

# कोल इण्डिया लिमिटेड

महारात्न कम्पनी

(भारत सरकार का उपक्रम)

कॉर्पोरेट पहचान सं. L23109WB1973GOI028844

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# Coal India Limited

A Maharatna Company  
(A Govt. of India Enterprise)

Corporate Identity No.- L23109WB1973GOI028844

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CIL/C5A (PC)/HR Vision/ 684

Date: 14.10.2015

The Director (P),  
ECL/ BCCL/ CCL/ WCL/ MCL/ NCL/ SECL

The Director (T/ES), CMPDI.

Sub : Implementation of Knowledge Management Framework in CIL

Dear Sir/ Ma'am,

The Secretary, Coal and the Chairman, CIL, on 5<sup>th</sup> October, 2015 at CIL 'GenNxt' Conclave at Nagpur, inaugurated the online Knowledge Management System of CIL titled *K-Mining*.

The objectives of the initiative are to promote knowledge sharing, documenting tacit knowledge and pooling best practices through techniques such as KM communities, Employee suggestions, QC Projects, Blogs, Expert panels, etc. This will enhance creation of a reservoir of knowledge and transfer of expertise from Experts to the younger generation.

Knowledge communities have been conceived as the key initiative for faster knowledge transfer to the younger generation. It is, therefore, important to facilitate and promote formation of knowledge communities comprising of senior and junior level management executives. A standard modalities of functioning of knowledge communities termed as K Mining Communities (KMCs) is enclosed herewith.

It is requested that wider publicity may be given on the initiative and formation and functioning of KMCs may be encouraged in all functional disciplines. All KMCs will have to register themselves in the online Knowledge Management module of HRIS.

It is also requested that necessary administrative structure may be created for effective implementation of the Knowledge Management initiative. A quarterly report on the action taken may kindly be submitted to this office for taking further action.

Yours faithfully,

(M Nazar Ali)

General Manager (P/PC)

Encl. as above.

Copy to :

1. All CMDs.
2. The D(P&IR)/ D(F)/ D(T)/ D(Mktg), CIL, Kolkata.
3. The CVO, CIL, Kolkata
4. All Directors of subsidiaries.
5. The Head of IICM
6. The CGM/TS to Chairman, CIL
7. All HoDs, CIL
8. GM, NEC

## *K-Mining* Communities (KMC)

### A. *K-Mining* Communities

KMC is a group of executives and supervisors who share a concern or a set of problems or a passion about a topic or for something they do and who deepen their knowledge and expertise in the area by interacting on an ongoing basis.

### B. Broad Objectives

Primary purpose of a community is developing knowledge, stewarding knowledge and fostering learning.

Other key objectives of KMC are as follows:

1. To exchange knowledge and to develop individual capabilities
2. To enhance professional reputation of the community members
3. To provide access to expertise
4. To increase employability
5. To promote Personal Development
6. To enhance a sense of belonging

### C. Members

- a. Membership in the community is voluntary, self selected or assigned.
- b. Members of a community may share a profession or a discipline; have the same jobs or role.
- c. Membership is based on expertise and passion for a topic.
- d. Members should have the passion, commitment and identification with the community and its expertise.
- e. The members do not necessarily work together every day but they meet because they find value in their interaction
- f. Community will have members from senior, middle & junior management level executives.

### D. Activities

- a. The members, on a continuous basis, ponder common issues, explore ideas, share information, insights and advices, and help each other solve problems.
- b. They may create tools, standards, designs, manuals and other documents.
- c. They engage in learning processes such as conversation, coaching, apprenticeship, presentations, debates, case analysis, experience sharing etc.
- d. One of the primary tasks of a community is to establish a common baseline and standardize what is well understood so that members can focus their energy on more advanced issues.



- e. Members develop professionally; they keep abreast of new developments in their field and benchmark their expertise against that of colleagues in other organizations.
- f. A community may undertake specific tasks and projects in the course of exploring its problems.
- g. The community will interact regularly online or offline mode. However, it will hold formal meeting of all members of the community at least once in a month.
- h. It will also maintain a log book of activities of the community, information exchanged, knowledge created etc.

## **E. Essential elements of KMC**

A KMC is a unique combination of the following three fundamental elements.

### **1. A domain of knowledge**

- Every KMC should be formed around a domain of knowledge. A domain denotes the topic the community focuses on. A good domain is a complex and long standing issues that requires sustained learning. It consists of key issues or problems that members commonly experience.
- The topic should have strategic relevance to the company and should also inspire the members of the community.
- It is a statement of what knowledge the community will steward.
- It is a commitment to take responsibility for an area of expertise and to provide the organization with the best knowledge and skills that can be found.
- The community should decide;
  - a. What topics and issues do they care about?
  - b. How is this domain connected to the organization's strategy?
  - c. Is the community ready to take some leadership in promoting and developing their domain?
  - d. What is the current level of expertise in the domain and what are the gap areas?

### **2. A Community**

- Community is a group of people who interact, learn together, build relationship and in the process develop a sense of belongingness and mutual commitment.
- In pursuing their interest in their domain, members engage in joint activities and discussions, help each other, and share information. They build relationships that enable them to learn from each other
- Each community should develop its own structure and norms.
- It can have a title
- Members must interact regularly on issues of importance to their domain. Regular interaction is the essence of a community.
- The community should establish a baseline common knowledge that can be assumed on the part of each member.



- The community explores both the existing body of knowledge and latest advances in the field.
- The community should decide;
  - a. What roles are people going to play?
  - b. How often will the community meet?
  - c. How will members connect on an ongoing basis?
  - d. How will members deal with conflict?
  - e. What kind of activities will generate energy and develop trust?
  - f. How will new comers be introduced into the community?

### **3. Practice**

- Practice means a set of common approaches and shared standards that create a basis for action.
- Members of a KMC are practitioners. They develop a shared repertoire of resources: experiences, stories, tools, ways of addressing recurring problems—in short a shared practice.
- The practice includes the books, articles, knowledge bases, websites and other repositories, lessons learned, best practices, models, frameworks, tools, theories, cases, etc. that members share.
- The community should decide;
  - a. What knowledge to share, develop and document?
  - b. What kind of learning activities to organize?
  - c. How should the knowledge be documented and presented?
  - d. What development project should the community undertake?
  - e. Where are sources of knowledge and benchmarks outside the community?

### **F. Community Design**

- The community is based on collegial relationship; not reporting relationship.
- It is an informal and voluntary structure organized around knowledge.
- The community can have a design based on the collective experience of the members.
- It can have a coordinator who organizes events and connects community members. The coordinator brings people together and enables the community to find its direction.
- The community will have a member assigned with responsibility of maintaining documentations on the activities of the community.
- Every community will have a core team of 10-15 executives from junior management, middle & senior management, who will drive the activities of the community. The core team will enroll, into the community, the fresher who are deployed in the area of the expertise of the community and encourage their participation in the community activities.





## **G. Registration of Communities**

- All communities will register them online through the knowledge portal and regularly update their activities in the portal.
- The communities can have an identification name, logo, statement of purpose, registration code etc.