CREATING A KNOWLEDGE SHARING AND LEARNING ENVIRONMENT THROUGH COPS

Sr ROZNITA BT OTHMAN

Mesyuarat Ketua Jurutera Elektrik
Port Dickson
5 February 2015

What I will cover

- What is Communities of Practice (CoP)
- Cultivating JKR CoPs
- An Overview of JCoP
- JCoP survey findings
- Approach to sustain CoPs

What is a CoP?

Groups of people

shared interest, purpose, or practice

often collaborate via web sites

share ideas and knowledge in several ways

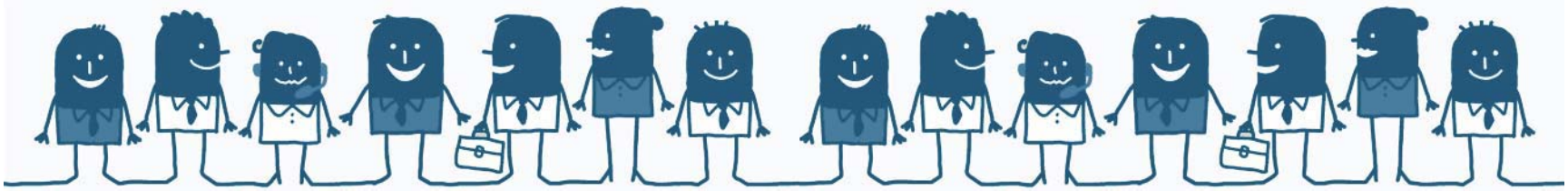
COMPARISON BETWEEN COP, WORK GROUP, PROJECT TEAM AMD INFORMAL NETWORK

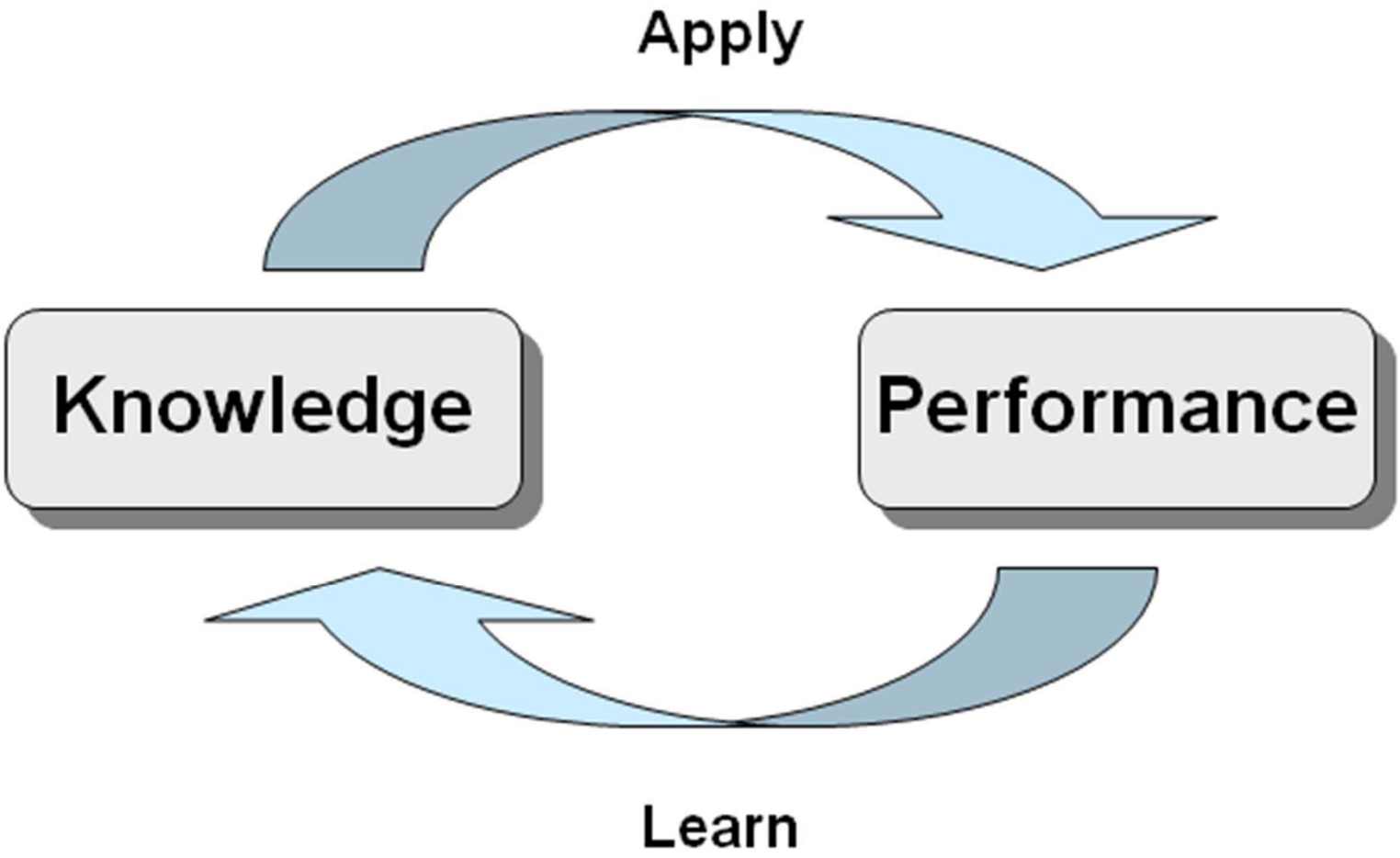
	What's the purpose?	Who belongs?	What holds it together?	How long does it last?
Community of practice	To develop members' capabilities; to build and exchange knowledge	Members who select themselves	Passion, commitment, and identification with the group's expertise	As long as there is interest in maintaining the group
Formal work group	To deliver a product or service	Everyone who reports to the group's manager	Job requirements and common goals	Until the next reorganization
Project team	To accomplish a specified task	Employees assigned by senior management	The project's milestones and goals	Until the project has been completed
Informal network	To collect and pass on business information	Friends and business acquaintances	Mutual needs	As long as people have a reason to connect

JKR CoPs – strategic positioning

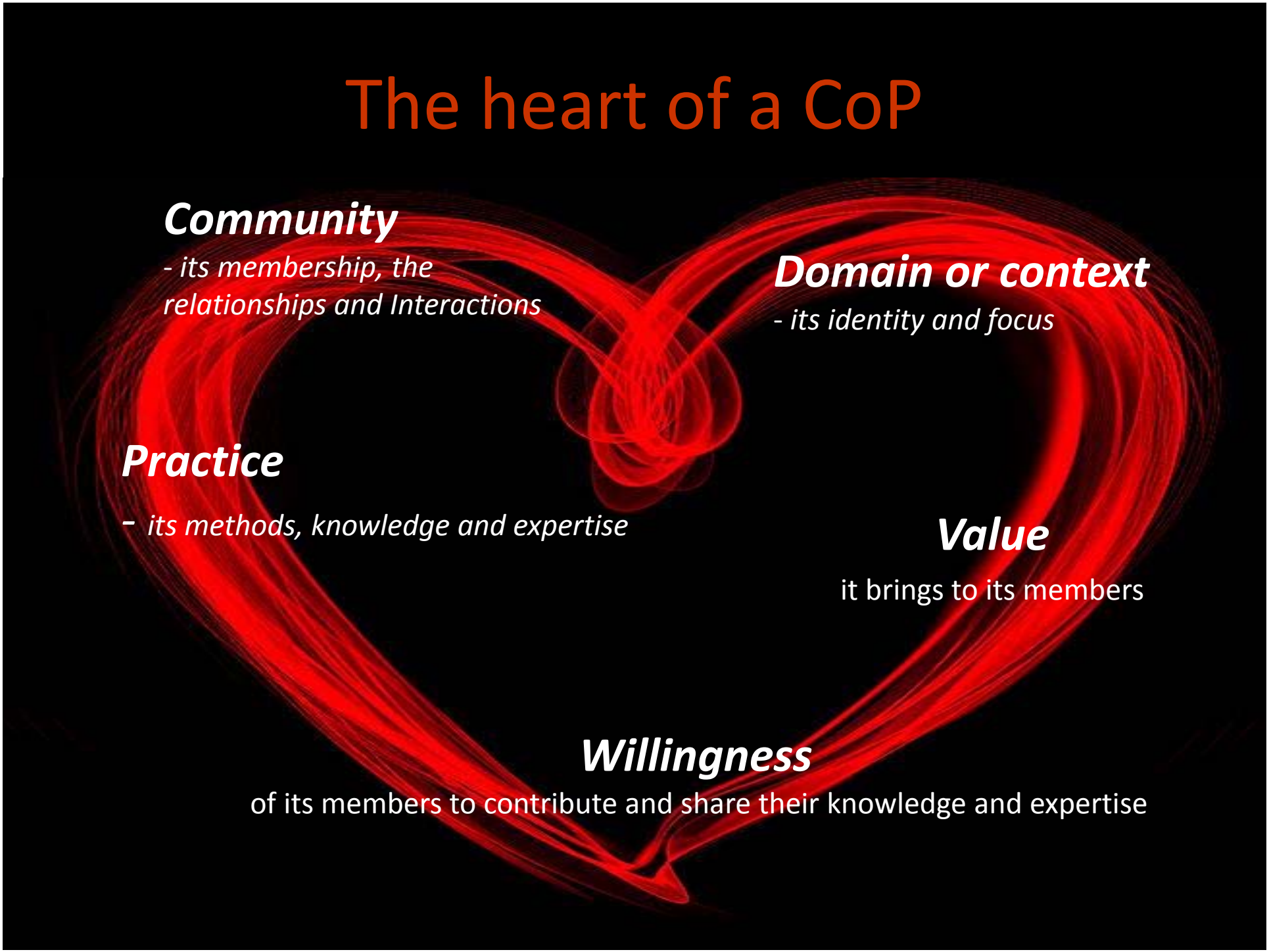
Peer networks of practitioners within JKR who help each other to perform better by sharing knowledge and experience.

Through this collaborative environment, new knowledge is created and will help spark innovation




Apply
Knowledge
Performance
Learn

The heart of a CoP



Community

- its membership, the relationships and Interactions

Domain or context

- its identity and focus

Practice

- its methods, knowledge and expertise

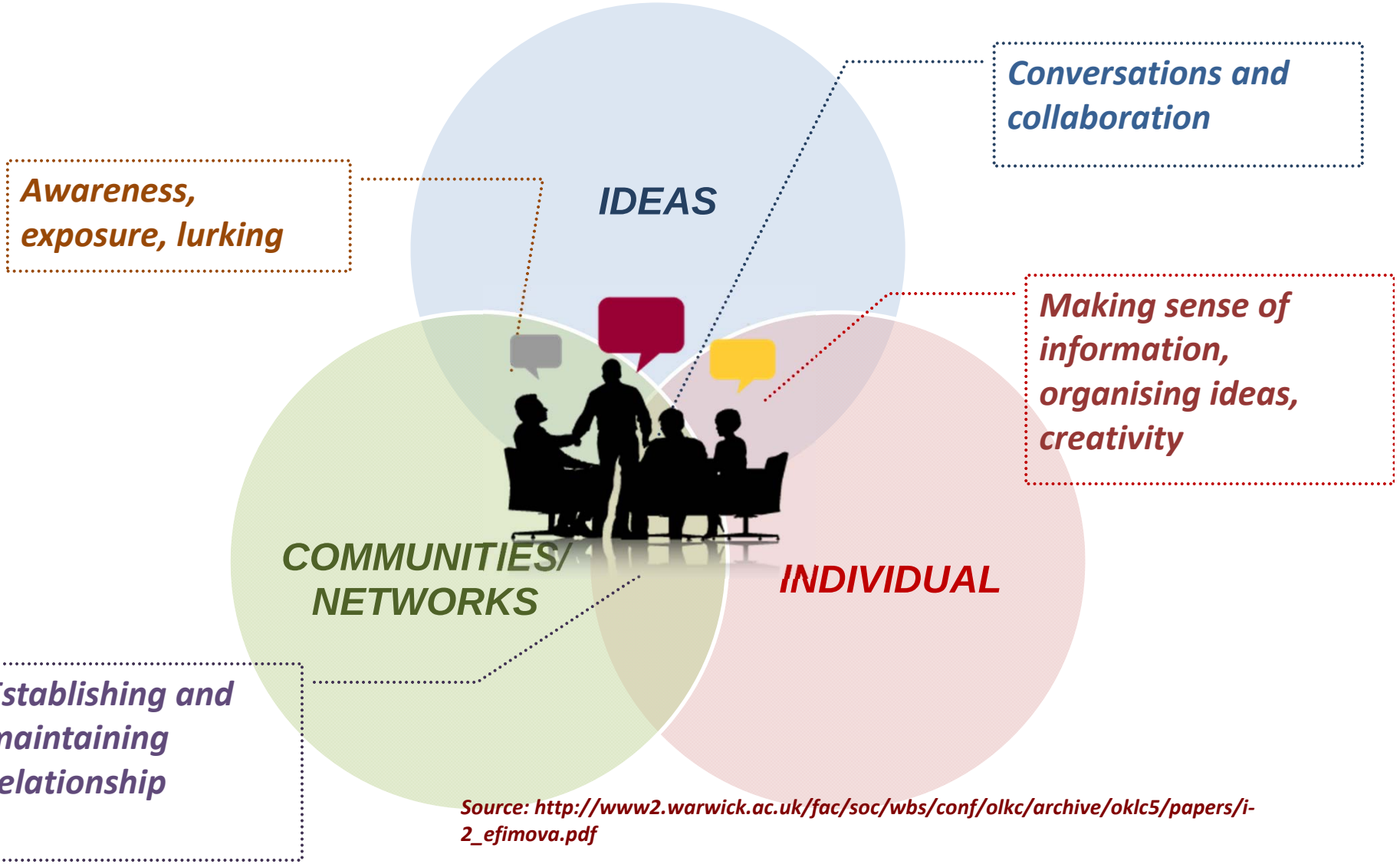
Value

it brings to its members

Willingness

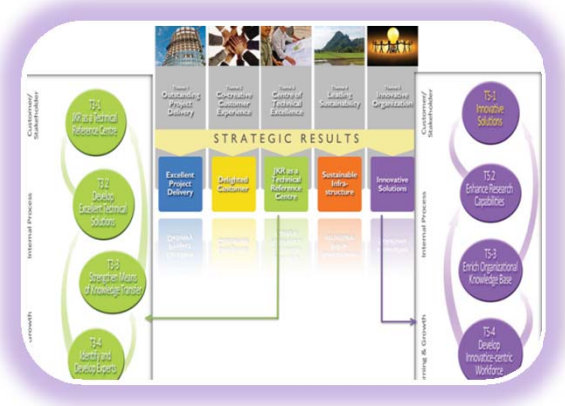
of its members to contribute and share their knowledge and expertise

Linking CoP to Innovation

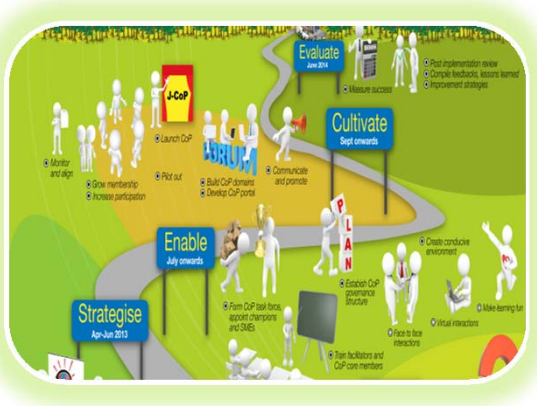


Source: http://www2.warwick.ac.uk/fac/soc/wbs/conf/olkc/archive/oklc5/papers/i-2_efimova.pdf

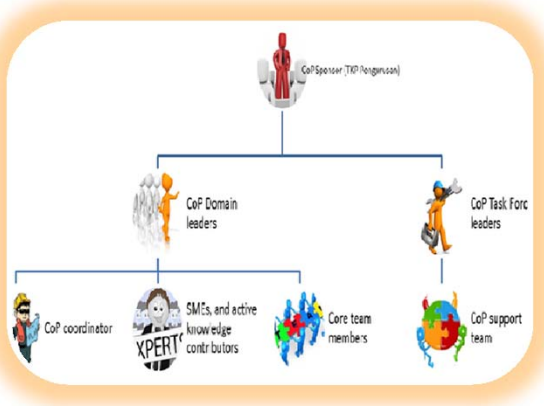
What we did



Alignment to JKR Strategic Framework



Roadmap and milestones

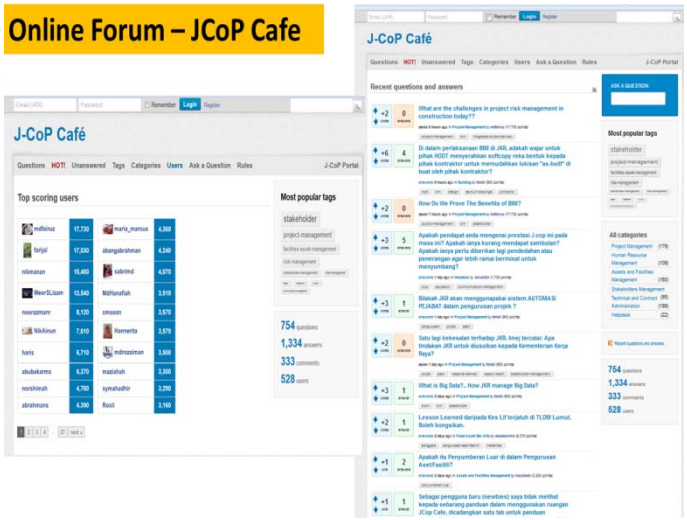


Structure, roles & responsibilities

DOMAINS

1. Project Management
2. Stakeholder Management
3. Technical & Contract Administration
4. Asset & Facilities Management
5. Human Resource Management

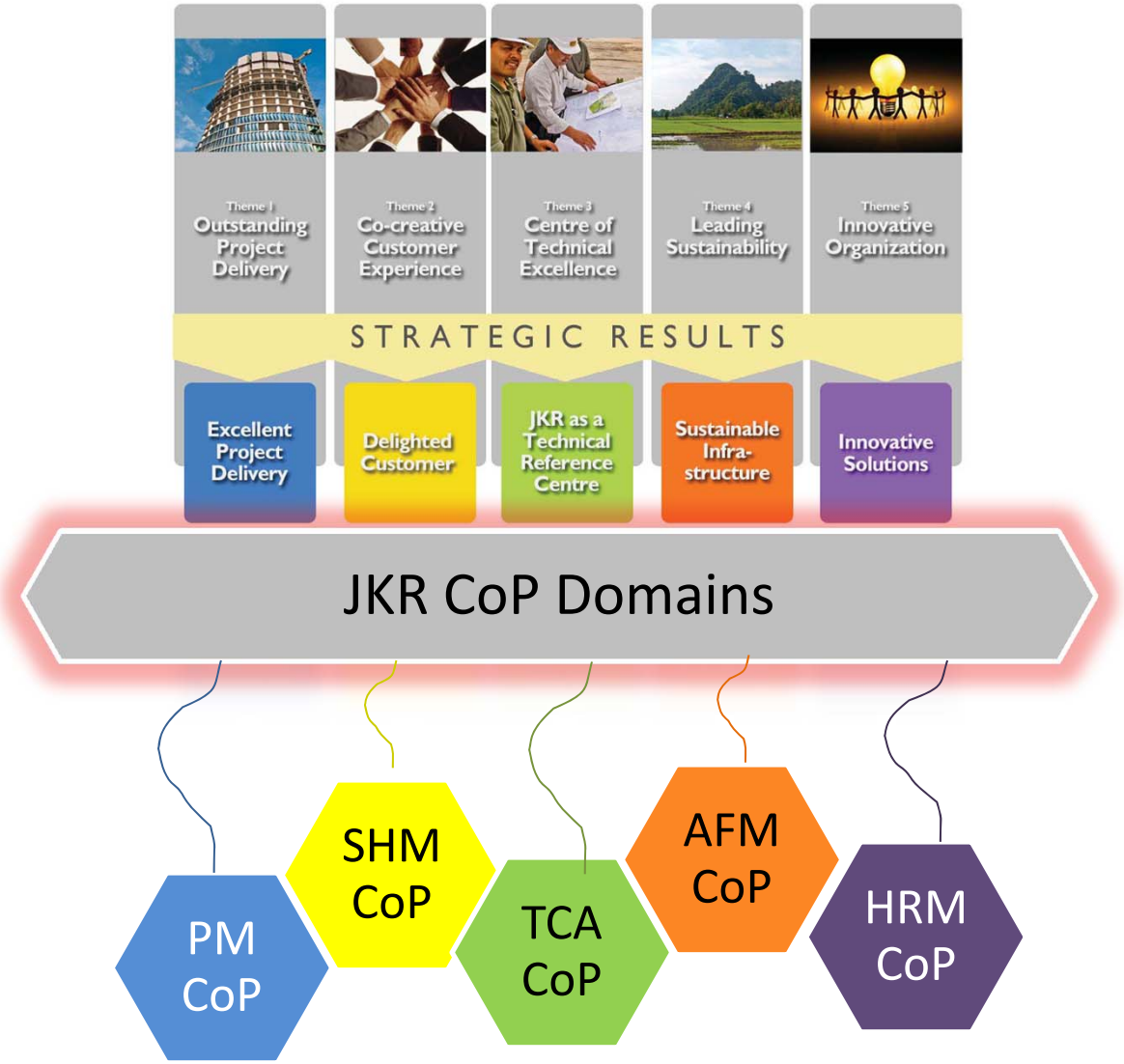
Connecting People and Content – the BEST way

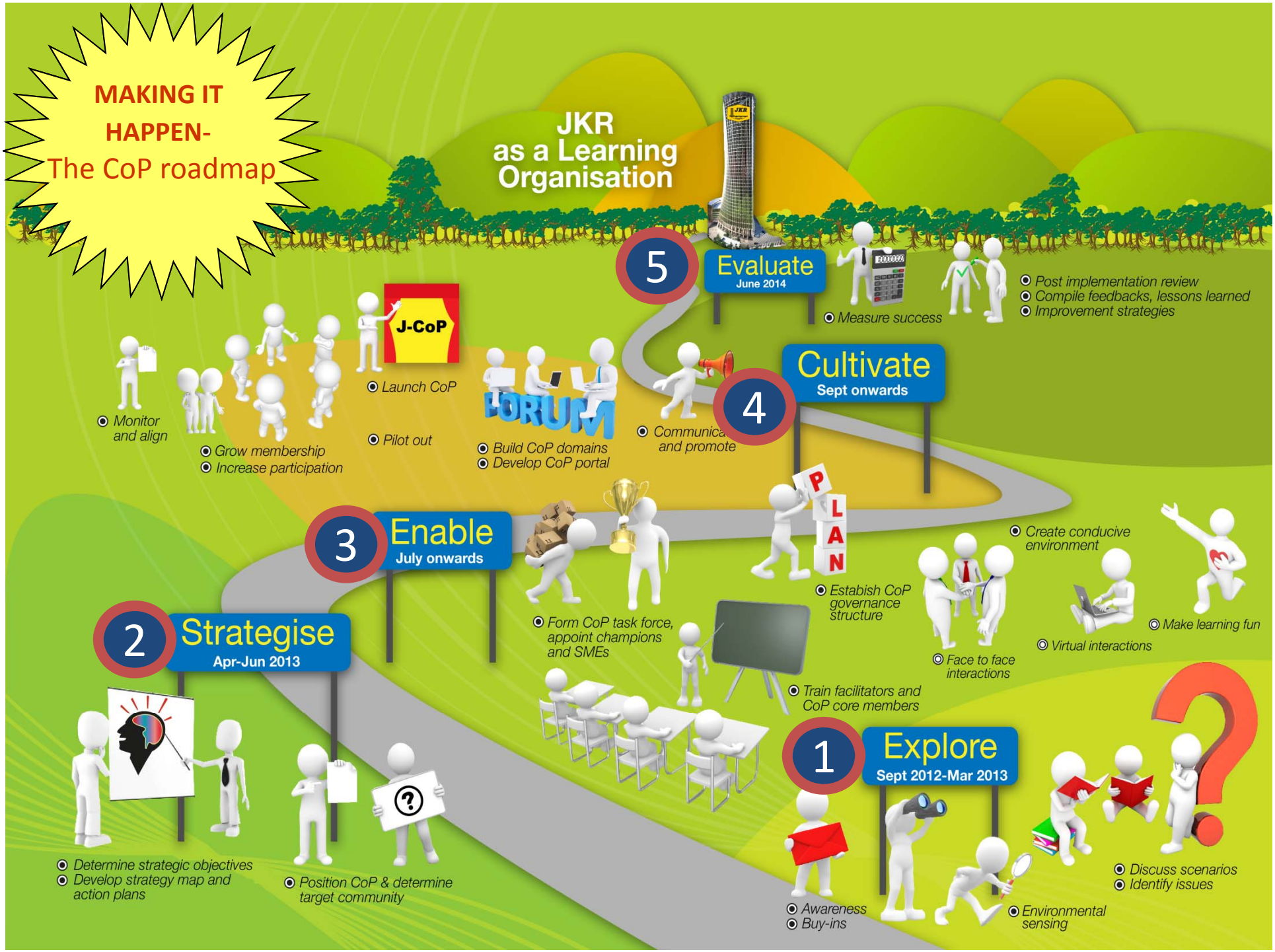


JKR CoPs – the domains

DOMAINS

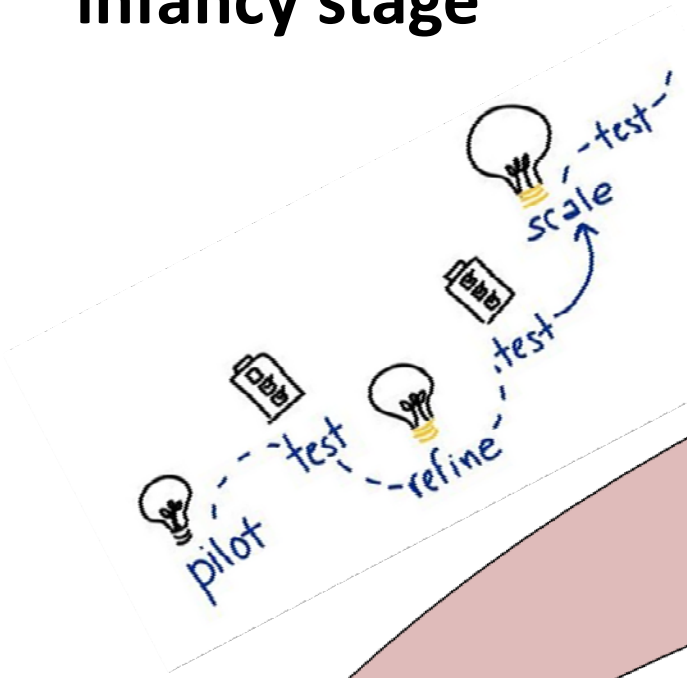
1. Project Management
2. Stakeholder Management
3. Technical & Contract Administration
4. Asset & Facilities Management
5. Human Resource Management

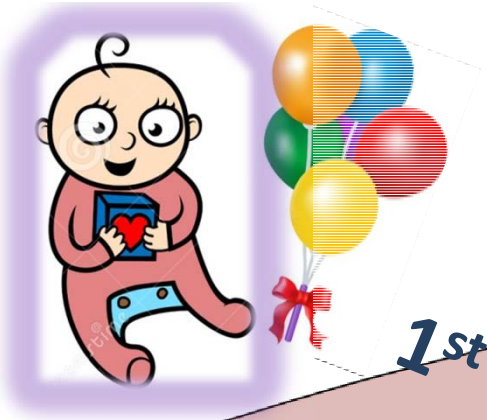



MAKING IT HAPPEN-
The CoP roadmap
JKR as a Learning Organisation
5
Evaluate
June 2014
Measure success
Post implementation review
Compile feedbacks, lessons learned
Improvement strategies
4
Cultivate
Sept onwards
Communicate and promote
Launch CoP
Pilot out
Monitor and align
Grow membership
Increase participation
Build CoP domains
Develop CoP portal
3
Enable
July onwards
Form CoP task force, appoint champions and SMEs
Establish CoP governance structure
Create conducive environment
Face to face interactions
Virtual interactions
Make learning fun
Train facilitators and CoP core members
2
Strategise
Apr-Jun 2013
Determine strategic objectives
Develop strategy map and action plans
Position CoP & determine target community
1
Explore
Sept 2012-Mar 2013
Awareness
Buy-ins
Environmental sensing
Discuss scenarios
Identify issues

Seminar on CoP for Top Management and Pengarah JKR and CoP Launch on 25 November 2013

JCoP is still at its infancy stage



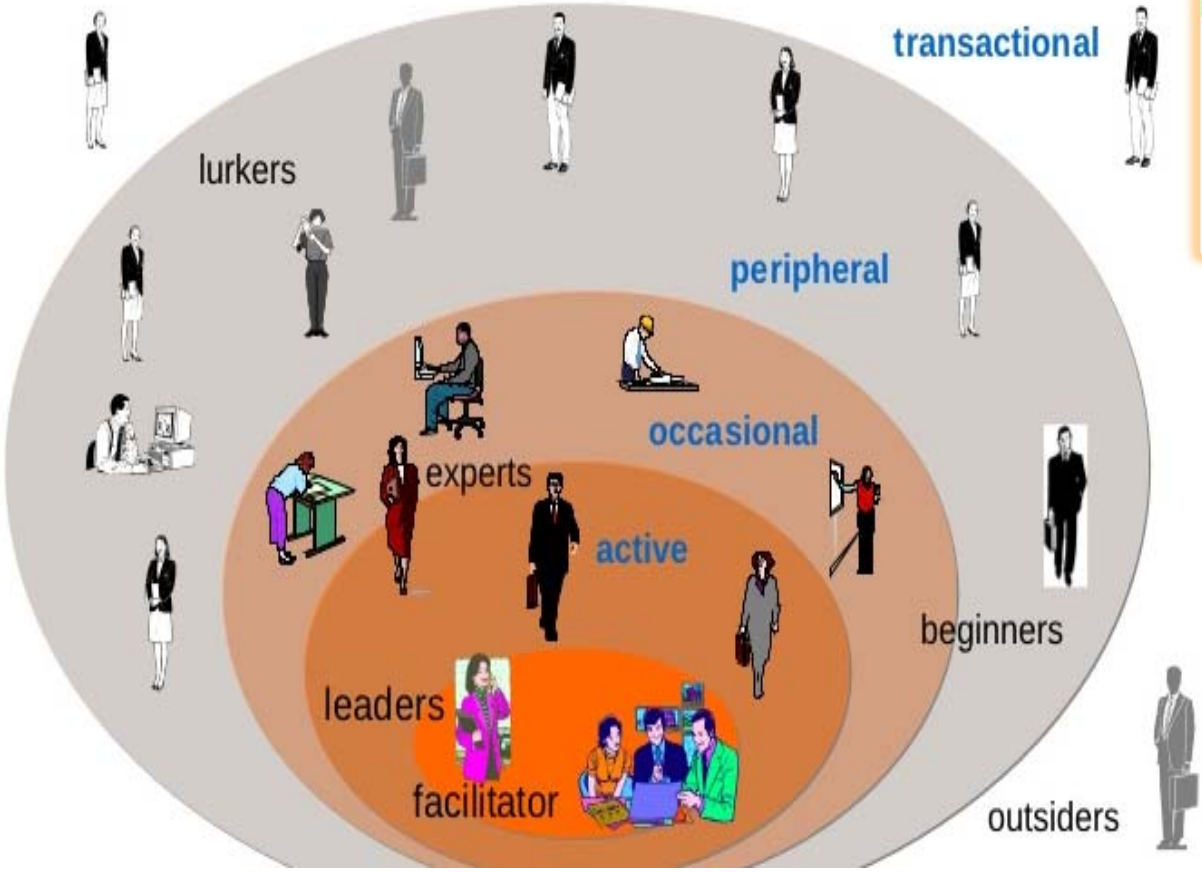


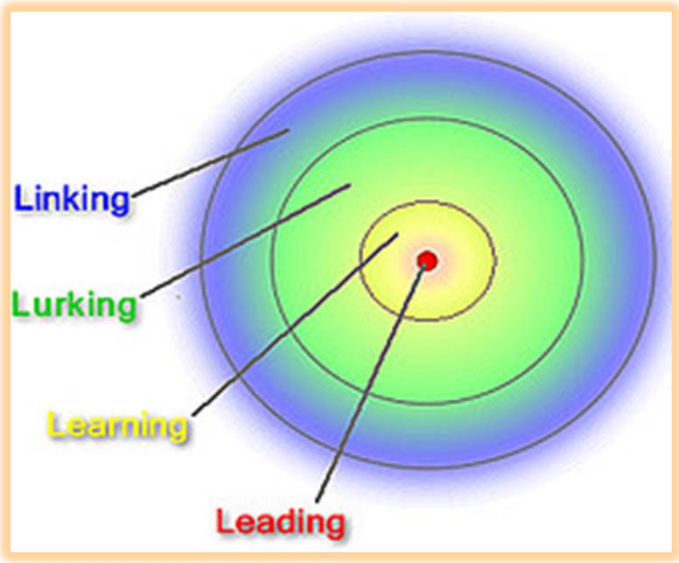
1st anniversary

25 NOV 2013

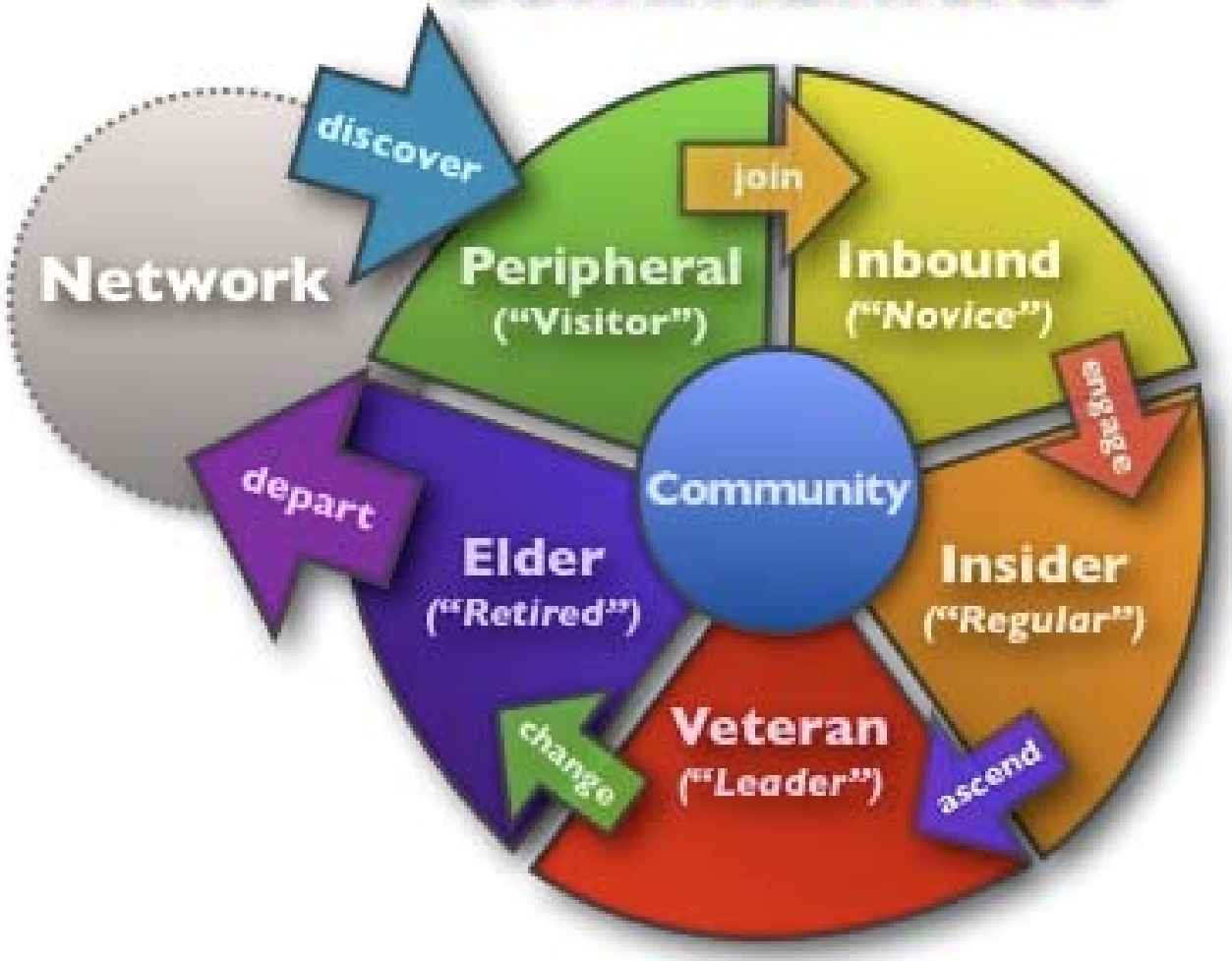
JULY 2013

JKR CoP members and roles





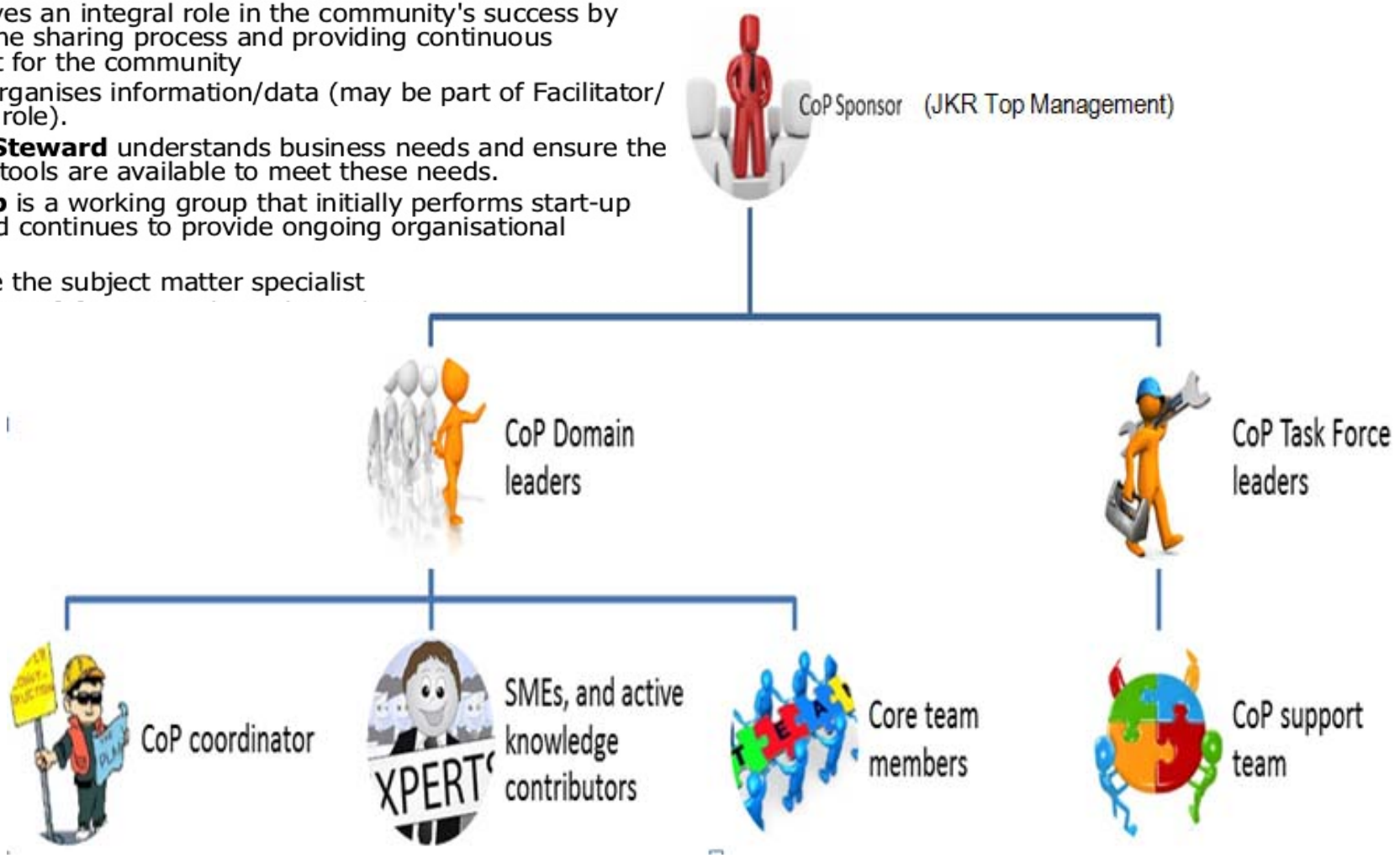
Membership Life Cycle for Online Communities



From http://blogs.zdnet.com/Hinchcliffe

JKR CoP Structure, roles and responsibilities

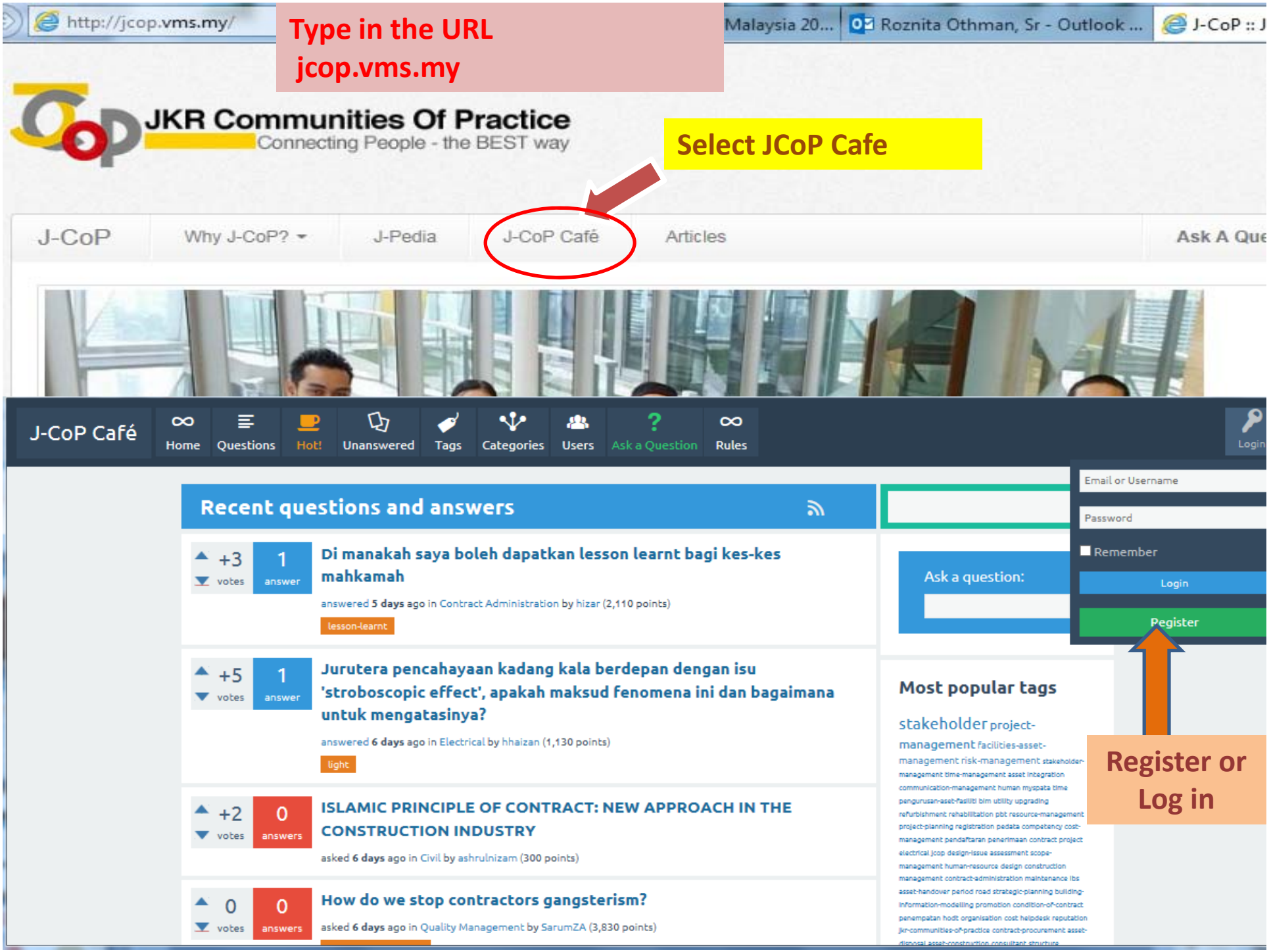
- **Champion/Sponsor** is able to envision the services of a CoP over time, and should have a sense of how the CoP can interact across the organisation
- **Facilitator/Coordinator** consulting, connecting, facilitating, helping, guiding.
- **Leader** serves an integral role in the community's success by energising the sharing process and providing continuous nourishment for the community
- **Librarian** organises information/data (may be part of Facilitator/ Coordinator role).
- **Technical Steward** understands business needs and ensure the appropriate tools are available to meet these needs.
- **Core Group** is a working group that initially performs start-up activities and continues to provide ongoing organisational support.
- **Experts** are the subject matter specialist

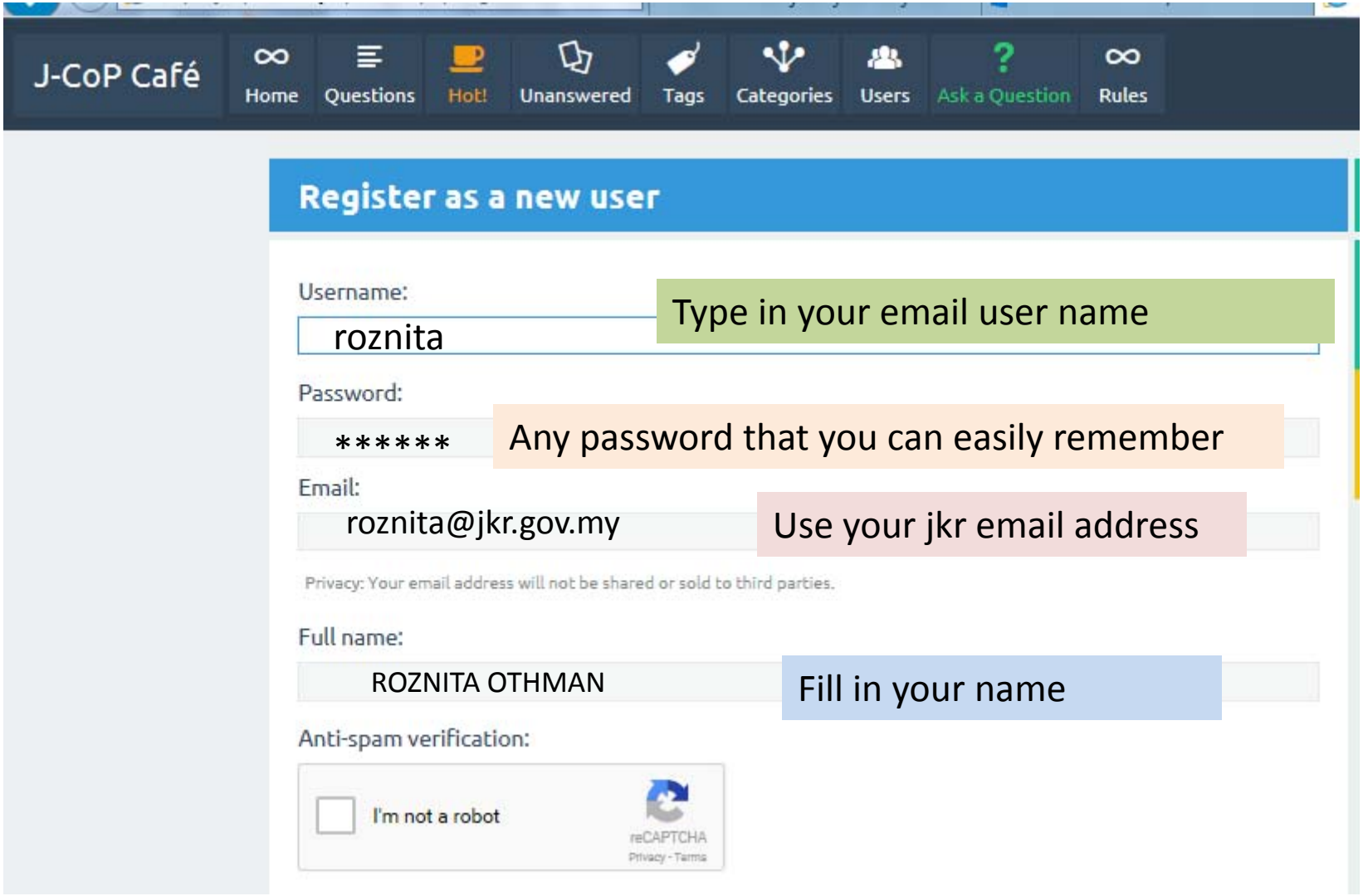


JCoP

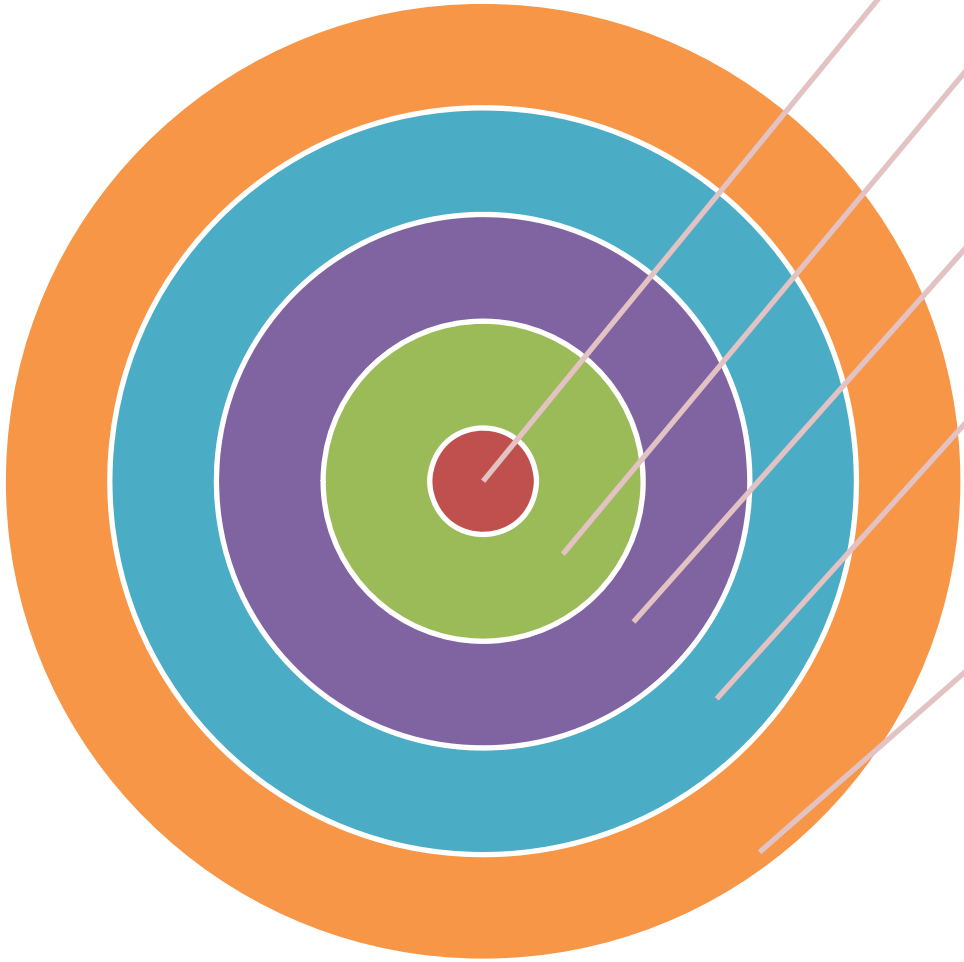
"Connecting People the BEST Way"

- collaborative tool enables people to share data, information and knowledge in real time.
- facilitate exchange of ideas and solutions as well as track members' participation


http://jcop.vms.my/
Type in the URL
jcop.vms.my
Malaysia 20...
Roznita Othman, Sr - Outlook ...
J-CoP :: J
JKR Communities Of Practice
Connecting People - the BEST way
Select JCoP Cafe
J-CoP
Why J-CoP?
J-Pedia
J-CoP Café
Articles
Ask A Que
J-CoP Café
Home
Questions
Hot!
Unanswered
Tags
Categories
Users
Ask a Question
Rules
Login
Email or Username
Password
Remember
Login
Pegister
Recent questions and answers
+3 votes
1 answer
Di manakah saya boleh dapatkan lesson learnt bagi kes-kes mahkamah
answered 5 days ago in Contract Administration by hizar (2,110 points)
lesson-learnt
+5 votes
1 answer
Jurutera pencahayaan kadang kala berdepan dengan isu 'stroboscopic effect', apakah maksud fenomena ini dan bagaimana untuk mengatasinya?
answered 6 days ago in Electrical by hhaizan (1,130 points)
light
+2 votes
0 answers
ISLAMIC PRINCIPLE OF CONTRACT: NEW APPROACH IN THE CONSTRUCTION INDUSTRY
asked 6 days ago in Civil by ashrulnizam (300 points)
0 votes
0 answers
How do we stop contractors gangsterism?
asked 6 days ago in Quality Management by SarumZA (3,830 points)
Ask a question:
Most popular tags
stakeholder project-management facilities-asset-management risk-management stakeholder-management time-management asset integration communication-management human myspata time pengurusan-aset-fasiliti bim utility upgrading refurbishment rehabilitation pbt resource-management project-planning registration pedata competency cost-management pendaftaran penerimaan contract project electrical jcop design-issue assessment scope-management human-resource design construction management contract-administration maintenance lbs asset-handover period road strategic-planning building-information-modelling promotion condition-of-contract penempatan hodt organisation cost helpdesk reputation jkr-communities-of-practice contract-procurement asset-disposal asset-construction consultant structure
Register or Log in


J-CoP Café
Home
Questions
Hot!
Unanswered
Tags
Categories
Users
Ask a Question
Rules
Register as a new user
Username:
roznita
Type in your email user name
Password:
******
Any password that you can easily remember
Email:
roznita@jkr.gov.my
Use your jkr email address
Privacy: Your email address will not be shared or sold to third parties.
Full name:
ROZNITA OTHMAN
Fill in your name
Anti-spam verification:
I'm not a robot
reCAPTCHA
Privacy - Terms

JCOP REWARD POINTS



3000 points if your answer is voted as best answer

400 points if you answer,

0 points for comments

200 points if you ask question

200 points if answer is voted up, minus 20 points if voted down,

100 points if question is voted up and minus 10 if voted down

100 points if you vote up/down,

300 points if you vote best answer

Top scoring users

farijal	20,530	abrahmans	4,710
mdfairuz	19,970	maria_marcus	4,650
nikmanan	16,730	roznita	4,540
MeorSLizam	13,680	abangabrahman	4,310
noorazmanr	8,820	Hannerita	4,260
NikAinun	8,030	sabrimd	4,170
haris	7,190	MdHanafiah	4,000
abubakarms	7,110	SarumZA	3,830
norshimah	4,780	cmsoon	3,800
Rosli	4,740	mdrozaiman	3,520

Keretakan tembok

+5
votes

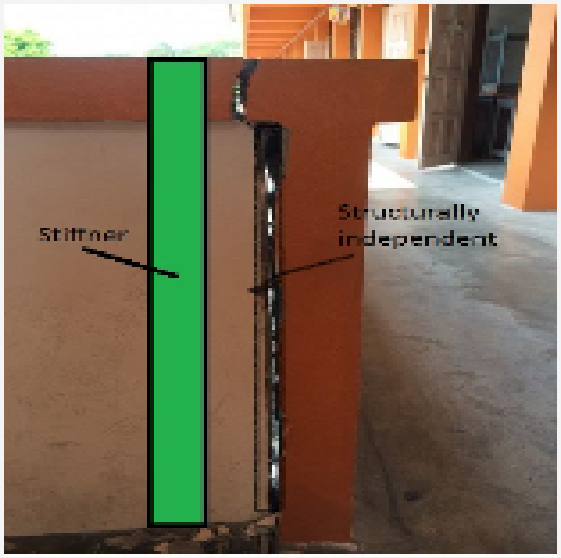
asked Mar 25, 2014 in Structure by Masbura (170 points)

Bangunan asal sekolah ini empat tingkat.dan hanya satu tangga disediakan.kemudian,tangga tambahan dibuat pada bangunan tersebut.sekarang,ada keretakan diantara bangunan asal dengan tangga tambahan tersebut.gambar disertakan.

structuralcracks forensicinvestigation rectificationsolution

commented Apr 1, 2014 by Rasli (5,710 points)

Dinding untuk koridor perlukan stiffner dan dowel bar. Begitu juga dinding tangga baru dengan blok sekolah. Jika tidak disediakan stiffner + dowel bar, bermaksud dinding tersebut bergantung harap kepada sambungan mortar dan berat sendiri (self weight) dan berisiko kepada horizontal loading.. Ia pelajar / murid sekolah bersalak-salakan (bergurau) antara satu sama lain pada dinding tersebut. untuk info, minimum requirement bagi horizontal loading ini boleh dirujuk dalam table 4 atau 5.

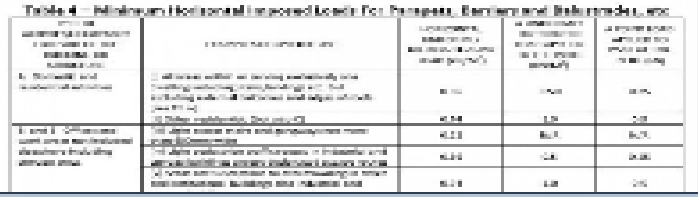


Struktur tangga baru dan blok bangunan sememangnya tidak bersambung (structurally independent) sebagaimana dijelaskan oleh encik ranjit.

Semakan juga seharusnya dibuat kepada semua sambungan antara dlab tangga baru dengan lantai koridor pada setiap tingkat. kemungkinan ada yang rosak banyak dan ada juga sedikit pada sambungan antara tangga baru dan blok sekolah. Dikhuatiri pecahan mortar yang jatuh boleh mencederakan kepala pelajar / murid yang melalui di kawasan tangga baru tersebut.

Punca kenapa berlaku "gap" tersebut perlulah dikaji supaya pembaikan dibuat tidak berulang. Sekiranya atas dasakan PPD / Pengetua / Guru Besar supaya ambil tindakan segera bagi elak persepsi kurang baik dari ibu bapa / masyarakat sekampung. dinding dipecahkan sebahagian kecil sahaja yang berhampiran blok sekolah. Drill masuk dan masukkan rebar sebagai stiffner dan sediakan dowel bar. Perbincangan kembali consruction joint.

Sekadar pandangan saya. Terima kasih.



Recent questions without answers

+2 votes | 0 answers

ISLAMIC PRINCIPLE OF CONTRACT: NEW APPROACH IN THE CONSTRUCTION INDUSTRY

asked 6 days ago in Civil by ashrulniam (300 points)

0 votes | 0 answers

How do we stop contractors gangsterism?

asked 6 days ago in Quality Management by SarumZA (3,830 points)

projectmanagement

+1 vote | 0 answers

Apakah kebaikan polisi dalam MySpata

asked Jan 24 in Fixed Asset (Tak Alih) by far_aza (130 points)

myspata

+2 votes | 0 answers

Adakah keperluan mendapatkan Sijil Perakua bangunan termasuk dalam kontrak?

asked Jan 8 in Scope Management by zuzalie (280 points)

+2 votes | 0 answers

Why there is need to m

asked Dec 25, 2014 in Integration M

+4 votes | 0 answers

Kesan GST kepada Kos

asked Dec 15, 2014 in Risk Manage

gst

+3 votes | 0 answers

Web Inovasi - My Brigh

asked Dec 15, 2014 in Helpdesk by mfairuz (3,210 points)

Inovasi

+2 votes | 0 answers

JCOP lebih interaktif

asked Dec 10, 2014 in Human Resource Management by Nfaizal (140 points)

+4 votes | 0 answers

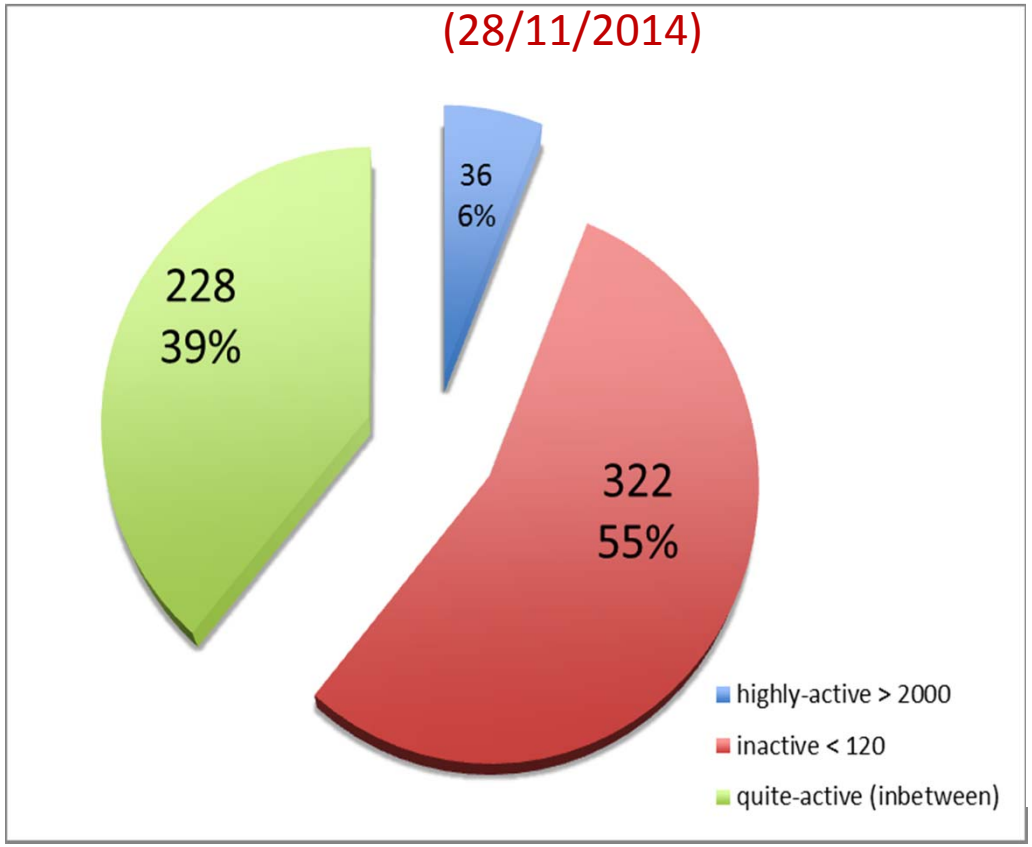
Apakah perlu JKR mengadakan "Kempen Sayangi JKR" dan adakah kita sekarang "Sederap Seirama"?

What good is JCoP if it takes six seconds to post a question but six months to get someone to answer?!

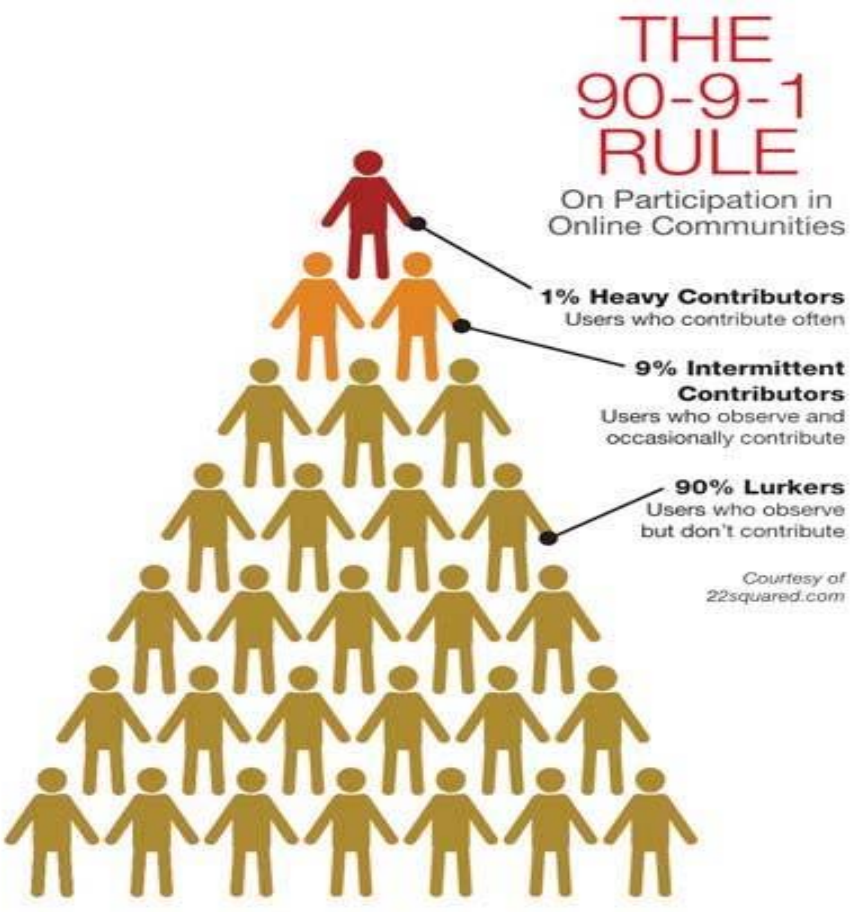
JCOP Participation

586 registered users

(28/11/2014)



Online CoP Participation

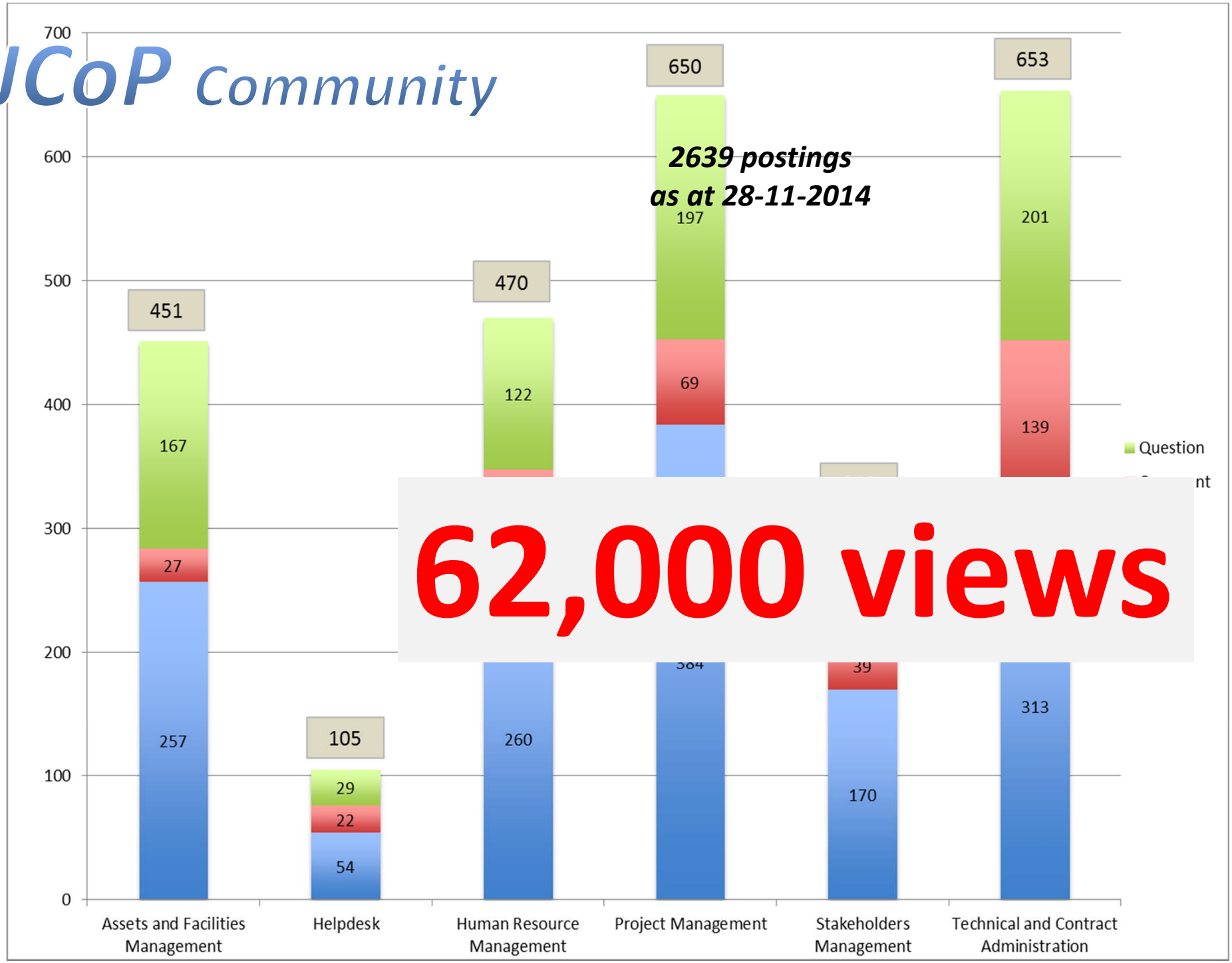


For every 100 people,

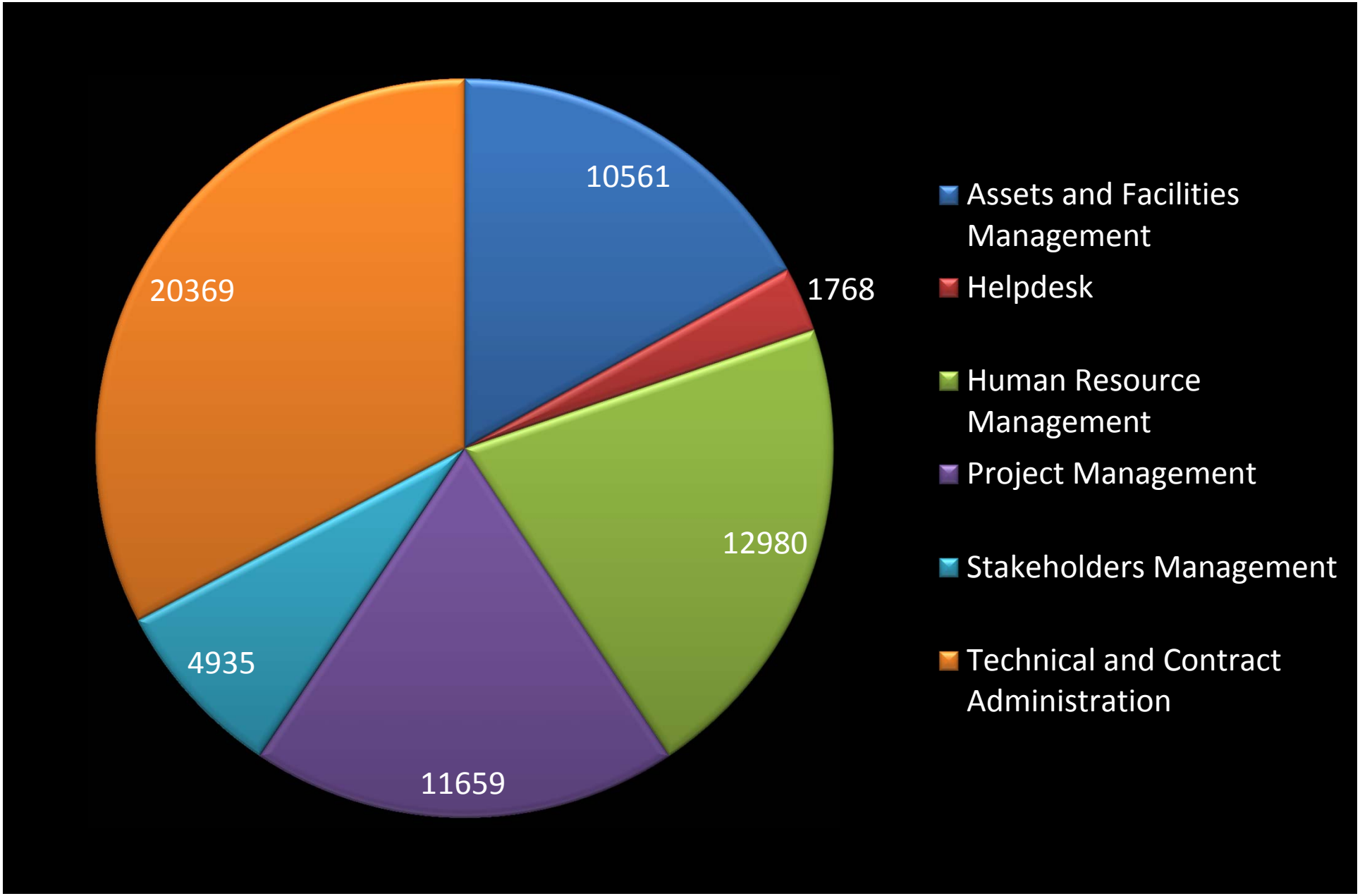
1 person will create content

10 people will interact with it

89 people will just view it


JCoP Community
2639 postings
as at 28-11-2014
62,000 views
700
600
500
400
300
200
100
0
451
167
27
257
105
29
22
54
470
122
260
650
197
69
384
653
201
139
313
39
170
Question
Assets and Facilities Management
Helpdesk
Human Resource Management
Project Management
Stakeholders Management
Technical and Contract Administration

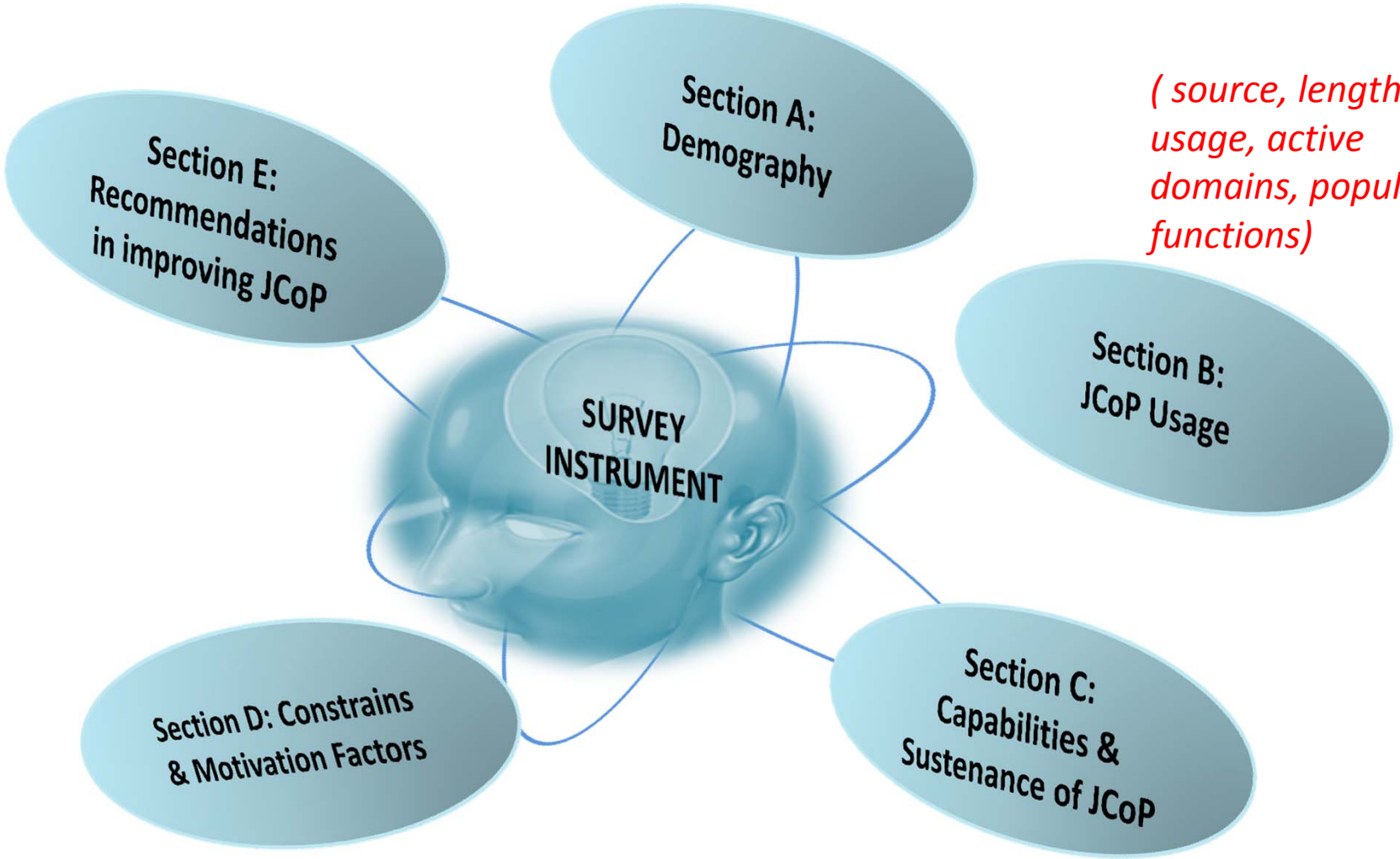
Total no. of views – 62,272



2,639 knowledge entries

The majority are silent readers/ lurkers

JCoP Survey to explore the elements to build a Sustenance Program

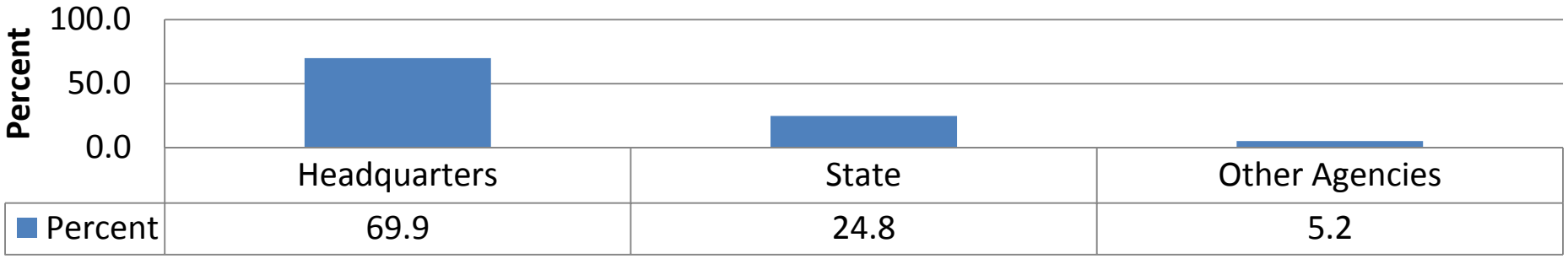


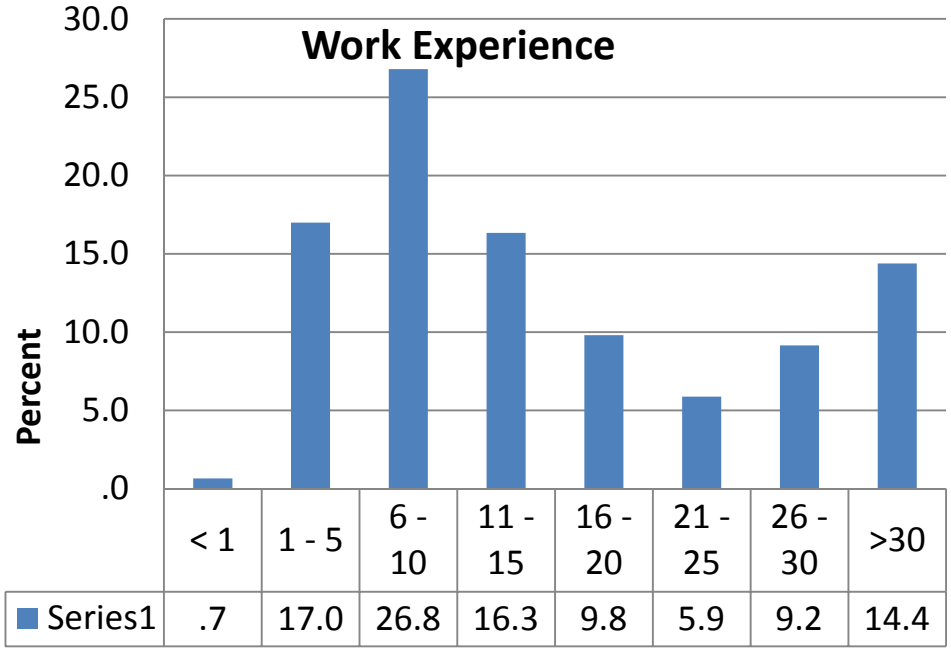
(source, length of usage, active domains, popular functions)

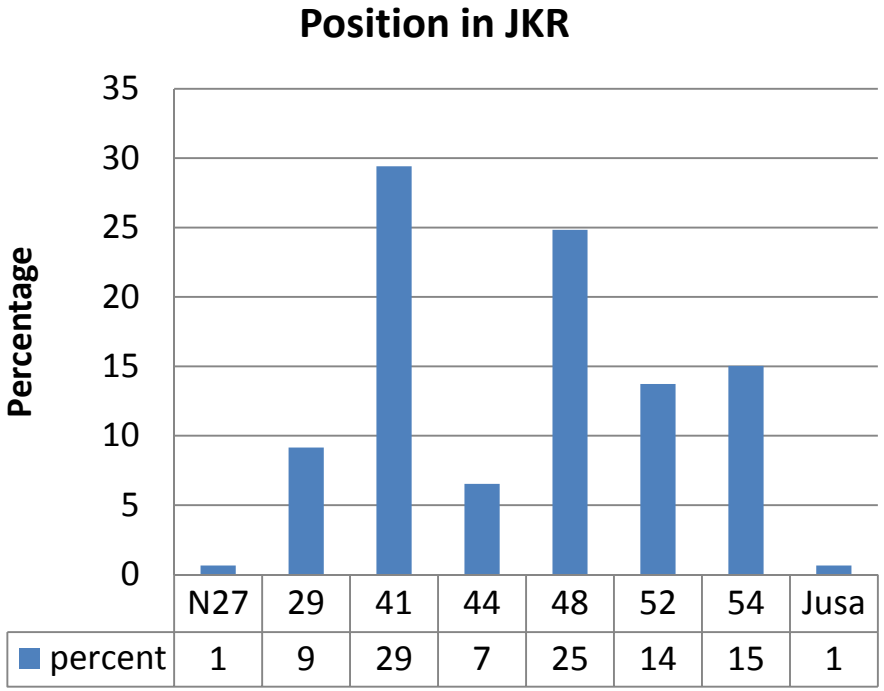
October 2014

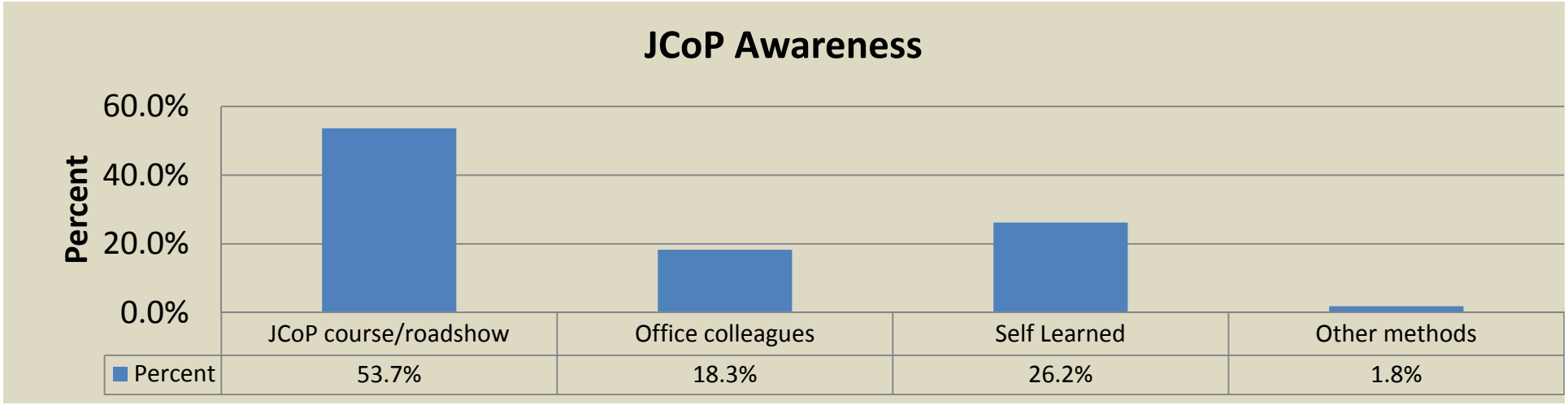
Knowledge Connections
Building Knowledge Networks
(Strategic Business Partner of Paradigm Systems Bhd)

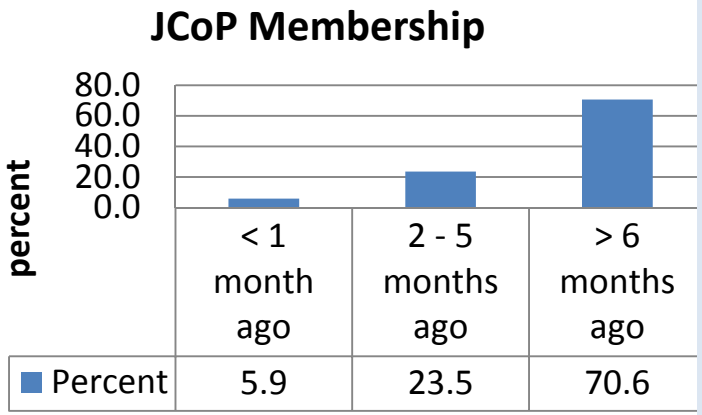
Place of work

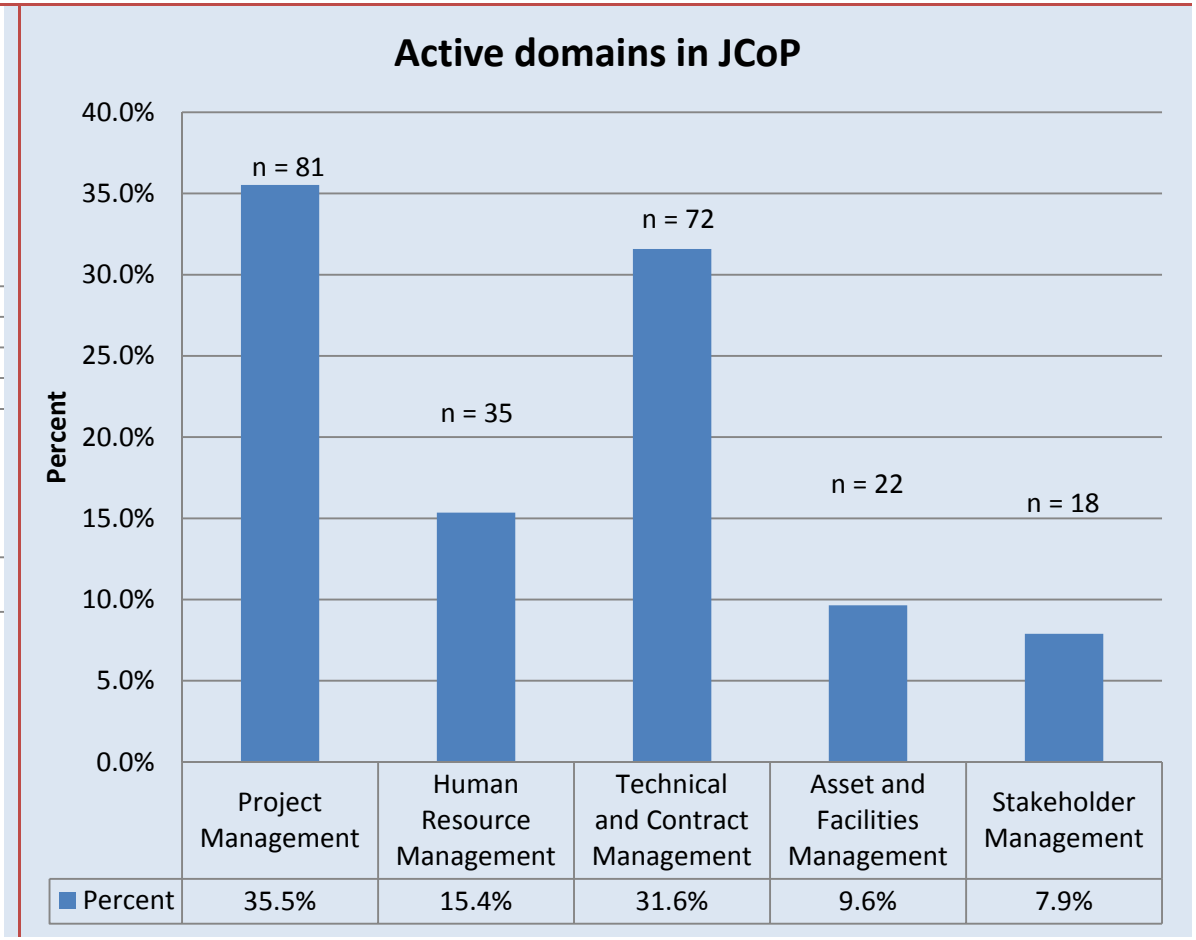







JCoP Awareness
Percent
60.0%
40.0%
20.0%
0.0%
JCoP course/roadshow
Office colleagues
Self Learned
Other methods
Percent
53.7%
18.3%
26.2%
1.8%

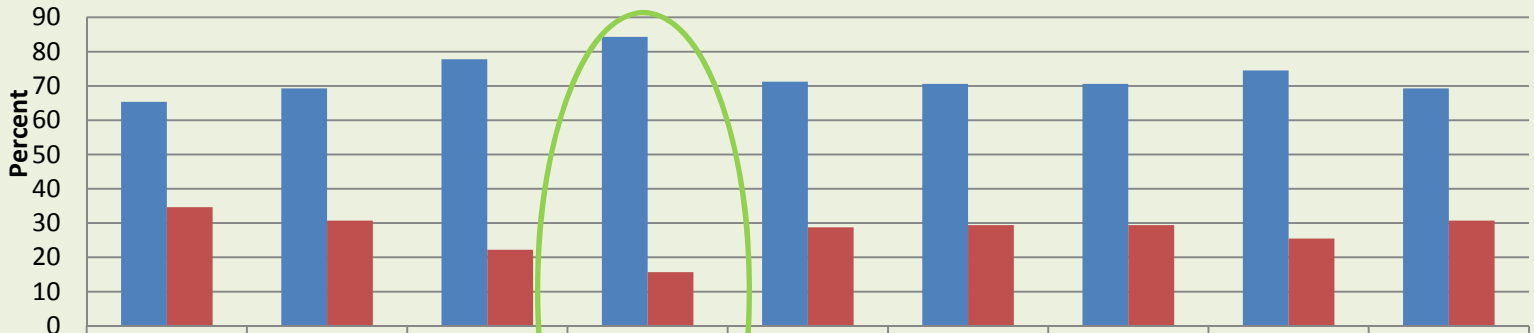

JCoP Membership
percent
80.0
60.0
40.0
20.0
0.0
< 1 month ago
2 - 5 months ago
> 6 months ago
Percent
5.9
23.5
70.6


Active domains in JCoP
Percent
40.0%
35.0%
30.0%
25.0%
20.0%
15.0%
10.0%
5.0%
0.0%
n = 81
n = 35
n = 72
n = 22
n = 18
Project Management
Human Resource Management
Technical and Contract Management
Asset and Facilities Management
Stakeholder Management
Percent
35.5%
15.4%
31.6%
9.6%
7.9%

KEY questions

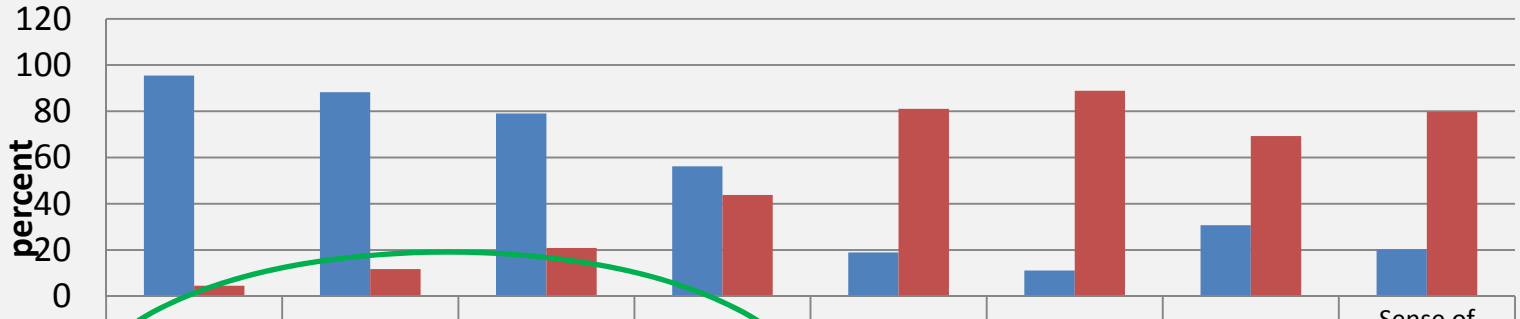
- What are the reasons for their willingness to participate in JCoP?
- What are the barriers preventing them from using JCoP?

Capabilities of JCoP

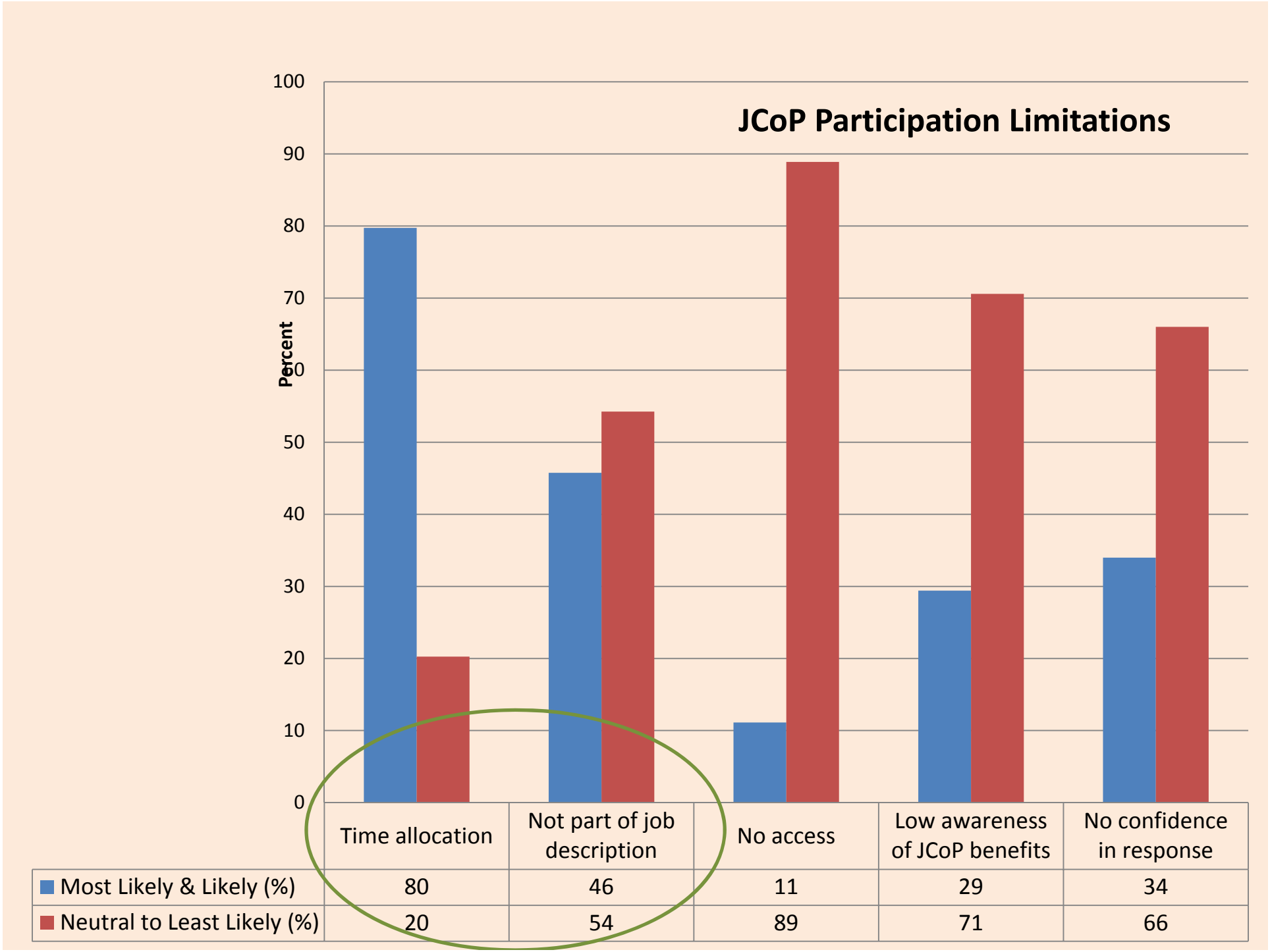


	Assistance in daily problem solving	Relationship & network building	Gather best practices	Build knowledge sharing & learning into work culture	Reduce repeatable mistakes	Shorten learning curve of new employees	Reduce knowledege gaps	Identify subject matter experts and referrals	Create/ Improve ideas for new/existing products & services
Strongly Agree & Agree (%)	65	69	78	84	71	71	71	75	69
Neutral to Strongly Disagree (%)	35	31	22	16	29	29	29	25	31

Motivation to participate in JCoP



	Knowledge seeking attitude	Possible solution out there	Desire to share experience	Top management	Recognition to active users	State of art technology	Duty to guide the young	Sense of community and connectedness
Most likey to Likely (%)	95	88	79	56	19	11	31	20
Quite Unlikely to Least Unlikely (%)	5	12	21	44	81	89	69	80



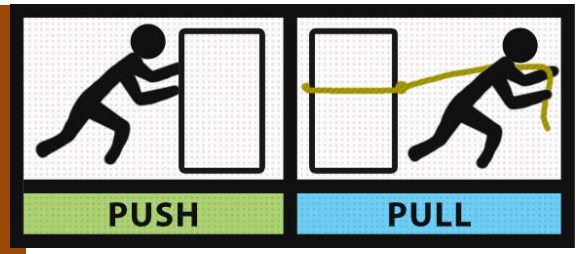
	Time allocation	Not part of job description	No access	Low awareness of JCoP benefits	No confidence in response
Most Likely & Likely (%)	80	46	11	29	34
Neutral to Least Likely (%)	20	54	89	71	66

WHAT WE NEED!

- COMMITMENT FROM SMEs
- SUPPORT FROM SENIOR AND TOP MANAGEMENT
- OVERCOME KNOWLEDGE SHARING BARRIERS - FEARS, COMMUNICATION (WRITING) SKILLS, ASKING PROBLEM, MISTRUST
- MODEL/ENCOURAGE KNOWLEDGE SEEKING ATTITUDE

What we learned

1. **Push and Pull tactics – which is better?**
   - Knowledge sharing vs knowledge seeking
2. **Technology can only support behavioural change**
3. **Leadership commitment is KEY**
4. **Governance is essential for sustenance of CoP**
   - Clear management expectation
   - Monitor, report, support, train

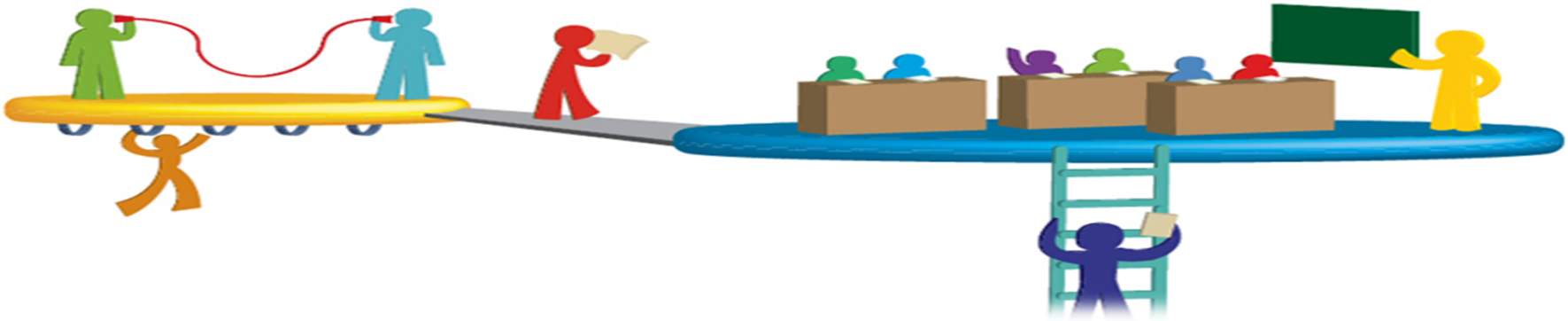


TAKING A DIFFERENT APPROACH

STRATEGIES	WHAT WE ARE DOING	WHAT WE NEED TO DO
COMMUNICATE	• create awareness • promote through talks, roadshows, courses	• **issue mandate via KPKR instruction** • **seek cooperation from senior management to ensure compliance**
ENGAGE	• give encouragement • conduct workshops with SMEs and JCoP users • give recognition via gamification system • present certificate of appreciation and gift to top contributors	• **incentivise on bigger scale** • **set KPIs for SMEs** • **reflect knowledge contribution in annual performance appraisal** • **criteria for promotion/other rewards**
MONITOR	• observe user interactions and behaviour • track via google analytics based on simple metrics	• **track achievement** • **regular reporting** • **control**

To attain higher levels of performance for the organisation, the culture of sharing knowledge should be aligned with the communities of practice concept

- The success of CoPs does not only depend on the organisation's strategy, but also on the motivation and willingness of employees to participate in and to contribute to these communities (Pastoors, 2007)



- The performance of CoPs is dependent on the ability of community members to continuously build and access the community memory through frequent informal interactions, facilitating the effective creation and transfer of valuable tacit and implicit knowledge within the community (Lave & Wenger 1991)

Thank you for your attention

Do USE JCoP

The BEST is yet to come!!