Knowledge Development and Learning Communities in CLP Power Hong Kong Limited

Agenda

- Company Background

- KM Implementation History and activities in CLP

- Learning Communities in CLP

About CLP Power Hong Kong

CLP Holdings

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CLP Holdings
├── Hong Kong
├── Chinese Mainland
├── Australia
├── India
└── Southeast Asia And Taiwan
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Hong Kong

CLP 中電

Generation

Power Systems

Marketing & Customer Services

❑ **Subsidiary of CLP Holdings, an investor-owned business which also has equity interest in a large portfolio of power plants across Asia Pacific region**

❑ **Served Hong Kong for over 110 years**

❑ **A vertically-integrated electricity business in Hong Kong, with 3 major business groups**
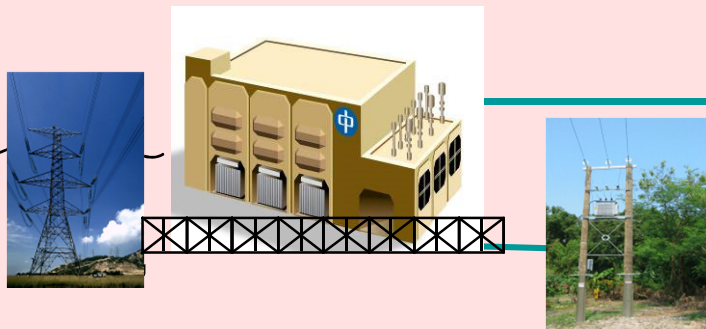
Vertically Integrated Business

Generation

Transmission & Distribution Network

Customer Services

Commercial Customers

Remote Customers

Generation Capacity (Including affiliated generation companies):

8,888 MW

Transmission and Distribution System (400kV, 132kV, 33kV & 11kV):

Substations: **more than 13,000**

Circuit length: **more than 13,000 km**
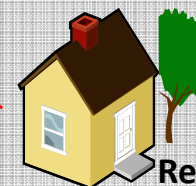
Annual Sales : 31,783 GWh

Max. Local Demand: 6,699 MW

Supply Area: 1,100 sq km

Total No. of Customer:
2.4 million (~80% of HK population)

Source: CLP Holdings Limited 2013 Annual Report

Powering HK in a Responsible Manner

Environmentally
Clean energy

Socially
High reliability

Economically
Reasonable tariff

KM Implementation Journey

Early Form of KM Activities	Inspiration & Inception	Awakening Interest	Evolution	Integration	Embedding Best Practices

Experience Sharing, Project Implementation Review, Benchmarking, QCC and EDMS — 1990s

Tacit knowledge elicitation — 2003

Implement After-action Review (AAR) and Community of Practice (CoP) — 2006

Developed and Implemented various KM Initiatives — 2009

Sharing the best practices via learning communities — Now

Strengthening learning and sharing culture — 2010

KM Value Framework

CLP Value Framework

CLP is fully committed to providing the necessary management leadership, resources, systems, initiatives and tools to develop and retain our knowledge and intellectual capital.

KM Policy
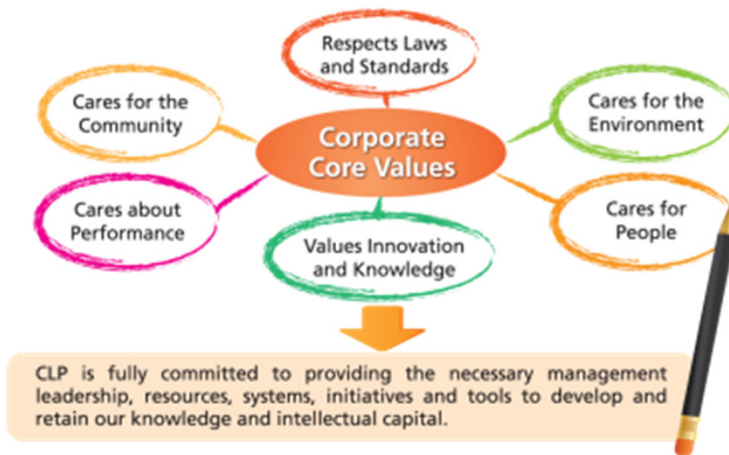
KM Vision

Our vision in Knowledge Management is to develop a world class framework and adopt the best practices to maximise the value of knowledge, thus achieving our goals in developing people, increasing corporate values, and enabling the Company to become a leading service provider in the electricity industry.

KM Organisation

- People Development Team
- Business Process Implementation
- QCC Team
- Value Engineering Team
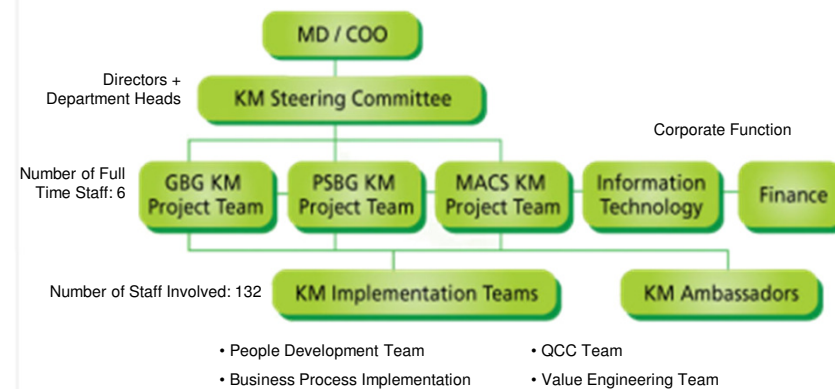
Knowledge Harvesting

Objectives

- **Foster knowledge sharing across departments**
- **Cross-fertilize expert knowledge**
- **Develop new knowledge**
- **Keep the knowledge contents "live"**

Implementation

- **Communities developed focus on core knowledge themes**
- **Comprises Community Leader, subject matter experts, trainers, etc.**
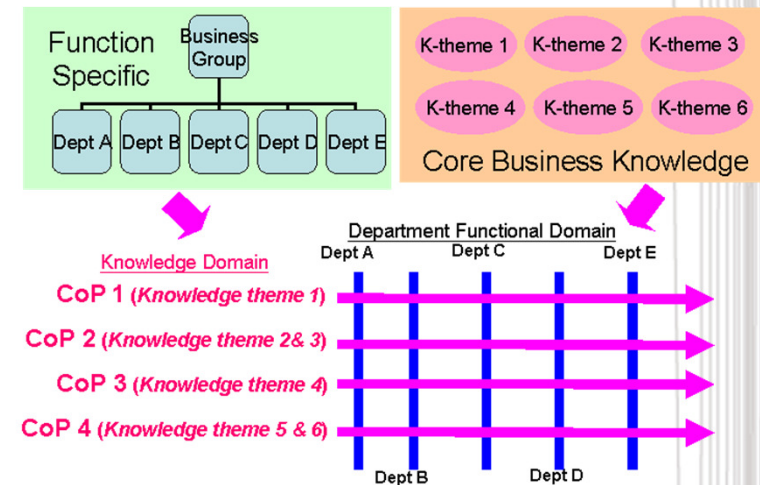
Learning Communities

- A group of people come together for a particular interested topic to discuss, to share and learn from each others

- An informal gathering of people with common interest to learn and share interactively and mutually in an enjoyable atmosphere

LEARNING COMMUNITY

Membership Scheme

- **Advisor**
  - Deputy Director of Engineering Training & Development

- **Core Member**
  - Experienced colleagues from each line department
  - Knowledgeable
  - Good networking internal and externally

- **General Member**
  - Staff who have the interest

- **Coordinator**
  - Knowledge Management Manager

Performance of Learning Communities

- Appointed 18 seasoned engineers as core members and recruited 72 colleagues as general members to the three Learning Communities in October 2013

- 11 learning activities *(such as factory acceptance test visit, site visit, OEM tour, post-visit learning session, technical talk by external expert)* were organized from Nov 2013 to end of July

- 104 colleagues participated the above activities

TRANSFORMER & REACTOR **CABLE** **PROTECTION**

Learning Communities across Business Groups

- Cross-BG Community of Practices (CoP) among Customer Service Delivery, Regions and Metering teams to enhance communication and improve on process interfaces.

- Cross sharing between Customer Service Delivery and Regions for the development of new customer service platform

- Help sharing the best practices and enhance experience sharing among operational teams.
- Draw collaborative efforts to develop new customer service platform, e.g. online progress tracking service for customer applications

Key Success Factors

Expertise

Learning Values

Leadership

Trust Environment

Applicability

Recognized Contribution

Sustainability