appropriate organizations to make presentations at NRC RIC, ANS UWC and Owners' groups		7/1/2018	
	RP3C Chair	Make presentations at a minimum of 2 groups		10/1/2018	
Goal #2: Develop and Maintain High Quality Standards					
A. Enhance the relationships with the ANS Professional Divisions and Technical Groups to assist in populating WGs with expert individuals. (also supports Goal 5)	Internal Communications TG Manager	Issue interface liaisons table between applicable divisions and group and the standards consensus committees		8/1/2016	6/1/2016
	CC Chairs	Send requests for staffing assistance to ANS Professional Divisions and Technical Groups as needed		Ongoing	
	Internal Communications TG Manager	Tabulate the summary of the requests made and the results and present to Standards Board	This item has been replaced by having the CC Chair report the results in their SB reports	NA	
B. Develop and Implement a standards training program for all Standards Committee members to ensure that standards development is consistent with current policies and procedures, thus, producing consistently better quality products in a timelier manner.	Internal Communications TG Manager	Develop initial presentations and post on Workspace		3/1/2016	3/1/2016
	SB VChair	Assign training instructors		3/1/2016	3/1/2016
	SB VChair	Prepare Training Plan		2/1/2016	2/1/2016
	Standards Mgr	Send out training notices		3/15/2016	3/15/2016
	Standards Mgr	Complete the initial rounds of training presentations		6/2/2016	6/2/2016
	SB VChair	Select videos for use in future training presentations		6/2/2016	6/2/2016
C. Assign a mentor to each new standards working group that is experienced in the use of ANS	CC Chair	Evaluate SubC Chairs for familiarity with toolkit/standards development	Action Item 11/2016-21 was created at Stamm's	5/1/17	

SMART Matrix for ANS SC Strategic Plan – Updated 6/16/2017

Initiative	Assigned Responsibility (Functional Title)	Specific Measurable Success Outcome	Status/ Comments	Scheduled Completion Date	Actual Completion Date
standard's procedures, policies, glossary and tool kit			suggestion for CC chairs to speak/meet with their subcommittee chairs to ensure they are aware of toolkit/process.		
	CC Chair	Select SubC Chairs and other CC members with respect to their being well versed in toolkit contents and capable of being mentors. Provide mentor list to SB VChair		5/1/17	
	CC Chair	In cases, where additional assistance is required beyond the SubC Chair, CC Chair should request mentor from SB VChair.		Ongoing	
Goal #3: Improve Standards Development Production and Efficiency					
A. Expedite development of high-priority standards by improving Standards Board and consensus committee oversight using achievable project plans and definitive schedules with assigned milestones throughout the standards development cycle.	SB VChair	Draft Project Plan development policy		10/1/2016	Approved by SB 9/6/16. Project plan w/b added to CC procedures as Appendix K.
	SB VChair	Project Plan development; Policy approved by SB		12/1/2016	
	CC Chairs	Develop Project Plans for 6 total standards from all CCs and submit to responsible CC	1/25/17: Stamm clarified that this action is for a total of 6 project plans to be prepared by all CCs; not 6 by each CC. 3 plans have been developed to fdate.	6/1/2017	
B. Complete the Standards Volunteer Database to facilitate recruiting personnel for Standards Committee activities (also supports Goal #5)	ANS IT Dept.	ANS IT complete ANS SC Volunteer Database in accordance with the SB specification		11/1/2017	
	ANS IT Dept.	SB approves database submitted by ANS IT Department		2/1/2018	

SMART Matrix for ANS SC Strategic Plan – Updated 6/16/2017

Initiative	Assigned Responsibility (Functional Title)	Specific Measurable Success Outcome	Status/ Comments	Scheduled Completion Date	Actual Completion Date
C. Assist the consensus committees in obtaining required human resources using outreach initiatives	Standards Mgr	Develop Staffing Approach guideline and post to website toolkit		12/1/2016	Completed by S. Stamm and posted to the toolkit on 8/22/16 here.
D. Maximize use of the ANS Standards Workspace and other communications vehicles to eliminate the need for travel and face-to-face meetings to the maximum extent possible	CC Chairs	Encourage WGs and SubCs to use Workspace and other online and electronic tools to eliminate face-to-face meetings	Procedure issued to require use of Workspace for storage and activities.	Ongoing	April 2017
	CC Chairs	CC Chairs to submit a report regarding the reduction in face-to-face WG and SubC meetings	1/25/17: Stamm clarified that the report need only be a sentence or two.	5/1/2017	
E. Acquire funding (e.g., grants) to support the development of high-priority standards on an expedited basis.	CC Chairs/ Priority TG Chair	High priority standards list submitted by all CCs which Identifies high priority standards planned for near future. Priorities should be based on expected government need.	1/25/17: Members recognized that the Priority TG Chair position was open and no action has been taken.	Ongoing	
	SB VChair	Work with CCs to assess each effort, select most appropriate standards, prepared and submit proposals. Submit 1 st proposal.	Nov 2017- Agreed to proactively coordinate with NRC and DOE for early identification of potential opportunities..	6/1/2017 Ongoing	
F. Streamline the reaffirmation process to reduce the number of delinquent standards by establishing a systematic review of delinquent standards to start no later than the 4-year mark. This can be accomplished through the following mechanisms: <ol style="list-style-type: none"> 1. Automatically sending out a Reaffirmation Form to the WG Chair with copies to subcommittee chair and consensus committee chair 2. Automate subcommittee and consensus committee approvals of reaffirmation, withdrawal, and revision recommendations 3. Establishing an ANS Professional Division and Technical Group sponsorship program to aid in 	Standards Mgr	Submit Reaffirmation forms to WG/SubC Chairs for all standards approaching the 4-year mark.		Ongoing Starting 4/1/2016	Ongoing
	Standards Mgr	Issue list of all standards over 4 year since issuance showing the issuance of Reaffirmation Forms to the WG Chairs		11/1/2016	Ongoing
	Standards Mgr	Action items for reaffirmation set up in Workspace with automatic reminders		11/1/2016	The report was sent 9/15/16 and will be updated and

SMART Matrix for ANS SC Strategic Plan – Updated 6/16/2017

Initiative	Assigned Responsibility (Functional Title)	Specific Measurable Success Outcome	Status/ Comments	Scheduled Completion Date	Actual Completion Date
review of associated delinquent standards with and without active working groups					resent 12/15/16
	Internal Communications Group Manager	Send list of delinquent standards to Professional Divisions		12/1/2016	Completed
	Internal Communications Group Manager	Issue plan and approach to each Professional Division and Technical Group as applicable and obtain indication of acceptance	In process	5/1/2017	
G. Develop subcommittee/consensus committee metrics to identify opportunities for improvements	Policy TG Chair	Identify CC metrics, review with CC Chairs		10/1/2016	Changed to done!
	CC Chairs	Each CC fill in annual tabulated metric performance	1/25/17: 2016 CC Metrics completed	5/1/2017	4/1/2017
	Policy TG Chair	Evaluate metric results		3/1/2018	
	CC Chair & Policy TG Chair	Provide recommendations for changes to improve performance		6/1/2018	
Goal #4: Expand ANS Awareness and External Outreach					
A. Use periodic survey methods to gain feedback from industry, federal and state agencies; provide feedback to survey responders	SB VChair	Submit draft of survey comment responses to SB Chair for approval		8/1/2016	7/26/16
	SB Chair	Send responses to commenters		10/1/2016	Done
	SB Chair	Determine survey frequency for future ANS and industry surveys.	1/25/17: Members recognized that the EC TG Chair position was open and no action has been taken.	10/1/2016	
B. Establish periodic leadership meetings with regulatory agencies, owner's groups and industry executives to align needs, and build support for development and greater use	Chair External Communications TG	Discuss communications approach with each of the applicable organizations (industry, federal and state agencies)		Ongoing	
	Chair External Communications TG	Develop and issue master SC external communications plan		5/1/2017	
C. Establish an ANS Professional Division sponsorship program to broaden input in setting standards priority	Chair Internal Communications TG	Issue plan and approach to each Professional Division and Technical Group as applicable and obtain indication of acceptance.	1/25/17: A new action item was assigned for Stamm to confirm that a	10/1/2016	

SMART Matrix for ANS SC Strategic Plan – Updated 6/16/2017

Initiative	Assigned Responsibility (Functional Title)	Specific Measurable Success Outcome	Status/ Comments	Scheduled Completion Date	Actual Completion Date
			"Plan" was provided to liaisons.		
D. Seek liaison arrangements with relevant SDOs, where needed, to improve efficiency, effectiveness and consistency of standards across the industry where overlapping or interlocutory standards arise	Chair External Communications TG	Prepare a liaison list identifying each desired liaison interface, the liaison approach and the implementation status	1/25/17: Members recognized that the EC TG Chair position was open and no action has been taken.	10/1/2016	3/1/2017
	Chair External Communications TG	Implement all liaisons on the Liaison Interface List	1/25/17: Members recognized that the EC TG Chair position was open and no action has been taken	10/1/2016	
E. Establish an approach to keep industry and trade groups advised of approved standards and in-progress standards in their areas of interest	Chair External Communications TG	Issue an Industry and Trade Group Interface Plan	1/25/17: Members recognized that the EC TG Chair position was open and no action has been taken.	10/1/2016	
	Chair External Communications TG	Complete plan implementation		6/1/2018	
F. Identify key international organizations that can contribute to specific ANS standards development projects, including work group participation, review of draft standards, and providing input into standards prioritization.	Chair External Communications TG	Develop listing of key international organization, key contacts and the desired interfaces we would like to develop		6/1/2017	
	Chair External Communications TG	Send invitation letter to each of the interface contacts; follow-up as needed		10/1/2017	
	Chair External Communications TG	Provide completion report to SB		10/1/2018	
G. Establish a standards educational program for non-Standards Committee members to increase their knowledge of: <ol style="list-style-type: none"> what consensus standards are, and are not; benefit of consensus standards to the industry; advantages to companies, federal and state agencies, and individuals of supporting standards development 	Chair External Communications TG	Develop presentation package		6/1/2016	6/1/2016
	Chair External Communications TG	Develop invitation list for indoctrination sessions		8/1/2016	All ANS members
	Chair External Communications TG	Send indoctrination session invitations		10/1/2016	sent via Jan 2017 N&D, member blast,

SMART Matrix for ANS SC Strategic Plan – Updated 6/16/2017

Initiative	Assigned Responsibility (Functional Title)	Specific Measurable Success Outcome	Status/ Comments	Scheduled Completion Date	Actual Completion Date
					and ANS home page.
	Chair External Communications TG	Conduct 1 st indoctrination session		2/1/2017	1/31/2017
	Chair External Communications TG	Complete sessions		11/1/2017	
H. Contact leading nuclear companies to determine if they issue regular newsletters and offer to provide standards updates for inclusion.	Chair External Communications TG	Develop list of companies and contacts	1/25/17: Members recognized that the EC TG Chair position was open and no action has been taken.	11/1/2016	
	Chair External Communications TG	Develop short form newsletter	1/25/17: Members recognized that the EC TG Chair position was open and no action has been taken.	11/1/2016	
	Chair External Communications TG	Make contact with 30% and report to SB	1/25/17: Members recognized that the EC TG Chair position was open and no action has been taken.	4/1/2017	
	Chair External Communications TG	Make contact with 100% and report to SB		11/1/2017	
I. Evaluate the cost effectiveness of a fee based training program for newly issued/ revised standards.	SB VChair	Prepare draft evaluation plan		8/1/2016	7/26/2106
	SB VChair	Meet with ANS Membership & Marketing Director and revise plan as appropriate		8/3/2016	Several calls held; last one on 10/5/16.
	SB VChair	Complete evaluation and send report to SB Chair for discussion with BOD		3/1/2017	Completed Jan 2017 – Recommende

SMART Matrix for ANS SC Strategic Plan – Updated 6/16/2017

Initiative	Assigned Responsibility (Functional Title)	Specific Measurable Success Outcome	Status/ Comments	Scheduled Completion Date	Actual Completion Date
					d ANS-2.8 & ANS-3.5 once approved.
Goal #5: Improve Industry Representation and Sustainability of Working Groups, Subcommittees, and Consensus Committees					
A. Approach owners' groups and industry organizations soliciting member participation in ANS standards	Standards Mgr	Send Owners Groups semi-annual updates on applicable standards activities	Industry newsletter created and provided to Jim Riley as POC for utilities on 10/18/16. Industry newsletter posted here .	Ongoing	
	Standards Mgr	Request staffing assistance for select standards	An updated list of volunteer needs was prepared and posted to the ANS website 8-11/16, announced in Sept. 2016 N&D and distributed through ANS Collaborate to PDs.	Ongoing	
A. Send notices to ANS Student Section members, Young Member Group, Professional Division members, and North American-Young Generation Nuclear members to provide opportunities to participate in ANS standards	Standards Mgr	Send notices biannually	Broadcast sent to ANS Student Section 9/15/16.	Ongoing Biannually	
B. Enhance the relationships with the ANS Professional Divisions and Technical Groups to assist in populating WGs with expert individuals.(See Goal #1)		.(See Goal #1)			
C. Advertise upcoming standards efforts with requests for support using <i>Nuclear News</i> , Nuclear Café, and ANS Linked-In Group	Standards Mgr	Advertise upcoming standards efforts with requests for support using <i>Nuclear News</i> , Nuclear Café, and ANS Linked-In Group	Volunteer needs section added to <i>Nuclear News</i> . List of volunteer needs updated and posted to web and announced in N&D.	Ongoing	
D. ANS IT Department to complete the Standards Volunteer Database, and make it available to subcommittee and consensus committee chairs (See Goal #3)		(See Goal #3)			
E. Monitor consensus committee and working group success in staffing and recruitment and share best practices across all consensus committees	SB VChair	Develop standard report and provide to CC Chairs	1/25/17: Stamm confirmed that this action will be completed shortly.	6/11/17	6/11/17
	CC Chairs	Submit semi-annual report using format provided		10/1/2016+ To be implemented in	Ongoing

SMART Matrix for ANS SC Strategic Plan – Updated 6/16/2017

Initiative	Assigned Responsibility (Functional Title)	Specific Measurable Success Outcome	Status/ Comments	Scheduled Completion Date	Actual Completion Date
	SB VChair	Evaluate results of CC reports at SB meeting		11/17 meeting 6/30/2017+ Ongoing	