

**Title of Case:** MOF Email Repository System Implementation Journey

**Presenter's Name, Position and Organisation:**

Pauline Loo, Head(Corporate Planning and Organisational Development),  
Ministry of Finance

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

Knowledge management is important in MOF context as it is reflected in the MOF Corporate Strategy Map under the strategic thrust "Harness knowledge and information." However, there were challenges in managing the vast amount of information that we have. They included the lack of organization of Information, lack of specialized systems to manage large quantities of information and lack of institutional memory due to the high staff turnover. With almost all communications being on email, we decided to address the issue of capturing knowledge through emails. We eventually decided to commission ThirdSight, a local SME whose entrepreneurial product, Insight, was made especially for the purposes of email mining and management.

**What You Did**

To harness knowledge and information, we have many platforms to share information internally. MOF also has the MOF Learning Errward which is an award that recognises the team for trying out new ideas and learn from the past mistakes.

With regards to the implementation of Thirdsight, the MOF KM team focused on aligning resources and putting in appropriate forms of governance/structure. Some of the key implementation phases of the Third Sight Email Solution included the following:

- i) As a policy, it was decided that all emails would have to be filed into the system.
- ii) The MOF KM team adopted a pilot approach to the implementation of the system.
- iii) Before system roll out, six training sessions were conducted for over 200 staff.
- iv) Communications through a mass MOF HQ KM briefing, weekly emails and posters were done to maintain the interest and momentum prior to the actual roll out.

**Lessons Learned**

Some of the bigger and more significant lessons learned included the ones stated below:

- (a) Support and commitment from the Top Management (aka PS and DSEs) is key to getting the rest of the organisation on board.
- (b) Establishing a network to help reach out of the rest of the organization is not only useful, it is a basic necessity.

- (c) Timely, comprehensive and effective communication is crucial to achieve and more importantly maintain organizational outreach.
- (d) As far as possible, officers' day-to-day work and operations should not be disrupted.
- (e) Involving staff via hands-on training proved to be very beneficial.

**Impact and Benefits**

With a total of 279,057 emails posted in the past six months, the MOF Email Repository has definitely served to create the foundation for corporate institutional memory by retaining corporate correspondences and transactions. The average number of content shared per user is 1, 274 emails. Whilst starting out, almost 75% of emails posted were sent put into personal folders. Today, 60% of emails are filed into corporate folders while 40% are classified into personal folders.

We conducted a survey among the staff on the usefulness of the email repository system. 78.5% of the 144 respondents agreed that the system allows them to retrieve information easily and 87.5% are generally positive about using the system.

News of the successful implementation of the MOF Email Repository spread across a number of agencies within the Public Service. With many requests coming in for sharing, the MOF KM team conducted a mass sharing session, attended by 36 government ministries and statutory boards in total on March 5, 2009. Various government agencies are now contemplating and some are even in the stage of procuring the same product for use.