

8) NEO KIM HAI

Implementing a KM Portal at Singapore Power

The organization involved

Singapore Power (SP) Group, a leading energy utility company in the Asia Pacific, embarked on a knowledge transformation journey, to have their own online company-wide community for about 3800 employees to share and learn from each other.

Case background and intent

Utilities companies face a challenge of retaining the expertise of their mature workforce. To be a professional engineer with deep expertise in a particular field of electricity and gas requires more than 10 years of experience. As these professional engineers retire from the workforce in the next 5 years, there is a need to capture, retain and transfer the knowledge to the next generation of young engineers.

Knowledge from these professional engineers on the ground was previously not captured in any form, but passed on verbally to the younger engineers. As such, there was no form of repository or database that engineers could refer to for any situation, but they relied on phone calls or seeking help through peers.

The work done

The Knowledge Management Centre embarked on the effort to capture this knowledge through interviews, workshops, and on-job-training with professional engineers. The knowledge captured is written into knowledge artefacts as well as videos which are stored into the KM system for all engineers to access.

With the launch of the KM system, SP employees have an online platform to enable relevant knowledge to be retained and made easily accessible, through mobile devices and anytime, anywhere. Within the system, employees are also able to network, discuss work-related issues and share best practices in different communities of expertise. The system also enables engineers to do searches to locate asset documentation and operating procedures, which previously was in disparate systems or local drives.

Challenges and lessons learnt

The challenge was the barriers of engagement of our pioneer engineers. While many were willing to share, there was a number who were uncertain about the process.

Impact and benefits

One unified system to store all process and procedural document ensures that engineers comply and follow checklists and guidelines during ground work. This ensures that process guidelines are followed and employees' safety are put at the highest priority when following these steps.

Engineers have also seen benefits through the process of capturing explicit and tacit knowledge from professional engineers, who are their seniors. They have gained competency in interview skills as well as obtaining first-hand experience learning from engineers who have been through tough times or challenging incident cases.

Next steps

So far, we have only covered one of the key business units of Electricity and Gas Operations and we would be planning to start with the other business units. Meanwhile, we will be looking at the larger scope of how to further leverage the platform for digitizing our workplace.