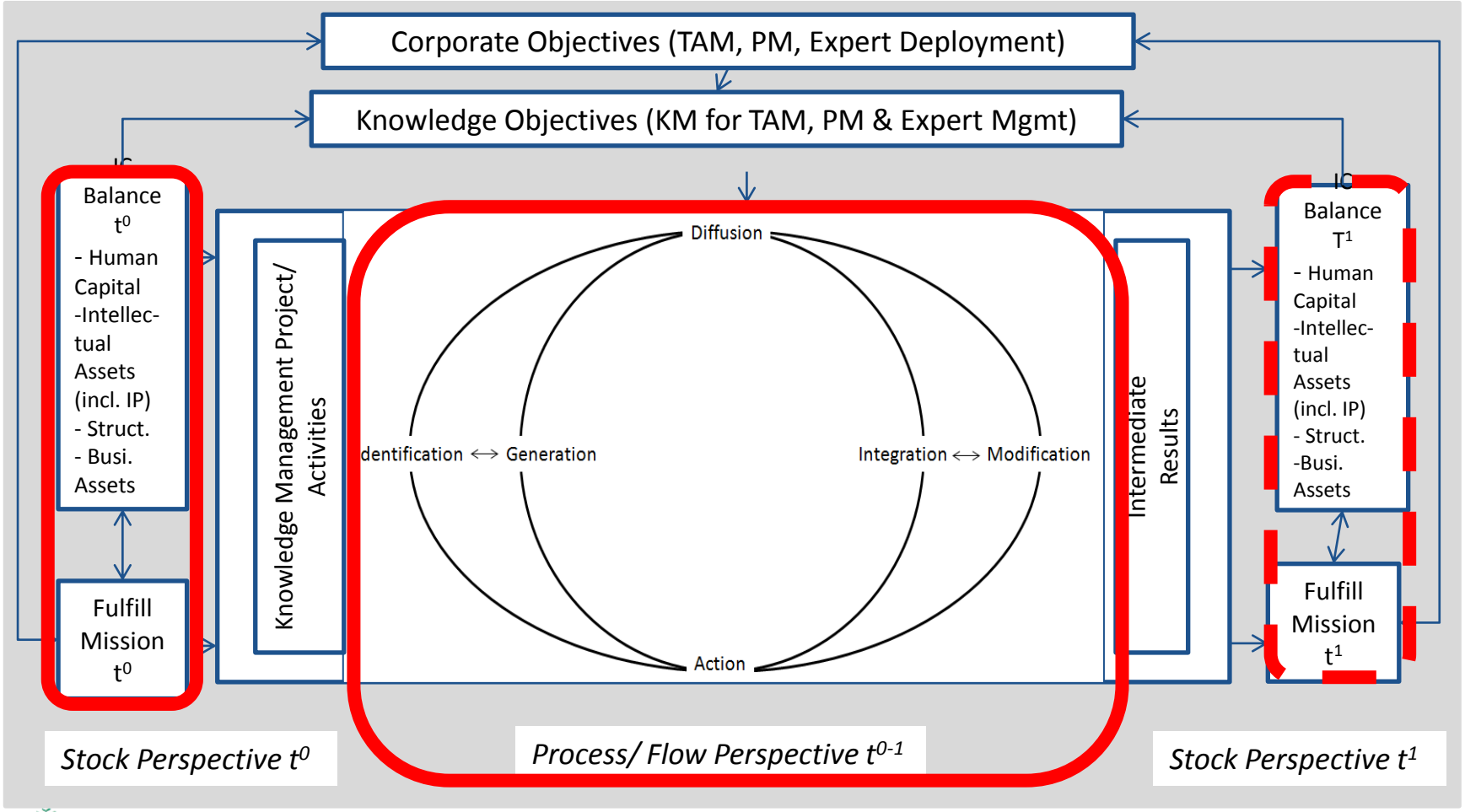
Is JKR KM Ready?

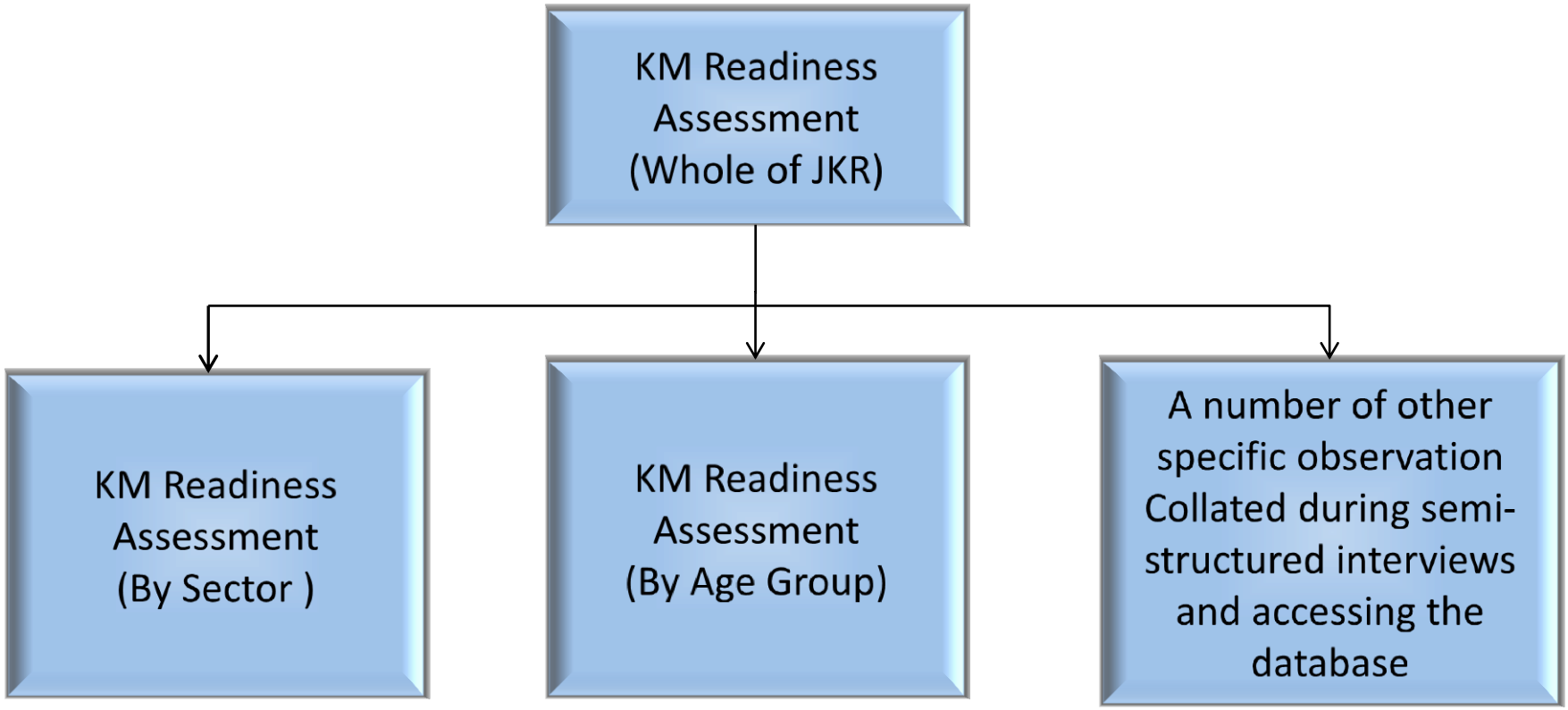
Seminar Knowledge Management JKR
Sime Darby Convention Centre
27th February 2012

Why KM Readiness Assessment?

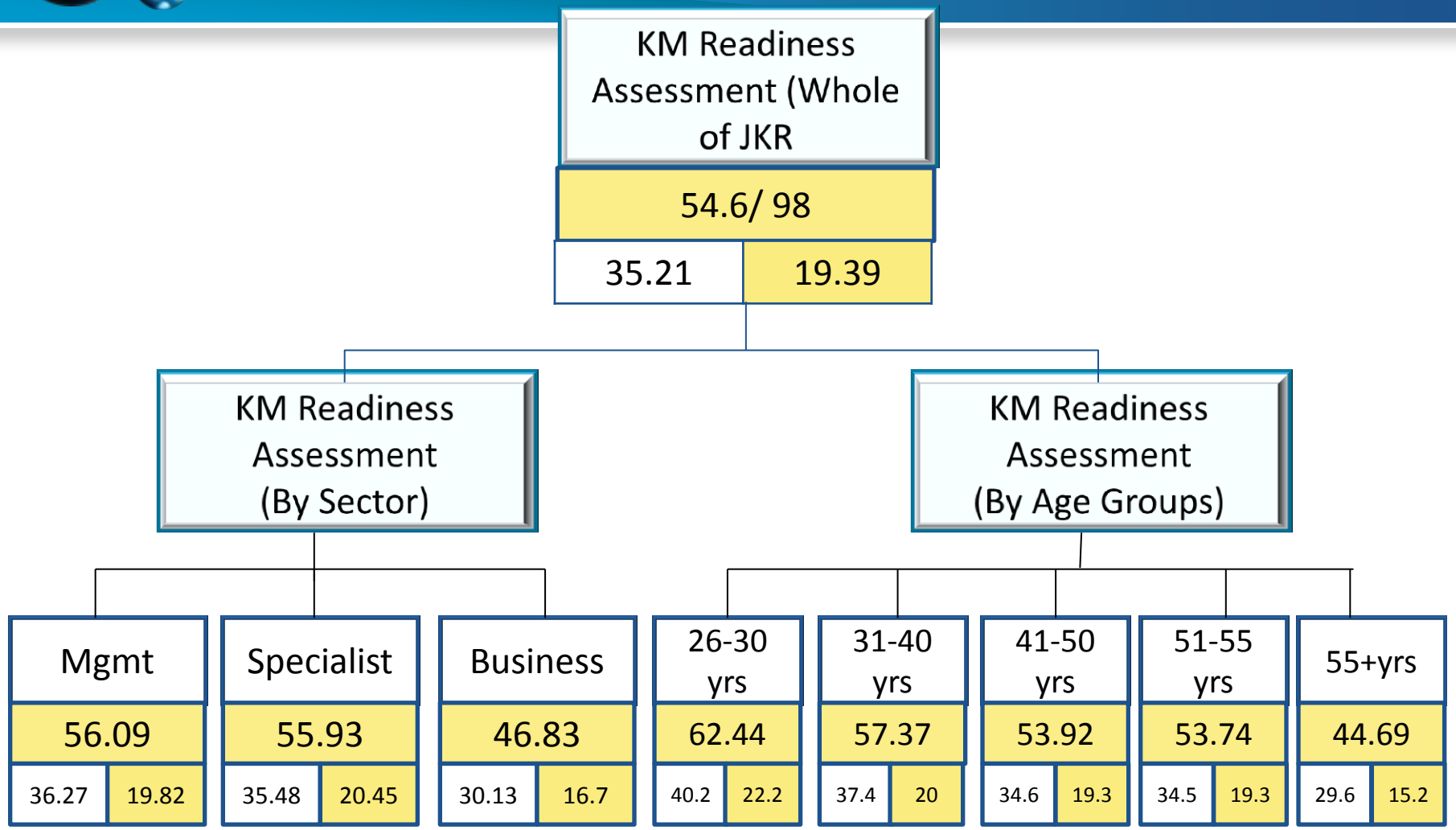
1. Fulfill Requirements of KM Framework, PSISP, Innovation
2. To know where JKR is and where JKR is going in terms of IC elements.



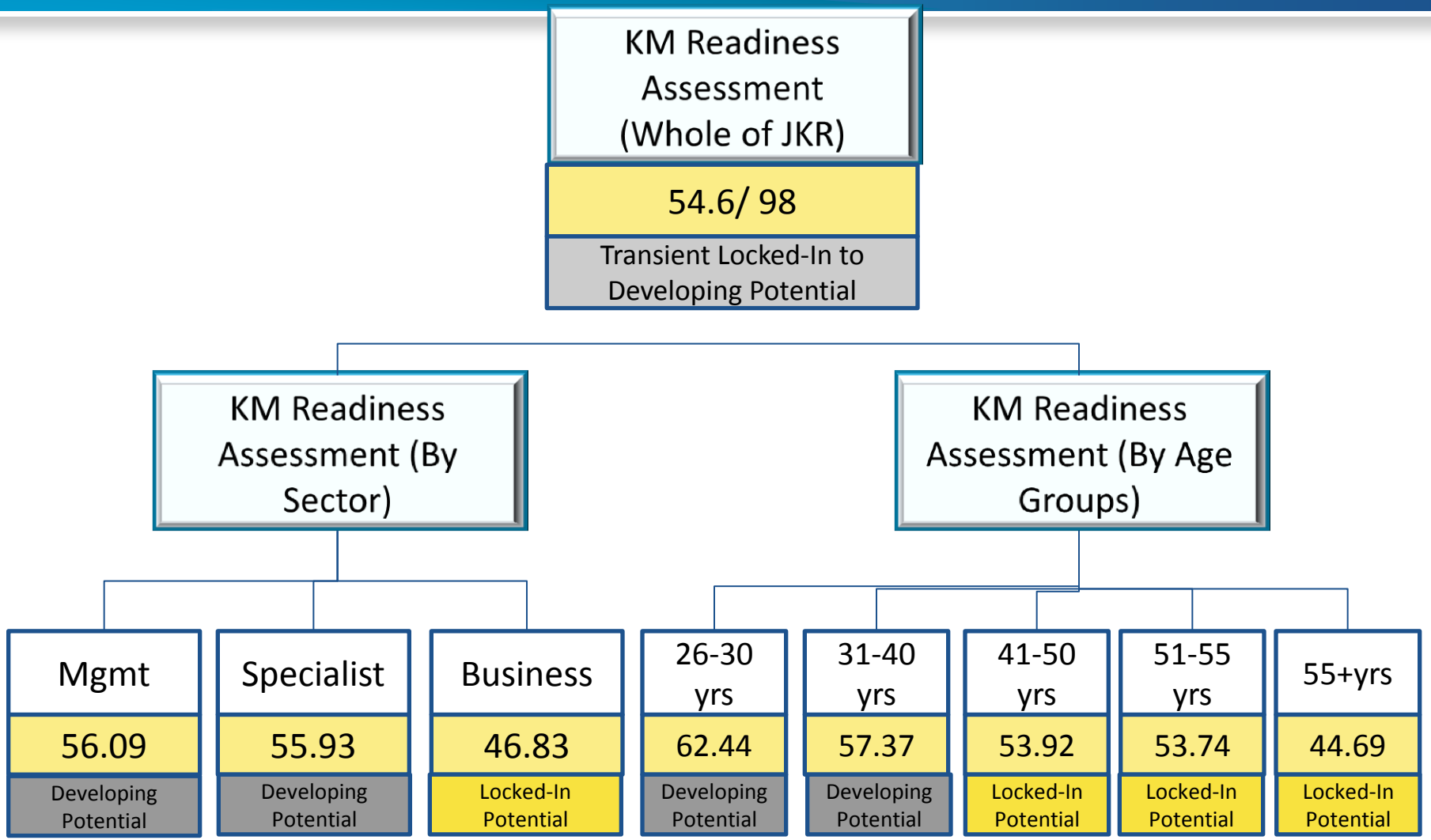
JKR Km Readiness Assessment



JKR KM Readiness Assessment – Marks Current Situation



JKR KM Readiness Assessment – State of KM Readiness



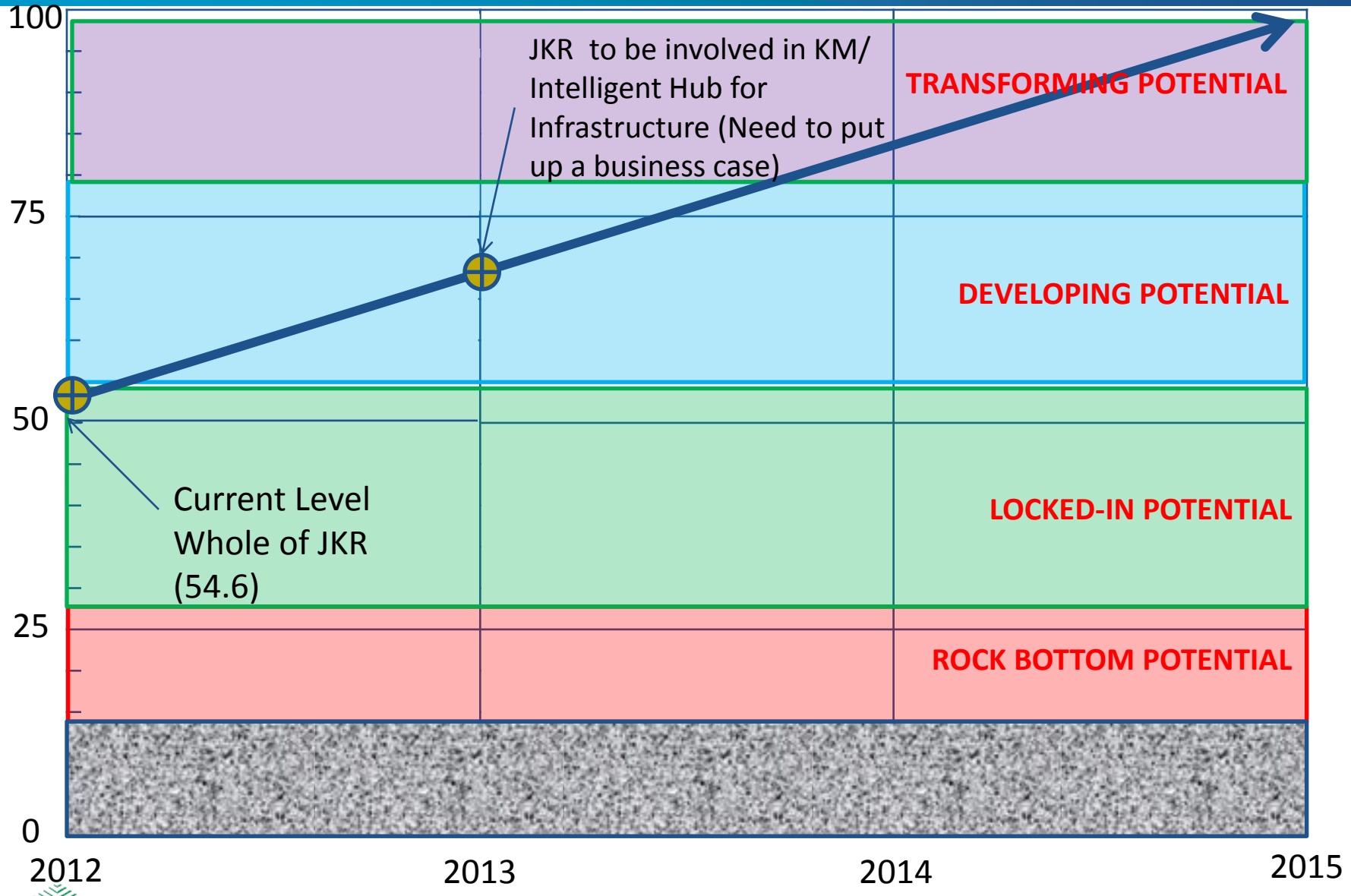
What does it say for KM in JKR (Current)

80-98 Transforming Potential	Knowledge is systematically created, shared and utilized to give the organization a competitive edge in the market place. Reward and promotion systems actively encourage the use and sharing of organizational knowledge.
55-79 Developing Potential	Knowledge is still managed in a rather ad-hoc way. There is gap between knowledge management rhetoric and managerial practices, and information is not always converted into innovative business ideas or practical policies
29-54 Locked-in Potential	Valuable knowledge generated every day remains locked up in the minds of individual employees . Knowledge sharing is limited by hierarchical and bureaucratic restrictions. There is a reluctance to share knowledge openly. Reward and promotion systems do not support the use and sharing of organizational knowledge.
14-28 Rock-bottom Potential	The organization is unable to leverage any of the knowledge that it might possess in order to gain competitive advantage. The "organization culture" is based on the old style management practices that are resistant to embracing knowledge management initiatives

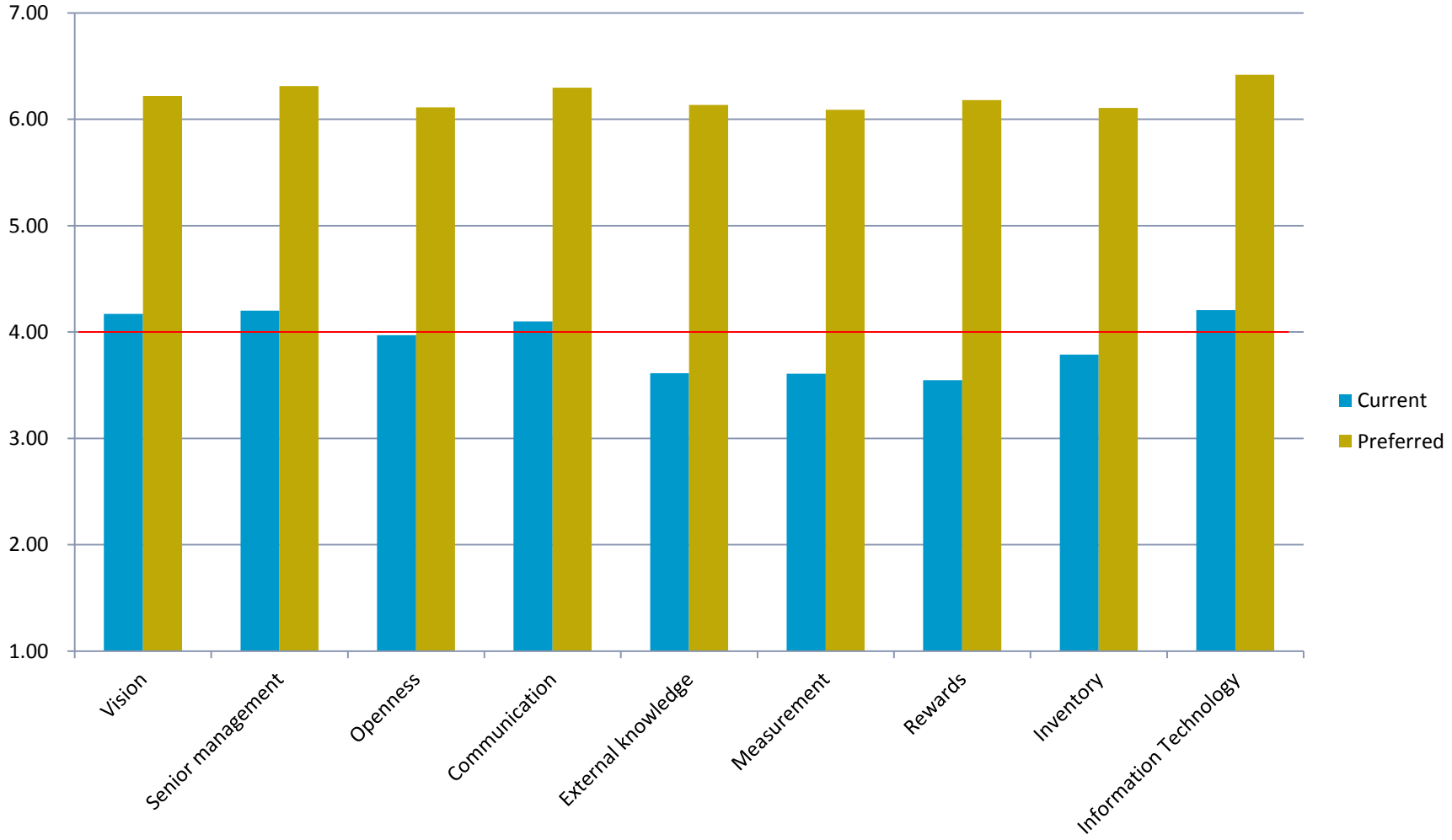
Categorization of Elements in KM Readiness

Definition	Implementation
Vision	Learning
Senior management	Access
Openness	Creation
Communication	Transfer
External knowledge	Leveraging
Measurement	
Rewards	
Inventory	
Information Technology	

Whole of JKR


100
75
50
25
0
2012
2013
2014
2015
JKR to be involved in KM/ Intelligent Hub for Infrastructure (Need to put up a business case)
TRANSFORMING POTENTIAL
DEVELOPING POTENTIAL
LOCKED-IN POTENTIAL
ROCK BOTTOM POTENTIAL
Current Level Whole of JKR (54.6)

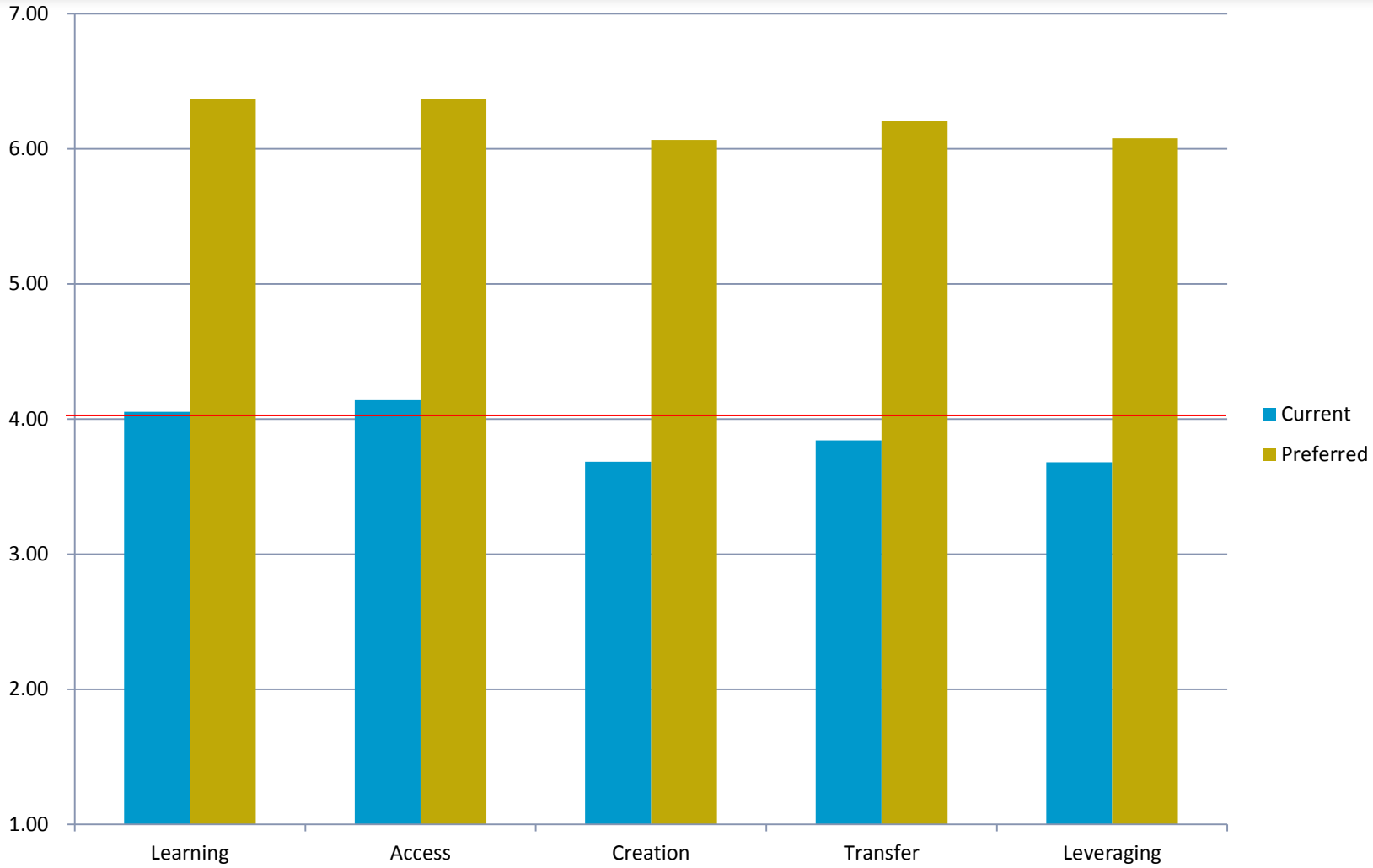
"DEFINITION" ELEMENTS FOR KM INITIATIVES (OVERALL JKR)



"DEFINITION" ELEMENTS FOR KM INITIATIVES (OVERALL JKR)

Element Description	Current	Preferred
Vision	4.17 (3)	6.22
Senior management	4.20 (2)	6.31
Openness	3.97	6.11
Communication	4.10 (4)	6.30
External knowledge	3.61	6.13
Measurement	3.61	6.09
Rewards	3.55	6.18
Inventory	3.79	6.11
Information Technology	4.21 (1)	6.42

"Implementation" elements for KM initiatives – Overall JKR



"IMPLEMENTATION" ELEMENTS FOR KM INITIATIVES (OVERALL JKR)

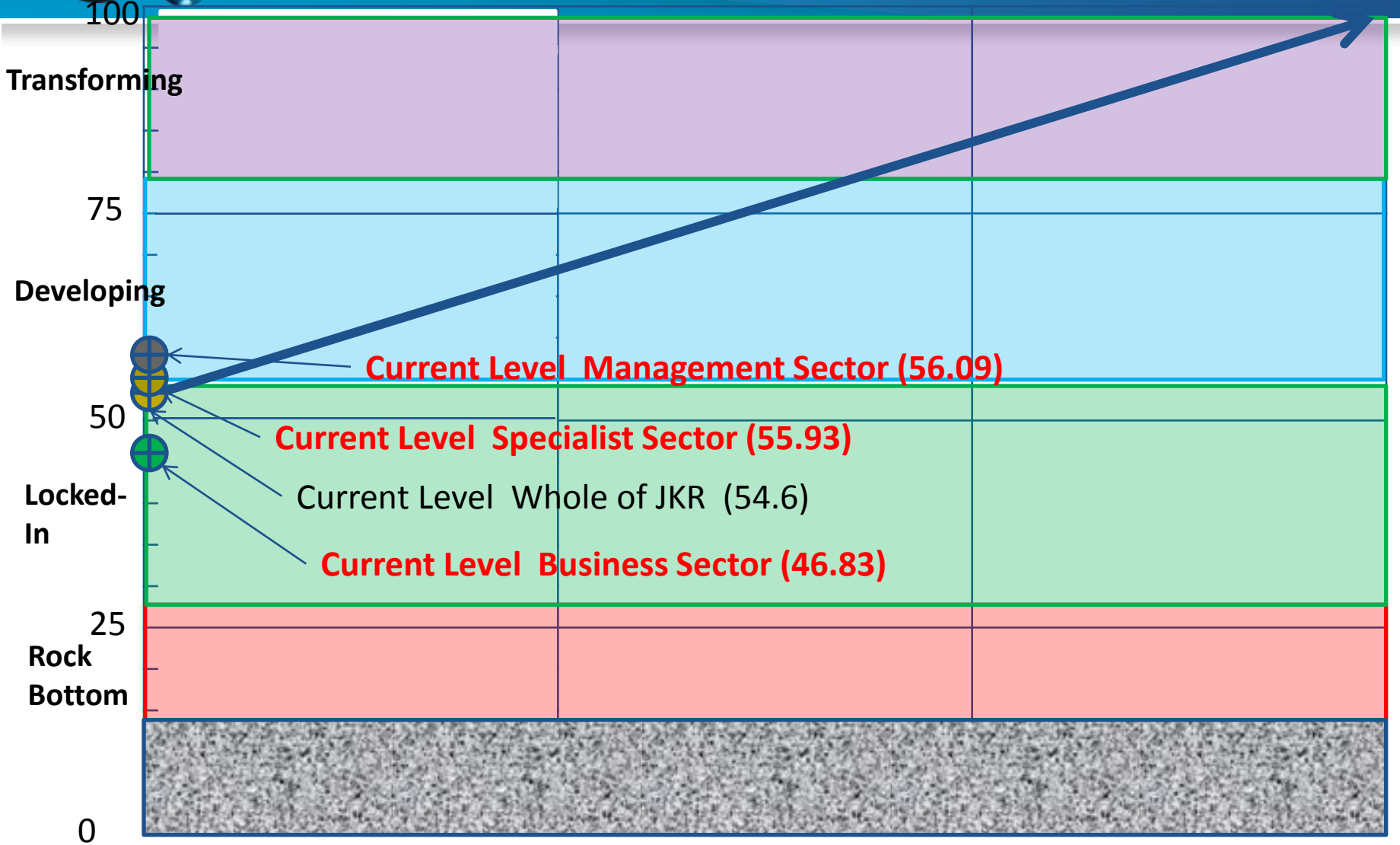
Element Desc.	Current	Preferred
Learning	4.05 2	6.37
Access	4.14 1	6.37
Creation	3.68	6.07
Transfer	3.84	6.20
Leveraging	3.68	6.08

Rationalization why KM is perceived differently by the different Sectors

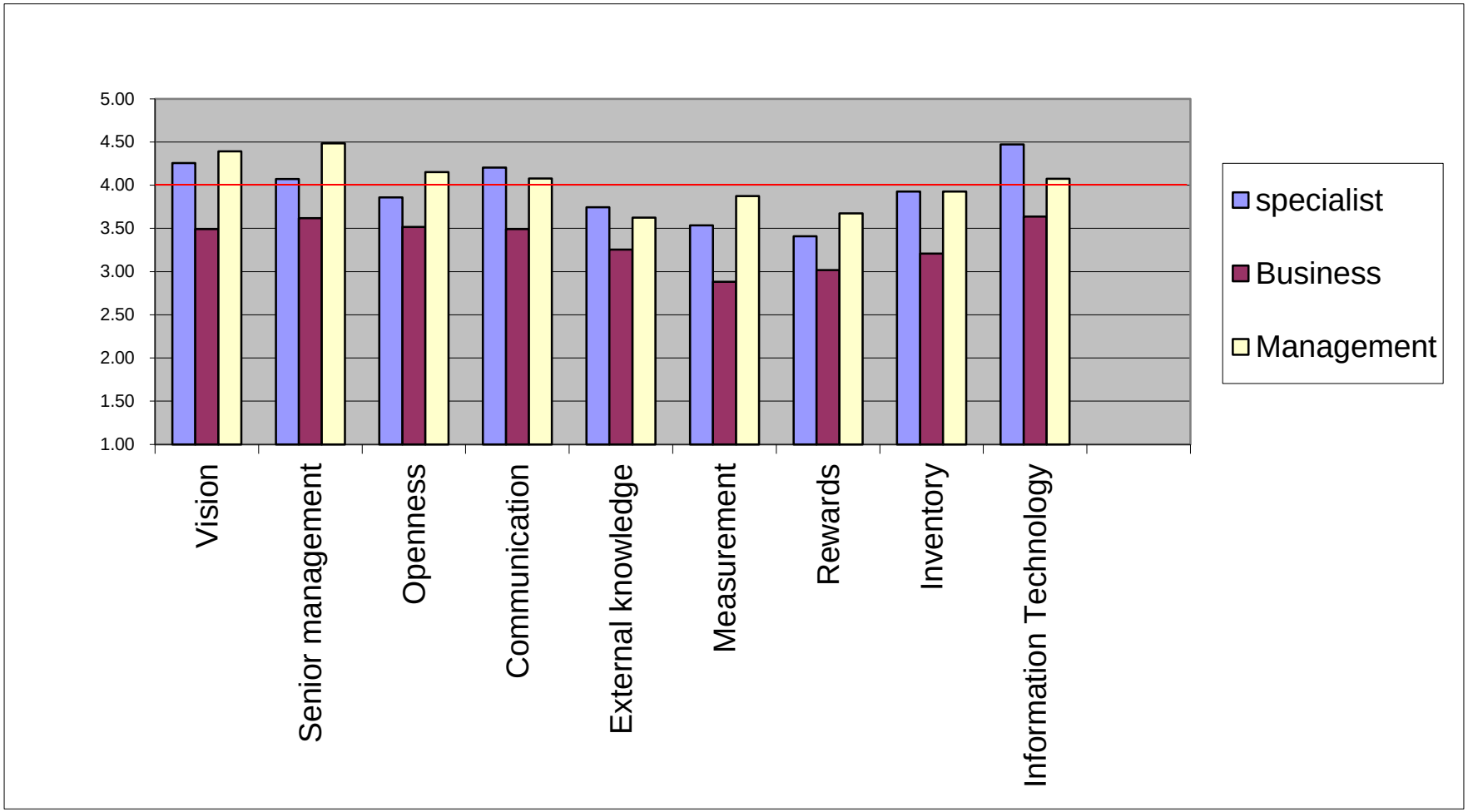
Overall Markings – By Sector

	Management	Specialist	Business
Total Marks (Current)	56.09	55.93	46.83
KM Category	Developing Potential	Developing Potential	Lock-in Potential

By Sector


100
Transforming
75
Developing
50
Locked-In
25
Rock Bottom
0
Current Level Management Sector (56.09)
Current Level Specialist Sector (55.93)
Current Level Whole of JKR (54.6)
Current Level Business Sector (46.83)
2012
2013
2014
2015

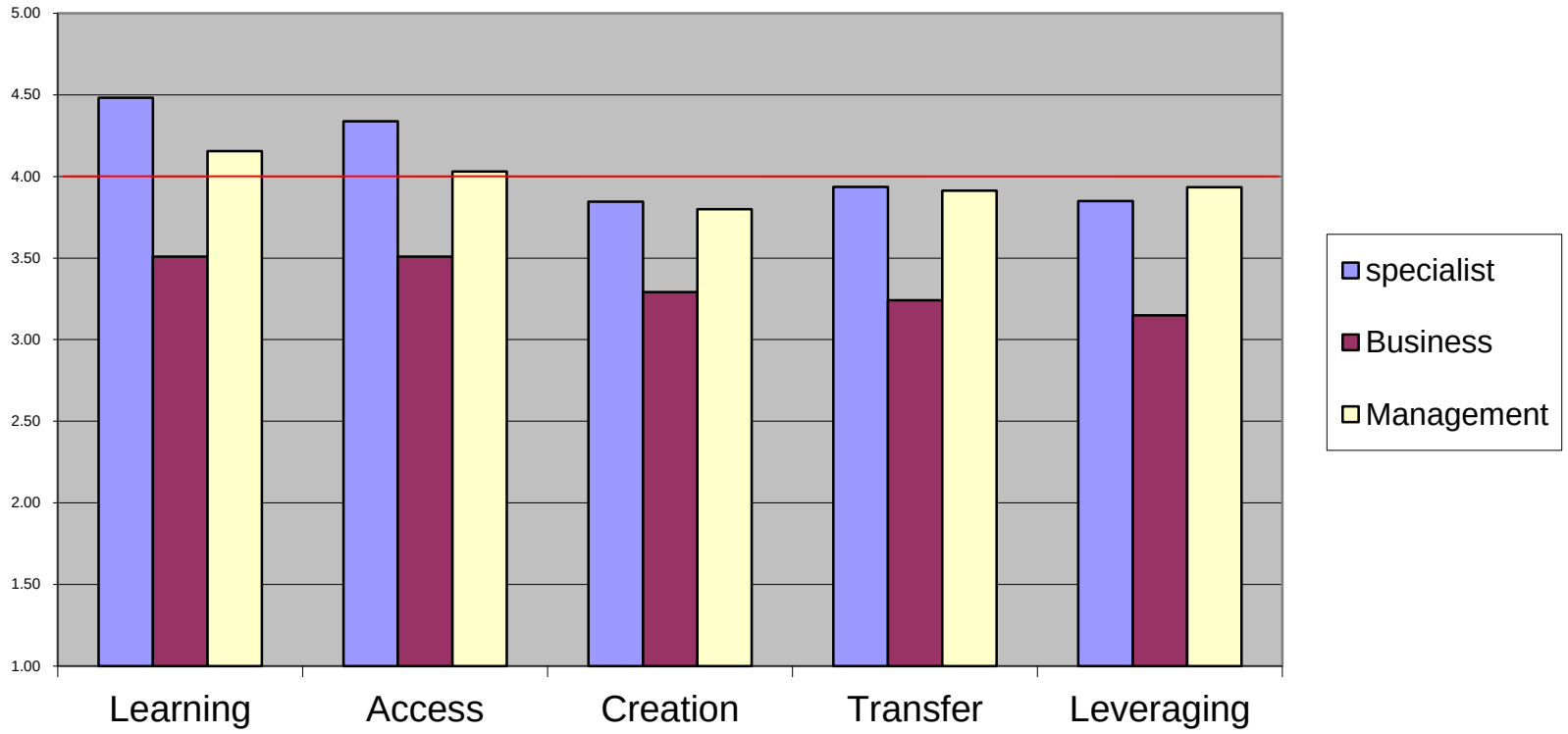
Detail by Definition Elements (Comparison Across Sectors) - Current



Detail by Definition Elements (Comparison Across Sectors) - Current

	Specialist	Business	Management
Vision	4.26 (2)	3.49	4.39 (2)
Senior management	4.07 (4)	3.62	4.48 (1)
Openness	3.86	3.52	4.15
Communication	4.20 (3)	3.49	4.08 (3)
External knowledge	3.74	3.26	3.63
Measurement	3.54	2.88	3.87
Rewards	3.41	3.02	3.67
Inventory	3.93	3.21	3.93
Information Technology	4.47 (1)	3.64	4.07 (4)

Detail by Implementation Elements (Comparison Across Sectors) - Current

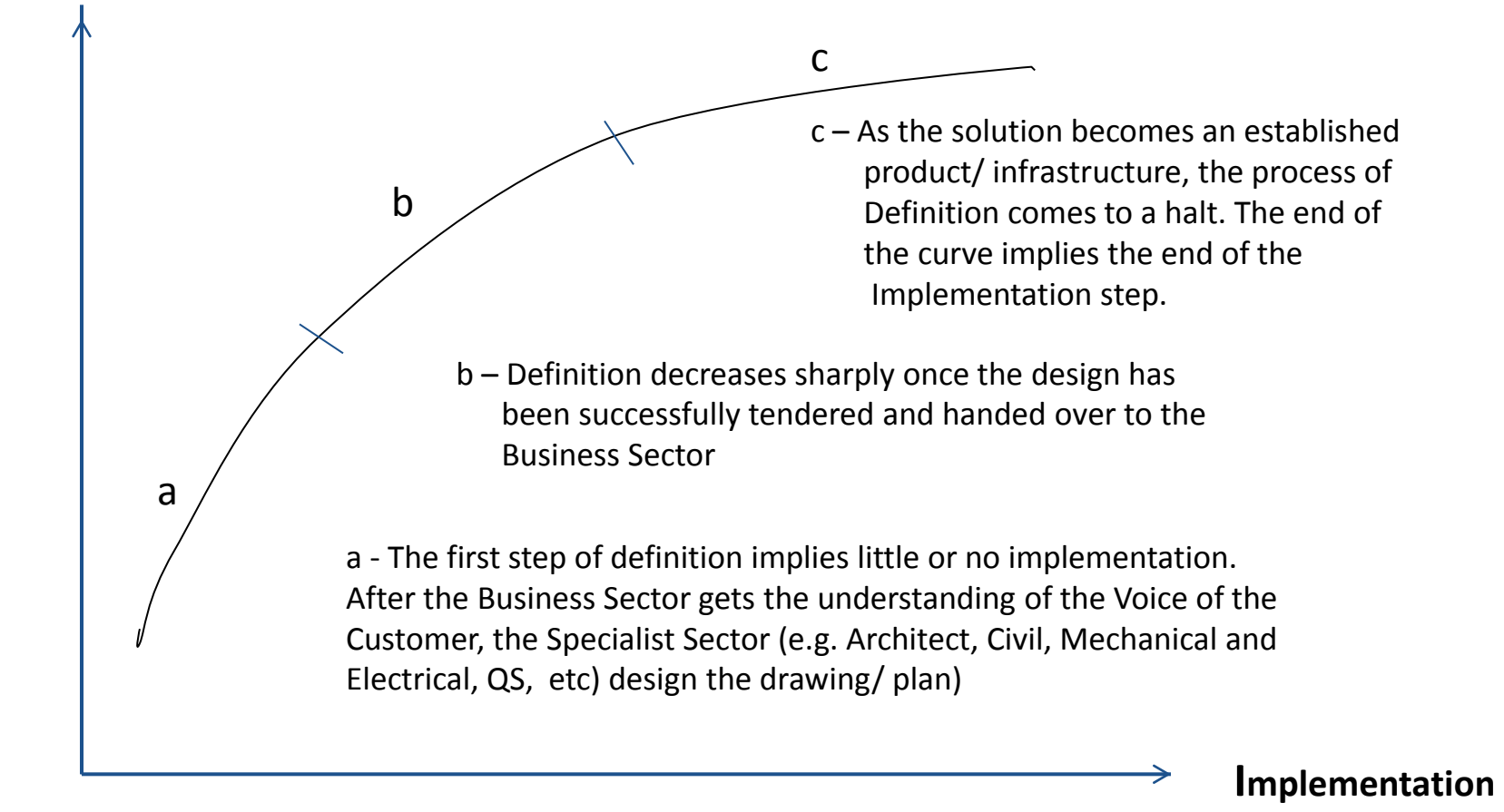


Detail by Implementation Elements (Comparison Across Sectors) - Current

	Specialist	Business	Management
	1		1
Learning	4.48	3.51	4.15
	2		2
Access	4.34	3.51	4.03
Creation	3.84	3.29	3.80
Transfer	3.94	3.24	3.91
Leveraging	3.85	3.15	3.93

No Blame Game – Rationalization

Projects/ solutions – "Definition" and "Implementation" Phases for Project Management



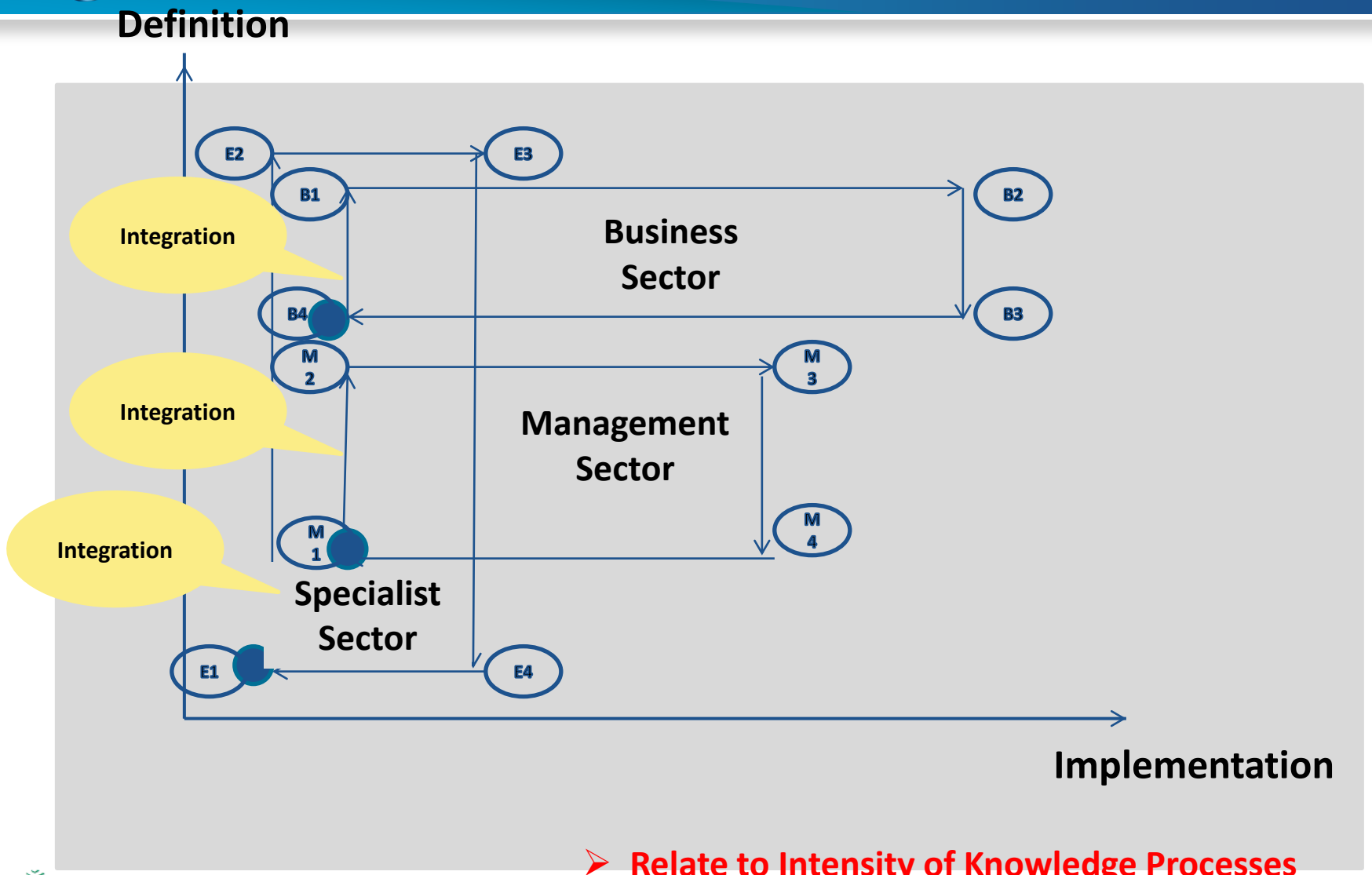
c – As the solution becomes an established product/ infrastructure, the process of Definition comes to a halt. The end of the curve implies the end of the Implementation step.

b – Definition decreases sharply once the design has been successfully tendered and handed over to the Business Sector

a - The first step of definition implies little or no implementation. After the Business Sector gets the understanding of the Voice of the Customer, the Specialist Sector (e.g. Architect, Civil, Mechanical and Electrical, QS, etc) design the drawing/ plan)

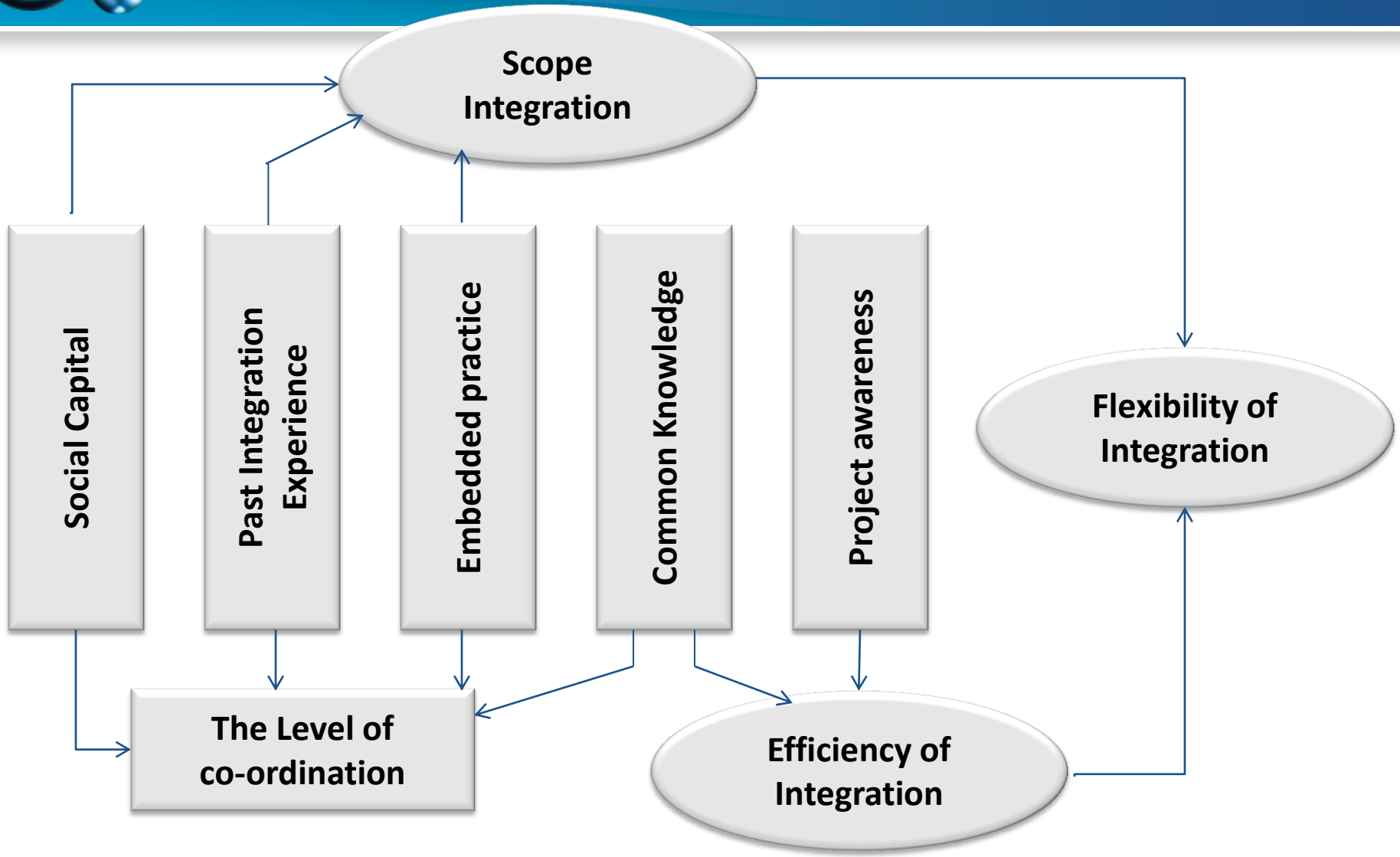
Important to Understand where and the intensity Each Sector is involved in

In-depth Explanation of "Definition" and "Implementation" for Project Management



- Relate to Intensity of Knowledge Processes
- Relate to Function of Sectors

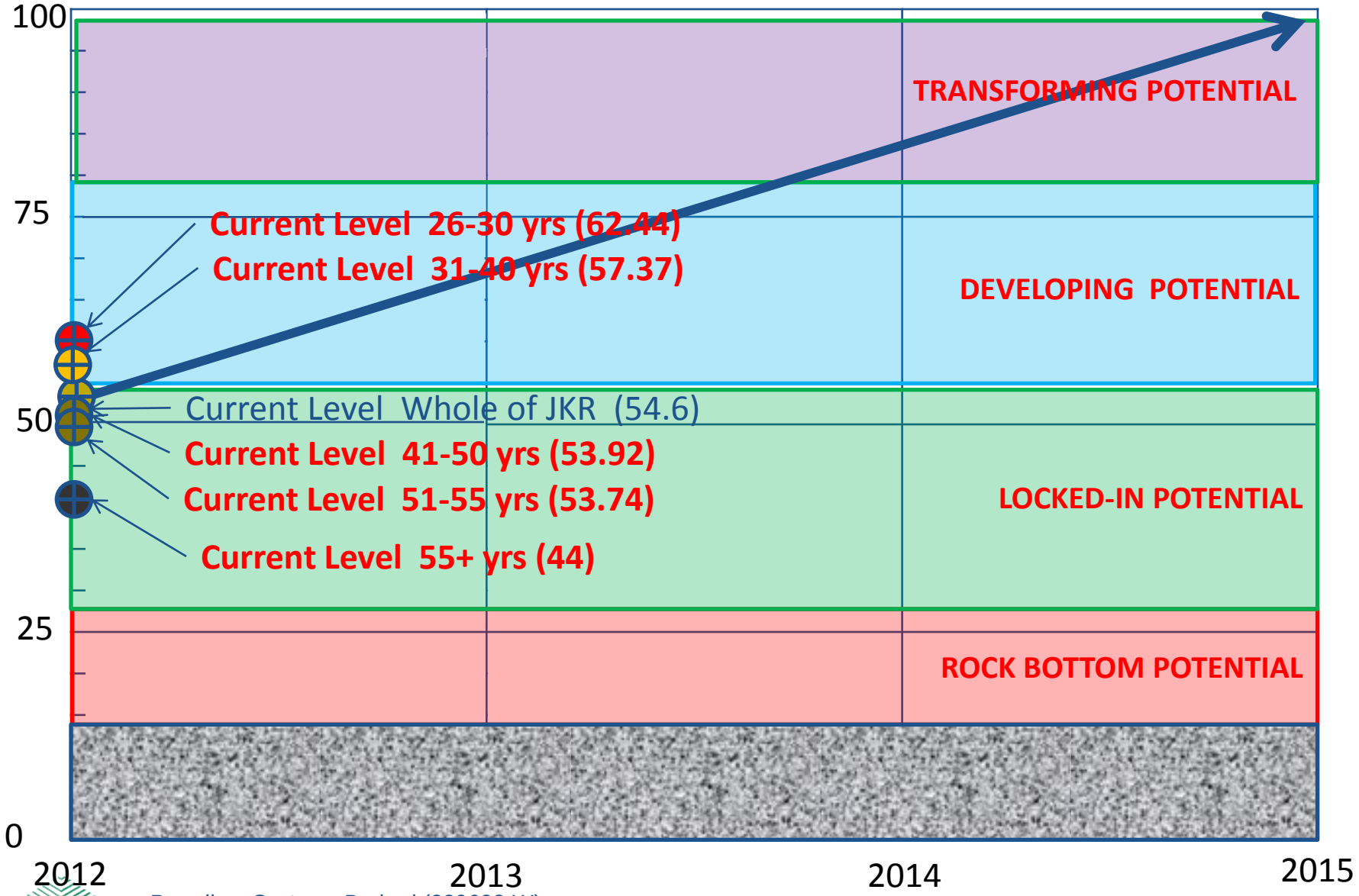
The Model of Knowledge Integration – efficiency, scope and flexibility in the context of cross-functional project teams



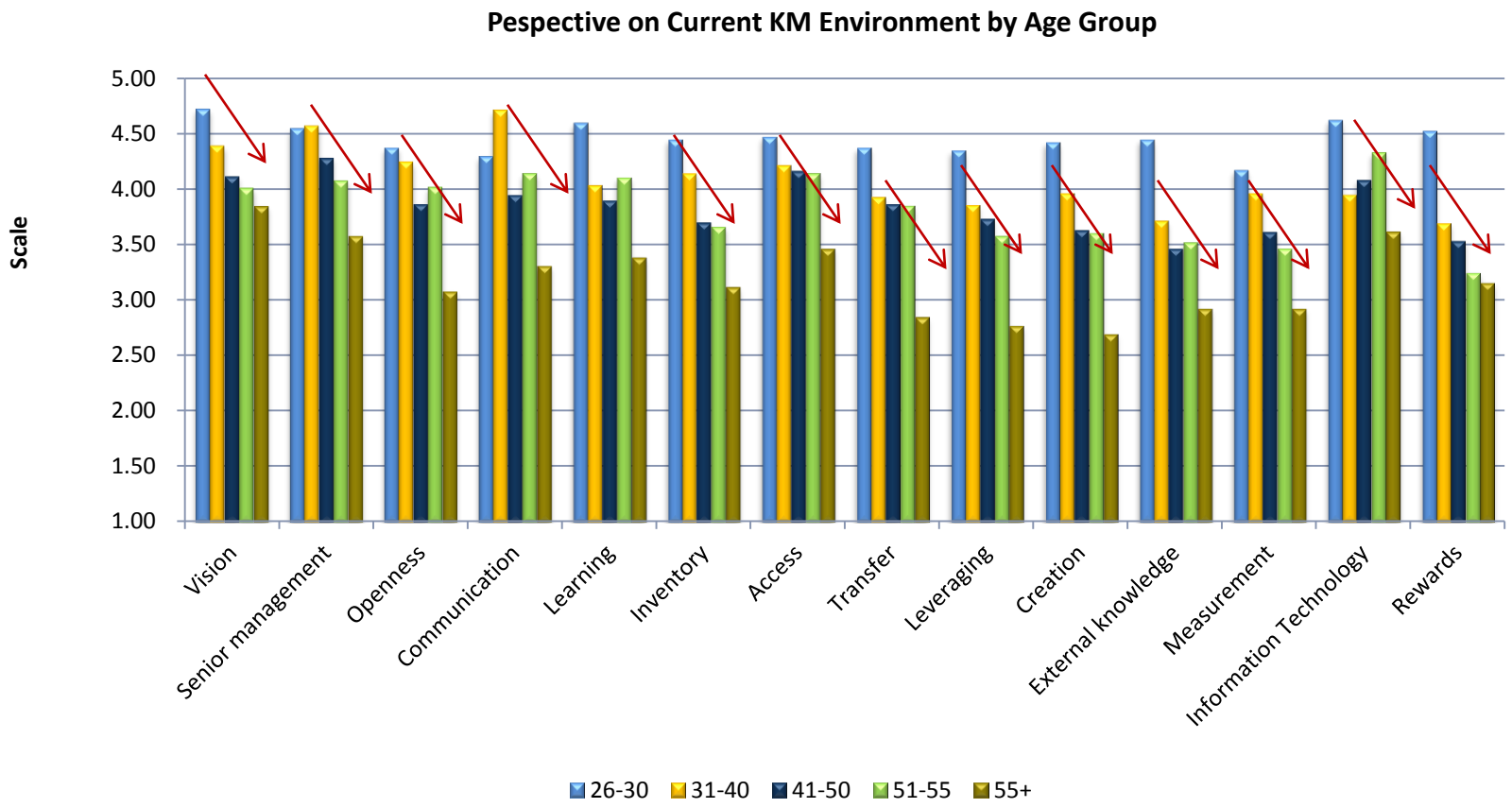
Source: Peter Love, Patrick S.W. Fong & Zahir Irani (2005) Management of Knowledge in Project Environments. Elsevier

Rationalization why KM is perceived differently by the different Age Groups

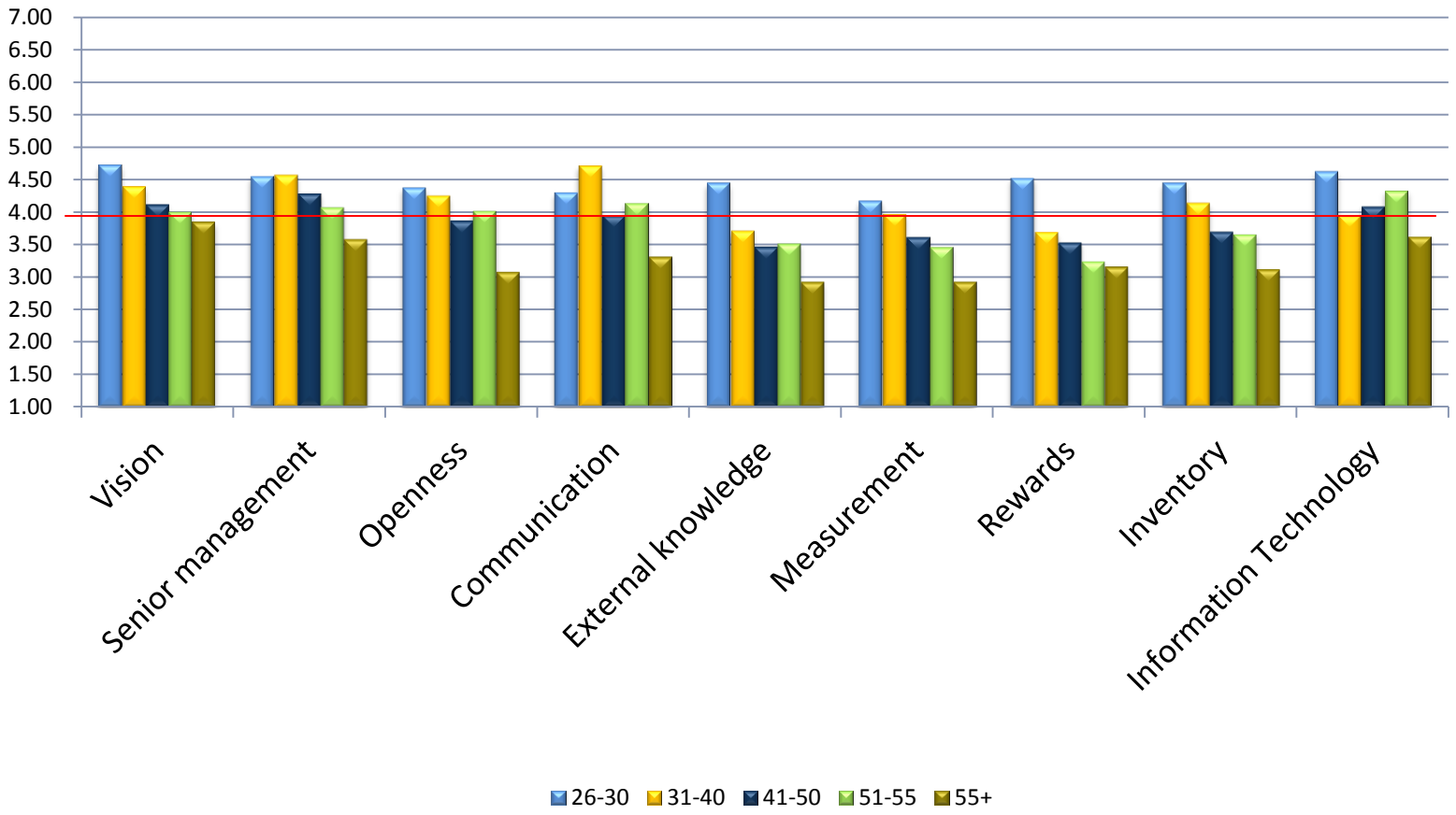
By Age Group


100
75
50
25
0
2012
2013
2014
2015
TRANSFORMING POTENTIAL
DEVELOPING POTENTIAL
LOCKED-IN POTENTIAL
ROCK BOTTOM POTENTIAL
Current Level 26-30 yrs (62.44)
Current Level 31-40 yrs (57.37)
Current Level Whole of JKR (54.6)
Current Level 41-50 yrs (53.92)
Current Level 51-55 yrs (53.74)
Current Level 55+ yrs (44)

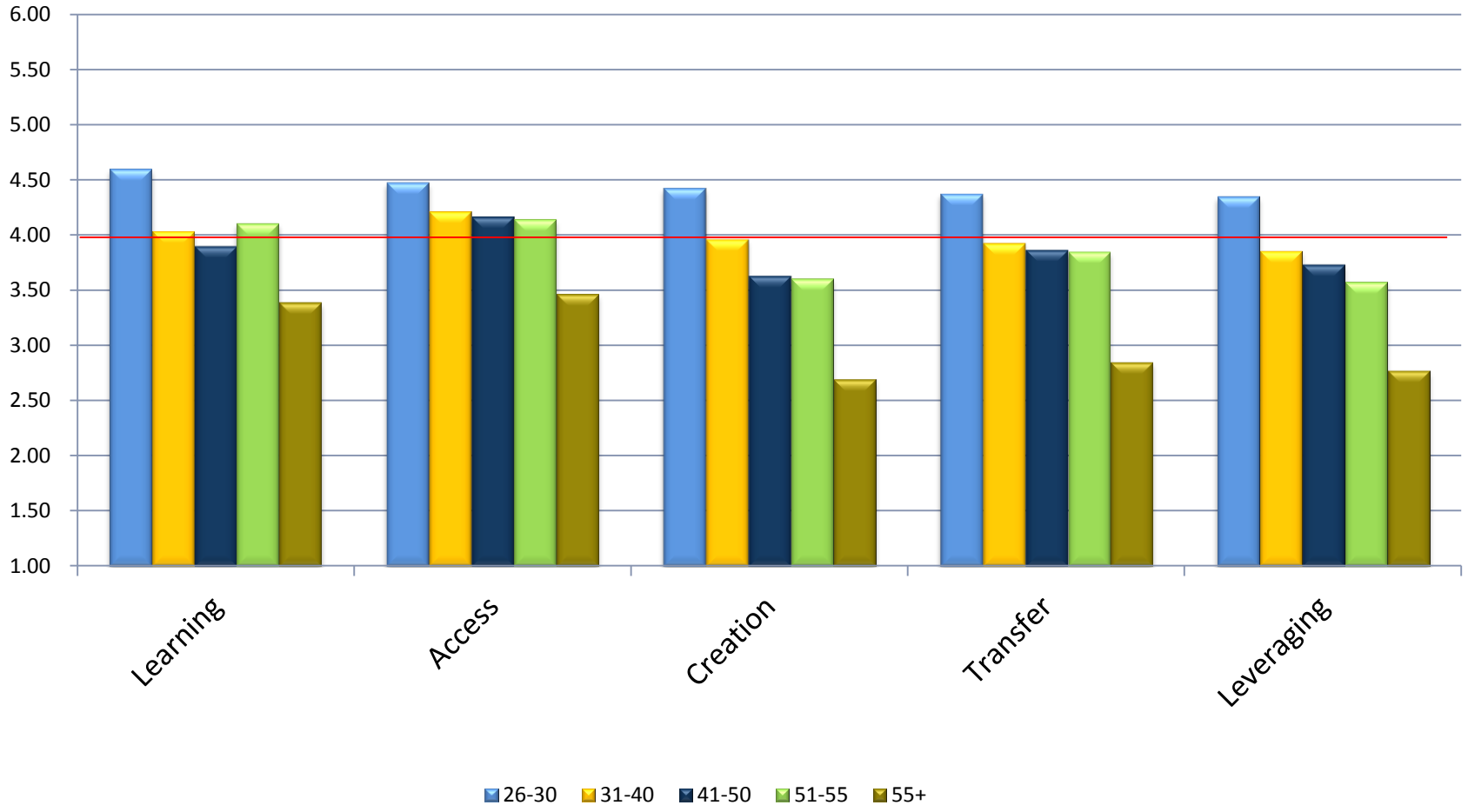
KM Perception – By Age Group



KM Perception on Definition Elements – By Age Group



KM Perception "Implementation" Elements – By Age Group



"Definition" Elements for preferred perspective – R Squared for different Age Group

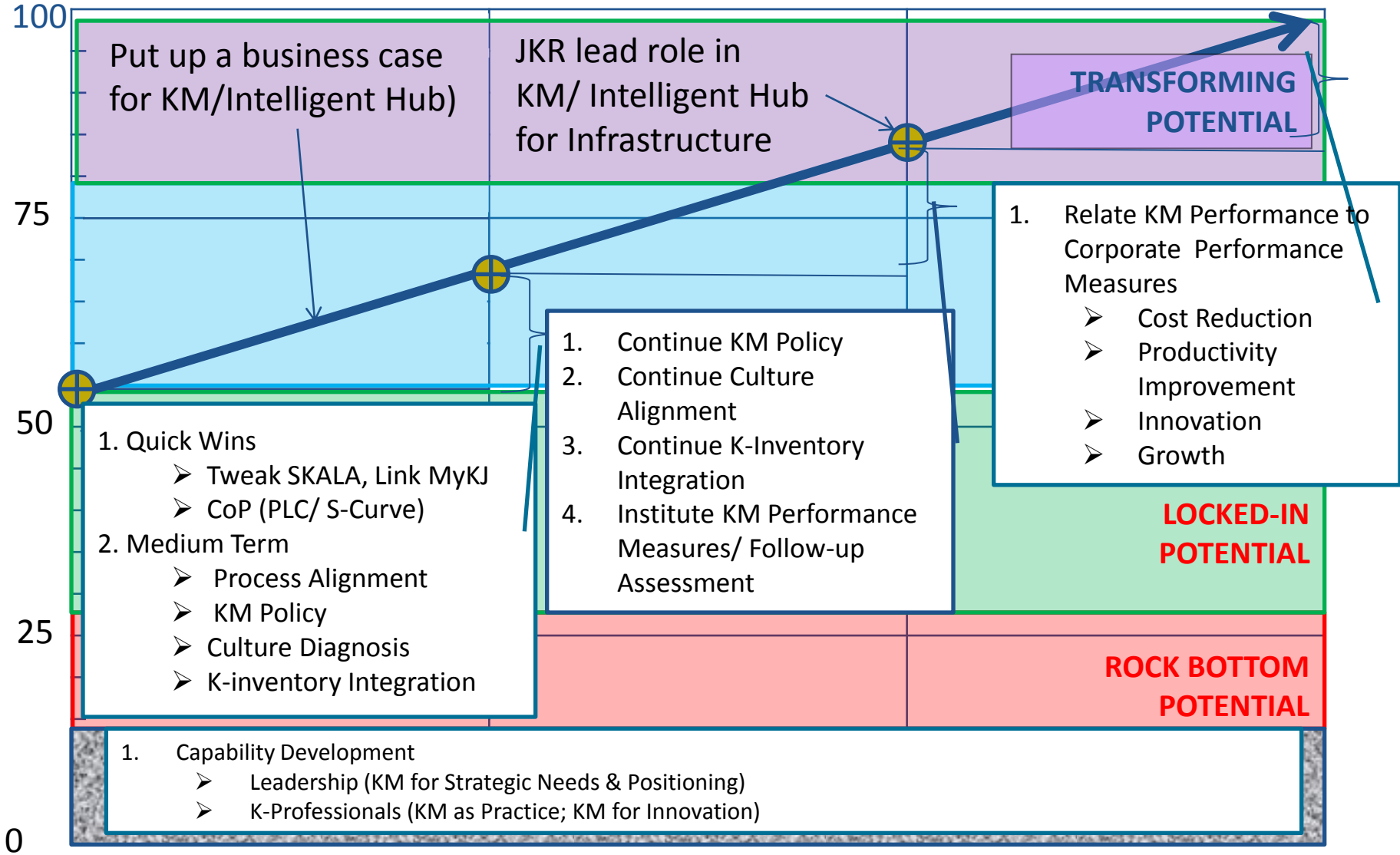
Elements	26-30	31-40	41-50	51-55	55+	R^2
Vision	6.40	6.29	6.10	6.14	6.44	0.8709
Senior Management	6.50	6.21	6.27	6.25	6.46	0.8818
Openness	6.50	6.14	6.07	5.92	6.38	0.8789
Communication	6.55	6.29	6.17	6.20	6.62	0.9616
External Knowledge	6.55	6.00	6.03	6.05	6.23	0.8763
Measurement	6.40	6.21	6.03	5.93	6.46	0.8784
Rewards	6.65	6.14	6.10	5.99	6.46	0.9304
Inventory	6.45	6.29	5.87	6.00	6.38	0.8308
Information technology	6.65	6.29	6.37	6.39	6.46	0.727

"Implementation" Elements for preferred perspective – R Squared for different Age Group

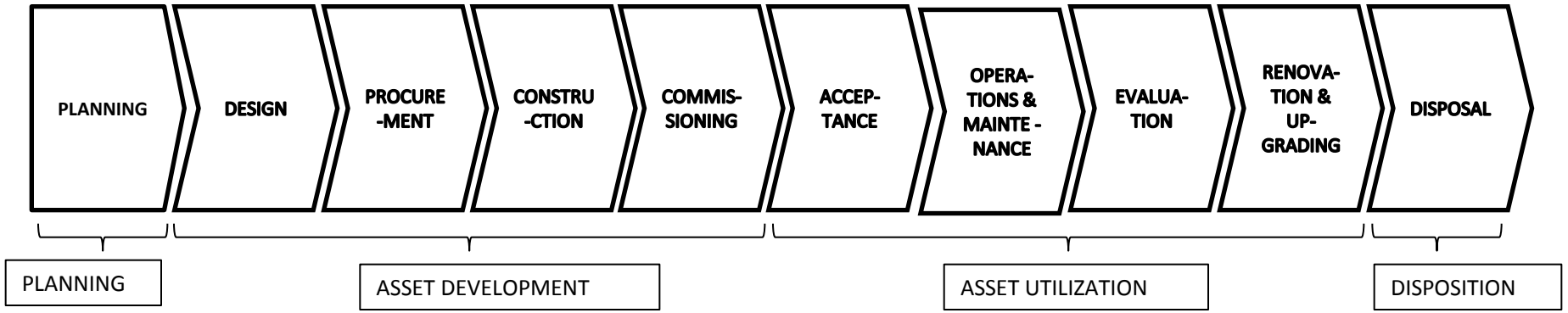
Elements	26-30	31-40	41-50	51-55	55+	R^2
Learning	6.60	6.36	6.30	6.25	6.62	0.9185
Access	6.55	6.36	6.27	6.31	6.54	0.9907
Creation	6.35	6.14	5.93	5.99	6.15	0.964
Transfer	6.60	6.29	6.20	6.05	6.15	0.9681
Leveraging	6.40	6.14	6.00	6.00	6.31	0.909

Recommendation

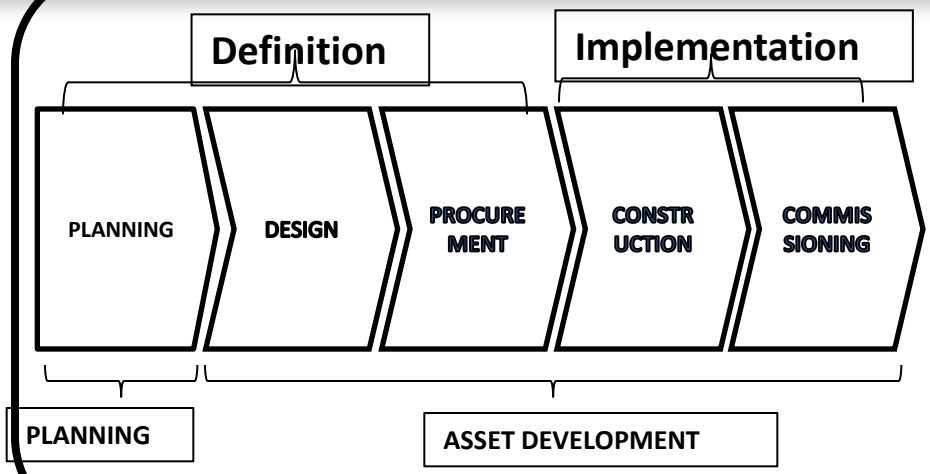
Recommendation for Intervention Whole JKR



Application of "Definition-Implementation" to Total Asset Management Model

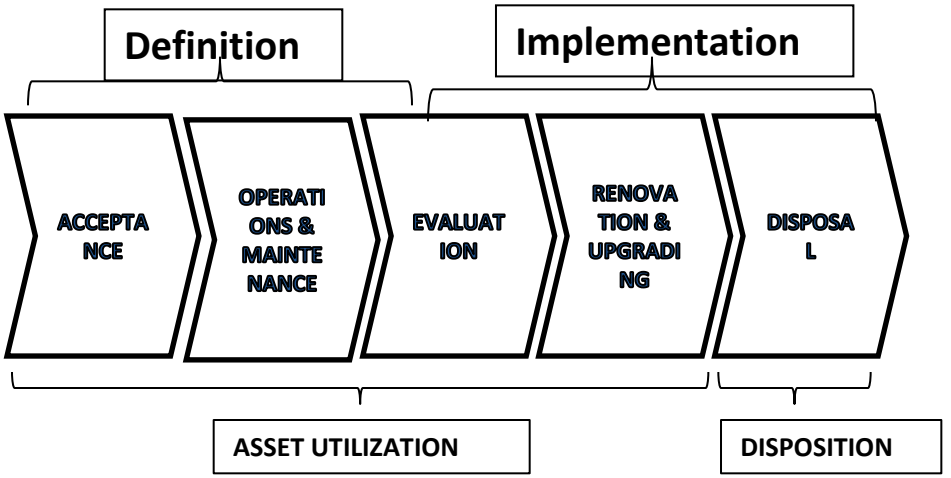


Application of "Definition-Implementation" to Total Asset Management Model – Strategic Positioning & Competence



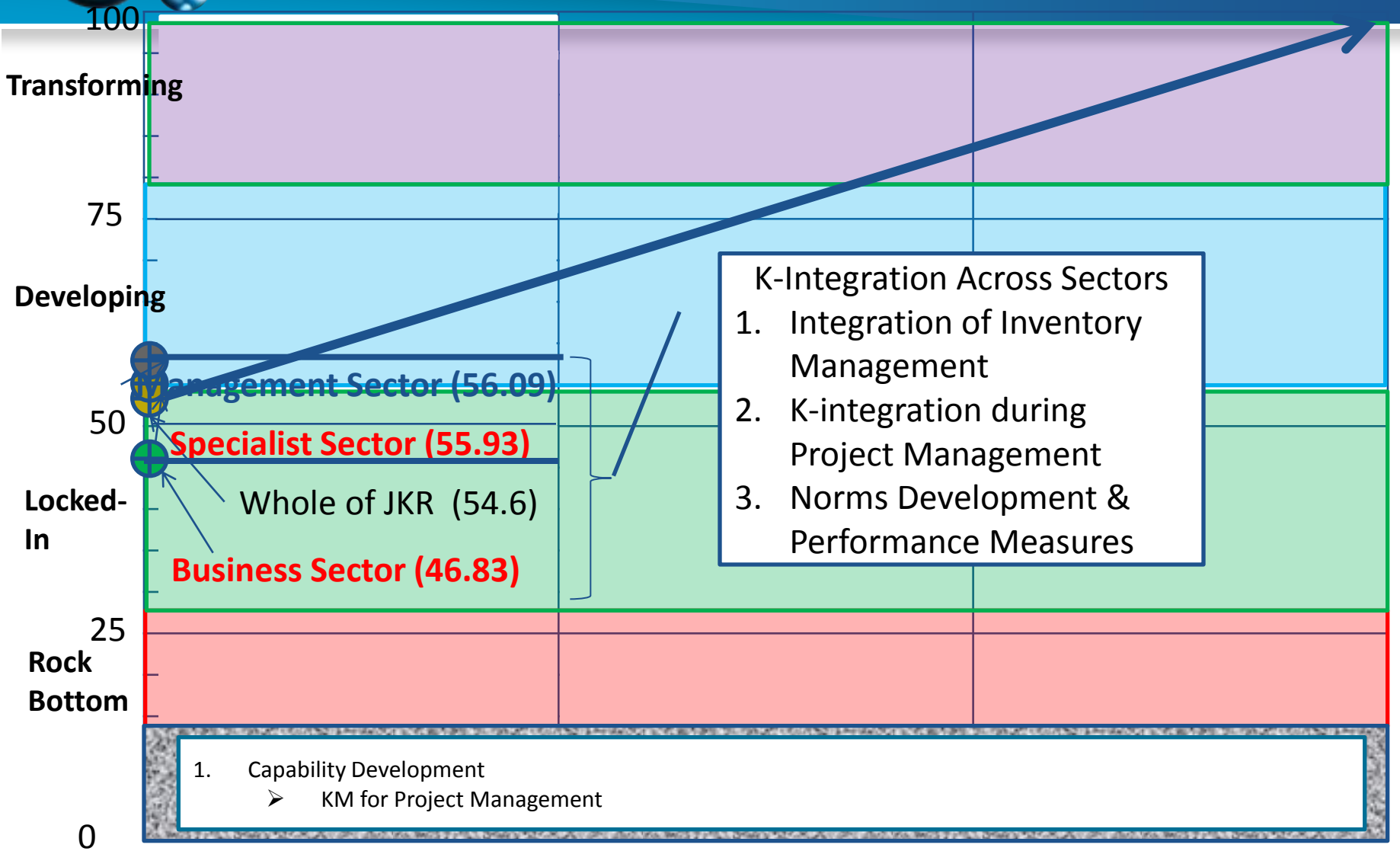
The Delivery of Development Projects as managed by the Business Sector, are highly visible and currently is the most important deliverable of JKR

The Delivery of "Maintenance Projects" are currently not as visible except for infrastructures of high significance, or when the Construction Industry is matured

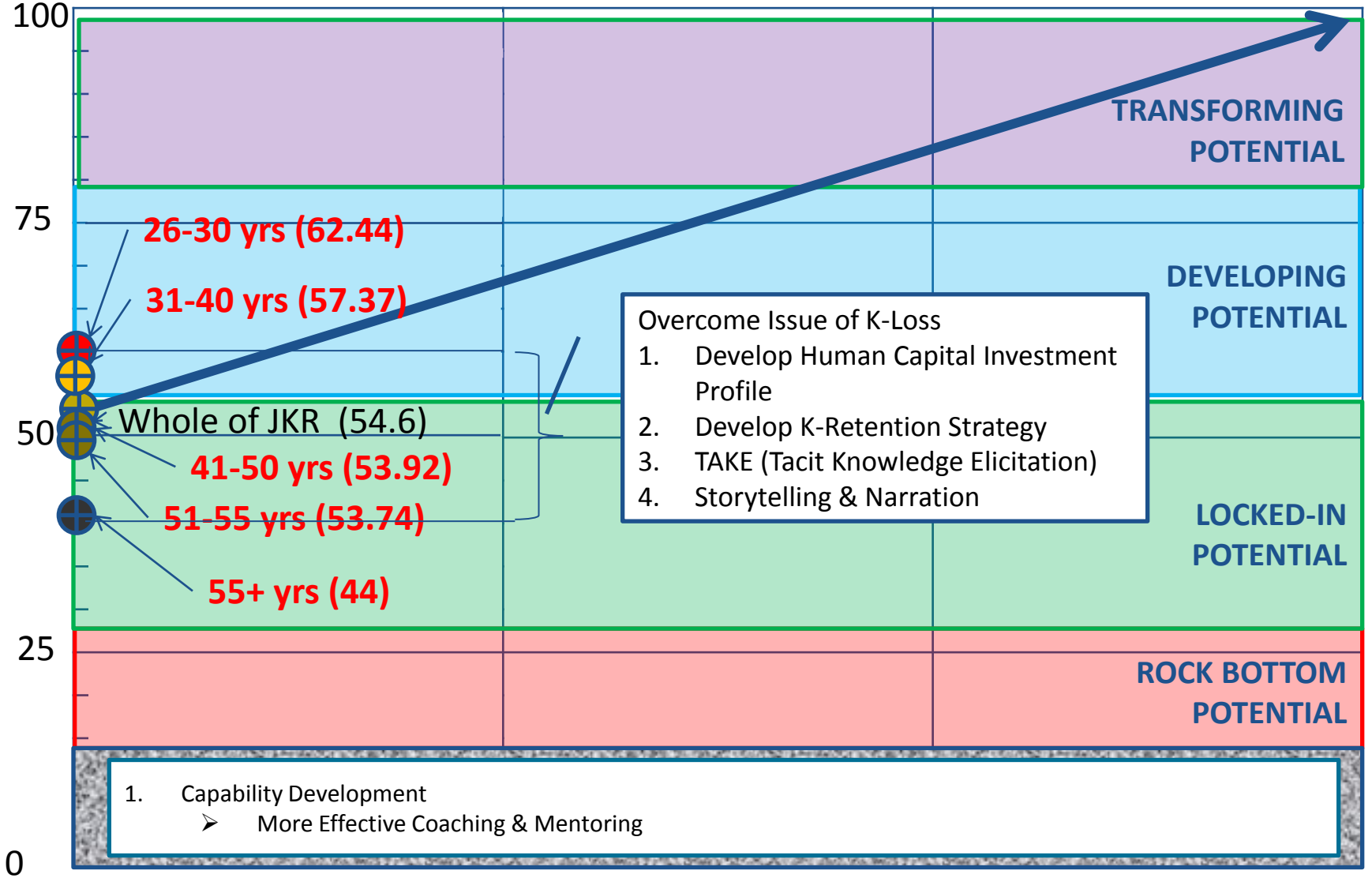


KM Practices can help in all aspects of these projects

Recommendation for Intervention by Sector



Recommendation for Intervention By Age Group



Thank You