Draft Information & Knowledge Management Strategy: Free State Provincial Government

Institutional Enhancement Directorate
Knowledge Management
Sub-Directorate

14 FEBRUARY 2008
BACKGROUND

DEFINITION OF KNOWLEDGE MANAGEMENT

“A range of practices used by organizations to identify, create, represent & distribute knowledge for re-use, awareness and learning”

DIFFERENCE BETWEEN INFORMATION MANAGEMENT AND KNOWLEDGE MANAGEMENT

- **Information** – collection of facts from which conclusions may be drawn
- **Knowledge** – familiarizing or understanding gained by experience or study or from instruction
- **Information Management** – manipulation of data
- **Knowledge Management** – learning, creating, validating, codifying and sharing knowledge to make better decisions

Finding all the information on brain surgery does not make one a brain surgeon, HOWEVER, gaining the KNOWLEDGE through learning experience can make one a Brain Surgeon
BACKGROUND

- DISCIPLINES INVOLVED IN KNOWLEDGE MANAGEMENT
  - **Cognitive science** – Insights from how we learn will improve the techniques for gathering and transferring knowledge
  - **Library and information Science** – body of research and practice in classification and knowledge organization
  - **Document/Content Management** – making content accessible and re-usable at component level
  - **Decision Support Systems** – computerized artifacts for helping knowledge workers in their performance of cognitive tasks and to integrate such artifacts within the decision-making process
  - **Organizational Science** - managing an organization through explicitly managing knowledge
WHY IS KNOWLEDGE MANAGEMENT IMPORTANT?

Loss of irrecoverable knowledge through retirement, high staff turnover and lack of adequate training and skills transfer.

ADVANTAGES OF KNOWLEDGE MANAGEMENT

- Improved service delivery
- Saving of funds due to the wheel not having to be re-invented $$$
- New employees will learn the functions of their job faster
- Employees will become empowered to “do things right”(efficient) instead of ONLY “doing the right thing”(effective)
- Better decision making based on effective and efficient utilization of knowledge
BACKGROUND

- STRATEGIES FOR PROTECTING KNOWLEDGE
  - Retention policies,
  - Circulation of knowledge – mentoring and creating communities of practice

- REGULATORY FRAMEWORK
  - In 2001 the DPSA established the LKM unit in the service delivery branch. Provincial Learning Champions appointed.
  - Knowledge Management, as a competency, included in the contracts of SMS members.
  - Explicit knowledge within public sector should be capable of being accessed by organizations and citizens through the Access to Information Act, Act 2 of 2000. Promotion of Administrative Justice Act, Act 3 of 2000 compels government to ensure that information with regard to how decisions were taken is made available.
BACKGROUND

PURPOSE OF THE STRATEGY

Provide guidelines in the creation, implementation, and management of knowledge in pursuit of becoming a center of excellence in knowledge management to improve provincial efficiency and effectiveness.

OBJECTIVES OF KNOWLEDGE MANAGEMENT

- Support FSPG to address issues efficiently and effectively and to be able to deal unexpected challenges and even disasters
- Accelerate accumulation and dissemination of knowledge, for analysis and evidence based decision making
- Empower employees through capacity building
- Disseminate knowledge that will enable citizens, private sector and public agencies to be effective policy partners
- Ensure the right information is delivered to the right person at the right time, in order for appropriate decisions to be made
- Leverage the expertise of people across the organization
BACKGROUND

- Benefiting from “networking”
- Managing the proliferation of data and information
- Managing intellectual capital and intellectual assets in the workforce

OBJECTIVES OF THE KNOWLEDGE MANAGEMENT STRATEGY

- Create a learning and knowledge sharing culture
- Establishment of systems to make available increased knowledge content in the development and provision of services to the citizens of the Free State
- Create Organizational Memory Systems
- Facilitating and Managing organizational innovation and learning
BACKGROUND

■ CHALLENGES TO IMPLEMENT KNOWLEDGE MANAGEMENT IN THE PUBLIC SECTOR ENVIRONMENT

■ Public sector cannot pick its customers
■ Public sector cannot pick its partners
■ Public sector is compelled by the Access To Information Act, Act 2 of 2000 and the Promotion of Administrative Justice Act, Act 3 of 2000 to make certain information accessible.
■ Evidence base for policies and programmes is constantly under scrutiny
■ The development and implementation of policy is a highly public matter
■ The drive for efficiency and “citizen centred” services is putting immense strain on already stretched public sector resources
BACKGROUND

- APPROACHES TO KNOWLEDGE MANAGEMENT
  - Mechanistic Approach – Doing more of the same better
  - Cultural/Behavioristic Approach – Focus on innovation and creativity ("the learning organization")
  - Systematic Approach - Combination of mechanistic and cultural/behavioristic approaches.
PROPOSED MODEL FOR INFORMATION AND KNOWLEDGE MANAGEMENT

Knowledge Generation
Knowledge Accounting
Knowledge Application
Knowledge Sharing

Knowledge Culture
MAIN CONTRIBUTING PILLARS | KNOWLEDGE MANAGEMENT | RESULTING EFFECTS
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**KNOWLEDGE GENERATION**
- Capture innovations, lessons learned
- Systematic debriefing and sharing of development intelligence
- Assessment of how we record information
- Developing internal systems to encourage knowledge creation and dissemination

**KNOWLEDGE ACCOUNTING**
- Alignment of KM Strategy with Organizational Strategy
- Determine the relevance and Applicability of available information
- Transfer of skills through professional Associations and fellowships
- Structured development dialogues
- Effective knowledge transfer
- Establish learning networks

**KNOWLEDGE APPLICATION**
- Knowledge surveys and audits
- Knowledge inventory management
- Implement proper processes to ensure validity and quality of information
- Create a shared vision for knowledge Management
- Identify organizational cultural barriers affecting knowledge management
- Formulate knowledge goals and measures
- Identify learning methodologies and approaches that encourage learning
- Leverage knowledge gained through external learning
- Develop knowledge champions
- Recognize innovation and creativity

**KNOWLEDGE SHARING**

**KNOWLEDGE CULTURE**

- Improved effectiveness and efficiency
- Improved Service Delivery
- Increased value to Citizens
- Increased attainment of Objectives
- Better decision making
- Sharing of knowledge resources contributing to lower cost
MAIN STAKEHOLDERS AND THEIR ROLES WITH REGARD TO KM

MAIN STAKEHOLDERS AND THEIR ROLES IN THE PROCESS

Executing Authorities
- Provide political direction, leadership, championship, sponsorship and stewardship

Heads of Departments
- Provide leadership for the implementation of Knowledge Management
- Ensure Knowledge Management capacity is established (human and financial)
- Ensure Knowledge Management practices and systems are implemented and maintained
- Ensure the IT infrastructure enables knowledge creation, capture and dissemination

Senior Managers
- Implement Knowledge Management Strategy
- Identify and address knowledge gaps in directorates
- Ensure employees are equipped with adequate knowledge
- Create and inspire a knowledge culture
- Implement systems for the creation and dissemination of knowledge
- Validate data generated by directorate
- Establish knowledge sharing practices
MAIN STAKEHOLDERS AND THEIR ROLES WITH REGARD TO KM

- Employees
  - Share the knowledge they have
  - Generate new knowledge
  - Acquire knowledge
  - Utilize the systems for the creation and dissemination of knowledge

- Departmental Posts Responsible to Co-ordinate Knowledge Management Activities
  - Manage Knowledge Management functions in the department
  - Raise Awareness of Knowledge Management
  - Ensure Knowledge needs of department are identified and met
  - Advise on resources needed to ensure the viability of Knowledge Management
  - Monitor the implementation of the Knowledge Management Strategy
  - Appoint knowledge champions to gather and share knowledge
  - Report on successes and failures of the Knowledge Management Strategy
MAIN STAKEHOLDERS AND THEIR ROLES WITH REGARD TO KM

- Department of the Premier: Institutional Enhancement Directorate

- Develop and maintain Knowledge Management Strategy for the FSPG
- Evaluate implementation of Knowledge Management
- Provide advise to departments on Knowledge Management related matters
- Conduct research to stay abreast with latest trends in Knowledge Management
- Coordinate the Knowledge Management activities for the FSPG
- Consult on the implementation of Knowledge Management practices
- Act as a nodal point on transverse Knowledge Management matters in the FSPG
- Develop, maintain and administer transverse knowledge databases
- Act as a link between national Knowledge Management Policy and Provincial Policy Adaptation and implementation
- Monitor Knowledge Management implementation in departments
MAIN STAKEHOLDERS AND THEIR ROLES WITH REGARD TO KM

- Department of the Premier: Information Technology Directorate
  - Provide technological infrastructure
  - Assist with creation and maintenance of a central provincial portal
  - Assist with maintenance of websites
MONITORING AND EVALUATION

- Knowledge Management reports on the implementation of the Strategy
- Knowledge Management Surveys and audits to determine successes and gaps
SOFTWARE NEEDS AND COST IMPLICATIONS

- Existing IT infrastructure will be utilised to gather existing information and to convert it to electronic format, i.e. Microsoft Word, Excel, PowerPoint. This information will be disseminated electronically using existing software via the internet, intranet and e-mail.

- Learning networks, in and out-house training and development will depend on departmental budget constraints. Knowledge will be gathered, organized, disseminated and managed in the most cost effective way possible, using resources already available to everyone in the province.

- The acquisition of specialized software will be dealt with, on an ongoing basis as part of the implementation of the Knowledge Management Strategy and further sophistication of the system.
Overall knowledge management is increasingly seen, not merely as the latest management fashion, but as signaling the development of a more organic and holistic way of understanding and exploiting the role of knowledge in the processes of managing and doing work, and an authentic guide for individuals and organizations in coping with the increasingly complex and shifting environment of the modern economy. Knowledge management is not something that is undertaken for its own sake, but rather something that supports the business of the organization.