Why Knowledge Management?

- Lack of Organization of Information
  - Duplications and repetitions
    - E-mails
    - Directorate Workrooms
    - Paper Files
    - Shared Network Drives
- Lack of Institutional Memory
  - Staff turnover
- Lack of specialized systems to manage large quantities of information
  - Slow search mechanisms
  - Dilution in Functionality of Systems
    - Corporate Intranet mainly treated as a file repository
Community of Practices
Collaboration/Sharing
Collaborative Tools – Forum
Workspaces/Teamsites
MOF Email Repository
Additional KM Systems
Corporate Document Repository
eRegistry
Explicit Knowledge
Tacit Knowledge
1. Information Source
2. Information Dissemination
3. Information Retrieval
4. Information Retirement

People
eg. Culture
Processes
eg. Taxonomy, Governance
Policies
eg. Access Control

MOF INTRANET
Search Engine

Working with the Organization,

KM Steering Committee
Senior Management
Provide Direction
Make final decisions

KM Working Committee
Directorate Reps
Provide Feedback and Ideas
Early Adopters/Change agents

CPOD
Project Managers

ITU

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KM Working Committee

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ITU

Project Managers
The MOF Corporate Taxonomy

• One common overall taxonomy for MOF HQ
• One Year (Mid 2007 – May 2008)
• Organisational Wide Involvement
  – KM Reps from each Directorate
  – Senior Management Endorsement

The MOF Corporate Taxonomy

• Functional instead of Divisional
  – Knowledge sharing and accessibility at the Organizational Level
• Guidelines
  – Striking a Balance
    • Between Completeness and Conciseness
    • No. of Levels versus Ease of Searching/Finding Information
• 3 Levels
  • 20 Sub Levels Within Each Level
The MOF Corporate Taxonomy

• Starting Point
  – Taking reference from individual directorates’ existing subject classifications

• Bottoms Up Approach
  – Working with KM Reps to decide on appropriate subject classifications that reflect MOF HQ Functions to form the first level of the taxonomy
  – Senior Management Endorsement of L1s
  – KM Reps asked to populate L2s and L3s accordingly
  – L2s and L3s sent to Individual Directorates for approval
Why Third Sight?

• E-Mail Mining Tool to help capture the ‘process’ aspect of institutional Knowledge
• Used by one of our departments, Accountant-General’s Department
• The system blends into the Lotus Notes Interface
  – Simple and Intuitive to Use
• Continuity of Usage of this system is ensured even after SOEasy*

*Standard ICT Operating Environment (SOEasy) Programme which aims to aggregate demand, standardize and enhance the desktop, network and messaging environment in government agencies so as to achieve greater resilience, security, efficiency and cost savings in public sector’s infocomm.

Third Sight in MOF

• Localization to MOF
  – The System was introduced as the MOF Email Repository System
  – Localization of Taxonomy tag to MOF Email ID

• Implementation at MOF
  – Mandatory instead of Optional Filing
    • Ensure all information gets captured and stored in the MOF ERS
    • Each Officer was given a personal folder
    • All non corporate information to be saved into officers’ personal folder

• Control/Access Rights
  – Read/Write access are allocated at the third level of the taxonomy
  – Officers with appropriate ownership rights can create new folders at level 4 of the taxonomy
Implementing the MOF ERS

- Phased Pilot Approach
  - Pilot Team: MOF KM Core Project Team, MOF KM Representatives, Select Representatives and volunteers
  - Phase 1: Testing the MOF Email Repository with minor configurations
    - August 29th – September 29th
  - Phase 2: Testing the MOF Email Repository with customization
    - September 29th- October 15th
  - Phase 3: Engaging all MOF HQ Officers for hands on training
    - October 15th to End October
  - All training outsourced to Third Sight

Implementing the MOF ERS

- 79% of HQ attended Training Sessions
  - Circulation of MOF ERS eLearning Module
    - Introduction to the MOF ERS
      - Guidelines on filing
    - MOF Corporate Taxonomy
    - Installation and Training Guides
      - Step by step guides for officers to install and navigate the system

- Separate One to One Installations for Directors

- One last Training Session for remaining Officers
Lessons learnt

- Top Management Support
- Establish KM network with KM representatives from directorates
- Timely, comprehensive and effective communication
- Minimal disruption to day-to-day work and operations gained more acceptance
- Hands-on training makes transition to using new system smoother

Impact and Benefits

- Beginning, 75% of emails were filed to personal folders and 25% filed to corporate folders
- After 6 months, 40% of emails were filed to personal folders and 60% filed to corporate folders
- Foundation for corporate institutional memory
- Facilitate knowledge sharing throughout MOF
Impact and Benefits

- Customisations made to MOF ERS thus far
  1. Taxonomy tag amended to MOF Email ID
  2. Email revival from MOF ERS to lotus notes
  3. ‘Saved As Draft’ feature
  4. Toggling between 2 views of taxonomy
  5. Group Access Rights
  6. Auto Purging of Personal Folders
Impact and Benefits

• Survey on the usefulness of MOF ERS conducted in May 09.
• 144 (72%) out of 200 staff participated in the survey.
Impact and Benefits

The system allows me to access information easily - 78.5%

Strongly Agree: 8
Agree: 54
Somewhat agree: 51
Somewhat Disagree: 16
Disagree: 12
Strongly Disagree: 3

Impact and Benefits

The system does not interfere in the way I usually work - 75%

Strongly Agree: 7
Agree: 60
Somewhat agree: 41
Somewhat Disagree: 21
Disagree: 9
Strongly Disagree: 6
Impact and Benefits

Customer Satisfaction Rating – 87.5% of respondents gave positive rating.
(Exceeded Target Set At 70%)

Impact and Benefits

- Mass sharing session attended by 36 government ministries and statutory boards
- Various government agencies are now contemplating and some are even in the stage of procuring the same product for use
What’s next

• Storing of secret emails
• Customisations have been included into base product for interested agencies to use
• Working on building other KM tools:
  – Revamped MOFHQ Intranet portal;
  – Corporate document repository (CDR);
  – Migration of MOFHQ corporate applications; and
  – Digitisation of the most current year’s hardcopy documents.

Thank you