



Developing Knowledge Repositories & Collaborative Workspaces - The JTC Experience



A dynamic industrial landscape;
The choice investment location



Agenda

- KM Vision & Mission
- The JTC KM Journey
- KM Framework
- Presentation and Demo
 - CRISP - Corporate Reporting Information Services Portal
 - SOBI - System of Business Information
 - Workspaces



KM Vision and Mission

KM Vision

- A knowledge-enabled organization wherein the work culture and supporting infrastructure nurture collaboration and sharing of knowledge

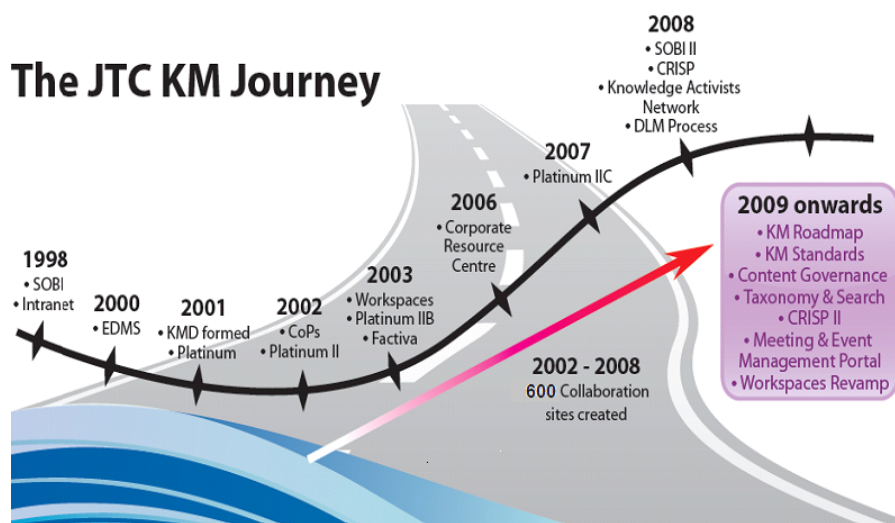
KM Mission

- To formulate and drive corporate KM strategies and implement initiatives to transform JTC into a knowledge-enabled organization.



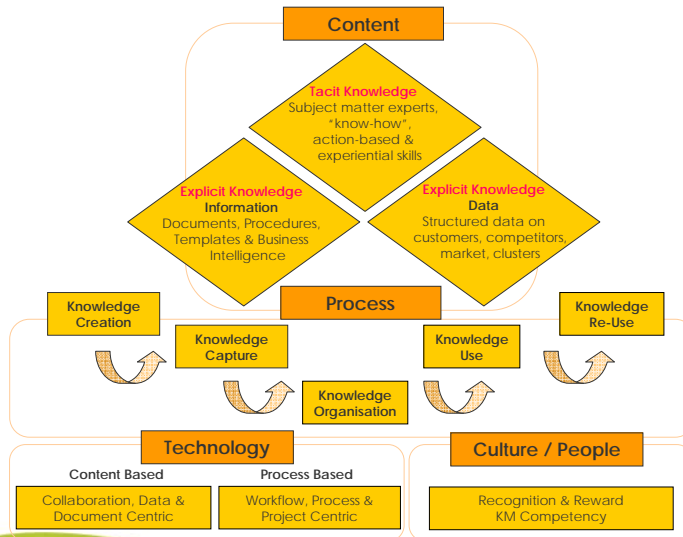
The JTC KM Journey

The JTC KM Journey





KM Framework



Corporate Reporting Information Services Portal (CRISP)



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Corporate Performance Reporting Process

- Prior CRISP, aggregation of performance data were manually compiled:
 - Multi-sourced of info - inconsistencies in terms of definitions, data values & inclusions/exclusion of cases
 - Basis of computation/exceptions are not proper documented and knowledge lost over time
 - Data and Info scattered everywhere. e.g. excel spreadsheet, individual officer's hard disc etc
- A need to make more systematic the governance of performance related data and information capturing process

- Centralized system for performance analysis and reporting
 - Single reliable source of data - minimised inconsistencies
 - Quantitative data and qualitative analysis on JTC/ market performance
- Enhanced corporate performance reporting process
 - Data verification/reconciliation by data owners built into the process
- System of Controls
 - Establish systematic treatments of exceptions
 - Proper documentation should alternations occurs



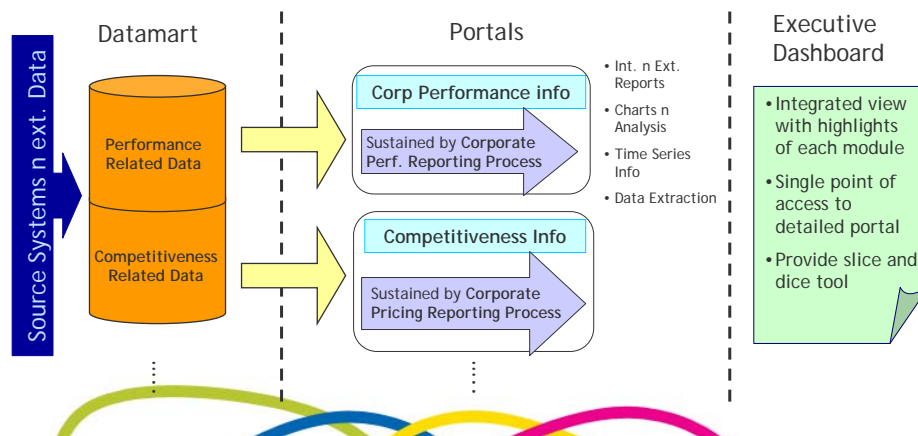
Benefits

- Centralized platform that provide structured and unstructured info on JTC Corporate Performance
 - allow more holistic and comprehensive analysis
- Data available to users is reliable - single source, minimized inconsistencies, verified and reconciled
 - users can self-help, trend analysis is possible
- Knowledge capturing embedded into the process, not an additional step
 - tracking of history, including basis of BSC computation is possible
- Process is institutionalized into system, and not human dependent
 - shorter learning curve, knowledge not lost
- Set the starting point of our business intelligence (BI) journey



Moving Forward...

- Approach to B.I Journey: By stages - focus on key areas, started with Corp Performance module
- Each Frontend portal - consists of structured (data) and unstructured info (analytical reports). Sustained by a process (to keep portal 'alive' and KM the process instead of human dependent)
- At Backend, datamart will be expanded with each add on module, with focus on data integration across modules => allows slice and dice (data mining).
- With more modules, aim to develop an Executive Dashboard that provides integrated view





CRISP Demo



System of Business Information (SOBI)



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Presentation Outlines

What is SOBI?

Background

Objectives

Benefits

SOBI Demo



What is SOBI?

SOBI: *A centralized business information repository system*

- Industry Knowledge
- Policies
- Processes
- After Action Reviews (AAR)
- Presentation Repository
- Land Planning Guidelines
- Glossary

The screenshot shows the SOBI web application interface. At the top, it says "System of Business Information" and "Welcome JTC/EMPLOYEES". Below this is a navigation menu with icons and labels: Industry Knowledge, Policies, Processes, After Action Review, Presentation Repository, Land Planning Guidelines, Glossary, and My Tasks. To the right of the menu is a search bar and an "Advanced Search" button. Below the menu is a section titled "Recently Published Contents" with a sub-header "No Newly/Updated Content Available". The background of the interface features a photograph of a person in a white lab coat talking on a mobile phone.



Background

- ▶ Spearheaded by CS21 Steering Committee in late 90s.
- ▶ To institutionalize a systematic approach to document JTC's policies and processes, as well as, to serve as a single point of access to these documentations.
- ▶ Widely used and accessible by staff of JTC
- ▶ SOBI was developed using Lotus Notes platform
 - [Version 1 - 1998](#)
 - [Version 2 - 2005](#)
- ▶ Last revamp of SOBI was develop using Microsoft Sharepoint Server 2007 in 2008 ([Version 3](#)).



SOBI - Version 1

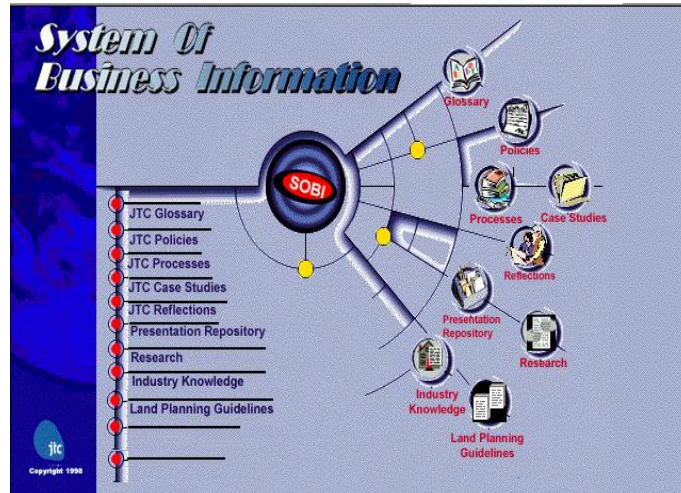
- ▶ Lotus Notes Intranet - 90's





SOBI - Version 1

▶ Client-based Lotus Notes application



SOBI - Version 2

▶ Sharepoint Employee Portal / Intranet 2006

The screenshot shows the SOBI - Version 2 Sharepoint Employee Portal / Intranet 2006. The page has a green header with the JTC logo and navigation links: SEARCH, HOME, MYENAL, MyJTC, and SITEMAP. The date 'jeyat, Wednesday, February 11, 2004' is displayed in the top right. The main content area is divided into several sections:

- Announcements:** A list of recent news items, including '11/2 In Touch e-Bulletin (Jan/Feb 2004 Issue)', '11/2 Internet Gateway will be down from 8pm to 12am on 11/02/2004', '19/2 JTCRC Friday Valentine's Day Sales', '19/2 JTCRC Lunchtime Movie "The Spy Dad"', '19/2 JTCRC Lunchtime Movie "The Spy Dad"', '19/2 Valentine's Day Flower Sales', '19/2 Valentine's Day Flower Sales', '19/2 Singapore', '19/2 HR E-Library', '19/2 Launch of PPD Workspace', '19/2 2008 Getting Tour', '4/2 Internal Vacancies (Prof)', '22/4 SOG, ODG, CTO positions', '19/4 Better Spoken English (for Executive & Support Scheme Officers)', and '14/4 Leadership Dynamics (for Professional'.
- Bulletin:** A list of updates, including '11/2 JTC helps entrepreneurs cut down paper work and save time', '6/2 Update on SOBI Policies Cluster - Land & Factory Reservation Changes to Land & Factory Reservation Policy', '6/2 Update on SOBI Policies Cluster - Build & Lease Changes to 3rd Party Build & Lease Policy', '6/2 POSS - 17th Feb 2004, 8am @ Mab', and '26/1 JTC releases 2003 industrial facilities performance report'.
- Knowledge@Work:** A section for knowledge management, including 'PPD', 'Product Development', and 'Logistics'.
- Corporate:** A section for corporate information, including 'JTC Vision & Mission', 'JTC's Vito', 'Departments', 'Corporate Initiatives', 'Corporate Planning', 'Communications Resources', 'Policies, Procedures, Guidelines', and 'Business'.
- Chemicals:** A section for chemical industry news, including '1. Asian naphtha cracker maintenance 2004', '2. Japan Asahi Kasei Chemicals Opens Styrene Monomer Plant in Kurashiki', and '3. Softer launch: THE COMPASS - The much-awaited launch of Reliance India. Mobile's pre-paid scheme'.
- SARS/Bird Flu:** A section for SARS and Bird Flu news, including '1. THE SARS EFFECT: Software and services exports fell by 15% to \$6.3,116.5 crore in 2002-2003 from \$8,291 crore in 2001-2002' and '2. GOOD CHANCE TO STEP UP POLULIKY EXPORTS'.

The page also features a 'Hot Links' section, a 'Staff' section, and a 'Course Registration' section. The JTC logo and 'Copyright 1998' are visible in the bottom left corner of the page.



SOBI - Version 2

Web-based Domino Lotus Notes

The screenshot shows the SOBI Version 2 interface. At the top, it says "SYSTEM OF BUSINESS INFORMATION". Below this, there are several menu items: JTC Glossary, JTC Policies, JTC Processes, JTC Case Studies, JTC Reflections, Presentation Repository, Research, Industry Knowledge, and Land Planning Guidelines. The interface includes images of people working and a navigation bar at the bottom.



SOBI - Version 3 (latest)

JTC Employee Portal 2008

The screenshot shows the JTC Employee Portal 2008 interface. It features a navigation menu with categories like Business Management, Enterprise Management, Staff Management, and Tools and Resources. The main content area displays "LATEST HAPPENINGS" with a list of news items, including "SECURE IT OR RISK LOSING IT" and "2008 National Day Award Winners". There are also sections for "SERVICES & INFORMATION" and "ACTIVITIES". The interface is displayed in a Microsoft Internet Explorer browser window.



SOBI - Version 3 (latest)

► Total revamp using MOSS 2007

System of Business Information

Welcome JTC\YEWKONG

System of Business Information

All Sites

Advanced Search

SOBI: A centralized business information repository developed used to capture corporate and business information so as to enhance staff knowledge of JTC business, policies and work procedures.

- Industry Knowledge
- Policies
- Processes
- After Action Review
- Presentation Repository
- Land Planning Guidelines
- Glossary
- My Tasks

Recently Published Contents

No Newly/Updated Content Available



Objectives of SOBI

- Centralized system for review of policies and processes
 - Single access to accurate source of data through proper categorization and search
 - Leverage on Technology to ensure effective rights control for readers, contributors and approvers and their [roles](#) in the review processes
 - Collaboration platform
- Structured Review [Workflow](#)
 - Policies and Process Documentation Initiation Workflow
 - Collect Feedback Workflow
 - Approval Workflow
 - AAR Submission Workflow
 - Document Expiration Workflow
 - Reminder Workflow
- Owner Driven KM
 - Owners' responsibility to drive and ensure the currency, validity and relevance of the documentation.

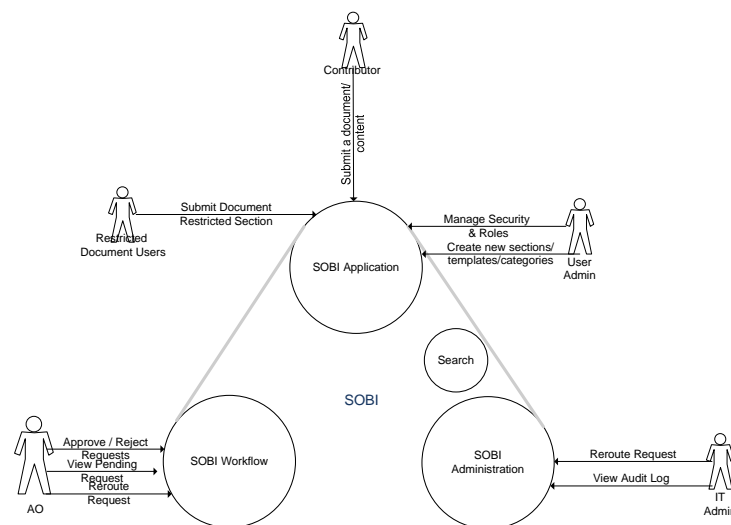


Benefits

- ▶ **Clear Ownership and Responsibility**
 - Improve awareness of the Policies and Procedure across the organization
 - Encourage collaboration between the Subject Matter Experts (SMEs)
 - Users' confidence and trust
- ▶ **One Source and Accessibility**
 - Quick and easy access to large pool of knowledge resource
 - Secure access by roles
- ▶ **Knowledge Enabled Processes**
 - Capturing of the document evolution make easy for future reference
 - AAR auto trigger to consolidate feedback
 - Alleviate the need for manual tracking of expired policies and processes for review
- ▶ **Scalability and Quick Setup**
 - Extension beyond Policies and Processes Clusters
 - Template to enable quick setup



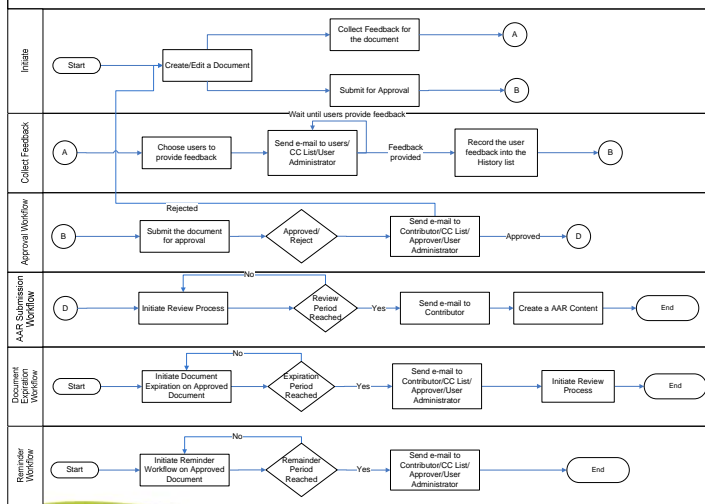
Clear Ownership and Roles





SOBI Workflow Chart

SOBI System – Workflow requirements for Policy cluster



SOBI Demo



Workspaces



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Presentation Outlines

What is a Workspace?

Background

Objectives

Benefits & Issues

Workspace Demo



What is a Workspace?

Workspace: *A platform that allows collaboration as well as systematic capturing, use and re-use of knowledge*

The screenshot shows the Knowledge@Work website. At the top, there is a navigation bar with links: Home | About KM | KM Resources | Workspace | CoP | Reports | KMSC | CRC | FAQ | Feedback | Site Map. Below the navigation bar is a banner with the text "Welcome to Knowledge@Work!" and a list of bullet points: learn all about KM, communities of practice and workspaces; access to knowledge resources as you do your work; deepen your knowledge of key industry segments; keep abreast of latest business and industry news; access online library resources and services and more..... Below the banner is a section titled "Dynamic WorkSpaces" with three columns: Business (Product Development, Marketing Resources), Industry (Logistics, Food, Industry & Business Development, Biomedical & My Health), and Corporate (PPD, JTC Board Meeting, JTC AC Meeting, eBoard Portal). At the bottom right of this section is a link "Getting Started | Templates FAQ". Below this is a section titled "Communities of Practice" with three columns of links: 5 - Year Roadmap, Annual Budget Debate, Annual JTC Workplan, Appointment of Consultant for Phase I; eRecruitment, Eureka, Facility Management, Flu Pandemic BCP; Knowledge FINDER Project Implementation, Krypton, Land and Infrastructure Project Team, Lease Management.



Background

- ▶ Started in 2002 and used as a platform for introduction of CoPs/Workspaces in JTC
- ▶ To date, we have some 600 workspaces (including sub-sites) and widely used in JTC for projects, meetings, task force and SOPs
- ▶ Requester apply for a workspace via a registration system. Except for initial configuration of the workspace, minimal IT support required.



Objectives of Workspaces

- ▶ KM (Process)
 - Embed documentation of content/knowledge into workspaces as part of a business/operational process => captured naturally and not additional step
- ▶ KM (Technology)
 - Provide a platform for documentation of knowledge. With proper categorisation and search feature, facilitate easy re-use of knowledge
- ▶ KM (People/Culture)
 - Create awareness of workspace for collaboration. Quality of knowledge being re-used can be used as measures to recognise staff's contribution to share and impart knowledge to fellow colleagues



Benefits

- ▶ Staff are familiar with this collaboration tool as it is easy-to-use and has useful features such as access control, creation of sub-sites, etc
- ▶ Relevant information/knowledge are organised and captured
- ▶ Knowledge are being used and reused especially benefiting new entrants or existing staff who are new to an area of work; ie shorter learning curve
- ▶ List of Workspaces are centralised at Knowledge@Work website and staff can quickly look for information in a particular area of work

- ▶ No proper management of created workspaces (no categorisation, no life cycle management)
- ▶ A number of inactive sites and information were outdated
- ▶ No systematic tracking on change of owners and members of workspace
- ▶ Lack of measure to assess the usefulness of information/ knowledge

Note: We have embarked on a project to address the above issues.

Workspace Demo