MOF Email Repository System Implementation Journey
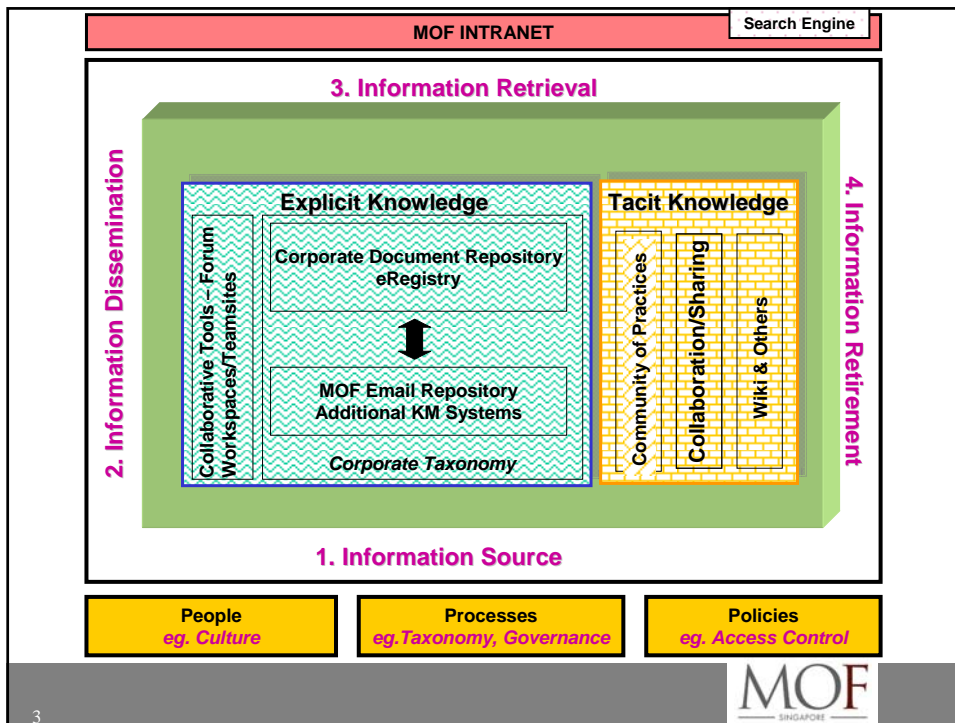
13 Aug 2009

MINISTRY OF FINANCE
— SINGAPORE —
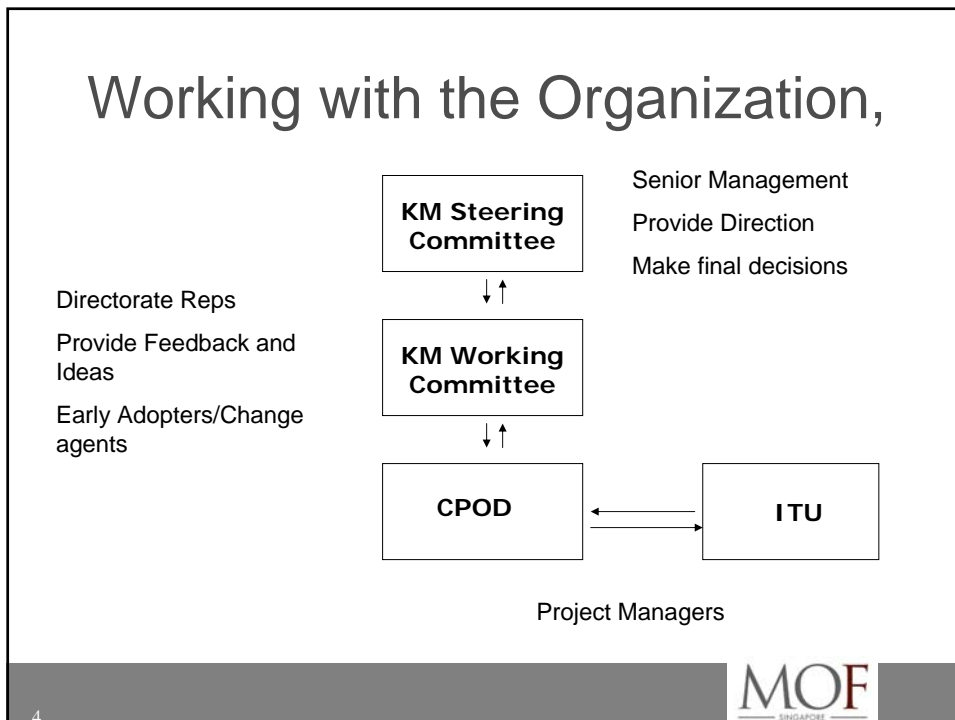

Why Knowledge Management ?

- Lack of Organization of Information
  - Duplications and repetitions
    - E-mails
    - Directorate Workrooms
    - Paper Files
    - Shared Network Drives
- Lack of Institutional Memory
  - Staff turnover
- Lack of specialized systems to manage large quantities of information
  - Slow search mechanisms
  - Dilution in Functionality of Systems
    - Corporate Intranet mainly treated as a file repository

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Search Engine

3. Information Retrieval

2. Information Dissemination

4. Information Retirement

Explicit Knowledge

Tacit Knowledge

Collaborative Tools – Forum Workspaces/Teamsites

Corporate Document Repository eRegistry

MOF Email Repository Additional KM Systems

Corporate Taxonomy

Community of Practices

Collaboration/Sharing

Wiki & Others

1. Information Source

People	Processes	Policies
eg. Culture	*eg.Taxonomy, Governance*	*eg. Access Control*

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Working with the Organization,

KM Steering Committee

Senior Management

Provide Direction

Make final decisions

Directorate Reps

Provide Feedback and Ideas

Early Adopters/Change agents

↓↑

KM Working Committee

↓↑

CPOD ← → **ITU**

Project Managers

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The MOF Corporate Taxonomy

- One common overall taxonomy for MOF HQ
- One Year (Mid 2007 – May 2008)
- Organisational Wide Involvement
  - KM Reps from each Directorate
  - Senior Management Endorsement

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The MOF Corporate Taxonomy

- Functional instead of Divisional
  - Knowledge sharing and accessibility at the Organizational Level
- Guidelines
  - Striking a Balance
    - Between Completeness and Conciseness
    - No. of Levels versus Ease of Searching/Finding Information
- 3 Levels
 - 20 Sub Levels Within Each Level

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The MOF Corporate Taxonomy

- Starting Point
  - Taking reference from individual directorates' existing subject classifications

- Bottoms Up Approach
  - Working with KM Reps to decide on appropriate subject classifications that reflect MOF HQ Functions to form the first level of the taxonomy
  - Senior Management Endorsement of L1s
  - KM Reps asked to populate L2s and L3s accordingly
  - L2s and L3s sent to Individual Directorates for approval

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The MOF Corporate Taxonomy

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4
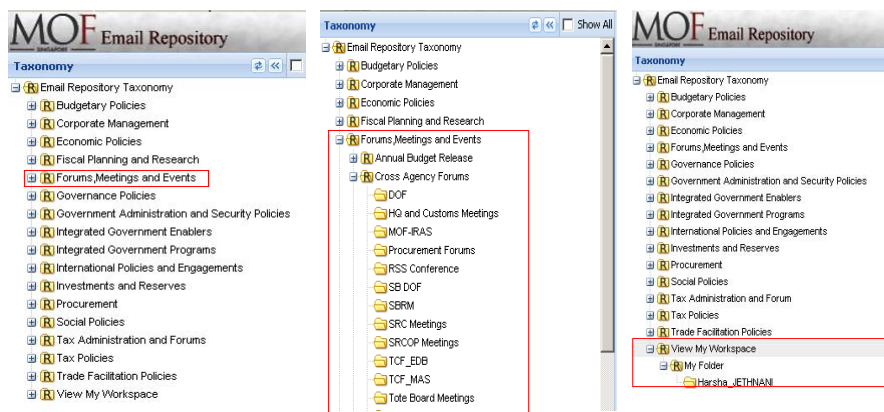
Why Third Sight?

- E-Mail Mining Tool to help capture the 'process' aspect of institutional Knowledge
- Used by one of our departments, Accountant-General's Department
- The system blends into the Lotus Notes Interface
  - Simple and Intuitive to Use
- Continuity of Usage of this system is ensured even after SOEasy*

  *Standard ICT Operating Environment (SOEasy) Programme which aims to aggregate demand, standardize and enhance the desktop, network and messaging environment in government agencies so as to achieve greater resilience, security, efficiency and cost savings in public sector's infocomm.

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Third Sight in MOF

- Localization to MOF
  - The System was introduced as the MOF Email Repository System
  - Localization of Taxonomy tag to MOF Email ID

    Taxonomy
    [3S-id=6279cfc3-c974-4d48-99ce-459a14b8f89e:5265d989]

- Implementation at MOF
  - Mandatory instead of Optional Filing
    - Ensure all information gets captured and stored in the MOF ERS
    - Each Officer was given a personal folder
    - All non corporate information to be saved into officers' personal folder

- Control/Access Rights
  - Read/Write access are allocated at the third level of the taxonomy
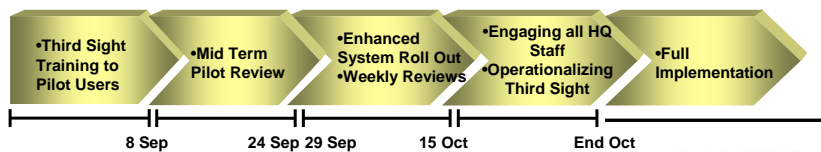 - Officers with appropriate ownership rights can create new folders at level 4 of the taxonomy

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Implementing the MOF ERS

- Phased Pilot Approach
  - Pilot Team: MOF KM Core Project Team, MOF KM Representatives, Select Representatives and volunteers
  - Phase 1: Testing the MOF Email Repository with minor configurations
    - August 29th – September 29th
  - Phase 2: Testing the MOF Email Repository with customization
    - September 29th- October 15th
  - Phase 3: Engaging all MOF HQ Officers for hands on training
    - October 15th to End October
  - All training outsourced to Third Sight

| •Third Sight Training to Pilot Users | •Mid Term Pilot Review | •Enhanced System Roll Out •Weekly Reviews | •Engaging all HQ Staff •Operationalizing Third Sight | •Full Implementation |

8 Sep   24 Sep 29 Sep   15 Oct   End Oct

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Implementing the MOF ERS

- 79% of HQ attended Training Sessions
  - Circulation of MOF ERS eLearning Module
    - Introduction to the MOF ERS
      - Guidelines on filing
    - MOF Corporate Taxonomy
    - Installation and Training Guides
      - Step by step guides for officers to install and navigate the system

- Separate One to One Installations for Directors

- One last Training Session for remaining Officers

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Lessons learnt

- Top Management Support
- Establish KM network with KM representatives from directorates
- Timely, comprehensive and effective communication
- Minimal disruption to day-to-day work and operations gained more acceptance
- Hands-on training makes transition to using new system smoother

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Impact and Benefits

- Beginning, 75% of emails were filed to personal folders and 25% filed to corporate folders
- After 6 months, 40% of emails were filed to personal folders and 60% filed to corporate folders
- Foundation for corporate institutional memory
- Facilitate knowledge sharing throughout MOF

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Impact and Benefits

- Customisations made to MOF ERS thus far
  1. Taxonomy tag amended to MOF Email ID
  2. Email revival from MOF ERS to lotus notes
  3. 'Saved As Draft' feature
  4. Toggling between 2 views of taxonomy
  5. Group Access Rights
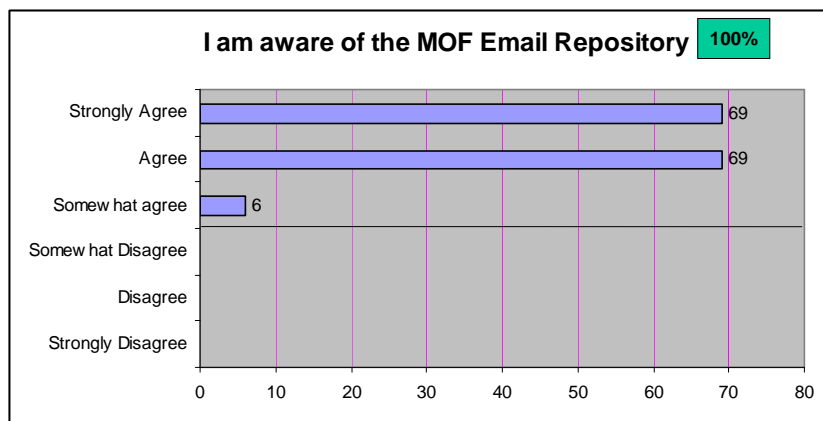 6. Auto Purging of Personal Folders

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Customisations

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Impact and Benefits

- Survey on the usefulness of MOF ERS conducted in May 09.
- 144 (72%) out of 200 staff participated in the survey.

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Impact and Benefits

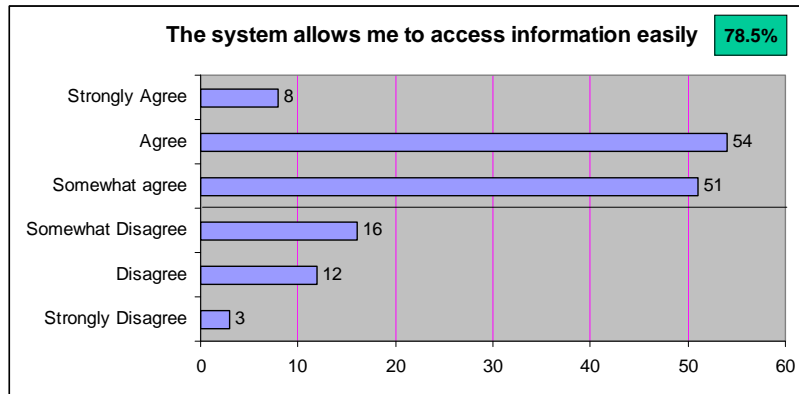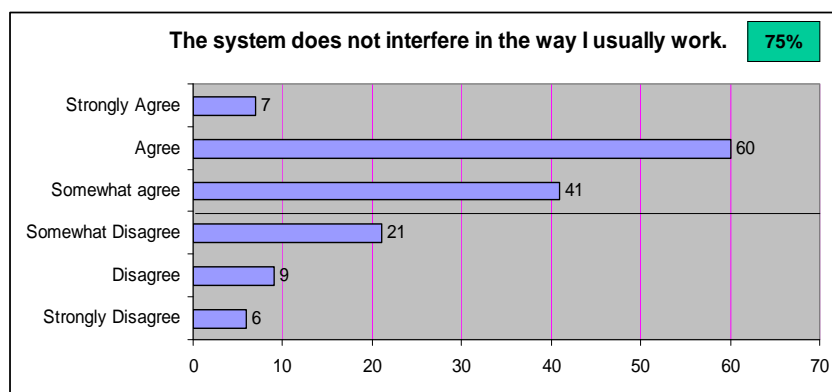**I am aware of the MOF Email Repository**   `100%`

Category	Value
Strongly Agree	69
Agree	69
Somewhat agree	6
Somewhat Disagree	
Disagree	
Strongly Disagree	

(x-axis: 0 10 20 30 40 50 60 70 80)

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Impact and Benefits

The system allows me to access information easily `78.5%`

Response	Value
Strongly Agree	8
Agree	54
Somewhat agree	51
Somewhat Disagree	16
Disagree	12
Strongly Disagree	3

(x-axis: 0, 10, 20, 30, 40, 50, 60)

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Impact and Benefits

The system does not interfere in the way I usually work. `75%`

Response	Value
Strongly Agree	7
Agree	60
Somewhat agree	41
Somewhat Disagree	21
Disagree	9
Strongly Disagree	6

(x-axis: 0, 10, 20, 30, 40, 50, 60, 70)

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Impact and Benefits

I am generally positive about using the MOF Email Repository. **87.5%**

Category	Value
None	1
Strongly Agree	9
Agree	70
Somewhat agree	47
Somewhat Disagree	10
Disagree	4
Strongly Disagree	3

(chart axis: 0 10 20 30 40 50 60 70 80)

Customer Satisfaction Rating –

87.5% of respondents gave positive rating.

(Exceeded Target Set At 70%) ☺

Impact and Benefits

- Mass sharing session attended by 36 government ministries and statutory boards
- Various government agencies are now contemplating and some are even in the stage of procuring the same product for use

What's next

- Storing of secret emails
- Customisations have been included into base product for interested agencies to use
- Working on building other KM tools:
  - Revamped MOFHQ Intranet portal;
  - Corporate document repository (CDR);
  - Migration of MOFHQ corporate applications; and
  - Digitisation of the most current year's hardcopy documents.

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Thank you

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