

SEMINAR & LAUNCHING OF COMMUNITY OF PRACTICE

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BILIK GERAKAN, BLOK A KEMENTERIAN KERJA RAYA

OPENING SPEECH BY

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YBhg. Dato' Dr. Zaiton bt Osman, penceramah jemputan

Pengarah-pengarah,

YBhg. Dato', Datin, Ladies and Gentleman,

Assalamu'alaikum wrbt

Praise be to Allah s.w.t. and peace and blessings be upon the Prophet Muhammad and his family and companions. It is with His Grace and Compassion that brings us here today in this seminar to be enlightened on a significant initiative that our Department has embarked upon.

1. First of all, I wish to congratulate Cawangan Pengurusan Projek Kompleks and Cawangan Pengurusan Korporat for jointly organising this Seminar on cultivating Communities of Practice or CoP in JKR. I believe many amongst us do not know what a CoP is.

Ladies and Gentleman,

2. Under the JKR Strategic Framework 2012-2015, one of the strategic initiatives identified is the creation of Communities of Practice (CoP) as a mechanism for sharing and transfer of tacit knowledge. COP is a peer-to-peer collaboration where a group with similar interest in a particular field or profession come together to share their knowledge. It may be formed spontaneously because of a common interest in a particular domain, or it can be developed in a structured manner to develop specific knowledge domains.

3. Through the process of sharing knowledge and experience among members, the CoP members can learn from each other and gain opportunities to expand their knowledge and further improve their practice and performance. Through their interactions, new ideas and innovations too, can be generated.

4. The World Bank sponsors a number of internal CoPs called Thematic Groups or "TGs". TGs are formed and managed by World Bank staff to promote continuous learning and knowledge sharing that is usually missing in its formal teams, groups, and one-off learning events. There are more than 80 TGs across the Bank, covering a wide range of cutting-edge development topics. World Bank has been in the top 20 of the Global MAKE (Most Admired Knowledge Enterprise) award selected by a panel of Global Fortune Global 500 senior executives. On the local front, agencies like PETRONAS, Bank Negara Malaysia have also leveraged the experience of their workers through the cultivation of CoPs.

5. I must congratulate PROKOM for its efforts in promoting CoP in JKR. I am very pleased to know that to date, five (5) CoPs have been initiated, i.e the **Project Management CoP, Human Resource Management CoP,**

Stakeholder Management CoP, Asset and Facilities Management CoP and the Technical and Contract Administration CoP.

6. Apart from face to face meetings, I was made to understand that a web based platform called **JCoP**, has been developed for the CoP members to interact with one another, virtually. This is a highly commendable effort indeed, as it not only facilitates the sharing of knowledge, but it also enables discussions and exchange of ideas or knowledge to be documented and easily accessed by anyone in the department.

Ladies and Gentleman,

7. Studies have shown that on average, workers spend one-third of their working time trying to find information to do their job. They are more likely to refer to colleagues rather than to books or guidelines. It is a challenge to workers who need “just in time” knowledge if they do not know who has the knowledge or where to find the knowledge. Therefore, a lot of time can be saved if they can refer to a particular member of CoP through the CoP network. Or, he can directly ask for help via JCoP. I would like to impress upon our experienced professionals and the SMEs to regularly visit the Q&A site and help answer questions posted by our

people in a manner that is simple and easy to understand. Practical experience shared by CoPs can help avoid repetition of mistakes.

8. Our new officers will not only benefit from this exchange of knowledge, but they will also be able to easily gain access to the experts when they need help. In a nutshell, joining a CoP is the “**BEST**” way to learn, that is, **B-E-S-T** being the acronym that stands for “**B**uild Networks, **E**ngage Experts, **S**hare Experiences and **T**ransfer Knowledge”.

9. It is imperative that JKR staff must be equipped with the ability to learn faster in today's fast-paced and hi tech world. JKR must continually develop a pool of knowledge-rich experts in order to facilitate the learning processes. It is thus, important that a culture of continuous learning be instilled among our people and to encourage this, we need to provide an environment that is conducive for knowledge sharing. Without such environment, no matter how sophisticated our trainings and knowledge management systems may be, our efforts to develop knowledge workers will be in vain.

10. We recognise the fact that valuable contributions to knowledge sharing and transfer cannot be forced upon. However, if the top and senior

members of management model a knowledge sharing behavior to those down the line by not only allocating time and resources for knowledge sharing activities but by actively participating in JCoP, the staff will be motivated to do likewise. This seminar is thus, a call for a firm conviction for the senior management to fully realise the potential of CoPs as a vehicle for knowledge support and to mitigate risks of knowledge loss that is facing the department. I am very confident that CoPs can substantially contribute towards the enhancement of our innovative capabilities and propel the department towards becoming a "Centre of Excellence".

Ladies and Gentleman,

11. Last but not least, I hope this Seminar will bring out practical ideas and insights that can turn the challenges and threats into opportunities to further enrich JKR knowledge base.

In the name of Allah, the Most Beneficent, the Most Merciful, I hereby officially open the CoP Seminar and officially launch JKR Communities of Practice.

Wabillahitaufig, walhidayah. Assalamu'alaikum wbrt. Thank you.