

AMERICAN NUCLEAR SOCIETY (ANS) STANDARDS COMMITTEE STRATEGIC PLAN January 2016 through December 2020

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 US 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 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. Developing and demonstrating the Standard Application Platform (SAP) approach on at least one standard as a pilot effort.
 2. Incorporating the pilot approach and lessons learned from the approach into the Risk-Informed and Performance-Based Plan.
 3. Publishing a *Nuclear News* article to inform other members of the Society of the benefits of this risk-informed and performance-based effort.
 4. 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.

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.

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 working groups 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 working group that is experienced in the use of ANS standards' procedures, policies, glossary, and toolkit.

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 Standards Board and consensus committee 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 consensus committees 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 working group 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 review of associated delinquent standards with and without active working groups.
- G. Develop subcommittee/consensus committee 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, owners' 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 standard 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 Working Groups, Subcommittees, and Consensus Committees

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 working groups with expert individuals. (also supports Goal #1)
- D. Advertise upcoming standards efforts with requests for support using *Nuclear News*, Nuclear Café, and ANS LinkedIn Group
- E. Encourage ANS IT Department to complete the Standards Volunteer Database and make it available to subcommittee and consensus committee chairs. (also supports Goal #3)
- F. Monitor consensus committee and working group success in staffing and recruitment and share best practices across all consensus committees.

Preliminary SMART Matrix for ANS Standards Committee (SC) Strategic Plan – Updated 5/5/2016

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 preliminary draft of a living document. Comments from Standards Board (SB) members will be solicited and the plan adjusted. The plan will then be used to monitor completion progress.

KEY: SB=Standards Board; SC=Standards Committee; CC=consensus committee; SubC=subcommittee; WG=working group; TG=task group

| Initiative | Assigned Responsibility (Functional Title) | Specific Measurable Success Outcome | Achievable, Realistic and Timely Y/N | Scheduled Completion Date | Actual Completion Date |
|---|---|--|---|---|------------------------------|
| Goal #1 Align Standards Development Priorities with Current and Emerging Needs | | | | | |
| A. Evaluate the results of the initial industry priority survey | Standards Mgr | Executive summary issued | Y | 1/2016 | 1/2016 |
| B. Assign responsibilities to the appropriate consensus committees (CC) 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 | Y | 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. | D. Spellman | ANS SC policy drafted to specify this approach and approved by SB | Y | 2/1/2017 | |
| D. Incorporate risk-informed and performance-based methods in ANS standards, where appropriate, by: 1. Developing and demonstrating the Standard Application Platform (SAP) approach on at least one standard as a pilot effort 2. Incorporating the pilot approach and lessons learned from the approach into the Risk-Informed and Performance-Based Plan 3. Publishing a <i>Nuclear News</i> article to inform other members of the Society of the benefits of this risk-informed and performance-based effort 4. Developing presentation materials that can be used to inform other industry groups as to the benefits and use of the ANS SC risk-informed and performance-based standards activities | RP3C Chair | 1. SB approval of pilot SAP program 2. Pilot test standard issued for CC ballot 3. Incorporate approach and lessons learned into Risk-Informed and Performance-Based Plan and obtain approval by SB 4. <i>Nuclear News</i> article drafted, approved by SB Chair, and forwarded to <i>Nuclear News</i> editor 5. Draft presentation received by SB Chair. i. SB Chair approval of presentation ii. Contact appropriate organizations to make presentations at NRC RIC, ANS UWC, and Owners' Groups iii. Make presentations at a minimum of 2 groups | Y | 1. June 2015 2. 4/2/2017 3. 8/30/2017 4. 11/1/2017 5. 11/1/2017 i. 3/1/2018 ii. 3/1/2018 iii. 3/1/2018 | 1. June 2017 |

| Initiative | Assigned Responsibility (Functional Title) | Specific Measurable Success Outcome | Achievable, Realistic and Timely Y/N | Scheduled Completion Date | Actual Completion Date |
|---|---|--|--------------------------------------|---|---|
| Goal #2: Develop and Maintain High Quality Standards | | | | | |
| A. Enhance the relationships with the ANS Professional Divisions and Technical Groups to assist in populating working groups (WGs) with expert individuals (also supports Goal 5) | Internal Communications Task Group (TG) Chair CC Chairs Internal Communications TG Chair | Issue interface liaisons table between applicable divisions and group and the ANS standards CCs Send requests for staffing assistance to ANS Professional Divisions and Technical Groups as needed Tabulate the summary of the requests made and the results and present to SB | Y | 8/1/2016 Ongoing 8/1/2017 | |
| B. Develop and implement a standards training program for all SC 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 Chair SB VChair SB VChair Standards Mgr Standards Mgr SB VChair | Develop initial presentations and post on Workspace Assign training instructors Prepare training plan Send out training notices Complete the initial rounds of training presentations Select videos for use in future training presentations | Y | 3/1/2016 3/1/2016 2/1/2016 3/15/2016 6/2/2016 6/2/2016 | 3/1/2016 3/1/2016 2/1/2016 3/15/2016 |
| C. Assign a mentor to each new standards WG that is experienced in the use of ANS standards' procedures, policies, glossary, and toolkit | CC Chair CC Chair CC Chair | Evaluate SubC Chairs for familiarity with toolkit/standards development 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 In cases, where additional assistance is required beyond the SubC Chair, CCs should request mentor from SB VChair | Y | 5/1/17 5/1/17 6/1/17 Ongoing | |

| Initiative | Assigned Responsibility (Functional Title) | Specific Measurable Success Outcome | Achievable, Realistic and Timely Y/N | Scheduled Completion Date | Actual Completion Date |
|---|--|--|--------------------------------------|------------------------------------|------------------------|
| Goal #3: Improve Standards Development Production and Efficiency | | | | | |
| A. Expedite development of high-priority standards by improving Standards Board and CC oversight using achievable project plans and definitive schedules with assigned milestones throughout the standards development cycle. | SB VChair SB VChair CC Chairs | Draft Project Plan development policy Project Plan development Policy approved by SB Develop Project Plans for 6 standards and submit to CCs | Y | 10/1/2016 12/1/2016 6/1/2017 | |
| B. Complete the Standards Volunteer Database to facilitate recruiting personnel for SC activities (also supports Goal #5) | ANS IT Dept. | ANS IT complete Standards Volunteer Database in accordance with the SB specification SB approves database submitted by ANS IT department | Y | 11/1/2017 2/1/2018 | |
| C. Assist the CCs in obtaining required human resources using outreach initiatives | Standards Mgr | Develop Staffing Approach guideline and post to website toolkit | Y | 12/1/2016 | |
| D. Maximize use of the ANS SC 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 CC Chairs to submit a report regarding the reduction in face-to-face WG and SubC meetings | Y | Ongoing 5/1/2017 | |
| E. Acquire funding (e.g., grants) to support the development of high-priority standards on an expedited basis | CC Chairs SB VChair | 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 Work with CCs to assess each effort, select most appropriate standards, prepared and submit proposals Submit 1 st proposal | Y | 11/1/2016 6/1/2017 | |
| 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: | | | | | |

| Initiative | Assigned Responsibility (Functional Title) | Specific Measurable Success Outcome | Achievable, Realistic and Timely Y/N | Scheduled Completion Date | Actual Completion Date |
|---|--|--|--------------------------------------|---------------------------|------------------------|
| 1. Automatically sending out a Reaffirmation Form to the WG Chair with copies to subcommittee (SubC) Chair and CC Chair 2. Automate subcommittee 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 | Standards Mgr | 1. Submit reaffirmation forms to WG/SubC Chairs for all standards approaching the 4 year mark a. Issue list of all standards over 4 year since issuance showing the issuance of reaffirmation forms to the WG Chairs. | Y | Ongoing Starting 4/1/2016 | Ongoing |
| | Standards Mgr | 2. Action items for reaffirmation setup in Workspace with automatic reminders | | 11/1/2016 | |
| | Internal Communications Group Manager | 3. Issue plan and approach to each Professional Division and Technical Group as applicable and obtain indication of acceptance | | 11/1/2016 | |
| G. Develop subcommittee/CC metrics to identify opportunities for improvements | 1. Policy TG Chair | 1. Identify CC metrics, review with CC Chairs | Y | 10/1/2016 | |
| | 2. CC Chairs | 2. Each CC fill in annual tabulated metric performance | | 5/1/2017 | |
| | 3. Policy TG Chair | 3. Evaluate metric results | | 6/1/2017 | |
| | 4. CC Chair & Policy TG Chair | 4. Provide recommendations for changes to improve performance | | 6/1/2017 | |
| 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 | Y | 8/1/2016 | |
| | SB Chair | Send responses to commenters | | 10/1/2016 | |
| | SB Chair | Determine survey frequency for future ANS and industry surveys | | 10/1/2016 | |
| B. Establish periodic leadership meetings with regulatory agencies, owners' 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) | Y | Ongoing | |
| | | Develop and issue master SC external communications plan | | 5/1/2017 | |

| Initiative | Assigned Responsibility (Functional Title) | Specific Measurable Success Outcome | Achievable, Realistic and Timely Y/N | Scheduled Completion Date | Actual Completion Date |
|--|--|---|--------------------------------------|--|------------------------|
| 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 | Y | 10/1/2016 | |
| 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 Implement all liaisons on the Liaison Interface List | Y | 10/1/2016 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 Complete plan implementation | | 10/1/2016 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 Send invitation letter to each of the interface contacts Follow-up as needed Provide completion report to SB | | 6/1/2017 10/1/2017 10/1/2018 | |
| 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 | Chair External Communications TG | Develop presentation package Develop invitation list for indoctrination sessions Send indoctrination session invitations Conduct 1 st indoctrination session Complete sessions | | 6/1/2016 8/1/2016 10/1/2016 2/1/2017 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 Develop short form newsletter. Make contact with 30% and report to SB Make contact with 100% and report to SB | | S 11/1/2016 S 11/1/2016 S 4/1/2017 S 11/1/2017 | |

| Initiative | Assigned Responsibility (Functional Title) | Specific Measurable Success Outcome | Achievable, Realistic and Timely Y/N | Scheduled Completion Date | Actual Completion Date |
|---|---|---|--------------------------------------|--|------------------------|
| I. Evaluate the cost effectiveness of a fee based training program for newly issued/ revised standards. | SB VChair | Prepare a questionnaire to get feedback from ANS members Send questionnaire to membership Evaluate responses | | 8/1/2016 10/1/2016 3/1/2017 | |
| 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 Request staffing assistance for select standards | | Ongoing Ongoing | |
| 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 | Standards Mgr | Send notices biannually | | Ongoing Biannually | |
| C. Enhance the relationships with the ANS Professional Divisions and Technical Groups to assist in populating WGs with expert individuals.(also supports Goal #1) | See Goal #1 | | | | |
| D. Advertise upcoming standards efforts with requests for support using <i>Nuclear News</i> , Nuclear Café, and ANS LinkedIn Group | Standards Mgr | Advertise upcoming standards efforts with requests for support using <i>Nuclear News</i> , Nuclear Café, and ANS LinkedIn Group | | Ongoing | |
| E. ANS IT Department to complete the Standards Volunteer Database and make it available to SubC and CC Chairs (also supports Goal #3) | See Goal #3 | | | | |
| F. Monitor CC and WG success in staffing and recruitment and share best practices across all CCs | SB VChair CC Chairs SB VChair | Develop standard report and provide to CC Chairs Submit semi-annual report using format provided Evaluate results of CC reports at SB meeting | | 8/1/2016 10/1/2016+Ongoing 6/30/2017+Ongoing | |