

A green apple is shown being splashed with water, creating a dynamic splash of droplets. The apple is positioned on the left side of the frame, and the water is falling from above, creating a vertical line of water and a large splash around the apple. The background is black, and the apple's reflection is visible on the surface it is resting on.

STRENGTHENING AND SUSTAINING JKR CoPs

Sr ROZNITA BT OTHMAN

**SEMINAR CoP JKR 2015
24 February 2015**

What I will cover

- Cultivating JKR CoPs
- JCoP survey findings
- The way forward

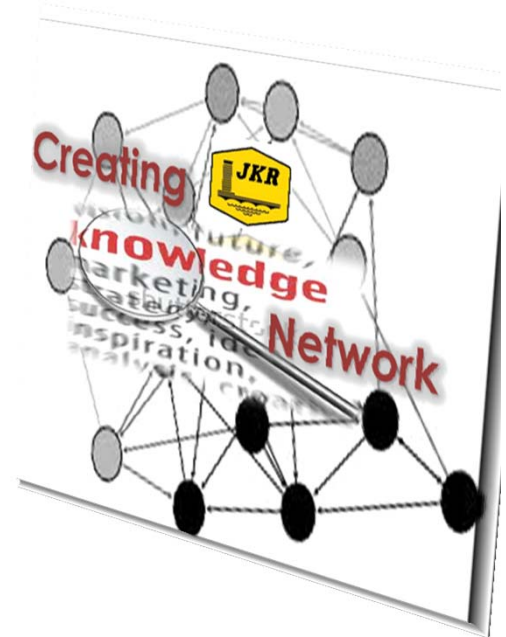




JKR CoPs – strategic positioning

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





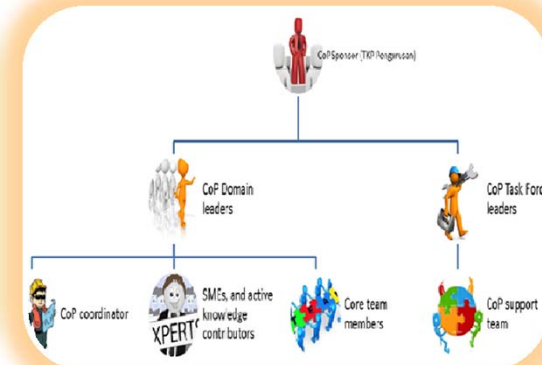
What we did



Alignment to JKR Strategic Framework



Roadmap and milestones



Structure, roles & responsibilities

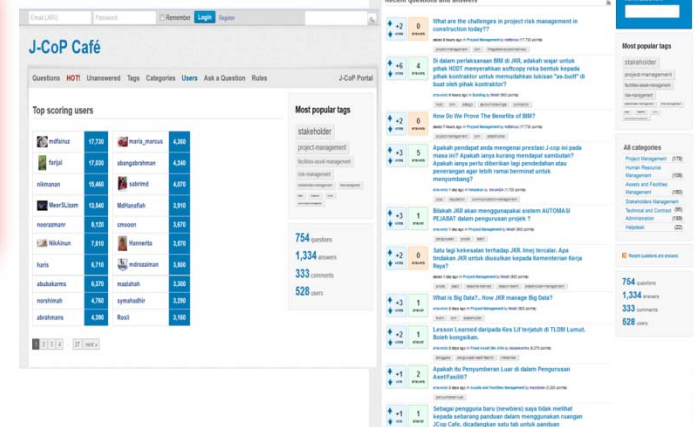
DOMAINS

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

Online Forum – JCoP Café



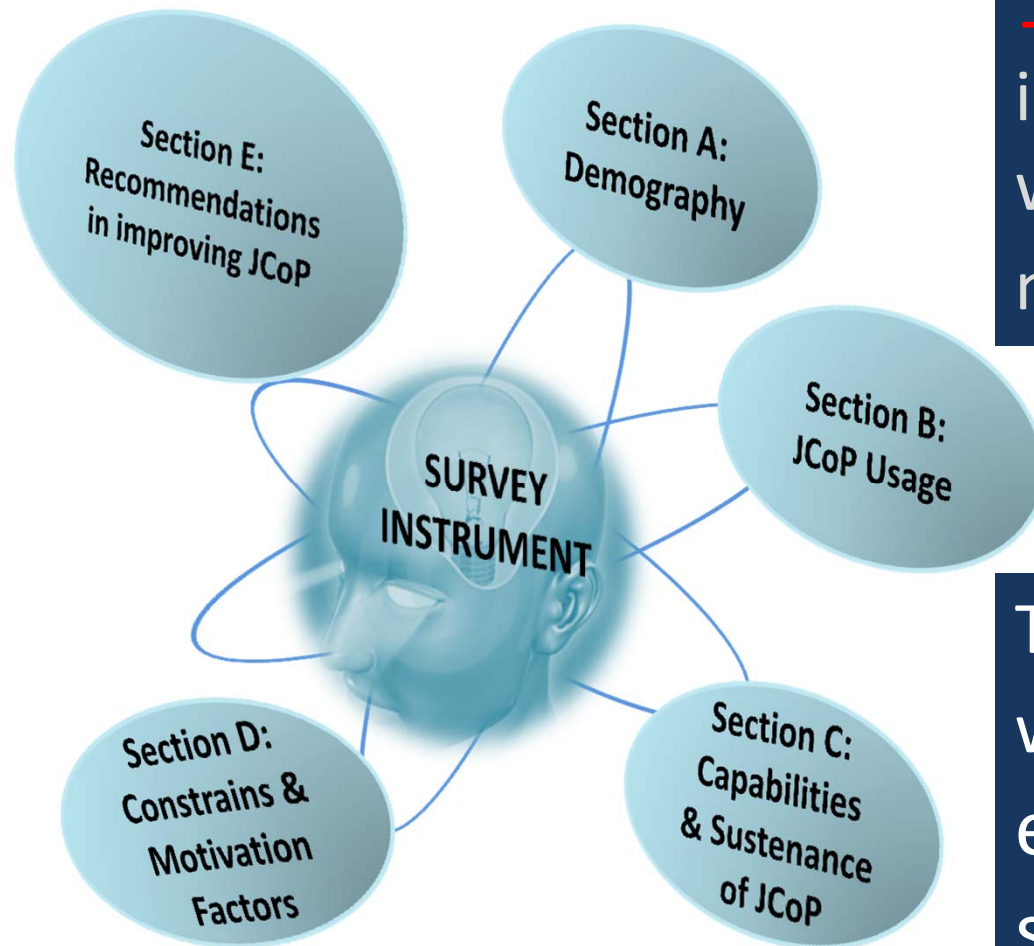
JCoP

“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**



JCoP Survey – October to December 2014

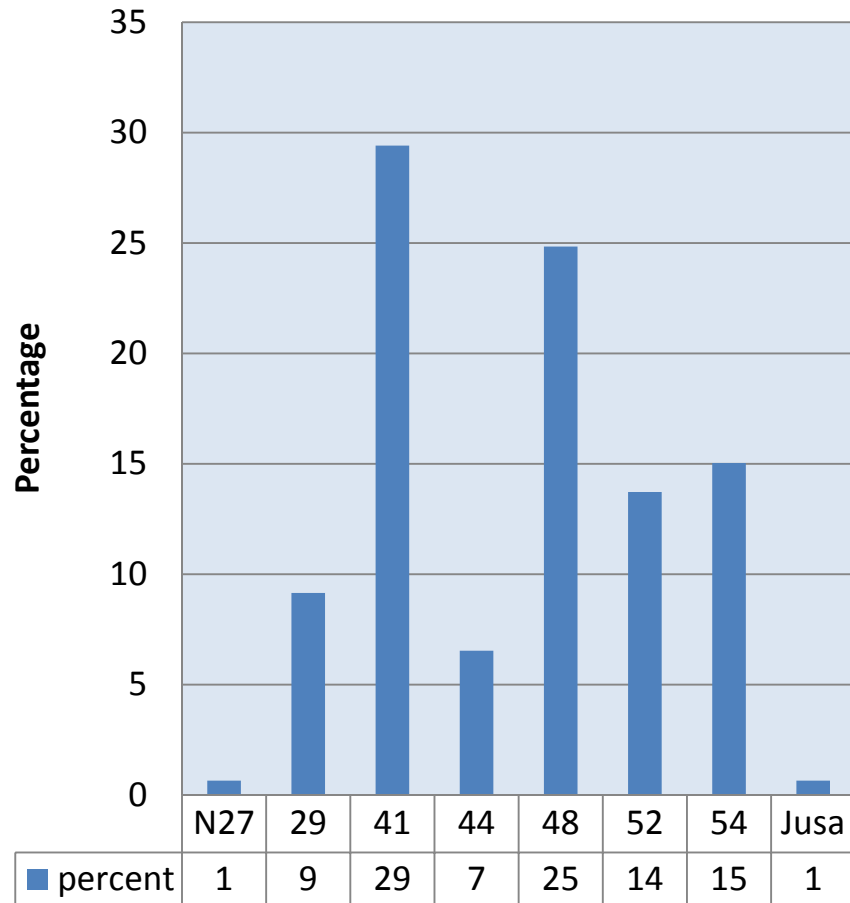


153 people participated in the online survey which was sent out to all JCoP members, **586** in total

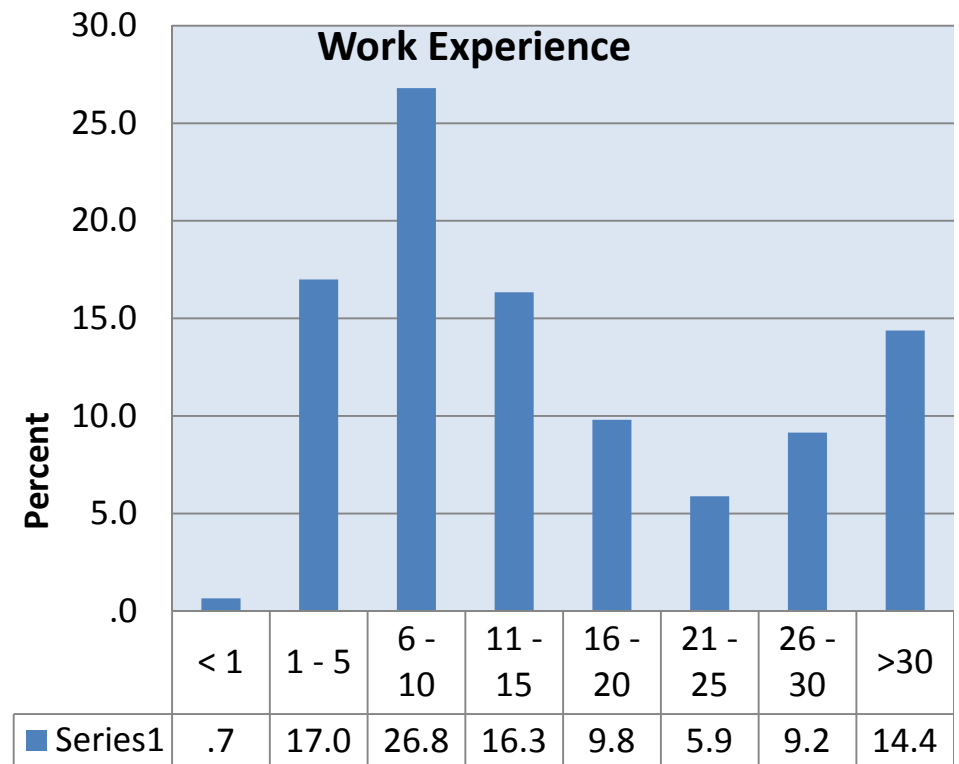
The objective of survey was to explore the elements to build a sustenance program

Who participated in the JCoP Survey?

Position in JKR

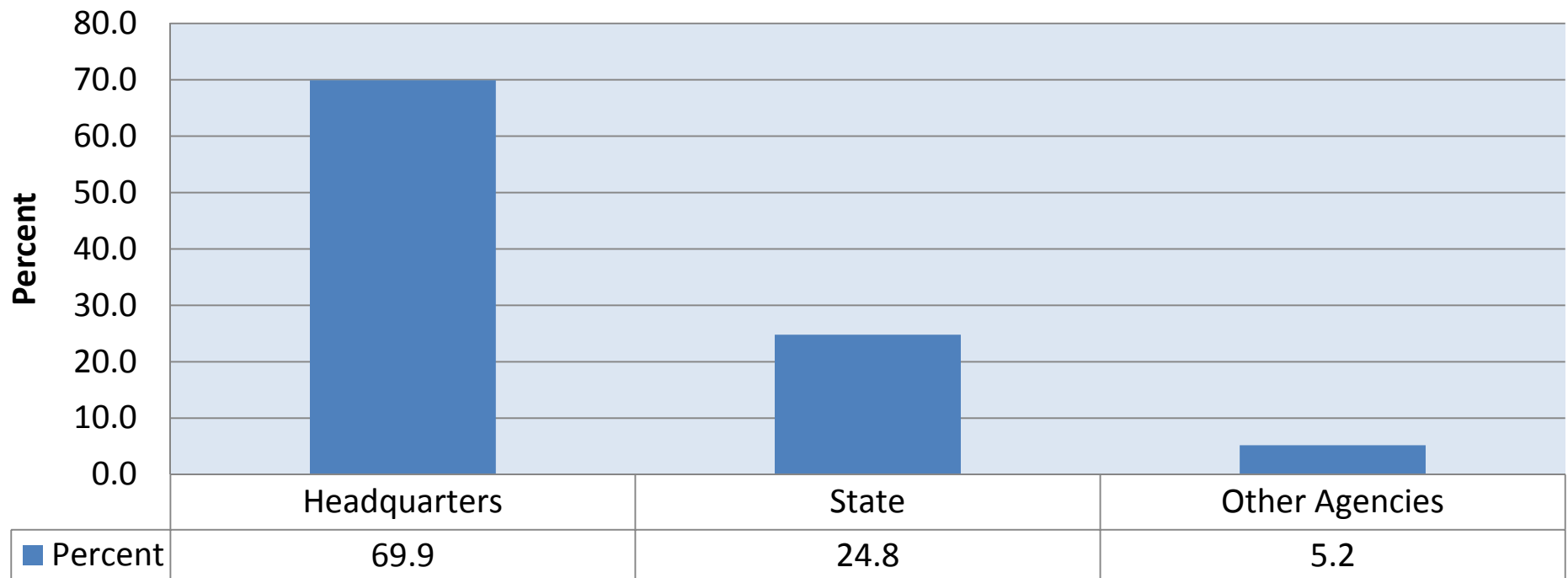


Work Experience



Who participated in the JCoP Survey?

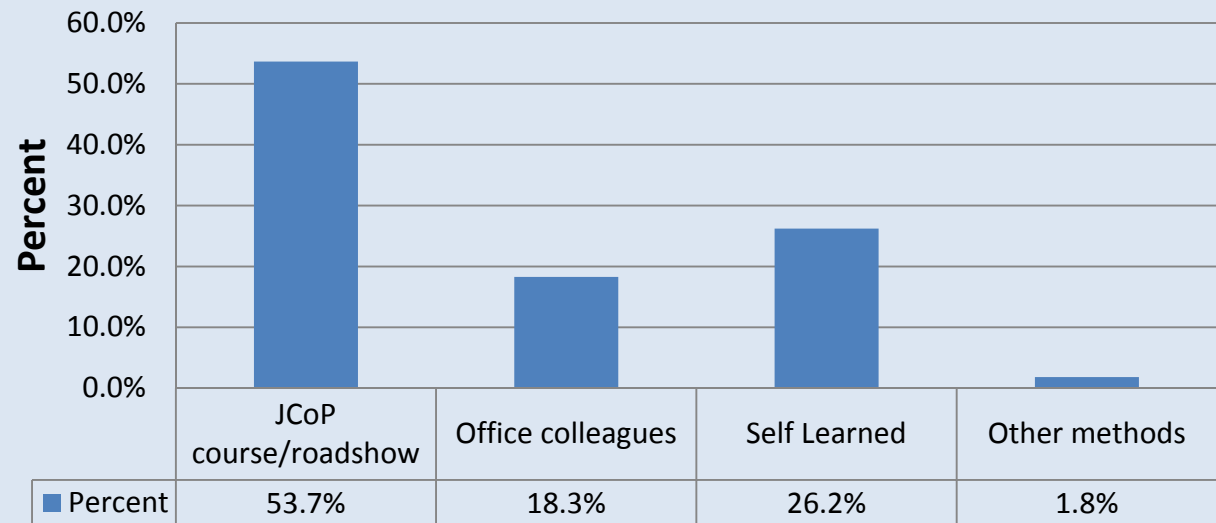
Place of work



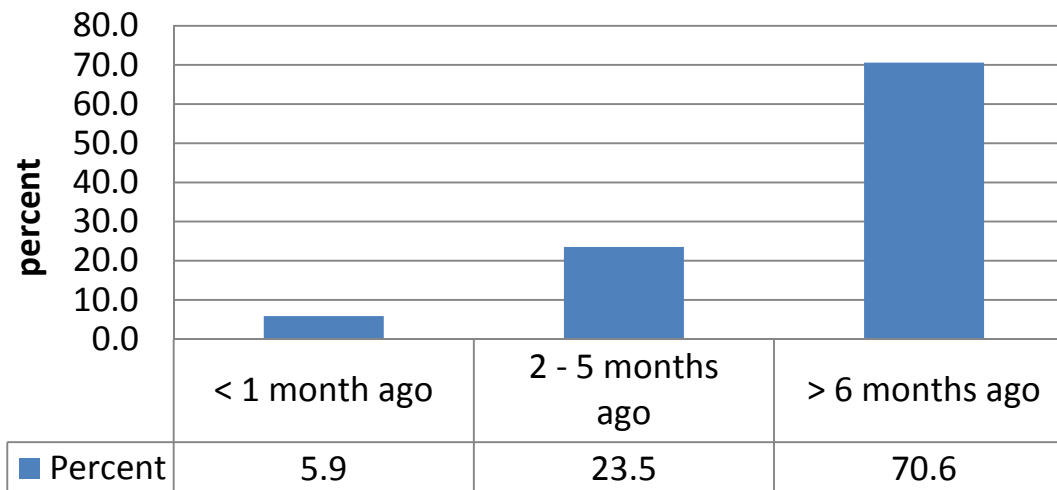
Who participated in the JCoP Survey?

Slightly **more than half** of survey participants are aware of JCoP through **CoP course or roadshows**. The **others** knew about JCoP through **informal channels**

JCoP Awareness



JCoP Membership

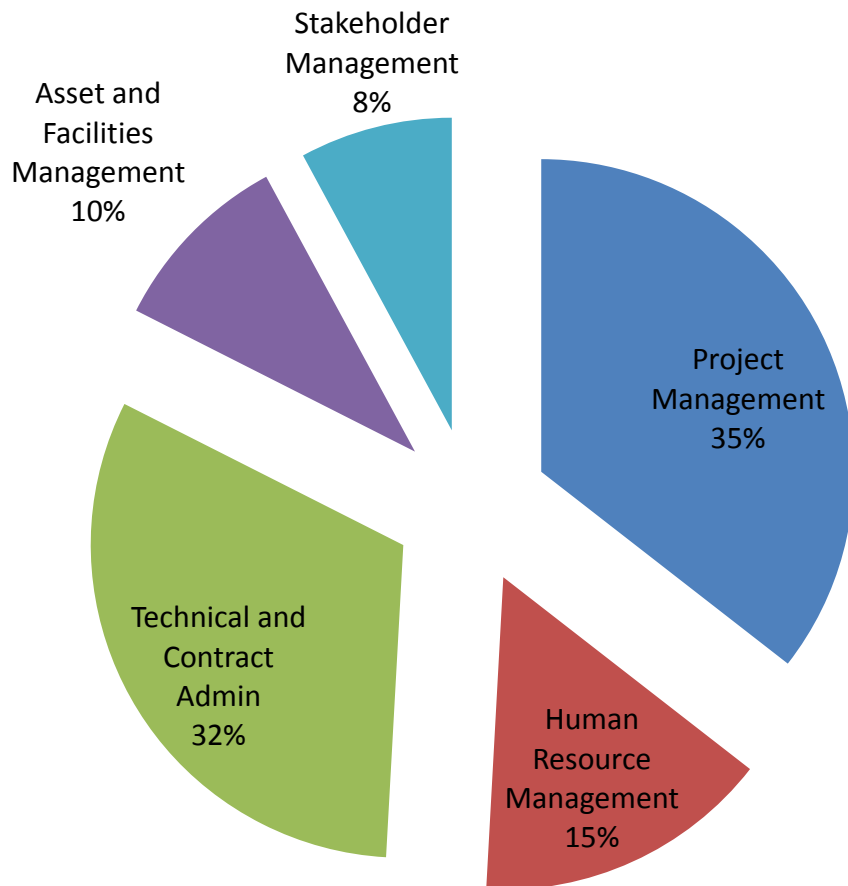


70% of the survey participants have joined JCoP for **more than six months**

Which domains are they active in?

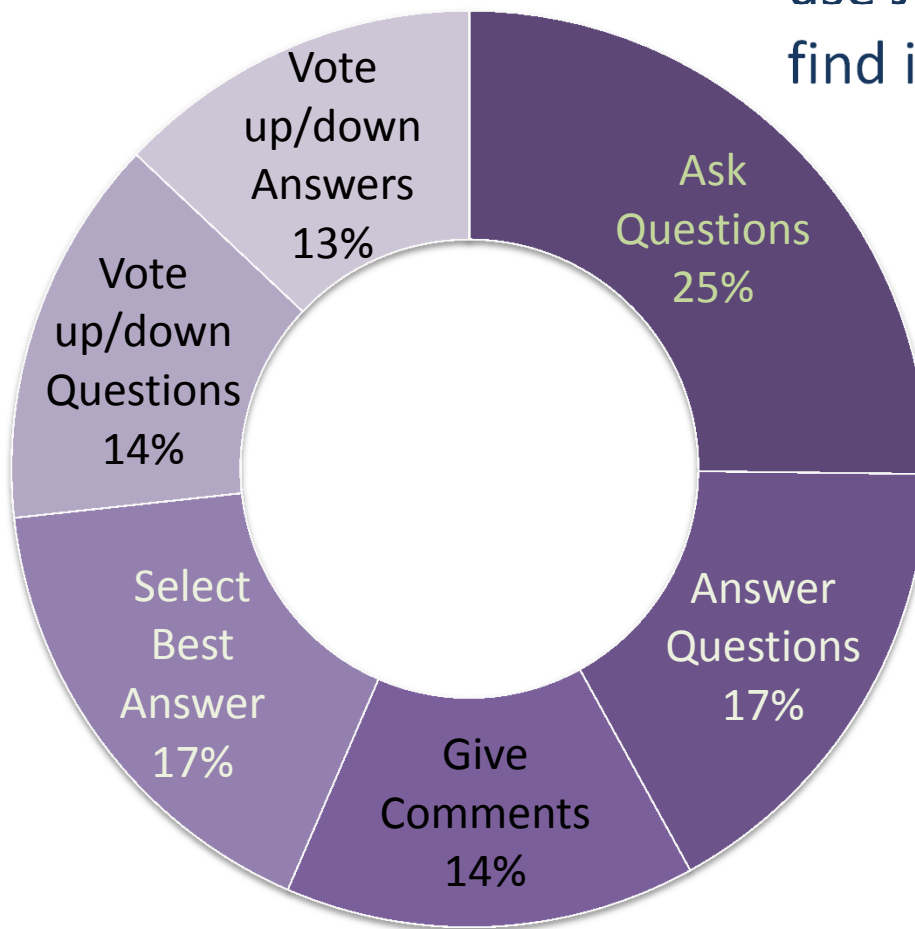
More than a third of the participants are active in the **PM domain**.

This is closely followed by the **Technical and Contract Administration domain**



Which features of JCoP do they often use and find very useful?

25% of the survey participants often use JCoP for asking questions and find it very useful



About 1 in 6 participants often use JCoP to post answers and to select the best answer and find these features very useful

KEY questions

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

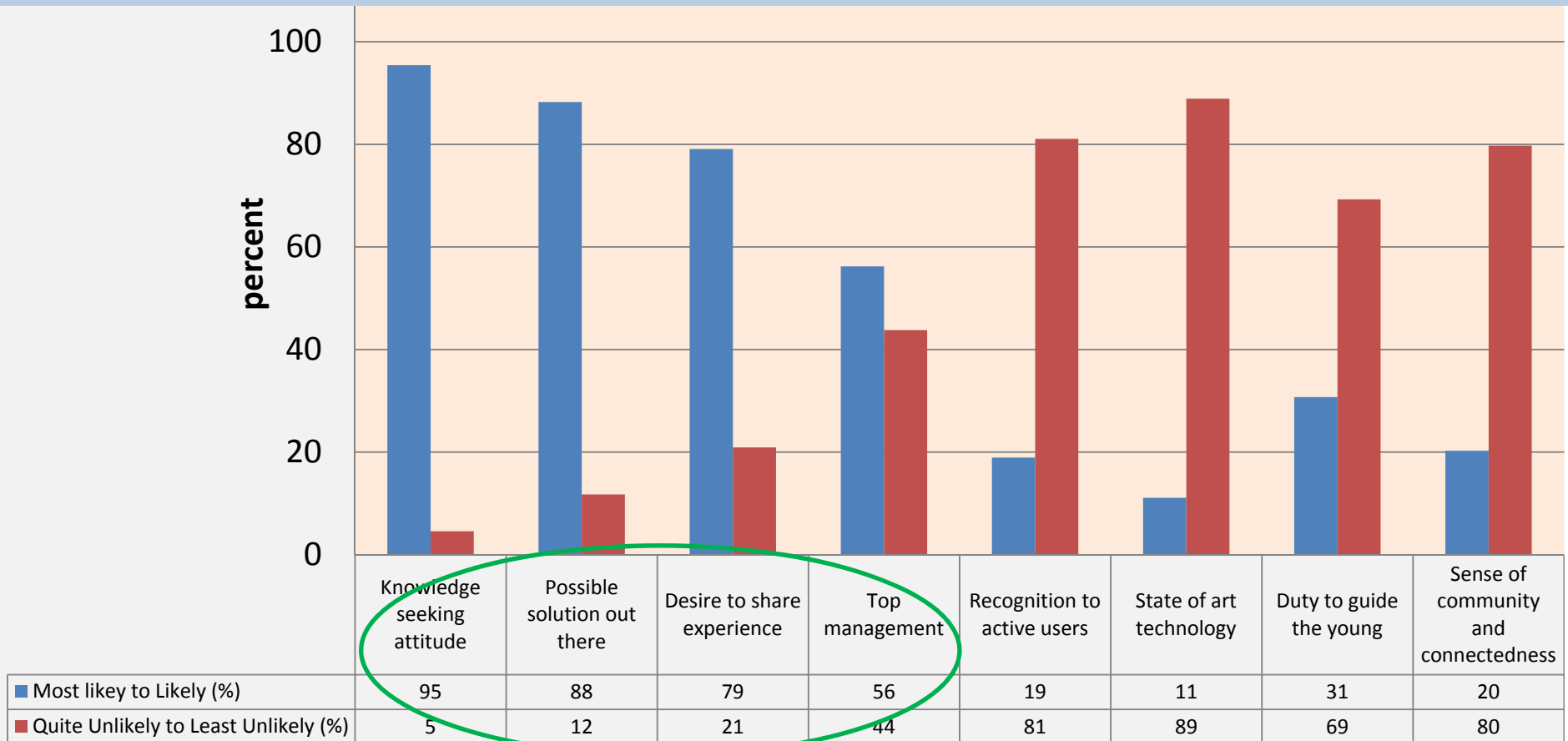
Capabilities of JCoP ?

84% of participants believe that JCoP is capable of building knowledge sharing and learning in work culture



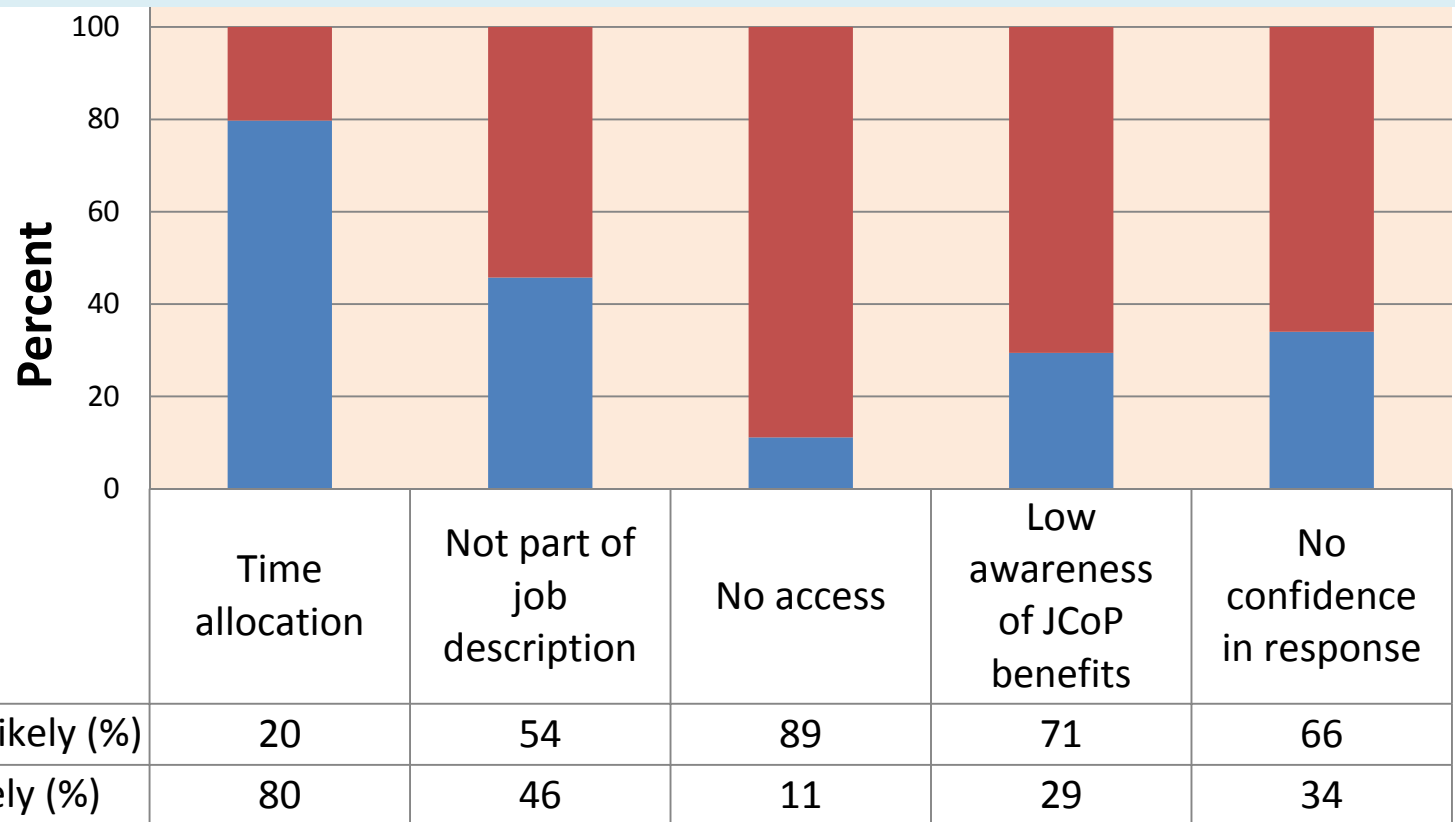
What strongly motivate them to participate in JCoP?

Majority of participants are self motivated by their **knowledge seeking attitude, positivity about getting solutions and desire to share experience**. **Top management's deep interest** is also a driving force for their participation.



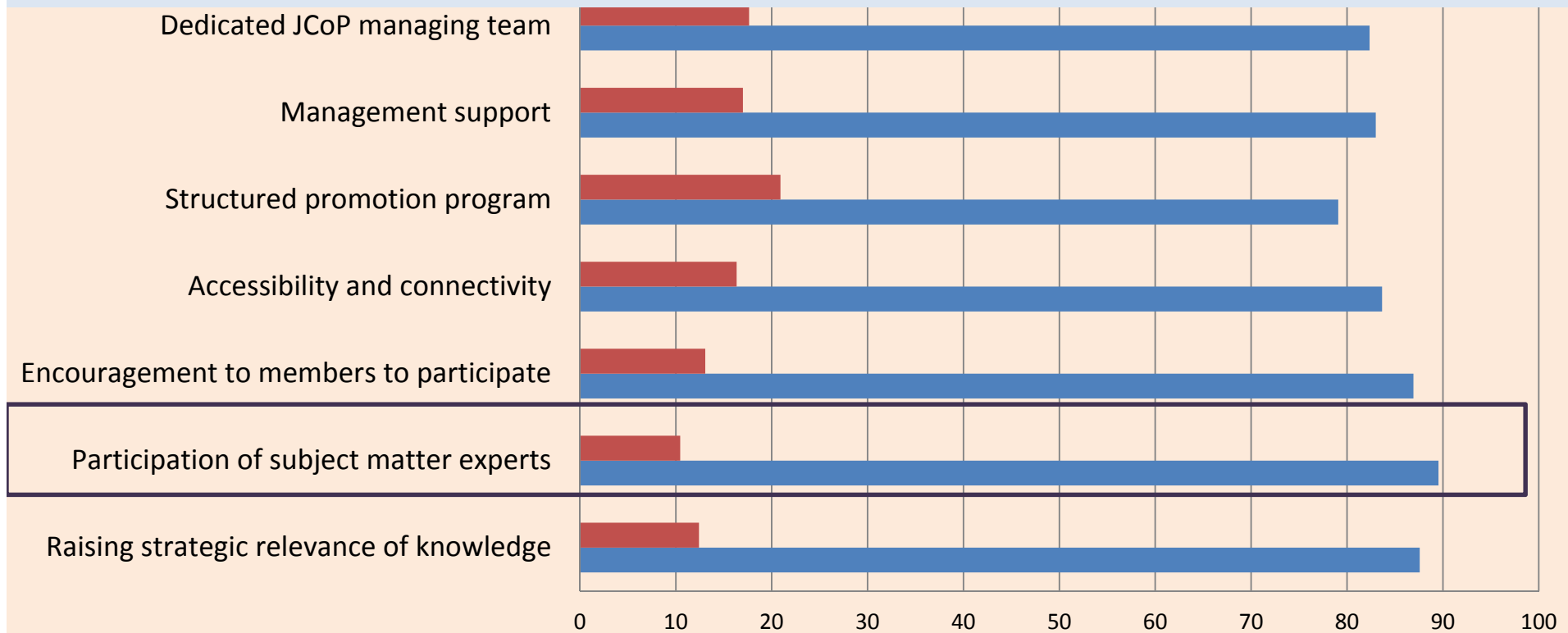
What strongly limit them to participate in JCoP ?

The majority of participants give **being unable to allocate time** as the main reason, and **not being part of their job** as the second reason.



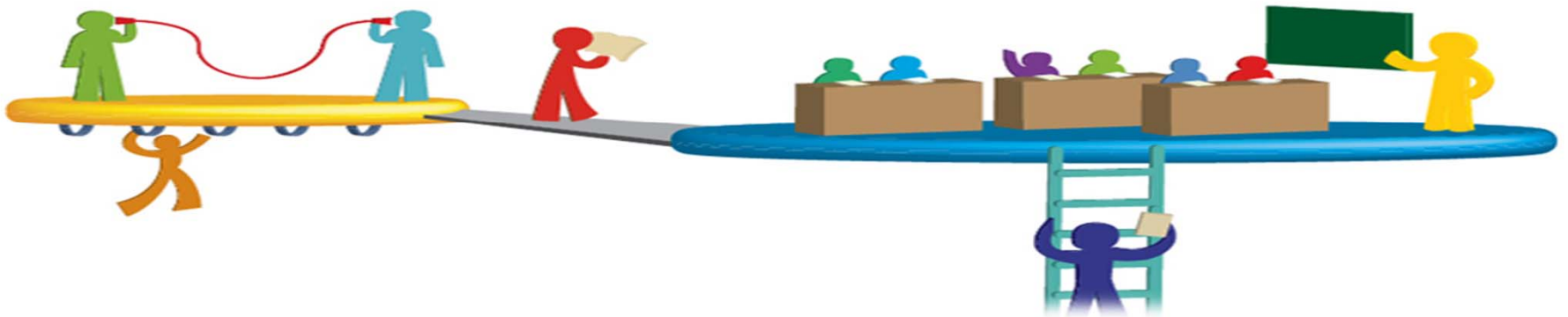
Success of JCoP depends on?

An overwhelming majority (90%) agree JCoP success depends on participation of SMEs



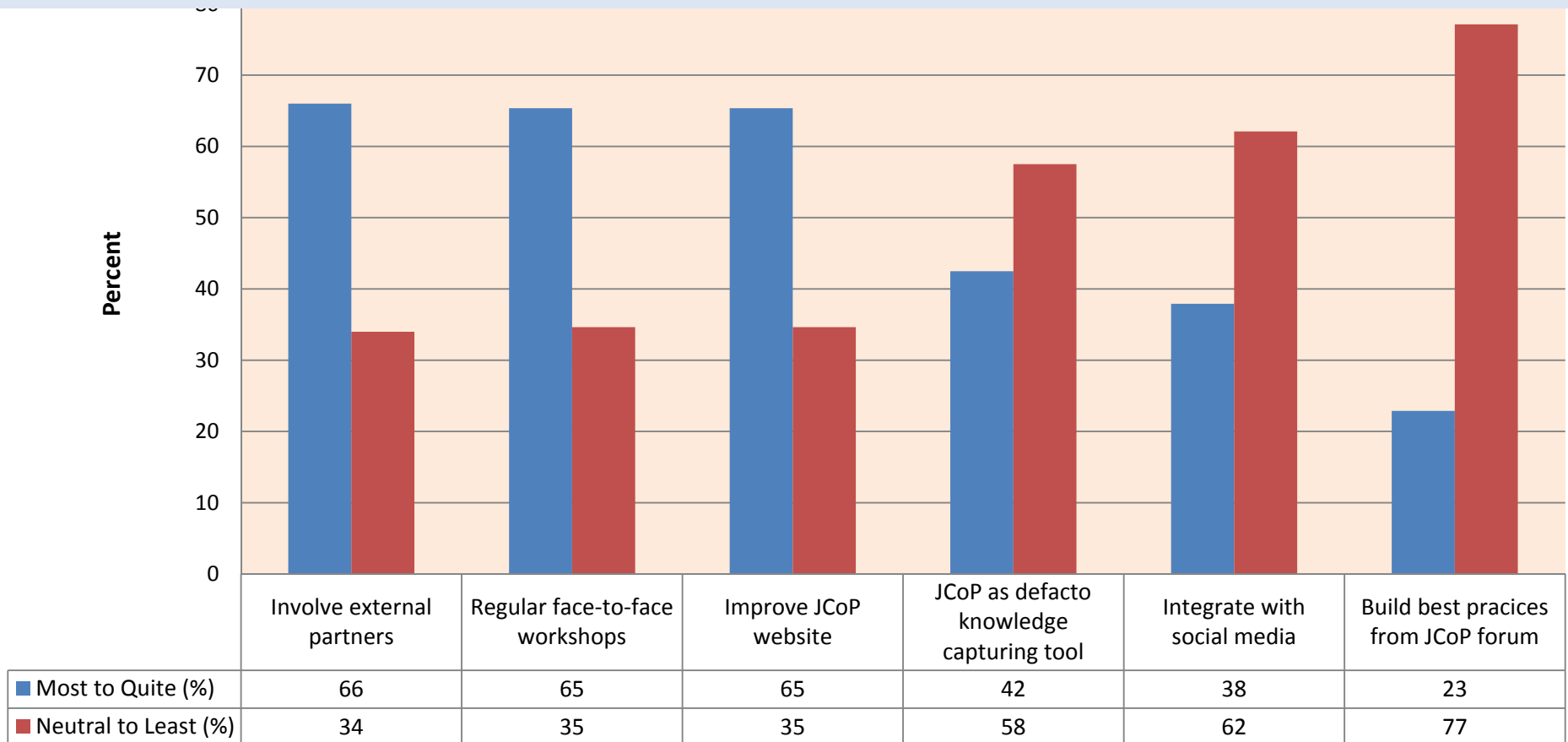
	Raising strategic relevance of knowledge	Participation of subject matter experts	Encouragement to members to participate	Accessibility and connectivity	Structured promotion program	Management support	Dedicated JCoP managing team
■ Neutral to Strongly Disagree (%)	12	10	13	16	21	17	18
■ Strongly Agree & Agree (%)	88	90	87	84	79	83	82

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)



How to improve effectiveness of JCoP ?

Around 2 in 3 survey participants think JCoP can be more effective by involving **external partners**, having **regular face to face** workshops and improving the **website**

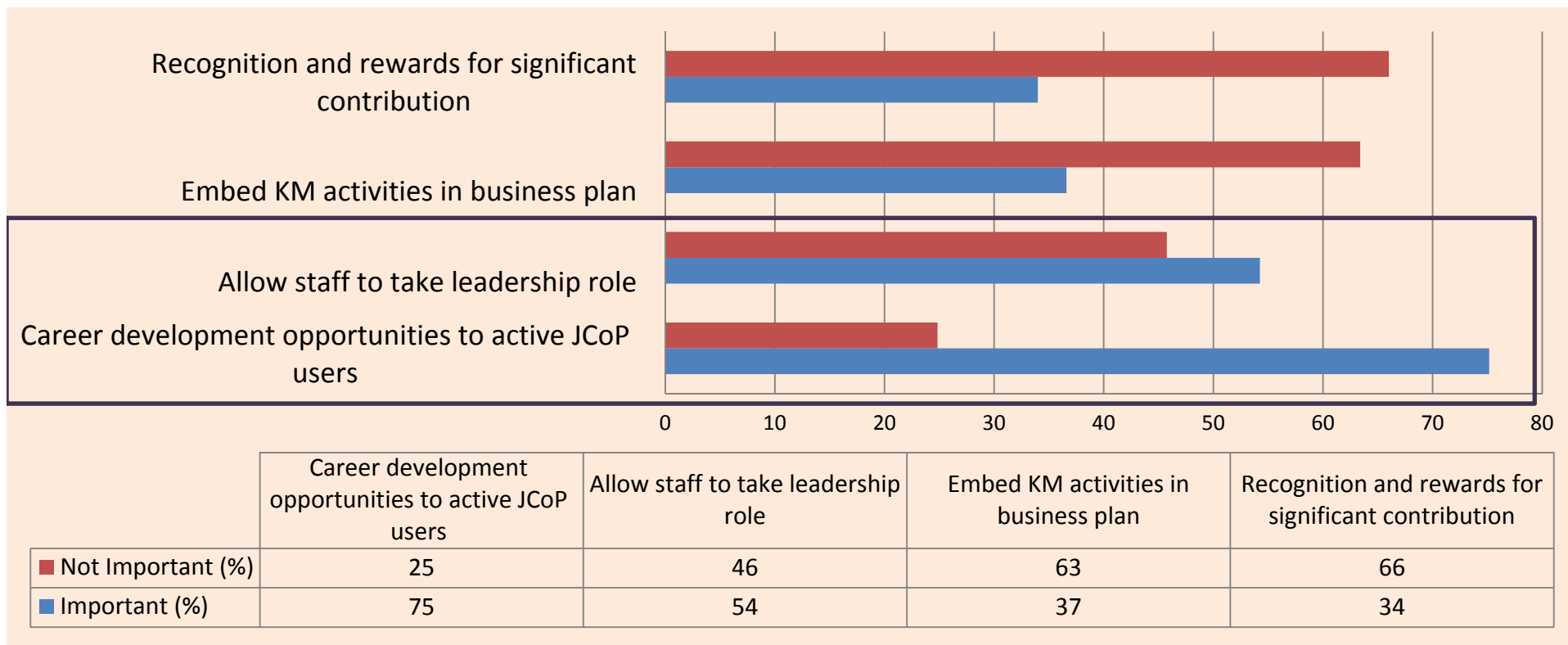


The performance of CoPs is dependent on the ability of community members to continuously build and access the community memory through frequent informal interactions, facilitating the effective creation and transfer of valuable tacit and implicit knowledge within the community (Lave & Wenger 1991)

How JKR management can better support of JCoP ?

The majority of survey participants think it is important for top management to **provide career development opportunities to active JCoP users** and **to allow them take leadership role in JCoP**.

However, embedding KM in business plans and rewarding significant contributions is not so important.



Conclusion from JCoP survey

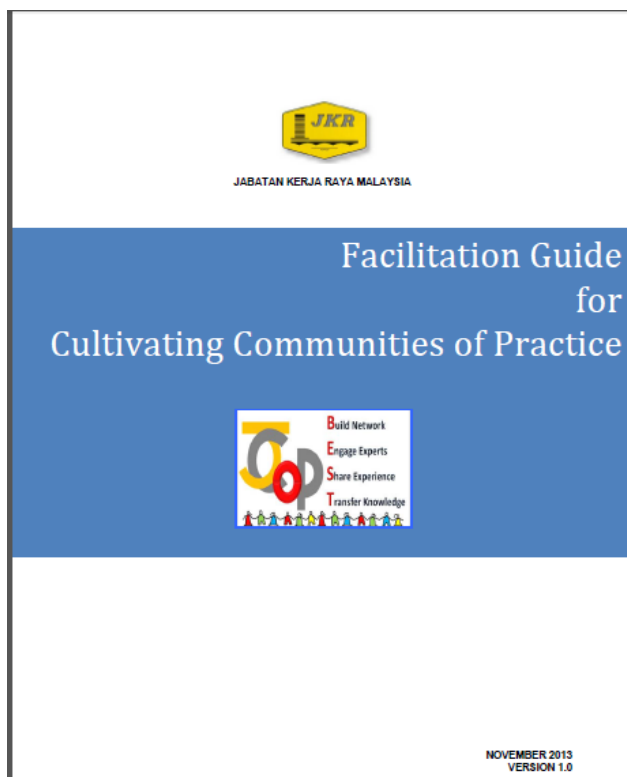
- ACTIVE PARTICIPATION OF SMEs
- STRONG SUPPORT FROM SENIOR AND TOP MANAGEMENT
- HIGH COMMITMENT TO ALLOCATE TIME FOR KNOWLEDGE SHARING
- CONSISTENT ENCOURAGEMENT FOR KNOWLEDGE SEEKING AND KNOWLEDGE SHARING BEHAVIOUR

THE WAY FORWARD: TAKING A DIFFERENT APPROACH

STRATEGIES	WHAT WE ARE CURRENTLY DOING	WHAT WE NEED TO DO TO STRENGTHEN AND SUSTAIN
COMMUNICATE	<ul style="list-style-type: none"> • create awareness • promote through talks, roadshows, courses 	<ul style="list-style-type: none"> • CoP Facilitation Guide • CoP Awareness Training Manual • JCoP Newsletter • mandate via KPKR instruction
ENGAGE	<ul style="list-style-type: none"> • give encouragement • conduct workshops with SMEs and JCoP users • give recognition via gamification system • present certificate of appreciation and gift to top contributors 	<ul style="list-style-type: none"> • senior management to model KS behaviour • incentives on bigger scale • KPIs for SMEs • incorporate in annual performance appraisal • criteria for promotion/other rewards
MONITOR AND SUSTAIN	<ul style="list-style-type: none"> • observe user interactions and behaviour • track via google analytics • use simple metrics 	<ul style="list-style-type: none"> • CoP Health Check • regular reporting to JPP • CoP Sustenance Guide



CoP FACILITATION GUIDE



To assist in facilitating a CoP workshop with people who are from the same domain of knowledge.

The Guide covers

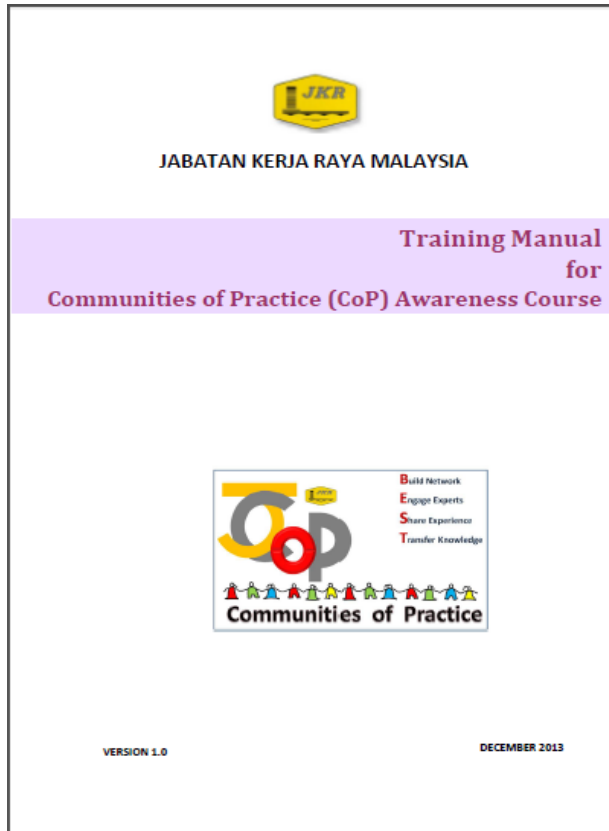
- facilitator's check list
- steps in planning and conducting a workshop, and documenting the workshop take-aways
- how to ensure successful facilitation
- sample slides

CoP FACILITATION GUIDE

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a. Facilitator's Checklist.....	4
b. Planning the Workshop.....	5
c. Conducting the Workshop.....	7
d. Documenting the Workshop Take-away.....	9
3. HOW TO ENSURE A SUCCESSFUL FACILITATION	10

CoP Awareness Training Manual



To assist in delivering an awareness course to provide an overview of CoP and insights on what it takes to implement a CoP

This Training Manual covers:

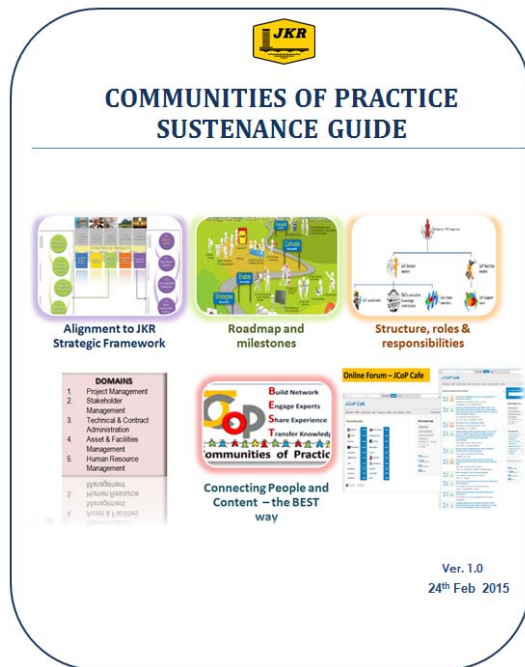
1. An outline of the one-day CoP awareness course
2. A sample agenda of the awareness course
3. Sample slides of the awareness course
4. Case study of successful CoP

CoP Awareness Training Manual

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CoP Sustenance Guide



To lay down the implementation schema to sustain the CoP program in JKR

Developed based on-

- Feedback from a survey
- Evaluation of critical success factors
- Lessons learned



For CoPs to be self sustained, the alignment with JKR Strategic Framework and CoP goals has to be continually assessed.

Ongoing evaluation to check how active/vibrant



CoP Sustenance Guide

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