

# JABATAN KERJA RAYA



## STARTER KIT FOR COMMUNITY OF PRACTICE (CoP)

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<b>Structure and Process</b>	<input type="checkbox"/> Is the chosen structure clear and flexible enough?
	<input type="checkbox"/> Are key roles in the core group defined, such as owner, manager, facilitator, and expert?
	<input type="checkbox"/> Is the step-by-step planning process open and transparent?
<b>Flow of Energy</b>	<input type="checkbox"/> Do members care about common interests, commitment and trust?
	<input type="checkbox"/> Are there regular face-to-face events; celebrated (social) key moments?
	<input type="checkbox"/> Is the history of the CoP alive and told to new members?
<b>Results</b>	<input type="checkbox"/> Is there a common concern as a basis for producing tangible results?
	<input type="checkbox"/> Do members get direct and practical benefits?
	<input type="checkbox"/> Are results officially recognised by the CoP members' organisations?
<b>Resources</b>	<input type="checkbox"/> Do the members have a sufficient time budget for the CoP?
	<input type="checkbox"/> Are the member organisations willing to provide time and money?
	<input type="checkbox"/> Is the facilitation attractive and stimulating?
<b>Values in a CoP</b>	<input type="checkbox"/> Is listening to others a living virtue?
	<input type="checkbox"/> Are members willing to give without immediate return?
	<input type="checkbox"/> Is diversity in thinking and practice validated?

## 8.0. Cop Fitness Test

In order to have a successful CoP and to sustain its growth, the following criteria must be fulfilled and the CoP must pass the fitness test

Fitness Test Template

(Sources : SDC - knowledgeandresearch@deza.admin.ch)

CRITERIA	CHECKLIST
Purpose	<input type="checkbox"/> Are the selected topics of interest to all members?
	<input type="checkbox"/> Is the domain strategically relevant to the involved organisations?
	<input type="checkbox"/> Do all members have their own practice in the domain?
Members of a CoP	<input type="checkbox"/> Is the relevant experience on board?
	<input type="checkbox"/> Is the heterogeneity of the members assured?
	<input type="checkbox"/> Is the CoP open to new members?
Norms and Rules	<input type="checkbox"/> Are roles and accountability defined in a common agreement?
	<input type="checkbox"/> Are both distant contacts and face-to-face meetings possible?
	<input type="checkbox"/> What is the balance between giving and taking among members?

## 1.0. What's in it for Me?

1. Acquire relevant in depth knowledge and experience that can help me do my job better
2. Obtain reliable knowledge support in finding solutions to work related problems or in making decisions
3. Transfer my know-how to those who need it and contribute to the organisational knowledge base
4. Can easily find like-minded people who share same interest and concerns for me to connect with

## 2.0. What is a CoP?

*CoP is a group of people who share a common concern, a set of problems, or interest in a topic and who come together (face to face or in a virtual environment) to fulfill both individual and group goals (Etienne Wenger, 2002)*

*It is a new model for connecting people in the spirit of learning, knowledge sharing, and collaboration*

*It focuses on sharing best practices and creating new knowledge to advance a domain of professional practice*

*It relies on interaction on an ongoing basis*

*Members of a community of practice do not necessarily work together on a daily basis*



'Face to Face'  
(Knowledge café)



'Virtual Environment'  
(Online Forum, Webinar, etc)

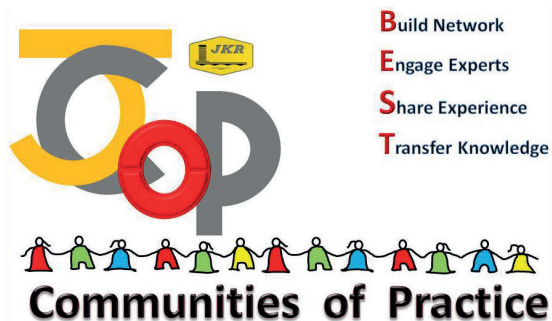
## 3.0 Why CoPs?

**BUILD NETWORK** Connect people who might not otherwise have the opportunity to interact and serves as a vehicle for authentic communication, mentoring, coaching, and self-reflection

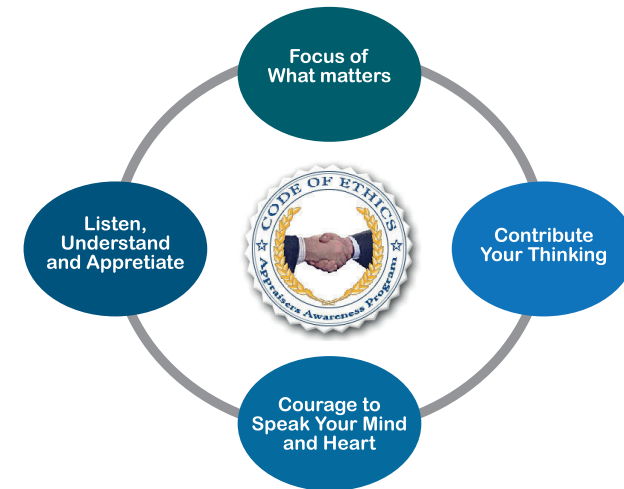
**ENGAGE EXPERTS** to organise around purposeful actions in creating new knowledge that deliver tangible results and transforming existing practice to accommodate changes in needs and technologies

**SHARE EXPERIENCE** Provide a shared context for people to communicate and share information, stories, and personal experiences in an informal social environment that builds understanding and insight that further encouraging the free flow of ideas and information

**TRANSFER KNOWLEDGE** Enable dialogue between experts and novices in capturing and diffusing existing knowledge and to explore new possibilities, solve challenging problems, and create new, mutually beneficial opportunities



## 7.0 Terms of Reference of CoP Members



- Date, time and venue of meeting must be informed at least one week beforehand
- The chairmanship can be rotated among members
- New topic of interest must be introduced regularly
- Members must contribute consistently
- No formal agenda for meeting
- Material of interest to be shared can be circulated during the meeting
- Members indexing should be prepared and displayed to indicate areas of expertise
- A certain level of privacy and personal space must be maintained
- Views put forward are treated entirely as personal views and not the organisational stand.
- Executive summary of the meeting, tacit knowledge captured, must be circulated or posted in the CoP portal

## 6.0 How To Make a CoP Work?

### Domain

Environment shared must not be too wide or too narrow  
Issue must be relevant and of interest to members  
Distinct goal corresponding to JKR's Vision

### Community

Members must have a sense of belonging  
Commitment of members driven by purpose and shared value  
Members must feel that they enjoy some form of recognition and privilege  
Participation offers clear benefits for self fulfillment

### Practice

Members must have common body of knowledge  
Members must be able to share their best practices

### Mandate

Top management must demonstrate interest and support, foster and facilitate  
Sufficient time and resources must be allocated for participation in face to face meeting and/or virtual meeting

### Structure

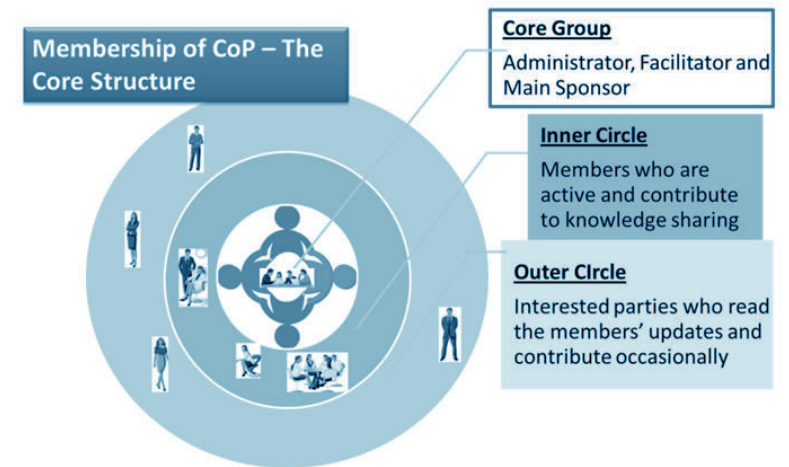
The structure is a balance between formal and informal.  
Enhance physical events with online community.

### Motivation

Self motivate with personal interest and passion  
in finding solution for problems.

## 4.0 Who are the CoP Members?

Any JKR staff can initiate a new CoP



### Core Group

Core Groups are the administrators who have been given mandate by the top management to conduct the CoPs. They are responsible for ensuring the integrity of the activities and events carried out by the CoPs.

### Inner Circle

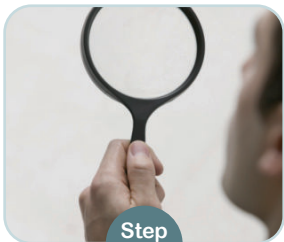
Inner circles are members who regularly attend the activities of CoPs and can be relied upon to actively contribute to knowledge sharing.

### Outer Circle

Outer circles consist of interested people, contributors, and readers, forming a loose network

# 5.0 How to Form a CoP?

## SUPPORT



Step 1

**IDENTIFY** champions and facilitators who can provide guidance

**REQUEST** for support in technology and infrastructure , logistic assistance

**IDENTIFY** critical business problems

## EDUCATE



Step 2

**ORGANISE** workshops to educate both the management and target groups about COP

*(Refer Tool Kit CoP Sektor Awam - MAMPU)*

## READY



Step 3

**PICK** a focal point (domain) that energies the target group

**IDENTIFY** problems within the practice areas and process with potential for improvement

**CONDUCT** informal interviews among potential members in order to establish a core group

**GET ORGANISED** and initiate a launch process among the selected and enlisted core group

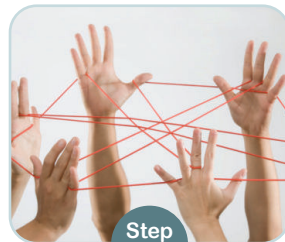
**PREPARE** a business plan where additional resources or support may be needed (If necessary)

**DEVISE** interaction modes

**PROMOTE** and Market COP to enlist active, occasional, peripheral and transactional members

# 5.0 How to Form a CoP?

## ROLLOUT



Step 4

**ICE BREAKING** by discussing common issues and interests

**SHARE** experiences and know-how

**COLLABORATE** in solving problems

**ANALYZE** causes and contributing factors

**EXPERIMENT** with new ideas and approaches

**CONDUCT** pilot project to steward the new value added know-how

**EVALUATE** actions and effects Capture/codify new know-how

## ENCOURAGE



Step 5

**PUBLISH** successes

**MANAGEMENT'S** recognition and appreciation

**CONTINUOUS** growth and sustainability of COP with new focal point

## INTEGRATE



Step 6

**ALIGN AND INTEGRATE** successful outcomes from COP into business processes