

K-SHARING @ WORK



HIGHLIGHTS:

1. QA Collaborative Hour
2. Pendedahan Baru: Operasi Kuari
3. Forum Rawatan Permukaan Jalan
4. Knowledge Transfer Difficulties
5. Compulsory Arabic Move
6. Knowledge Cafe

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EDITOR'S NOTE


INSPIRATIONS & USEFUL POINTERS

At present 19 KM committees and 2 COPs have been entrusted with the responsibilities to make KM work by involving as many staff as possible in KM-related activities. Besides, we also have a range of KM platforms comprising K-Portal, English Writing Online Forum, K-Connection, Suara Road-care, various sharing/ learning / training sessions, English and Arabic classes as well as the newly introduced mentors for respective KM committees.

Clearly if everyone is committed to our KBO vision and our KM mission, there is no shortage of available mechanisms within HCM Group.

As evident in some of the cover stories and sample progress report in this issue, we are seeing some progress in our KM journey. What is also encouraging is the fact that there appears to be more daily work-related KM activities being planned and implemented. This is certainly a marked departure from our earlier days, when there appeared to be some degree of confusion, apprehension and lack of ability to operationalise KM concepts in daily work.

We would thus like to take our hats off to the HODs, KM leaders and staff concerned for their collective resolve and bold approaches. We do hope the others can draw some inspirations and useful pointers from these practices.

We are not saying what we have now is perfect. But surely we can continuously improvise and do things better to take the Group to a higher level. 

" WHERE THERE'S A WILL, THERE'S A WAY!"

" DI MANA ADA KEMAHUAN, DI SITU ADA JALAN!"

Shukri R ahman

FROM THE DESK OF HCM GROUP'S CHIEF KNOWLEDGE OFFICER (CKO)

Although I have been rather tied up amid the current construction scenario, I would like to stress that in my own way, I am closely following our KM journey.


KM is a continuous process which is highly useful to both the company and staff. As such, we should not wait until we are reminded, instructed or cajoled before we think and act the KM way.

Life itself is one big Project, with many multiple projects and packages in it. In my view, if we neglect KM, we risk being the ultimate losers ourselves. Thus, I would be really pleased if KM is seen as a way of life which we should always practise until we are really good at it.

We would also like to remind everyone that this year HCM Group would implement an appraisal system with a significant weightage given to KM. As such we would like to call upon all the staff to take this opportunity to demonstrate your strengths as a K-worker in respect of self-driven, proactive, innovative and collaborative attributes, backed by strong EQ and reasonable IQ.

To strengthen our IT infrastructure amid a competitive envi-

ronment, the management has decided to recall our IT staff members who were based in IKRAM. The team will plan and implement a comprehensive e-capability including a new KM Portal.

I recall how we started the Group with only a few staff. We have since grown into a really big family. Perhaps it is also timely for me to remind everybody that in the first place, divisions and departments exist to support the Group's goals. As such, despite the various day-to-day departmental/ project tasks, undoubtedly I would like to see greater integration with and commitment towards our KM's vision and mission. 



Thank you.

Best wishes,

DATO' IR HASNUR RABIAIN ISMAIL
Chief Knowledge Officer
HCM Group

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QA COLLABORATIVE HOUR AT QUALITY ASSURANCE DEPARTMENT

By Ariff Awang



QA LADIES: (From left) Norizan, Ayunni, Norzimah and Norazizah

Much has been said and told about the benefits, the importance and the indispensability of KM in the future. Increasingly knowledge is seen as an intangible commodity and as an asset which will facilitate business process and improve overall business performance.

What is lacking however is the implementation part. How far it has been ongoing in the real organizational setting, should be a greater concern. In HCM Engineering and its sister company Roadcare, we are not too backward in this regard as some people may think.

The KM Steering Committee has decided on the implementation of KM activities by various elected or appointed committees.

Recently we have seen some positive signs coming from a number of KM committees at the Head Office and outstation.

For example, let us take a look at what has been done at Quality Assurance (QA) Department under Puan Pazuziah Abu Kassim, and her five staff comprising four young ladies and one gentleman.

According to a QA executive there, Mohd Aizuddin Mohd Azman, the department has started what is known as "QA Collaborative Hour" since 9 January this year. This Collaborative Hour or k-sharing session in our normal 'KM language', he said is held once fortnightly. What they do is quite simple: for every session one of them would present any topics, particularly on work related subject matter.

By the time *K-Connection* interviewed them, they had conducted five fruitful sessions with the debut session focusing on planning KM programs for QA department such as outlining schedule. Also discussed was preparation for a role play contest. Aizuddin himself and Norizan Daud took part, playing characters in the epic fairy tale "Beauty and the Beast". (see Box 1 for summary)

In the second session, Aizuddin made a presentation on an autobiography, 'The Prince', by Niccolo Machiavelli, the famous "The End Justify The Means" sifu. The slot in the following session was also filled by him with a topic on 'Comparison between ISO14000 and OSHA18000'. In the fourth and fifth QA Collaborative Hour, Norizan and Norzimah Abdul Ghani presented a discussion on 'Implementing Centralized Record System' and 'Total Quality Management (TQM)' respectively.

In their next k-sharing sessions, the presenter will be Nora-

zizah Ahmad who will speak on 'PowerPoint', while Ayunni Kunyi Mohd will discuss '5S' and 'Tips for Good Interview' in the seventh and eighth slot.

In general, all staff in QA Department provided positive reactions and feedback on their KM exercises. Aizuddin opined that while each of us has different specialty, it is just natural that such sharing events would enable us to reap optimum benefits from each other and at the end of the day, enhance knowledge. He further suggested that next time we can do it between various departments within our organization so that knowledge can be expanded more.

Apart from improving skills, Norizan said such activities enable us to share what we know with others and make us aware of what we do not know. Norzimah added that what they have done could also be applicable to others. If this happen, she pointed out that they can use the same techniques, technologies and knowledge from QA. Simultaneously QA staff can also acquire information from various departments and see how it is related to QA and their jobs.

"It is good because we can know something from what we don't know about any subject. For instance, if any one of us went to a training program, he or she can share what they gained from the courses by presenting it to others who did not attend, so that they can adopt that knowledge in their works," said Norazizah. She stressed that k-sharing sessions can improve our presentation skills and build confidence, thus upgrading ourselves indirectly.

In a related discussion, Ayunni elaborated briefly on the '5S Principle and Its Implementation', a topic that she would present soon in QA Collaborative Hour. According to her, the concept originated from one of the Japanese work procedures. Hence the terms used were adapted from Japanese words.

She told that the first 'S' is Sort, which means to sort out things and identify which one is useful, with higher priorities and eliminating the unnecessary ones. The second 'S' stands for Set. It is to arrange work accordingly in order to get easy access when needed. The following 'S' is Shine- we should keep work clean and maintain that condition at all times. Standardization in the fourth 'S' is a step that must be adopted to establish a system to maintain the preceding step. Finally we need to sustain (fifth S) every thing that has been done from the earliest 'S' to the final 'S'. 📌

(see Box 2 for summary)

WHO PRESENTED WHAT AT QA (THUS FAR)

1

- Aizuddin: Autobiography Book 'The Prince' by Niccolo Machiavelli.
- Aizuddin: Comparison Between ISO14000 and OSHA18000.
- Norizan: Implementing Centralized Record System.
- Norzimah: Total Quality Management (TQM).
- Norazizah: PowerPoint
- Ayunni: The Five 'S'
- Ayunni: Good Interview Tips

THE FIVE 'S' PRESENTED BY AYUNNI

2

- 1S: Sort – to identify and eliminate
- 2S: Set – to arrange work and get easy access
- 3S: Shine – to keep clean and maintain it
- 4S: Standardization – to establish a system to maintain No.3
- 5S: Sustain – to be consistent and persistent

PENDEDAHAN BARU DI SERI BARAT MIXED

Oleh Wan Ghazali Md. Nor



Pengurus Wilayah Terengganu, En. Tolhah Taib dan kakitangan Roadcare Terengganu bersama-sama dengan pegawai UPPJ Terengganu dan Kelantan dan beserta Pengarah Urusan Seri Barat Mixed, Dato' Tan Kim Keah



Kakitangan Roadcare di beri penerangan tentang proses operasi kilang oleh pegawai Seri Barat Mixed Sdn Bhd.

Buat julung kalinya, satu lawatan sambil belajar ke sebuah kuari diadakan oleh Roadcare Terengganu pada 15 April yang lalu.

Kuari yang dimaksudkan ialah Seri Barat Mixed Sdn Bhd, Wakaf Lichong, Pasir Puteh, Kelantan.

Lawatan tersebut diketuai oleh Pengurus Wilayah Terengganu, En. Tolhah Taib, pegawai-pegawai dan kakitangan Roadcare Terengganu. Turut serta ialah sebahagian kakitangan Roadcare Kelantan, pegawai UPPJ Terengganu dan Kelantan.

Delegasi kami telah disambut oleh Pengarah Urusan Seri Ba-

rat Mixed Sdn Bhd, Dato' Tan Kim Keah. Pegawai-pegawai dan kakitangan syarikat itu memberi penerangan mengenai operasi dan juga cara-cara premix dibuat.

Dato' Tan sendiri menyingkap sejarah penubuhan Seri Barat sehingga berjaya ke hari ini.

Sebelum berpisah, pihak Seri Barat telah menyediakan makan tengah hari di perkarangan kilang tersebut.

Sebagai rumusan, lawatan telah mencapai objektif untuk memberikan pengetahuan di samping mendedahkan kakitangan dari pelbagai peringkat tentang aktiviti yang bersangkut dengan pembinaan dan penyenggaraan jalan raya. 

CARTA ALIRAN PEMROSESAN PREMIX

Bahan mentah (Batuan size: 28mm, 20mm, 10mm & Q/ Dust)
 Bitumen & Filler (Cement)
 Ujian Internal - Sieve Analysis - analisa gred size
 Ujian External - Mechanical Analysis - eg. ujian agg. crushing value
 - polished stone value dll

Bitumen dipanaskan (suhu 100-150^o C)



bancuhan mengikut grade size/ mix design
 eg: ACB 28mm (Binder Course)
 ACW 20mm (Wearing Course)
 *Rujukan : Spesifikasi JKR dll Standard
 Proses pembancuhan dilakukan di dalam drum pemanas



Bahan dikeringkan menggunakan pembakar secara berterusan
 pengkadar @ peratus campuran diprogramkan di dalam komputer



Operator/ pengendali loji akan mengendali melalui komputer
 Suhu bancuhan dititikberatkan antara 150 -180^oC



Premix dihasilkan mengikut pesanan pembeli



Juruteknik makmal akan memastikan suhu bancuhan mengikut kehendak spesifikasi



Sample kemudian akan dibawa ke bilik makmal untuk diuji :-
 (a) Peratus kandungan bitumen dalam campuran - Ujian centrifuge Extraction
 (b) Analisa penggredan size
 (c) Ujian Marshall - sekurang-kurangnya 3 sampel dihasilkan untuk analisa
 I. Ketumpatan bandingan
 II. Kandungan lompong dalam bancuhan
 III. Lompong terisi dengan bitumen
 IV. Kestabilan, aliran dan kekerasan

*keputusan ujian akan direkod dalam borang ujian dan rumusan terakhir dibuat dengan merujuk spesifikasi.

SUMBER : SERI BARAT MIXED SDN BHD

FORUM RAWATAN PERMUKAAN JALAN

oleh Budi Iskandar Ibrahim


Apabila jalan raya berkeadaan baik biasanya pengguna tidak ingat pun pada Roadcare. Namun jika satu lubang sahaja atau sebatang pokok sahaja menghalang perjalanan mereka, maka Roadcarelah yang terlebih dahulu akan terlintas di fikiran pengguna jalan raya di samping Jabatan Kerja Raya (JKR). Dengan itu memahami, memenuhi keperluan dan kepuasan pengguna jalan raya dengan cekap dan berkesan seharusnya menjadi tonggak kewujudan Roadcare. Ekoran itu ilmu berkaitan kerosakan jalan dan cara mengatasinya bagaikan satu 'fardu 'ain' bagi setiap staf Roadcare.

Sehubungan itu pada 11 April 2008 yang lalu, AJK KM Roadcare Kawasan Raub telah mengadakan satu forum pengurusan ilmu yang disertai oleh semua staf kawasan Raub (P4) dan Subregion West. Eksekutif Teknikal P4, En. Abd Aziz Mat Amin telah menjadi penceramah utama forum ini. Beliau turut dibantu oleh Pengurus Kawasan Raub, En. Shahril Munir serta Timbalan Pengurus Wilayah Barat, En. Loh Kon Yoon.

Topik utama forum ialah jenis-jenis kerosakan jalan dan kaedah memperbaiki kerosakan tersebut. En. Abd Aziz sebagai 'orang lama yang berpengalaman', menegaskan perkara ini selalu diambil mudah terutama oleh staf yang terlibat secara langsung dengan kerja-kerja penyelenggaraan ke-

rosakan. Sebenarnya, dengan memahami jenis kerosakan dan mengaplikasikan kaedah pembaikan yang betul akan memberikan hasil yang berkualiti dan kesan baik yang berpanjangan. Di sepanjang forum, En. Abd Aziz menerangkan dengan terperinci jenis kerosakan serta kaedah pembaikan terbaik. Pendapat dan idea turut dilontarkan oleh beberapa staf selain penerangan sampingan mengenai perkara teknikal oleh En. Shahril dan En. Loh Kon Yoon.

Selain penerangan secara lisan oleh ahli panel, rujukan dan lampiran seperti gambar beserta penerangan ringkas turut diedarkan kepada staf untuk memperkukuhkan pemahaman dan sebagai panduan untuk kerja senggaraan pada masa hadapan. Pada akhir perbincangan, Pengurus Kawasan, En. Shahril turut mengingatkan bahawa walaupun ada di antara staf yang hadir tidak terlibat dengan kerja-kerja senggaraan, namun pengetahuan dalam bidang ini penting kerana ia adalah skop kerja utama Roadcare. Forum selama dua jam itu tamat pada jam 11.00 pagi.

Semoga segala usaha untuk membudayakan pengurusan dan perkongsian ilmu ke dalam tugas-tugas seharian di pelbagai peringkat kakitangan, demi mencapai objektif Kumpulan HCM akan terus digiatkan lagi. 



En. Abd Aziz b. Mat Amin, dibantu oleh En. Loh Kon Yoon, sedang memberi penerangan.



Pengurus Kawasan En. Shahril B. Munir mempengerusikan mesyuarat/ forum.



En. Shahril sedang memberi penerangan kepada semua staf.



DETAILED STATUS OF PROPOSED KM ACTIVITIES

Planned Activities	Present Status	Reasons (If target not met)	Proposed Solutions (If target not met)	Other Comments
KM Day	i. Target not met (X) ii. Target met() iii. Target exceeded()	For February and March all supervisors and team workers were busy with preparation works for election day	Will try to implement as per schedule	
KM Corner	i. Target not met() ii. Target met(X) iii. Target exceeded ()		2 sets of temporary computers placed for use anytime	To request proper set of equipment and room
Computer Mentoring	i. Target not met () ii. Target met(X) iii. Target exceeded()			4 sessions of computer mentoring were conducted involving 4 participants
English Language	i. Target not met (X) ii. Target met () iii. Target exceeded ()	same reason as above	Will try to implement as per schedule	All activities are programmed on KM day
Hadis' and 'Doa'	i. Target not met(X) ii. Target met () iii. Target exceeded ()	same reason as above	Will try to implement as per schedule	All activities are programmed on KM day
Arabic Classes	i. Target not met () ii. Target met () iii. Target exceeded ()			Will be implemented accordingly starting September
K-Sharing	i. Target not met () ii. Target met () iii. Target exceeded (X)			2 sessions of K-sharing carried out; covering 3 topics
KM Meeting	i. Target not met () ii. Target met() iii. Target exceeded ()			As and when required

Message from KM Steering C'ttee: In the future, please provide reasons when target is **NOT MET & EXCEEDED**. Thank you.

SUMMARY OF KM ACTIVITIES CARRIED OUT AT BANGI OFFICE

08.01.2008	- KM Meeting	- Outlined KM programme and activities. - RM as chairman stressed that all staff should understand KM - The use of K-portal
12.01.2008	- KM Day - Hadis and Doa	- RM's talk on KM's benefits to both the company and staff as a whole - Formed KM group for English activities - Topic on 'Sedekah pekerjaan yang baik' - presented by RM - Doa ' Jangan malas dan takut' - presented by RM
26.01.2008	- KM Day - English Language - Hadis and Doa	- Activity started early. - All 5 groups submitted their articles to be shared and exchanged within the groups. Representative of each group presented by reading the article and explaining the meaning of a few selected words. - The session was very lively and encouraged staff to communicate in English during that time. - Jokes presented by RM - 'Millions of stars' - Topic on 'Taubat' - presented by RM - Doa 'Penghulu Istighfar' - presented by RM
03.02.2008 17.02.2008 02.03.2008 16.03.2008	- Computer Mentoring	- 2 classes each day - involved 3 General Workers and 1 Team Leader 4 hours - 10.00 am - 2.00 pm - Mentors were Farahaidah and Lena Karmila
12.04.2008	- KM Day - K-Sharing	- KM Leader started off the activity - Impromptu talk given by Mr Yew Gim Sun Topic - Vehicle's Lubrication - Impromptu talk given by En. Shahrul Izwani Othman Topic - Basic Computer Knowledge - The talk was very interesting and informative. - English words used were explained in Bahasa Malaysia
26.04.2008	- English Language - Hadis and Doa - K-Sharing	- One article given to everybody to read 44 words were highlighted and explained - Topic on 'Mintalah pada Allah' Hadis Qudsi - presented by RM - Impromptu talk given by En. Norramrillah Abdullah Topic - Milling Works and Machines - Miss Lee (trainee) shared her experience at site



K-Sharing - Pn. Farah selaku kerani am di Bangi berkongsi pengetahuan dalam menyediakan laporan bulanan dan tuntutan rutin kepada pihak JKR.



K-Sharing - En. Redzuan sebagai foreman dan juga ahli kumpulan KM memberi penerangan mengenai kerja-kerja 'road sweeper' dan keupayaan mesin tersebut membuat kerja.

A WONDERFUL KNOWLEDGE CAFÉ EXPERIENCE

By Ariff Awang

We are quite familiar with Starbucks Cafés in the so-called affluent areas in the city. These days, cyber-café too have become something phenomenal in every corner of towns, big or small. What we never heard of is Knowledge Café (K-Café).

Here is the story.

K-Café is defined as a simple means to bring people together to engage in dialogue and have an open creative conversation on a subject of mutual interest. While David Gurteen, a UK-based KM consultant was in Southeast Asia at the beginning of the year, he ran his first ever K-Café in Malaysia on Saturday, 12 January. It was hosted by the MMU KM Centre, Cyberjaya. Professor Peter Woods was there to represent the centre. The cafe was opened to university's staff and students, Gurteen Knowledge Community members and anyone else with an interest in KM.

I was one of the 50 participants in that maiden event in town. Not bad for a Saturday morning gathering! I guessed a third of them were MMU's local and overseas post-graduate KM students. As usual most of them were women. The rest were KM practitioners from various industries and a few PhD students.

The Process

- *David Gurteen started the morning by explaining the history of K-cafes; their purpose; their benefits and the process by which they are run. He said it is up to the participants to record or not to record the discussion. "We will not appoint anyone as a writer". The bottom line is what you get in your head at the end of the day.*
- *As starters, he called on three Malaysian KM practitioners to share their stories on the theme "How do we create enthusiasm and buy-in for KM in our organisations and motivate ourselves as KM practitioners?". Three ladies from Petronas, MIMOS and Genting Bhd came up with their presentations, taking about half an hour.*
- *He then proceeded to facilitate the session proper based on the Cafe format. This session has two stages. It started with "getting to know each other" stage followed by group conversations on the given topic.*
- *For both sessions, he blew a whistle once, twice or thrice. Every time he did that, everybody had to switch group. Thus each participant would be in a different group every time the whistle was blown. This could multiply the range of views one could benefit from the knowledge sharing process and exchanges of ideas and experiences.*
- *At the end of the session, David opened the floor to anyone who wished to speak up their minds. A handful of participants voiced out their opinions. One of them raised questions and others shared their experiences.*


David has run hundreds of knowledge cafes over the last few years and he claims they are really great learning and networking events. Participants engage in conversations around the theme of the k-cafe and some insightful, energetic conversations take place. The k-cafe format is one that we can take back with us and use in our own organizations to help create a more innovative culture.

I met some people there of course. Apart from Malaysians, the participants came from various countries: Indonesia, Iran, Africa and western countries. Some I can remember better than others. But I remember them for what they said, the knowledge, information and opinions that they gave.

"KM is about people and technology." This statement I remember most. It lingers in my mind for a long time. It was uttered by a member of my group, Mohd Bakhari Ismail, Principal Assistant Director, Public Service Department, Putrajaya. At that time, he was doing his doctorate study in KM at Universiti Kebangsaan Malaysia. He added that this means KM is about getting people to share what they know and technology is just the enabler.

A young Chinese IT lecturer from Universiti Perguruan Sultan Idris said the 'carrot and stick' method is still relevant in this case. He pointed out at the beginning where take up and buy in for KM is pretty much slow, the reward and recognition as well enforcement style can be used. However, in the long run, this should not be prolonged as it could create adverse effects.

In another group switch, I also met Puan Che Zan from Petronas. She spoke a lot about KM experiences in her company. She said among others, the national petroleum company has made an effort to produce a directory of experts which can be referred to by any newcomers. This is crucial, she said, as many experts or senior people in the company come and go at a very considerable rate. Thus without proper documentations of their expertise and experiences, it would be difficult or slower for junior workers to catch up to the high expectations expected of them.

In all, K-Café can also be applied in our company. Depending on our willingness, this method, as I mentioned earlier, is quite simple but yet it could multiply what we can learn from each other. As Bakhari said during the group discussion: "Unlike in usual mathematical logic, in KM, two plus two is not four, but two plus two, could be more than four. The result could multiply exponentially." It means that when two minds meet two minds, they can generate numerous ideas and acquire knowledge from each other. Greatly enhanced knowledge sharing is definitely more meaningful! 



David Gurteen (standing right). K-Café in session (above & bottom)

KNOWLEDGE MANAGEMENT AT FLUOR: THE LESSONS LEARNT

By Ariff Awang

Different in size but same in nature. That's how we should see ourselves when it comes to comparing our business and the one run by this giant American company – Fluor Corporation. With approximately 35,000 employees in more than 25 countries across continents, Fluor, is one of the world's largest public listed engineering, procurement, construction and maintenance (EPCM) services company.

But that is not all. What compels us to know more is that this company has left a trail of knowledge management (KM) journey for us to follow. Being in the same industry, theoretically, it should be relatively easier for HCM Group to follow their footsteps in implementing and enhancing KM practices within our organization.

In 2007, Fluor was one of the 17 winners in Global Most Admired Knowledge Enterprises (MAKE) organized by Teleos. It is also the only construction and engineering company to have received such award thus far. Most of last years' previous winners were from information technology (IT) and telecommunication sector. Only a handful of them were from oil and gas, manufacturing, automotive, media and financial services.

To begin with, let us ponder a quote from one of the Fluor's project manager in South Africa: "I have found our knowledge-management (KM) tool and processes indispensable. When I first heard about knowledge management, I had my doubts whether it would work. Today, I have my doubts whether I could work without it."

Various aspects can be taken into account when we talk about KM at Fluor. We will briefly look into aspects which are relevant to our company.

Rather like HCM Group which has overseas operations, Fluor, with a much bigger overseas presence scattered all over the world, depends largely on global knowledge sharing activities among its employees to ensure success amid increased competition. To remain cost competitive, the company has to perform increasing levels of work overseas in places such as New Delhi and Manila. The ability to share engineering services around the world helps the company to maintain around-the-clock effort and shorten time-to-market schedules. Fluor's KM strategy helps the company achieve business objectives by connecting people to people and solutions to challenges.

Likewise, in our case, sharing local knowledge to solve any particular problem, can benefit other staff at different locations should they encounter similar problems.

For example, recently Roadcare staff at Bentong office faced a few unusual incidents such as being stranded in the flood and managing 20 landslides in one night. All these rare encounters can be documented, especially by those involved themselves or by others who can record their experiences. They can share their stories, tips, precautions and even mistakes, especially those related to works.

Fluor began its KM journey in 1999, just a few years earlier than us. But look where they are now. The company is at the forefront of global KM practices. We may say: "Okay, they are big international company. Who are we compared to them?" May be there is truth in our excuse. But we have gone abroad too and we are in the same industry as well. At least what they have achieved could serve as a source of inspiration and more importantly for us to follow their footsteps, wherever and whenever possible.

At Fluor, they had been managing knowledge for a long time with different parts of the organization utilizing and sharing knowledge within their domains only in their departments, offices or branches. However, it realized that its employees are the core sources of its knowledge-based services. Therefore they subsequently made an effort to link these staff via more meaningful knowledge communities. In turn, these communities have easier access to collective knowledge, leading to improved customer services.

At HCM Group, some of us have unconsciously formed our own informal groups of friends or colleagues. This happens everywhere in our lives. Perhaps the reason or the basis of that social groupings should be made more specific to facilitate common interests and exchange of knowledge.

What we can do is to gradually break out of these old practices and habits and develop k-sharing habits, that's our KM mission mind you, on a larger scale by fully utilizing our KM committess, COPs and KM infrastructure – connecting people with people and problems with solutions.

Apart from human factors or psychological side of KM process which forms the basis for knowledge sharing culture in any organizations, Fluor also has something in common with us from technological aspect. HCM has K-Portal, Fluor has Knowledge Online. What differs is the extent of usage. Comparatively we are still at the infancy stage while they have maximized and optimized the application of this technology tool as KM enabler to the fullest. After all, it is entirely up to us as to what we want to be and how we move forward.

BOX1 : FLUOR - WHAT WE CAN LEARN AND APPLY

FLUOR	HCM GROUP
Knowledge Community: - 43 k-communities	We can increase the quality of our 19 KM committees & 2 COPs
Community Leader: - highest functional authority -lead online k-community - leverage best practices across offices & business group	Greater participation and initiative by KM leaders and HOD's at all levels. Identify, capture and make use of best practices across the organization horizontally and vertically.
Knowledge Online Portal (KOL) One-stop shop	We can improve and increase activities in our KM Portal
Lesson Learned and Tips (KOL)	We can integrate this part in our portal, online forum, website, K-preservation Interviews, Language Learning Kit etc.
Engaging Experts (KOL)	We can include this in K-Chats, KM Portal, online forum and CD-Rom (K-Directory)

Source: Fluor Corporation, 2007

BOX2 : KM STATISTICS AT FLUOR

KM STATISTIC AT FLUOR (Knowledge Online Portal)		Quantity
Number of Knowledge Communities	43	
Members	14,000	
Locations	Over 100	
Home Page Reads	44,600	
Knowledge Download	141,000	
Knowledge Read	2,125,000	
Knowledge Submit	3500	
Forum Topics and Responses Read	472,000	
Forum Topics and Responses Posted	12,300	

Source: Fluor Corporation, 2007

COMPULSARY ARABIC MOVE

by Ariff Awang



Language and knowledge are just like skin and flesh. As depicted throughout history, language is the first access gate to knowledge. It serves as a crucial tool in our quest for knowledge. This means most formal knowledge exists in language forms, no matter what the knowledge is, or what the language is.

Roadcare has pushed a bit further the quest for foreign language proficiency in English, as the second language and Arabic as the third language. Arabic as we know, is not only important in Malaysia but also abroad. Roadcare, since 17 April this year has made it compulsory for its HQ staff to attend Arabic classes, held twice a week.

Roadcare Human Resource Manager Pn. Jaliha Marjuki said previously, when the classes were opened to anyone interested, the response was not so encouraging. To overcome the situation, the management has decided to make it compulsory. However, she said this effort would serve only as a temporary measure as an initial step towards voluntary participation. The latter should be the real aim of the initiative.

According to her, all staff are divided into three groups consisting of members from various departments. It is to ensure that when members of the same department attend the class, the remaining staff can still take care of the jobs in hand, thus the overall work process will not be affected.

"They look quite happy so far, with smiles and giggles while attending the classes. They also tried to practice what they learned among themselves," commented Pn. Jaliha on initial reactions towards the programme.

"The objective of the effort is good. In the past, when it was still voluntary, the uptake was so slow and the level of reluctance was high. As a solution, in a meeting with our new General Manager Ir. Jamal Dato' Nasir, we came up with the proposal to make a little enforcement," Roadcare Administration Executive En. Wan Mohd Ariffazilah Wan Ibrahim told *K-Connection* recently.

"Up to now the participation is quite okay. We encourage those who missed classes due to unavoidable reasons to make up at other times. From what I can see, the attendance since the new emphasis by management has been better than previously," he said.

Asked how long this effort would be implemented, he said: "Until we reach the company's objective to ensure that the majority of staff are reasonably well-versed in Arabic by the



year 2009 as outlined by our Managing Director, Dato' Hasnur Rabiain Ismail."

He pointed out that at this stage, the focus of learning is to enrich the participants' vocabulary. Only in the next stage would they be exposed to grammar. "They also learn how to construct short sentences. To achieve that, they should first increase their word power."

Both Pn. Jaliha and En. Wan Ariffazilah said Roadcare staff would put labels of names of things at important areas in the office, such as doors, toilets, windows, tables and chairs, to facilitate basic learning process.

Some of the Roadcare staff interviewed gave positive response even though they had never learned Arabic before. Mr. Arjun Singh from the Administration Department said although he never had a chance to attend the Arabic classes thus far, he is interested to learn the language.


"Especially on basic things like how to address people, how to greet them, to say good morning and so on," said Mr. Arjun, adding that he had once welcomed Libyan business delegates while they were visiting the company a few years ago. "They (Arabic people) would be proud if we could converse in their language a bit."

"I only know about five to six Arabic words," he said, suggesting that there should be more classes. "Three to four times a week to accelerate our proficiency," he added.

Pn. Mizan Adilah Abdul Hamid, who had once attended the class, said it is good because we can learn something. Without any Arabic education before, she said it was slightly difficult for her to catch up at the beginning, as it had been a long time since she last wrote in 'Jawi', the same script used in Arabic.

"Now I can join my children who also learn Arabic at school. We are learning basic Arabic. However, their learning orientation is more for children such as how to count numbers. At Roadcare, the words learned are more for adults such as vehicles, buildings, markets etc," she explained.

Since attending the Arabic class, the mother from the Contract Department can now try to answer some of the questions in Arabic asked by her children.

"I really support the move to make it compulsory," said Pn. Mizan. 



KNOWLEDGE TRANSFER DIFFICULTIES AND TECHNOLOGY PARKS

By Suhaimi Mhd Sarif



The pressure for sustaining competitiveness has motivated Malaysian technology-based firms to operate in technology parks in order to gain the benefit of knowledge transfer for innovation. Such motivation is to emulate the successful stories of some renowned technology-based firms that operated in United States technology parks such as Silicon Valley, Route 128 and Stanford Industrial Park. Knowledge transfer is the key benefit of operating in technology parks because they are surrounded by knowledge-based organizations such as universities, research institutions, key industrial players, and important government offices. Accordingly, these firms may gain immediate benefits such as better profitability, improvement on innovation capability and increasing investments on research and development (R&D).

The main reason that motivated technology-based firms to participate in knowledge transfer is that they can use their unique knowledge to enable them to be more innovative. Indeed, knowledge is very important in the economy and it has been an essential substance in improving human civilization. However, it may be difficult to transfer due to its abstract nature. This situation suggests that there was a significant knowledge transfer in the previous economy despite knowing that knowledge transfer is difficult. Some innovation studies scholars pointed out several reasons that make knowledge transfer difficult: (a) too specialized knowledge, (b) inflexible organizational policy, (c) unable to motivate employees, (d) complicated knowledge networks, (e) economic attributes of knowledge, and (f) the ineffectiveness of technology parks to encourage knowledge transfer for innovation (Joseph, 1994; Nonaka & Takeuchi, 1995; Macdonald, 1998).

Firstly, knowledge is difficult to transfer because the knowl-

edge is too specialized, which resulted from over-specialization of jobs. This means when knowledge is extremely specialized (e.g. mechatronics engineering), it becomes very narrow, thereby difficult to exchange even among the specialists. Knowledge management scholars divided knowledge into two categories: tacit and explicit. Tacit knowledge is embedded in an individual's experience. Therefore it is difficult to codify for the usage of knowledge receiver for knowledge sharing or transfer. On the other hand, explicit knowledge that has been codified is easy to be transferred (Nonaka & Takeuchi, 1995; Joseph, 1997; Macdonald, 1998).

Secondly, knowledge can be difficult to transfer due to inflexible organizational policy. Knowledge management scholars observed that two situations contribute to difficulties in knowledge transfer (Macdonald, 1996, 1998; Joseph, 1997). In the first situation, some firms may regard knowledge as a valuable asset to them, and thereby becomes a source of organizational competitiveness. Accordingly, if knowledge is exchanged with other firms, even though it may be commercially advantageous, many firms may be at a competitive disadvantage in the long run when other firms utilized it to build further their superiority. In the second situation, knowledge that is acquired through knowledge sharing may not always be suitable and match the organizational system. Therefore, many organizations are very cautious about sharing knowledge with other firms.


Thirdly, knowledge is difficult to transfer when firms are unable to motivate their employees to participate in knowledge transfer. Some firms are aware of the potential benefits of knowledge transfer, but they do not give adequate rewards to their employees (Macdonald, 1998; Joseph, 1994). Generally, rewards can include extrinsic and intrinsic

sic rewards. Regardless of the rewards, employees will be willing to participate in knowledge transfer if they are rewarded appropriately.

Next, if firms emphasize too much on complicated knowledge networks, their employees may not be able to adopt them quickly. Likewise, while the intense usage of ICT equipment may give good impression, they may not necessarily guarantee that firms can gain successful knowledge transfer. Such concern puts heavy emphasis on technology rather than knowledge (Macdonald, 1998; Joseph, 1997).

Apart from the complicated knowledge networks that inhibit knowledge transfer, the economic attributes of knowledge can also make knowledge difficult to transfer. This happens when firms impose fee on the usage of knowledge through patents or trademarks (Joseph, 1997; Macdonald, 1996). By having all these restrictions, the owners of knowledge can determine the price of the knowledge, which in turn creates problem for it to be used by potential users.

Finally, the ineffectiveness of technology parks to encourage knowledge transfer for innovation is another reason that has made knowledge difficult to transfer. Since the previous economy emphasized on the provision of infrastructure to attract foreign direct investment, governments continue to use similar mechanism for the knowledge-based economy. Innovation studies scholars argued that the ineffectiveness of technology parks to encourage knowledge transfer for innovation is due to several reasons: the establishment of technology parks emphasized too much on infrastructure (physical buildings and landscape), lack of encouragement from nearby knowledge-based institutions (universities or research institutes) to share knowledge for technology development, and the need to align the objectives of technology parks with government policies (Joseph, 1994; Macdonald, 1996; Macdonald, 1998; Sarif & Ismail, 2006).

In conclusion, knowledge transfer in technology parks may speed up innovation of technology-based firms. However, they must be aware that geographical proximity in technology parks alone is insufficient to encourage knowledge transfer for innovation. They should give attention to the factors that inhibit knowledge transfer. 

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Biodata

En Suhaimi bin Mhd Sarif is a lecturer at the Department of Business Administration, Kulliyah of Economics and Management Sciences, International Islamic University, Malaysia. Proficient in English, Bahasa Malaysia, Arabic and spoken Mandarin, his research interests include knowledge transfer, Islamic management, innovation management, entrepreneurship as well as knowledge and technology-based firms. Currently waiting for his examination results from Australia's Murdoch University, his Doctorate of Philosophy in Commerce's thesis is entitled "The challenge of stickiness in knowledge transfer among ICT firms in Malaysian Technology Parks."





A WAKE UP CALL

By Cik. Norzimah Abd Ghani (QA Section)

During the month of September, a dear friend of mine, Amiza, suddenly lost her husband following an accident. The tragedy was a shock to everyone.

It was so sudden and certainly unexpected, especially to Amiza. The point is you just don't know when a loved one is no longer going to be with you. We sometimes take our loved ones for granted, and we expect that they will be with us forever. However, as we all know, life does not work that way and sometimes we get a wake up call that shocks us and makes us stand back and realize how short life is.

Being a good man himself, the deceased, Azman, was well liked by everyone. He was a man of few words. Nevertheless, he has never failed to lend a helping hand whenever someone was in need. He was also very caring and did not neglect his parents even after having his own family. Those who knew him mourned his death. It was not surprising when hundreds of relatives and friends who came to know about the tragedy turned up during the funeral.

On Amiza's side, she was not alone in going through her

grief. Her family is always with her consoling and comforting her. She also received strong support from her friends, colleagues and 'well-wishers'. Condolences and calls did not cease for a few weeks after the tragedy.

We were together flipping through all the condolence messages received when this particular card with words "Pain is inevitable, suffering is optional" caught our attention. Amiza and I looked at each other. I was relieved when Amiza smiled at me as if telling me that she had chosen the right thing, but tears welled up in her eyes which revealed that she was still in pain. We hugged in silence, burying all the pain and sorrow that had been tormenting her for the last few months. In consoling her, I tried to imagine if I were in her shoes how would I feel. It was impossible to imagine what she was going through. What words could I say to help her?

Sometimes words just cannot express our feelings. Sometimes our actions are much more meaningful than words. A hug can sometimes express more than our words will ever express. Sometimes, just being there to listen is more meaningful and helpful to people. ☺

EDITOR'S NOTE : This is a selected story from a Story Writing Competition organised by the English & Arabic Language COP



THE STORY OF TEAMWORK & SHARING

By Norizan Daud
QA Section

Have you come across this slogan: "Better TEAMWORK, Better RESULTS"? It is that simple! The fact is while all teams are groups, not all groups are teams. A group becomes a true team only when its members support and enhance each other's performance and contributions. This is what I have learned from experience.

I have an interesting story to share about teamwork. It is about a family of four people: Every Body, Some Body, Any Body and No Body. There was an important job to be done, and Every Body was asked to do it. Every Body was sure Some Body would do it. Any Body could have done it, but No Body did it.

Soon Some Body was angry because it was supposed to be Every Body's job. But Every Body thought Any Body could do it. However, No Body realized that Every Body would do it. In the end, Every Body blamed Some Body when No Body did what Any Body could have done. The moral of the story tells us that teamwork is mainly about situational leadership. Anyone who has the leadership skills should take the chance to control the situation so that everybody clearly knows their tasks.

I remember during my school days, some students were selfish when it came to sharing study tips. I feel that sharing the information and tips is the best way to learn, as they say that three heads are definitely better than one. Imagine all of us are given boxes of biscuits. Each box contains biscuits of different flavour. If we share our biscuits, we will get to enjoy a variety of different flavoured biscuits. If we are selfish, then we only get to eat one type of biscuit.

At present, I work in a company that is very concerned about 'sharing' and 'teamwork'. Personally I have learned to help my team by offering my services, sharing my ideas and participate by contributing to the team's assignments. Therefore, I can see how important these things are to an organization because the amount of knowledge generated by the team is far more than anyone of us could have achieved individually. Gradually I realize this because we are supposed to operate in a system in which all are willing to share their ideas and collaborate for the benefit of all. This has led me to think about the value of sharing and collaboration in the organization. I feel that there are more to be gained if everyone gives sharing and collaboration a try. ☺

EDITOR'S NOTE : This is a selected story from a Story Writing Competition organised by the English & Arabic Language COP



RELIGIOUS UNDERSTANDING AND DAILY PRACTICE

BM text by Yusop Abd Rahman ((HR Dept)
(Translation by Ariff Awang)

Allah Almighty created the beautiful universe in the best form and His absolute will can never be challenged. Human thought, understanding and careful observation via sight and hearing form a sophisticated process to assess the meaning why man needs something to uphold, that is, religion.


Allah has revealed the holy scriptures and sent His messengers to lead and guide man so that they will always be on the right path. Those who seek happiness and salvation must sow good deeds, avoid evil and adhere to the teachings of holy books and the prophets.

God's commandments prescribe that if the human mind is not utilised in accordance with the teachings of Islam, his or her status will be degraded to one that is lower than animals.



EDITOR'S NOTE : *This is a story by a staff member.*

With religion, commendable virtues such as truthfulness, sincerity, positive assumption, hard work, optimism and respect for each other would elevate human's dignity and success both in the present life and in the hereafter. The bright light of serenity would radiate from their faces and they would naturally be at ease and composed. Indeed, those around them would feel comfortable and their souls would be calm.

If man focuses his thoughts, actions and desires to obey God's laws, for sure bribery, oppression against the weak, abuse of power, envy and all other evils can be lessened and gradually disappear.

In conclusion, let us enhance and uphold Islam every day for the sake of human salvation and life at large. 

The Only
Failure is the
Failure to
Participate



A Message from KM Steering Committee, HCM Group


RIDDLES

By Manoharan



TEKA-TEKI

Care for a bit of mind bending exercise. Test your comprehension and reasoning - work out the answers to the following riddles:

1. A farmer combined 2 compost heaps with 3 others. How many compost heaps does he have?
2. What odd number becomes even when beheaded?
3. " At night they come out without being fetched, and by day they are lost without being stolen " .
4. What has a neck, but no head?
5. What can't be used until it's broken? 

Source: <http://www.world-english.org/riddle.htm>

TRY! TRY! TRY!
 The answers are
 somewhere in the
 newsletter.

ENGLISH COMMUNITY OF PRACTICE – ECOP

I-SHARE SESSION

(Friday – 23rd May 2008 – 3.00pm)

The winner : Pn. Pauziah Mohd Aini

Title : SMILE



Puan Pauziah receiving her prize from En. Mohd Nasir Hassan

Definition of Smile..

OXFORD DICTIONARY'S

DEFINITION:-

- When a person looks pleased or amused or even showing pleasure, favour or kindness by an upward curve of the mouth.

TODAY WE SHALL SEE :-

- The different kinds of smiles.
- Various reasons – “Why men and women smile?”
- The benefits of smiling.

DIFFERENT KINDS OF SMILES

There are two basic ways for a person to smile, viz, either :-

- Spontaneously
- Voluntarily

A SPONTANEOUS SMILE :- MEANS...

- You see a person uses two sets of his/her facial muscles; the muscles around the mouth are called “zygomaticus major”, and the muscles around the eyes are called “orbicularis oculi”, which contracts to pull up the corner of the mouth and muscles around the eyes.

A GRIN :-

- Is wide smile.
- Smile that draws back the lips and shows the teeth.

A VOLUNTARY SMILE :-

- When one uses the muscles around the mouth only. The eyes' muscles cannot be consciously controlled.

SMILE, IT'S DIFFERENT FROM ONE ANOTHER :- A SMIRK

- Is smile in an affected, silly, self-satisfied way which can be seen after some other person's misfortune,

A LEER

- Is a smile which suggests cruelty.
- These smiles mentioned and many more portray pleasant and unpleasant meanings.

DIFFERENT COUNTRIES SMILE MORE THAN OTHER COUNTRIES?

- The New Englanders in America smile less than the Midwest of United States.
- Does this mean that people in some region and countries are happy and some are not?

WHY DO WE SMILE? DO YOU KNOW?

MAYBE...

- It's more likely because facial expressions are different in two places.
- Similarly, laughter is used in Africa to express surprise, wonder and embarrassment but not necessarily a sign of amusement.

MEN AND WOMEN SEEM TO SMILE DIFFERENTLY :-

- Women are known to smile more than men.
- This is because they are happier but it is also because they are more pleasant, and often smile when they are uncomfortable or tense.
- Men – they smile too, but not as much as they are more selective when it comes to smiling.
- Men who smile a lot describe themselves as sociable whereas women who smile a lot describe themselves as feminine.

THE BENEFITS OF SMILE :-

- A form of exercise involving 14 facial muscles while we smile.
- It is infectious if you smile at someone they will usually smile back, often involuntarily; and returning your smile may thus alter both the givers and the receivers moods for the better.

SO, SMILE CAN MAKE WONDERS? DON'T YOU AGREE?

- People are rated more attractive with smiles than without, but the situation must be the one where a smile is appropriate.
- Too much smiling by the local standard may seem aggressive or foolish.
- Smile make you be a positive person.. a single truly happy smile, the one that lifts your lips and crinkles the skin around your eyes could greatly help you see things more positively and feel good about yourself, because when you do this, it increases the activity in the centre of our brain for happy emotion.

IN CONCLUSION :-

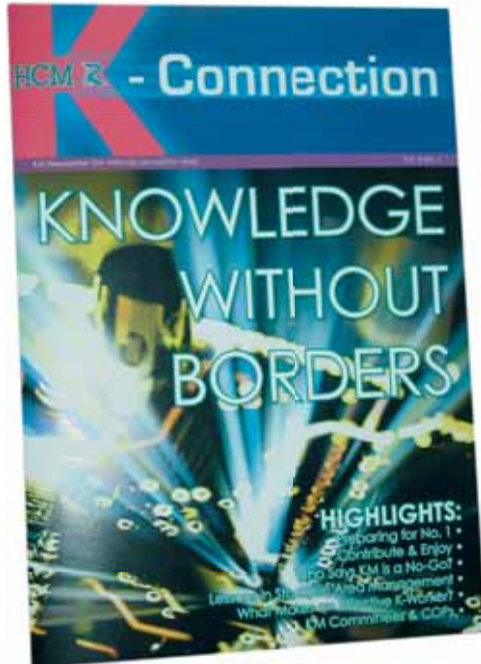
- Smiling has an impact on both individuals: the person who's smiling and the person receiving the smile.
- By just smiling you could make someone happy and it can lighten up your mood for the day.

QUOTE :-

- “You are never fully dressed until you wear a SMILE!”

*don't forget to smile..
thank you*

K-PRODUCTS DEVELOPED BY HCM'S SPECIAL FUNCTIONS UNIT



K-Connection: KM Magazine.



K-Directory : a.k.a Yellow Pages (staff database)



K-Files : Newspaper Cuttings (Research)




K-Preservation: From tacit to explicit knowledge



Suara Roadcare: In-House Magazine for Roadcare.

Answers to English Riddles
1. One 2. Seven 3. Stars 4. A bottle 5. An egg

http://www.createforum.com/writingcop/



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WRITING COP			
WRITING TIPS WRITING TIPS	3	10	Tue Feb 05, 2008 12:34 pm mano
BASIC GRAMMAR BASIC GRAMMAR	15	28	Tue Jun 17, 2008 12:36 pm mano
VOCABULARY VOCABULARY	56	108	Fri Jun 20, 2008 9:16 am chickadee_bb
WRITE A PHRASE WRITE A PHRASE	5	5	Wed Nov 28, 2007 9:01 am mano
WRITE A SENTENCE WRITE A SENTENCE	3	3	Fri Oct 19, 2007 4:29 pm mano
WRITE A PARAGRAPH WRITE A PARAGRAPH	1	1	Tue Sep 18, 2007 3:42 pm shukri
WRITE AN ARTICLE / A STORY WRITE AN ARTICLE / A STORY	3	5	Fri Oct 19, 2007 10:35 am mano
COPY WRITING COPY WRITING	1	1	Fri Jun 13, 2008 12:26 pm shukri
CREATIVE WRITING CREATIVE WRITING	4	5	Sat Jun 14, 2008 8:23 am shukri

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1 of 2

6/20/2008 10:24 AM

for the of KM



Signatures of management, staff and guests at the official launching of our KM Journey in 2002



More KM pledge at the Dialogue with CKO held at 'A' Park in August, 2007



Spirited & determined to more forward

