

**Title of Case:** Building Vibrant Communities in DSTA

**Presenters' Name, Position and Organisation:**

Ng Kok Chuan, Deputy Director (KM), and Syn Peck Khay, Senior Manager (KM), Defence Science and Technology Agency (DSTA)

**The Background and Purpose of the KM Effort in the Case**

The aim is to enhance our formal and informal social network at all levels and across DSTA, and to tap on eHabitat Intranet to expand our connectivity. Prior to this initiative, we operate largely on the apparent organization structure and formal processes via email and/or personal social network. With maturity of our eHabitat Intranet, besides the formal information structure and corporate channels, there is much room and incentive for staff, workgroups and communities to embrace our eHabitat Intranet as the shared platform for their purposes and interests.

**What You Did**

As part of DSTA organization development journey, we further develop various business and competency groupings existing in our organization structure into vibrant communities where knowledge and ideas can be shared and exchanged more frequently and freely. The design of eHabitat enables relevant information to be captured and shared among staff, workgroups and communities. There are three inter-related initiatives:

MyHomepage: The staff directory (extended yellow pages) is positioned as our one-stop MyHomepage. Besides the basic staff information such as contact information and location, all staff strongly are encouraged to share their personal vision, work experience, competencies, professional achievements, views and ideas, about themselves and their loved ones. In addition, staff can also “blog” and share at various communities, and yet linked back to their MyHomepage.

MyWorkgroup: In DSTA, we work in teams or workgroups with members from across the organization to deliver products and/or services to our customers. Workgroups are where decisions are made and work gets done. For each workgroup, their respective Business Community Portal is their default one-stop portal for various work and collaboration solutions, ranging from project eFiling, eRoom, tasks, meetings and workflows.

MyCommunity: The business and competency groupings are the default communities with clear purposes and leadership. Beyond the business and competency groupings, various CoPs are formed as informal groups for specific purposes when the need arises, such as building new capability, problem-solving and tech-watch. Besides face-to-face collaboration sessions, various communities and CoPs are able to connect, share and collaborate effectively online through community portals and collaboration solutions.

## **Lessons Learned**

Buy-in, ownership and leadership from staff, managers and management are key. All these KM initiatives must make good sense to them, including ease of use, usefulness, etc. Overall, we aim to “do less, and achieve more”. We also start small and aim to spiral and proliferate quickly when demand surge.

## **Impact and Benefits**

The design of MyHomepage is a step forward in recognising and making sharing easy and worthwhile from the staff’s perspective. The initiative enables every staff and workgroup to build their identity and relationship, and share their knowledge bases, and offer all a stake in our eHabitat Intranet to connect and capitalize on the cyberspace as our expanded capacity for doing what we need to do in DSTA. Overall, we are able to find people and workgroups, and enhance our formal and informal social network across DSTA. It is a new phase of our organization journey as a knowledge enterprise.