



Communities of Practice in MTR Projects Division

A Forum on Communities of Practice in Hong Kong Organized by Hong Kong Polytechnic University

Danal Blessis

Mgr-Innovation & Knowledge Mgmt, MTR Corporation

14 November 2014

© MTR Corporation Limited. All rights reserved.

Reproduction of this work or any part of it by whatever means is not permitted without written consent of the MTR Corporation Limited.



Discussion Outline

- Business Imperative - Why we want CoPs
- History of Knowledge Communities in MTR Projects – The CoPs are coming!
- The Purpose They Serve - What CoPs do
- Continual Improvement – It's a journey!
- Lessons Learnt and Factors for Success

The screenshot shows the 'Share' portal for the MTR Projects Division. At the top right, it says 'MTR Projects Division' and 'Welcome BLESSIS D.'. The main header features the 'Share' logo with the tagline 'We share, we excel, we succeed' and a search bar. Below the header is a navigation menu with items: Communities, Home, Division, Communications, People, Documents, Projects/Depts, Processes, Search, and Help. The main content area displays a grid of icons for various departments and communities, including Architecture, BSE, C&IM, CE, CoPway, DE, Env, IOW, KoP, NJ, New Joiners, New Tech, RailSys, SE, SS & FE, TCoP, and Trees. A copyright notice is visible at the bottom: '© MTR Corporation Limited. All rights reserved. Reproduction of this work or any part of it by whatever means is prohibited without written consent of the MTR Corporation Limited.'

Current MTR Network Expansion Programme 2014-2020

Line Length
56km
25% increase

Excavation
15 million m³

New Lines = 2
Extended Lines = 6
186 works sites

Contract Mgmt
225 major works
181 C&R works

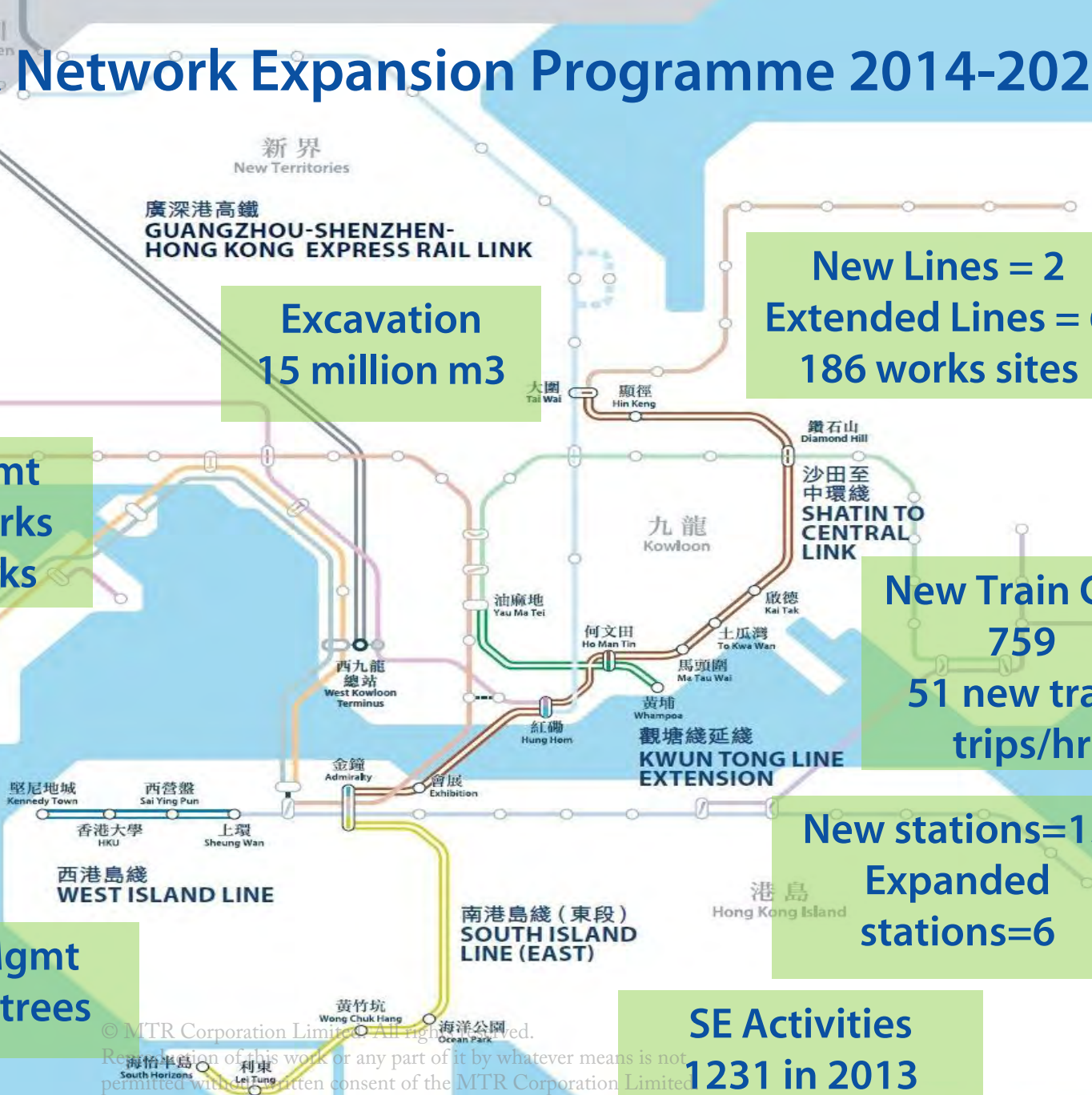
New Train Cars
759
51 new train trips/hr

Length of steel rails
289km

New stations=15
Expanded stations=6

Tree Mgmt
36,870 trees

SE Activities
1231 in 2013



© MTR Corporation Limited. All rights reserved.
Reproduction of this work or any part of it by whatever means is not permitted without the written consent of the MTR Corporation Limited.

Why do we have CoPs ?

- Cultivate a **collaborative** way of working
- Exploit organisational and historical **knowledge**
- Facilitate **technology transfer** for all staff
- Acquire new **skills/learning**
- Learn from past **lessons** and improve future projects
- Help to achieve our mission towards **project delivery effectiveness**



© MTR Corporation Limited. All rights reserved.
Reproduction of this work or any part of it by whatever means is not permitted without written consent of the MTR Corporation Limited.

Virtuous Cycle of Knowledge



© MTR Corporation Limited. All rights reserved.
Reproduction of this work or any part of it by whatever means is not permitted without written consent of the MTR Corporation Limited.

Credit: Ron Young

Timeline

- **2007**
Challenges on railway expansion programme
New joiners, retirement, turnover, 5 concurrent projects...
- **2008**
Kicking off the new strategy development KM process
Culture of knowledge sharing and collaborating
- **2009**
New KM Portal launched in June 2009
Interactive between **People → Technology → People** via Web 2.0 technology
- **2010-2011**
COP W@VE

© MTR Corporation Limited. All rights reserved.
Reproduction of this work or any part of it by whatever means is not permitted without written consent of the MTR Corporation Limited.

6 Stars of Knowledge Sharing – Launch June 2009



Communities



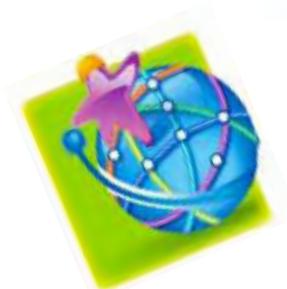
Processes



Documents



Share



Projects



People



Search

© MTR Corporation Limited. All rights reserved.
Reproduction of this work or any part of it by whatever means is not
permitted without written consent of the MTR Corporation Limited.

iShare – Home of the CoPs in PjDiv

MTR Projects Division Welcome BLESSIS DA Danal A. (包德龍)

iShare We share, we excel, we succeed

Search

Current site

Communities Home Division Communications People Documents Projects/Depts Processes Search Help Site Actions

Architecture BSE C&IM CE CoPway DE Env IOW
 KoP NJ New Tech RailSys SE SS & FE TCoP Trees
 TreesCoP

Activities Calendar

November 2014

Mo	Tu	We	Th	Fr	Sa	Su
27	28	29	30	31	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
1	2	3	4	5	6	7

BIM Sharing with CCMA BIM Delegation (22 Aug 2014)

Volunteers

Hotline Message

For any enquiries about systems support, please contact I&KM hotline at **2688-1557 (iShare) / 2688-1571 (ePMS)** or email KANDIM@mtr.com.hk.

Call for YOUR Submissions!

MTR YOUNG TUNNELLER AWARD 2014

Objective
Encourage our young engineers to showcase their talents and share relevant tunnelling experience for projects improvement under the theme "Tunnelling in the Community".

Eligibility
Paper submission is welcomed by all MTR staff who are below the age of 35. Co-authored paper is also acceptable if the age requirement is met by all authors.

Selection Process
Candidates should submit a paper between 1,000 – 1,200 words. The authors of the shortlisted papers will be invited to make a short presentation at the "Paper Presentation Evening".

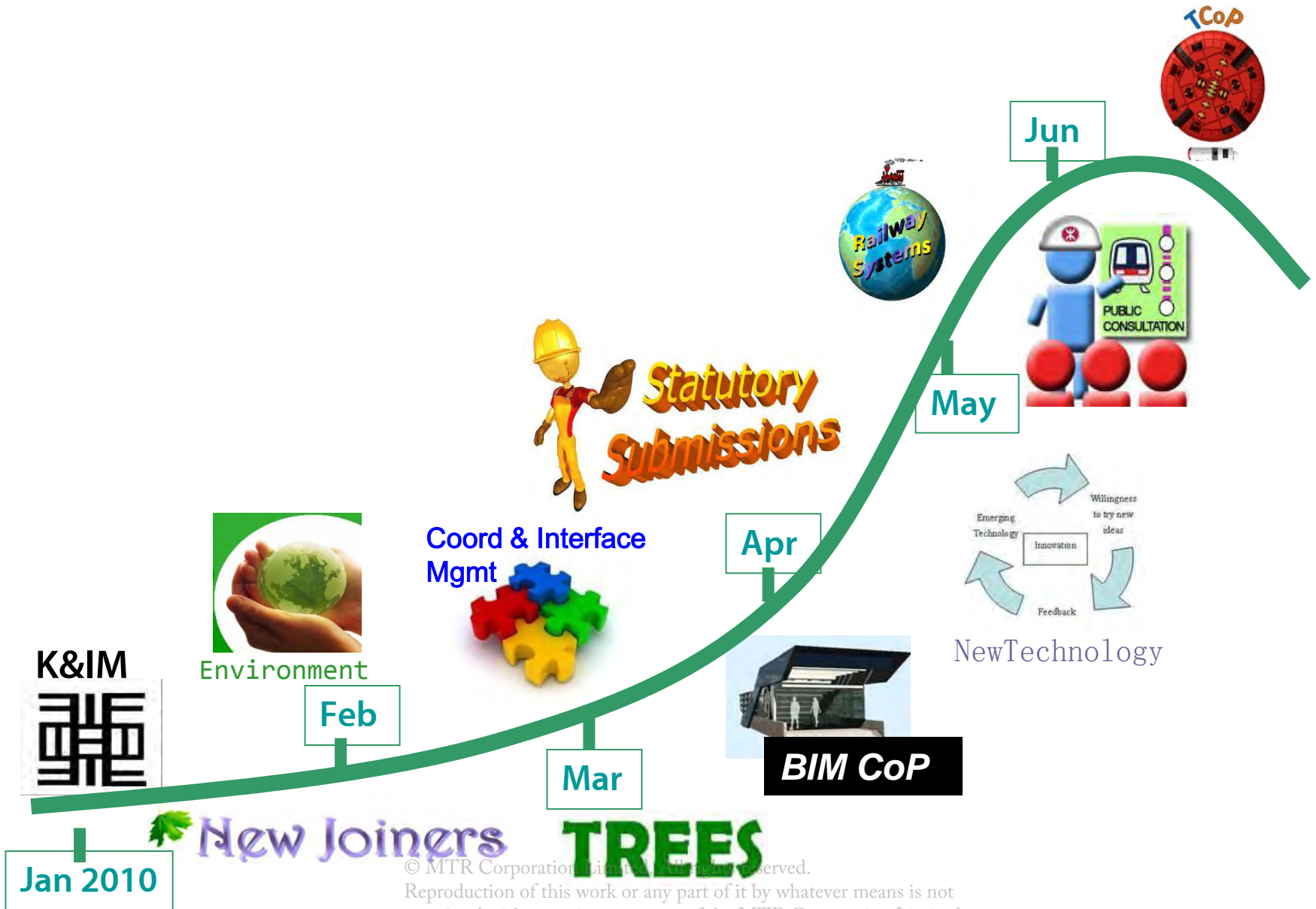
Deadline for Paper Submission: 23:59 hr on 16th Nov 2014
Paper Presentation Event: January 2015

Prize
Winners will be awarded with a certificate and non-cash prizes (HKD1,000 for the winner, and HKD300 for the runners-up). All participants will be given a certificate for CPD contribution.

iShare Community Guidelines

© MTR Corporation Limited. All rights reserved.
 Reproduction of this work or any part of it by whatever means is not permitted without written consent of the MTR Corporation Limited.

COP W@VE 2010



© MTR Corporation Limited. All rights reserved.
 Reproduction of this work or any part of it by whatever means is not permitted without written consent of the MTR Corporation Limited.

iShare – 16 CoPs Today



- **Architecture**
- **DE** (Digital Engineering)
- **BSE** (Building Services Excellence)
- **C&IM** (Coordination and Interface Management)
- **Civil** (Civil Engineering)
- **CoPway** (Permanent Way)
- **Environment**
- **IOW** (Inspector of Works)
- **KoP** (Knowledge)
- **NJ** (New Joiners)
- **NewTech** (New Technologies)
- **SE-II** (Stakeholder Engagement)
- **RailSys** (Railway Systems)
- **SS&FE** (Statutory Submissions and Fire Engineering)
- **Trees**
- **TCoP** (Tunnelling)

© MTR Corporation Limited. All rights reserved.
Reproduction of this work or any part of it by whatever means is not permitted without written consent of the MTR Corporation Limited.

Projects Division Objective for 2014

1. “*Deepen* the practice and culture of *knowledge sharing* as a means to *improve our project management / delivery capabilities* and *raise the profile of the organisation.*”



© MTR Corporation Limited. All rights reserved.
Reproduction of this work or any part of it by whatever means is not permitted without written consent of the MTR Corporation Limited.

Projects Division Objective for 2014

2. *“Sustain* CoPs for *building positive relationships* and collaboration and *embedding useful knowledge* into the practices of the Division.”



© MTR Corporation Limited. All rights reserved.
Reproduction of this work or any part of it by whatever means is not permitted without written consent of the MTR Corporation Limited.

CoP Emphasis for 2014

- Injecting value into **CoPs** – personal touch to help grow
- Injecting value into the **Division** – Lessons Learnt
- Injecting value into the **Business** – Body of Knowledge

No. of Events (Oct '13 - Sept '14):		
6	351	<- social event attendees
7	819	<- online participants
14	687	<- seminar/talk attendees
25	697	<- site visit attendees
3	30	<- workshop attendees
55	2,584	Total

© MTR Corporation Limited. All rights reserved.
 Reproduction of this work or any part of it by whatever means is not permitted without written consent of the MTR Corporation Limited.

Benefits to Corporation

- **Boundary-less** ways of generating ideas and solving problems
- Informal dialogue, inviting questions, spontaneity, critical thinking, creativity and synergy leading to **innovation**
- Partnering with our colleagues, building relationships and **increasing** organisational **effectiveness**
- New networks of people, helping new joiners assimilate, and spreading **tacit** knowledge throughout the organisation
- Best practice and **lessons** learnt throughout the organisation



© MTR Corporation Limited. All rights reserved.
Reproduction of this work or any part of it by whatever means is not permitted without written consent of the MTR Corporation Limited.

Benefits to Members

- Life-long **learning**, personal and professional **development**
- Access to information, knowledge and expertise, to help **make the “day job” easier**
- Increasing our own value within the organisation, through **participation** and **contribution**
- PLORKing – the combination of “play” and “work” that is both **meaningful and fun!**



© MTR Corporation Limited. All rights reserved.
Reproduction of this work or any part of it by whatever means is not permitted without written consent of the MTR Corporation Limited.

Lessons learnt and success factors for CoPs

- Mentor
- Champion
- Facilitator(s)
- Core Team
 - Webmaster / archivist
 - Social host
 - Subject matter advisor
 - New joiner
 - Young engineer
- Member



© MTR Corporation Limited. All rights reserved.
Reproduction of this work or any part of it by whatever means is not permitted without written consent of the MTR Corporation Limited.

Mentors

- Be a role model
- Support the champion, coaching and giving counsel
- Stimulate growth and interest
- Ensure the CoP is realising its vision and adding business benefit
- Share experience through high level presentations



© MTR Corporation Limited. All rights reserved.
Reproduction of this work or any part of it by whatever means is not permitted without written consent of the MTR Corporation Limited.

Champions

- Ensure the CoP brings value and has a genuine business case
- Ensure the CoP has a vision
- Assess the future direction for the CoP
- Recommend key appointments and provide leadership
- Provide support mechanism
- Review performance and reward success
- SUPPORT



© MTR Corporation Limited. All rights reserved.
Reproduction of this work or any part of it by any means, in any form, is not permitted without written consent of the MTR Corporation Limited.

Facilitator

- Ensure the right people are involved
- Help bring people together
- Prepare and co-ordinate a programme of activities
- Act as the first point of contact
- Work with the core team
- Ensure digital artefacts are captured
- Ensure the online library is growing



© MTR Corporation Limited. All rights reserved.
Reproduction of this work or any part of it by whatever means is not permitted without written consent of the MTR Corporation Limited.

Core Team

- Provide practical, pragmatic advice
- Ensure the acquisition of new knowledge
- Freely share and disseminate knowledge
- Participate online
- Participate in face-to-face activities
- GET INVOLVED



© MTR Corporation Limited. All rights reserved.
Reproduction of this work or any part of it by any means is not permitted without written consent of the MTR Corporation Limited.

Webmasters

- Update the CoP site
- Manage and organise photo library
- Manage and organise the document library
- Ensure records and information from events/visits are captured online
- Advise the facilitators on site traffic & discussion activity
- Ensure a digital footprint calendar, news items, blog, photos, etc.



© MTR Corporation Limited. All rights reserved.
Reproduction of this work or any part of it by whatever means is not permitted without written consent of the MTR Corporation Limited.

GEs Roles and Responsibilities

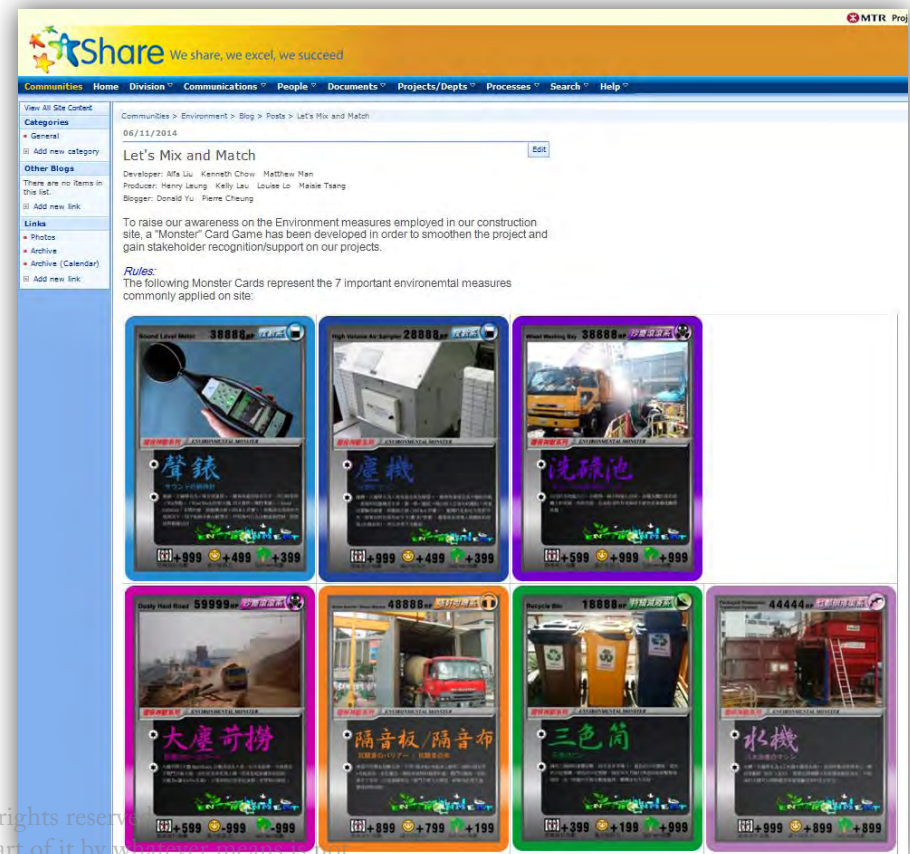
- Core Member of the CoP
- Work with CoP leaders to strive to achieve best practice in each CoP
- Assist in planning and organising CoP functions, e.g. publicity, organisation, coordination, etc.
- Take a lead role in maintaining the CoP website on iShare
- Demonstrate proficiency in the effective operation of CoPs.
- 6-12 months' period as a CoP Core Team Member
- Encouraged to continue with active involvement in CoPs on a voluntary basis



© MTR Corporation Limited. All rights reserved.
Reproduction of this work or any part of it by whatever means is not permitted without written consent of the MTR Corporation Limited.

Participation: Online

- Participate in discussion forums
- Post / comment on blogs
- Post Photos
- Add to wikis
- “Capture” documents
- Report on training / visits
- Capture digital footprint



Participation: Face-to-face

- Participate in CoP meetings
- Join seminars / visits
- Suggest / help organise events
- Give a CoP talk / share experience (can link to CPD)



© MTR Corporation Limited. All rights reserved.
Reproduction of this work or any part of it by whatever means is not permitted without written consent of the MTR Corporation Limited.

CoPs are at Different Stages

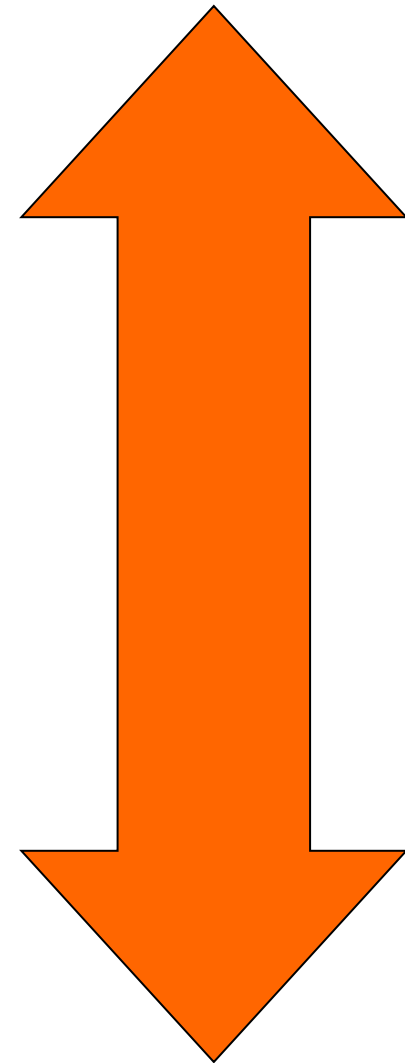
Potential (incubating)

Coalescing (formation)

Maturing (gaining commitment)

Stewardship (innovation & knowledge generation)

Transformation (move on)



Lessons Learnt on CoPs

- Nurturing
- Training
- Top-down support
- Bottom-up leadership
- Youth engagement
- Monitoring
- Intervention
- Budget/resources



© MTR Corporation Limited. All rights reserved.
Reproduction of this work or any part of it by whatever means is not permitted without written consent of the MTR Corporation Limited.

Success Factors

- Strong Management Support and Role Modelling
- Dedicated KM workforce
- Encourage collaboration
- Reward knowledge sharing
- Promote face-to-face interactions
- Digital footprints to record success (wiki, forum, blog)



© MTR Corporation Limited. All rights reserved.
Reproduction of this work or any part of it by whatever means is not permitted without written consent of the MTR Corporation Limited.



iShare tailor-made training

© MTR Corporation Limited. All rights reserved.
Reproduction of this work or any part of it by whatever means is not
permitted without written consent of the MTR Corporation Limited.



© MTR Corporation Limited. All rights reserved.
Reproduction of this work or any part of it by whatever means is not permitted without written consent of the MTR Corporation Limited.



Exploring **KOOL** knowledge

© MTR Corporation Limited. All rights reserved.
Reproduction of this work or any part of it by whatever means is not permitted without written consent of the MTR Corporation Limited.

Aspiration for the CoPs

“Groups of people with *common interests and goals* who *share* their *knowledge, experiences* and *wisdom* about particular topics. CoPs enable *collaborative working* and handle *unstructured problems* outside of the traditional organisational boundaries.”



© MTR Corporation Limited. All rights reserved.
Reproduction of this work or any part of it by whatever means is not permitted without written consent of the MTR Corporation Limited.

Journey's end?



© MTR Corporation Limited. All rights reserved.
Reproduction of this work or any part of it by whatever means is not permitted without written consent of the MTR Corporation Limited.

Thank You!



© MTR Corporation Limited. All rights reserved.
Reproduction of this work or any part of it by whatever means is not
permitted without written consent of the MTR Corporation Limited.

Brief Description of the CoPs

Architecture

- This CoP is those whose works involve ABWF or its coordination, and also everyone in the company who is interested in architecture and design in general.
- By strengthening fellowship and collaboration in project works, proper appreciation of architecture and quality building works can be nurtured among colleagues of different disciplines.

Building Services Excellence (BSE)

- For staff who are devoted to creating excellence in quality and innovation in Building Services.
- This CoP is aimed at raising awareness of the importance in quality in Building Services. Particular emphasis will be made on the need to get a Building Services system well for operation and maintenance right at the design stage.

Coordination and Interface Management (C&IM)

- There are so many interfacing parties in our rail projects (e.g. over 60 in KSL project alone), including civil, P-way, E&M, utilities and government – this can lead to a number of adversarial and programme issues. This CoP brings together a cross section of interested parties from a number of different backgrounds to discuss C&IM and how we can best work together with all stakeholders to achieve success for the Corporation.

Brief Description of the CoPs

Civil Engineering (CE)

- This CoP will keep you updated on things associated with civil engineering within PjDiv, and if you cannot find the answer then ask! We like to see lots of photos showing what is happening on your project, so please see photo upload for advice on how to upload.
- This is the place to share your knowledge, ask questions, and interact with your colleagues on different projects. You are not alone! So whether it is reinforcement or road signs, bentonite or bending moments, compaction or cracks, join the CoP and tell us all about it.

Digital Engineering

- Digital Engineering serves the entire Corporation based on digital engineering information system. DE includes the drawing archive of all existing infrastructure, e.g. CADD/ GIS/ System/ Graphic/ Photomontages as well as the progression of BIM within the Corporation. It also works in collaboration to ensure the digital information meets the standards set by the Corporation in a logical and centrally available format.

Environment

- This CoP is committed to the sustainable development of Hong Kong and will explore and ensure the responsible management of the social, economic and environmental aspects of sustainable business opportunities.
- Through various technical and casual meeting, seminar, workshop to deliver our members with the latest news, legislations and code of practices on the environment.

© MTR Corporation Limited. All rights reserved.
Reproduction of this work or any part of it by whatever means is not permitted without written consent of the MTR Corporation Limited.

Brief Description of the CoPs

Inspector of Works (IOW)

- This CoP is for colleagues who have an interest in or have interface with the site inspection works.
- This CoP wishes to provide a platform for experience and knowledge sharing on matters related to works inspection.
- This CoP creates a platform for digital sharing and for organising non-digital activities related to works inspection and provides a platform for experience and knowledge sharing through the use of documents, photos, videos and digital collaboration.
- The company will be benefited by having a knowledge repository for storing codified knowledge related to works inspection. The individual will be benefited by learning more about works inspection
- This CoP aims to create values for the company by having a semi-structured organisation to share knowledge within and between departments/sections.
- Projects Division's NLNM focus with regarding to People Development, Collaboration and Trusted Partnership and Project Delivery Effectiveness are also this CoP's vision and focus.

Brief Description of the CoPs

Knowledge CoP (KoP)

- The KoP aims to be a role model for knowledge sharing and brings together staff from a breadth of areas and backgrounds. The KoP domain broadly comprises "Knowledge Management" but there is a diversity of interest in other topics which may be of benefit to members.
- The KoP mission is to:
 1. Distinguish and differentiate ourselves from other CoPs - Be Unique
 2. Focus more on the soft side of project issues - Dim Sum (點心) / Touch Your Heart
 3. Be a catalyst for knowledge sharing and collaboration in Projects Division - Role Model / weShare
 4. Balance on-line activities with engaging in-person activities - Catalyst
 5. Provide new values for Projects Division and MTR Corporation - VMV and NLNM
 6. Encourage the fun side of work - Integrating playing and working (Plorking)

New Joiners (NJ)

- This CoP is for the new joiners and for those colleagues who would like to meet new joiners.
- This CoP tries to provide opportunities for NJ to get to know each other, and to provide an informal way for NJ to accelerate their integration with Projects Division.

Brief Description of the CoPs

New Technologies (New Tech)

- The railway industry is evolving all the times. There are many new technologies emerging in different parts of the world which may not be available to everyone in Projects Division. Through the sharing and discussion in the CoP the timeframe and efforts in researching and evaluating the feasibility of adopting a new technology in a new project could be greatly reduced. Members can also benefit from up-keeping their knowledge on latest industry development.
- This CoP will like to become a *defacto* Forum in MTR Projects Division for discussion and evaluation on feasibility of applying a new technology and ideas to a project.

Permanent Way (CoPway)

- CoPway is the CoP on the Design and Construction of Trackwork in Hong Kong and Overseas. We are trackwork design and construction professionals who do not only undertake the design and construction of trackwork for new projects but are also the custodians of the 'structure gauge', ensuring the spatial requirements to operate the railway.
- We also write and maintain railway engineering design standards, promote railway / P-way engineering including maintenance, design and construction. We are dedicated to inform, share, educate and train anyone interested in the Permanent Way aspects of Railway Engineering.

Brief Description of the CoPs

Railway Systems (RailSys)

- This CoP is interested in all the discrete electrical and mechanical systems that comprise the integrated railway system, from the perspective of design through to construction and operation. This CoP welcomes involvement from all interested MTR colleagues.
- This CoP tries to be the forum of choice within MTR for the deliberation of key issues on railway systems, and tries to be a community for the avid railway professional.

Stakeholder Engagement (SE)

- Each and every one of us can contribute to the process as Ambassadors of New Railway Projects in Hong Kong.
- SE CoP is a new platform for interested MTR colleagues to share ideas on the consultation process, discuss hot topics/social issues, and exchange valuable PR skills.
- This is a place you can interact, share, express, learn and exchange views on stakeholder engagement.
- Everyone in Projects Division has a role to play in Stakeholder Engagement.
- So come and keep yourself posted on the latest information on Stakeholder Engagement and join our events & have some fun!!!