

Title of Case:

Developing knowledge repositories and collaborative workspaces – The JTC Experience

Presenter's Name, Position and Organisation:

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The Background and Purpose of the KM Effort in the Case

JTC recognizes that to fulfill its role as a key government agency supporting Singapore's economic development, it should enhance its organizational excellence and resilience. A key thrust in this strategy is KM. As a real estate solutions provider servicing a large customer base of 6,000 home-grown companies and MNCs, and employing a staff strength of around 800, KM initiatives are critical to ensure that knowledge are captured, organized, used and re-used to enhance customer service, corporate performance management and planning as well as collaboration and teamwork.

What JTC Did

Strong senior management support has been critical to driving the KM efforts of JTC. In 2001, JTC established a dedicated KM Dept to oversee the KM initiatives and strategies. A senior-level KM Council, chaired by the Asst CEO and involving Directors of key business and support groups provides leadership and guidance to the KM movement.

Three KM initiatives that best exemplify our KM efforts are the System of Business Information (SOBI), Corporate Reporting & Information Services Portal (CRISP) and Knowledge@Work portal.

SOBI

The SOBI system, developed using the Microsoft Sharepoint, is a key central online repository for all of JTC's business policies and processes, land planning guidelines, case studies and glossary of terms.

CRISP

CRISP is a centralised platform for the tracking and reporting of JTC's corporate balanced scorecard and key corporate performance indicators. Users can also obtain the latest information on JTC's business performance and gain access to latest reports on the property market, business and economic trends as well as updates from relevant economic agencies.

Knowledge@Work Portal

This portal is a single point of access for collaborative workspaces.

Workspaces allow users to share and collaborate on documents and key work

areas and serve as knowledge repositories following completion of projects.

Lessons Learned

The success of the KM efforts and strategies in JTC is due to strong management support, harnessing of appropriate IT technologies, winning of the support of our staff through the depts' KM activists and communication programmes to all staff and ensuring that KM initiatives form part of the workflow and processes within the organisation.

In the development of the SOBI and CRISP systems, embedding workflow and processes into the systems was a key success factor of these 2 KM projects. In so doing, there was clear ownership of the data/information to input into the system thereby ensuring accuracy and currency of the content. In so doing, staff could trust and rely on the system to do their daily work. A single point of access to search for relevant data/information resulted in convenience and quick retrieval.