Developing Knowledge Repositories & Collaborative Workspaces - The JTC Experience

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Agenda

- KM Vision & Mission
- The JTC KM Journey
- KM Framework
- Presentation and Demo
  - CRISP - Corporate Reporting Information Services Portal
  - SOBI - System of Business Information
  - Workspaces
KM Vision

- A knowledge-enabled organization wherein the work culture and supporting infrastructure nurture collaboration and sharing of knowledge

KM Mission

- To formulate and drive corporate KM strategies and implement initiatives to transform JTC into a knowledge-enabled organization.

The JTC KM Journey

- 1998: SOBI, Intranet
- 2000: EDMS
- 2001: KMD formed, Platinum
- 2002: CoPs, Platinum II
- 2003: Workspaces, Platinum III, Pastra
- 2006: Corporate Resource Centre
- 2007: Platinum IIC
- 2008: SOBI II, CRISP, Knowledge Activists, Network, DLM Process
- 2002 - 2008: 600 Collaboration sites created
KM Framework

Content

Tacit Knowledge
- Subject matter experts
- "know-how" action-based & experiential data

Explicit Knowledge
- Information: Documents, Procedures, Templates & Business Intelligence
- Data: Structured data on customers, competitors, market, culture

Process

Knowledge Creation

Knowledge Capture

Knowledge Use

Knowledge Re-Use

Technology

Content Based: Collaboration, Data & Document Centers
Process Based: Workflow, Processes & Project Centers

Culture / People

Recognize & Reward KM Competency

Corporate Reporting Information Services Portal (CRISP)

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CRISP: A centralized system for Performance Analysis & Reporting

- Balanced Scorecard
- Business Performance Reports
- Macroeconomic Indicators and Articles
- Real Estate Reports
- Business Statistics and Ad Hoc Query
Background

Corporate Performance Reporting Process
- Prior CRISP, aggregation of performance data were manually compiled:
  - Multi-sourced of info - inconsistencies in terms of definitions, data values & inclusions/exclusion of cases
  - Basis of computation/exceptions are not proper documented and knowledge lost over time
  - Data and info scattered everywhere. e.g. excel spreadsheet, individual officer’s hard disc etc
- A need to make more systematic the governance of performance related data and information capturing process

Objectives of CRISP
- Centralized system for performance analysis and reporting
  - Single reliable source of data - minimised inconsistencies
  - Quantitative data and qualitative analysis on JTC/ market performance
- Enhanced corporate performance reporting process
  - Data verification/reconciliation by data owners built into the process
- System of Controls
  - Establish systematic treatments of exceptions
  - Proper documentation should alternations occurs
Benefits

- Centralized platform that provide structured and unstructured info on JTC Corporate Performance
  - allow more holistic and comprehensive analysis
- Data available to users is reliable - single source, minimized inconsistencies, verified and reconciled
  - users can self-help, trend analysis is possible
- Knowledge capturing embedded into the process, not an additional step
  - tracking of history, including basis of BSC computation is possible
- Process is institutionalized into system, and not human dependent
  - shorter learning curve, knowledge not lost
- Set the starting point of our business intelligence (BI) journey

Moving Forward….

- Approach to B.I Journey: By stages - focus on key areas, started with Corp Performance module
- Each Frontend portal - consists of structured (data) and unstructured info (analytical reports). Sustained by a process (to keep portal “alive” and kill the process instead of human dependent)
- At Backend, datamart will be expanded with each add on module, with focus on data integration across modules
- With more modules, aim to develop an Executive Dashboard that provides integrated view
CRISP Demo

System of Business Information (SOBI)

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SOBI: A centralized business information repository system

- Industry Knowledge
- Policies
- Processes
- After Action Reviews (AAR)
- Presentation Repository
- Land Planning Guidelines
- Glossary
Spearheaded by CS21 Steering Committee in late 90s.

To institutionalize a systematic approach to document JTC’s policies and processes, as well as, to serve as a single point of access to these documentations.

Widely used and accessible by staff of JTC

SOBI was developed using Lotus Notes platform
  - Version 1 - 1998
  - Version 2 - 2005

Last revamp of SOBI was develop using Microsoft Sharepoint Server 2007 in 2008 (Version 3).

SOBI - Version 1

Lotus Notes Intranet - 90’s
SOBI - Version 1

- Client-based Lotus Notes application

SOBI - Version 2

- Sharepoint Employee Portal / Intranet 2006
SOBI - Version 2

- Web-based Domino Lotus Notes

SOBI - Version 3 (latest)

- JTC Employee Portal 2008
Objectives of SOBI

- Centralized system for review of policies and processes
  - Single access to accurate source of data through proper categorization and search
  - Leverage on Technology to ensure effective rights control for readers, contributors and approvers and their roles in the review processes
  - Collaboration platform
- Structured Review Workflow
  - Policies and Process Documentation Initiation Workflow
  - Collect Feedback Workflow
  - Approval Workflow
  - AAR Submission Workflow
  - Document Expiration Workflow
  - Reminder Workflow
- Owner Driven KM
  - Owners’ responsibility to drive and ensure the currency, validity and relevance of the documentation.
Benefits

- **Clear Ownership and Responsibility**
  - Improve awareness of the Policies and Procedure across the organization
  - Encourage collaboration between the Subject Matter Experts (SMEs)
  - Users’ confidence and trust
- **One Source and Accessibility**
  - Quick and easy access to large pool of knowledge resource
  - Secure access by roles
- **Knowledge Enabled Processes**
  - Capturing of the document evolution make easy for future reference
  - AAR auto trigger to consolidate feedback
  - Alleviate the need for manual tracking of expired policies and processes for review
- **Scalability and Quick Setup**
  - Extension beyond Policies and Processes Clusters
  - Template to enable quick setup

Clear Ownership and Roles
SOBI Workflow Chart

SOBI System – Workflow requirements for Policy cluster

- Create a Document
  - Record the user feedback into the History list
  - Submit the document for approval
  - Send e-mail to Contributor/CC List/Approver/User Administrator

- Start
  - Choose users to provide feedback
  - Send e-mail to users/CC List/User Administrator

- Collect Feedback for the document
  - Wait until users provide feedback

- Submit for Approval
  - A
  - Initiate Review Process
    - Review Period Reached
      - Send e-mail to Contributor
  - No
  - Yes
    - Initiate Review Process
      - Initiate Document Expiration on Approved Document
        - Send e-mail to Contributor/CC List/Approver/User Administrator
        - Expiration Period Reached
          - Start
            - End
          - End

- End

SOBI Demo
Workspaces

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Presentation Outlines

What is a Workspace?
Background
Objectives
Benefits & Issues
Workspace Demo
What is a Workspace?

Workspace: A platform that allows collaboration as well as systematic capturing, use and re-use of knowledge

Background

- Started in 2002 and used as a platform for introduction of CoPs/Workspaces in JTC

- To date, we have some 600 workspaces (including sub-sites) and widely used in JTC for projects, meetings, task force and SOPs

- Requester apply for a workspace via a registration system. Except for initial configuration of the workspace, minimal IT support required.
Objectives of Workspaces

- **KM (Process)**
  - Embed documentation of content/knowledge into workspaces as part of a business/operational process => captured naturally and not additional step

- **KM (Technology)**
  - Provide a platform for documentation of knowledge. With proper categorisation and search feature, facilitate easy re-use of knowledge

- **KM (People/Culture)**
  - Create awareness of workspace for collaboration. Quality of knowledge being re-used can be used as measures to recognise staff’s contribution to share and impart knowledge to fellow colleagues

Benefits

- Staff are familiar with this collaboration tool as it is easy-to-use and has useful features such as access control, creation of sub-sites, etc

- Relevant information/knowledge are organised and captured

- Knowledge are being used and reused especially benefiting new entrants or existing staff who are new to an area of work; ie shorter learning curve

- List of Workspaces are centralised at Knowledge@Work website and staff can quickly look for information in a particular area of work
Issues

- No proper management of created workspaces (no categorisation, no life cycle management)
- A number of inactive sites and information were outdated
- No systematic tracking on change of owners and members of workspace
- Lack of measure to assess the usefulness of information/knowledge

Note: We have embarked on a project to address the above issues.

Workspace Demo