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PUBLIC SERVICE WIDE KNOWLEDGE MANAGEMENT PROGRAMME

KEY ELEMENTS OF THE PROPOSED KM FRAMEWORK

KM LEARNING NETWORK, BLOEMFONTEIN



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Structure of the presentation

- The case for KM
- The background and context of the DPSA's approach to KM
- Implementing KM and entrenching a knowledge sharing culture – Proposed approach and pillars
- Managers and creating the conducive environment
- Current DPSA led KM initiatives
- Creating synergies across
- Road-map to institutionalisation of KM in the public service
 - Policy and structural imperatives
 - Other stakeholders and partners
- The end



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THE CONTEXT

WHAT IS THIS LEARNING ORGANISATION WE WANT TO CREATE HERE

'A learning organisation is an organisation skilled at creating, acquiring and transferring knowledge and at modifying its behavior to reflect new knowledge and insights'

David Garvin



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1. The case for KM in government departments

- We are becoming an increasingly knowledge and information based society, so **we must be cognisant of a changing environment that surrounds us**
- Links and connections with the continental and global community to learn and share experiences, so **we must connect and learn more**
- Massive repository of knowledge and experiences from the transformation process, and **have we documented and learned from these!**
- Tried and tested 'best' and 'bad' practices in service delivery in a number of areas, like quality improvement programmes, poverty alleviation, access to government services, restructuring of state assets, transformation and management of organisations, social and health care, etc, so **we must build on successes and learn from mistakes and fingers we have burnt**



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1. The case for KM in government departments

- The need for innovation and creativity in delivering services:
 - doing more with less,
 - alternative ways of delivering services,
 - new skills and competencies in line with the changing needs of the communities we serve. Citizens have become sophisticated and complex, hence the need for innovation
 - Not just administrators, but change facilitators
 - community development
 - IT
 - project management,
 - change and diversity management, etc
- Creating and developing expertise inside government rather than only relying on outsiders who 'sometimes' do not bring anything new or add value
 - Manage the institutional knowledge better than before - the case of innovative organisations like BMW, General Electric, National Treasury, SARS



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2. The Context and background to DPSA's approach to KM

- The Intergrated Provincial Support Programme was trigger to the KM initiative
 - Innovative service delivery models developed, and greater need to replicate and emulate them across all provinces supported
 - Learning platforms – general and theme-based; and learning products launched
- The learning output received the highest output and achievement score in the final IPSP report
- Knowledge is a critical asset of any organisation & knowledge is the ingredient for learning
- KM must assist in providing sound policy advice and decision-making, and for organisational effectiveness and continuous improvement in service delivery, thereby:
 - Realising the noble intention of integrated approach to service delivery and business processes that support and complement each other in departments
 - Link with other business processes in the organisation, re: business and strategic planning, policy and research, information and technology management, and human resource management and development



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2. The Context and background to DPSA's approach to KM

- The service delivery imperative
 - The case of IPSP, a model for service delivery innovation
 - over 150 projects in five provinces, successful models in areas of electronic file management, health management, restructuring of state assets, M&E, mobile services delivery, commercialisation of roads maintenance, etc
 - Models that the projects developed replicated in some parts of the country
 - The pressure to deliver more, quicker, and with less resources (people, money, equipment)
- Better integration and coordination across the public service in particular, and the public sector in particular
 - Delivery tasks too huge to be carried out by government alone
 - Do departments utilise the expertise, skills, and the willingness of other public institutions and community organisations that do similar work, or those public entities under their control
 - The public-private partnership imperative



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3. Implementing KM and entrenching a knowledge sharing culture – Proposed approach and pillars

- Our strategy and approach is anchored on **knowledge products, platforms and conversations, case studies, and electronic material**
- Problems is that information and knowledge are all hidden in offices, boxes, in other departments, or even home
 - Documents not packaged properly in an accessible and easy to use manner, and no systems to trace them or specific aspect of information from them
 - therefore better **information and document management**
- Coordinate your intellectual memory: collect it from various partners you work with
 - If you do that, you won't lose your institutional memory, whatever happens
- Create central space, e.g library (knowledge centre) and develop system to access the information on specific subjects/topics



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3. Implementing KM and entrenching a knowledge sharing culture – Proposed approach and pillars

- Organisations do not know what they know, hence they undervalue the intellectual and human capital they have
 - Knowledge is in people, it must be tapped
 - Proper skills transfer must take place
 - Targeted recruitment, acknowledging existing inside knowledge
- Attendance of knowledge generating events – meetings, workshops, discussion sessions, seminars, study tours, etc
 - What do you bring back
 - Where does the report end, and how does it look like
- Knowledge registers (data-bases of study tours, skills bank, etc)
- Targeted and high impact capacity building efforts – avoid duplication
- Better utilisation of internal skills, not use consultants when skills and knowledge exist inside, leading to low morale
- Make better use of those exit interviews



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3. Implementing KM and entrenching a knowledge sharing culture – Proposed approach and pillars

- Audit of knowledge and skills in department, e.g. DPSA developing personnel skills bank reflecting people's education, experience, workshops and training attended, other interests, etc
- Profile and reward good performers and people who have demonstrated creativity and innovation
- Celebrate success and achievements to reward innovation and creativity
- Also start with 'quick wins' and practical things, e.g. Library, learning sessions, website, etc
- At a strategic level, establish KM steering committee to implement the suggested solutions



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3. Implementing KM and entrenching a knowledge sharing culture – Proposed approach and pillars

- KM must be an integral part of strategic and business planning and human resource planning and management flows and chain in the organisation
- Management must also be assessed based on the extent to which they manage knowledge and foster knowledge exchange and innovation in their departments and units
- The value of passionate champions and drivers of knowledge management
 - Not on the basis of expediency or who is 'sort of' doing it, but on organisational imperatives, thus the need to identify the legion of the damned in the organisation
- Development of set of measurements to determine value-add of KM in the departments



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4. Managers and creating the conducive environment

- Managers must take responsibility on three things on knowledge management and sharing:
 - Meaning – for this department, what is knowledge
 - Management – in this department, what guidelines and operational processes do we need to manage and share it
 - Measurement – how do we assess the rate of take-up and value-add of KM
- KM helps in continuous and performance improvement, and that is the expectations from managers, so support and encourage OR fail
- Testing of new knowledge and insights through experimentation
- Learning from past experience
 - Value of reflecting
 - The notion of 'productive failure' (when something goes wrong and it thus leads to insight, understanding and thus an addition to the commonly held wisdom of the organisation', versus 'unproductive success' (where something goes well, but nobody knows how or why)



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4. Managers and creating the conducive environment

- Encouraging learning from others
 - Purposeful visitations and benchmarking initiatives
 - Client/citizen feedback built in as part of culture of organisation
- Contemporary organisations, and indeed societies, cultivate the art of open , attentive, and supportive listening.
 - Managers must be open to criticism and to new ideas
 - Open boundaries and stimulate exchange of ideas – ‘boundarylessness’ as cornerstone of organisation’s strategy: GE CEO Jack Welch
- Effective knowledge transfer and sharing takes place when there are incentives in place
- Encourage regular transfers to different parts of the organisation
- Be aware of two challenges!
 - Most people don’t know how to learn and share
 - Defensive reasoning, especially by professionals and managers



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5. Current KM initiatives

- Learning Networks and Communities of Practice
 - HR/corporate services forum (with DPSA)
 - project and programme management (with National Treasury)
 - e-government (with OGCIO)
 - Batho Pele (incl. change management) (with DPSA)
 - knowledge management (DPSA, DOT national, and provinces)
 - Monitoring and evaluation (with provinces, Presidency, National Treasury, DPLG)
 - development communication (with GCIS)
 - Development Partners' Network (still to be launched)
 - Criminal justice (still to be launched, with Business Against crime and justice cluster)

- DPSA assists with launching, then content owners and field experts run with the network

- Proceedings, deliberations and stories/case studies from the learning sessions are captured and disseminated widely



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5. Current KM initiatives

- Guides and manuals
 - manual on learning networks
 - machinery of government
 - case study template
- Service Delivery Review journal
 - targeting managers (senior and operational), gaining interest across
 - distribution network widened to include individual public servants
 - features case studies, service delivery topical issues, profiles, briefs
- Annual Service Delivery learning academy targeting operational managers at the front-line of service delivery
 - July/August every year
- Knowledge management champions in provinces and departments
 - Regular interactions and meetings with them



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5. Current KM initiatives

- Learning excursions/site visits:
 - one in KZN hospitals in 2003
 - KZN visits to Eastern Cape
 - Eastern Cape visits and exchanges with Limpopo
- Showcase best practices in visuals/videos, e.g.
 - Limpopo video of best practices
 - File management – Limpopo & Eastern Cape
 - DPSA learning and KM DVD
- Data-base of experts in the fields who can make themselves available and provide advise and support to other colleagues:
 - change and turn-around pioneers
 - creative and innovate public servants at the coal-face
- Comprehensive analysis and write-up of Integrated Provincial Support Programme – documenting and disseminating the story and the legacy



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5. Current KM initiatives

- Framework guide on learning and knowledge management in the public service
 - Technical and financial support and advice from the Canadians, UK and Commonwealth Secretariat
- Public service KM practitioners study tour to Canada – February/March 2008
- KM capacity-building and incorporating KM into SMS competency framework - SAMDI
- Road shows targeting senior managers and ICT practitioners
- Technical support to provinces that are developing their KM and innovation strategies



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6. Creating synergies across

- Robust engagement with the GITOC Knowledge Management Information work group
- At departmental level, engage with relevant units and authorities and initiate KM flagships/pilots
- Participate and inform the discussions and decisions of the KM cluster at FOSAD (Forum for SA DGs)
- Relationship established with SA Cities Network, but must:
 - Engage with DPLG and especially the flagship delivery and development programmes with strong knowledge management focus
 - Engage with SALGA to reach out to municipalities and replicate provincial and national models, especially at district level
- Capacity-development led by SAMDI must be informed by tested KM practices, meaning KM practitioners must inform training content



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7. The road-map to institutionalisation of KM in the public service

- A stronger case for a decentralised model of knowledge management and lesson sharing
- Policy framework drawing from existing legislation on information management and ICTs; transformation of the public service; innovation and knowledge society, and human capital development
- Realignment of the HRP process and SMS competency framework to develop measures for assessment of the practice of knowledge management competence
 - Role of SAMDI and DPSA Human Resource Planning & Management to provide the guidelines
- Knowledge management must increasingly become an integral part of corporate/enterprise wide planning
- Marketing/demystifying the concept and value-add of the concept of KM



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7. The road-map to institutionalisation of KM in the public service

- Setting up knowledge platforms and products
 - Provincial and departmental equivalents of the national service delivery academy, learning journals, database of good practices, interactive electronic exchanges, etc
- Information/document and resource management units playing a central role in managing information flows and dissemination in individual departments
 - Managing the corporate/intellectual memory of the organisation
 - Providing appropriate technical systems and packages to KM practitioners
- Start utilising knowledge generating events, like study tours, internal skills/human capital information, breakfast seminars and presentations, for building and strengthening the knowledge base of the organisation
- The new public service training academies becoming learning knowledge hubs of the provinces



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7. The road-map to institutionalisation of KM in the public service

- The Centre for Public Service Innovation becomes a laboratory for experiential learning and knowledge exchange
- Appointment of officials (minimum MMS level) to drive KM
- Institutional configurations, in terms of structures/organograms, and resource allocation, to cater for KM
- Put in place systems to allow officials to do post-project reviews and lessons learnt reports, and ensure that there is feedback loop back to the planning and decision-making process in the organisation



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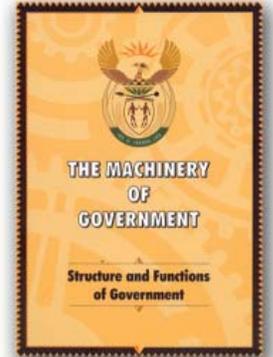
SHOWCASE MENU



Internet and Intranet (Web)



Service Delivery Review - A learning journal for Public Service Managers (Journal)



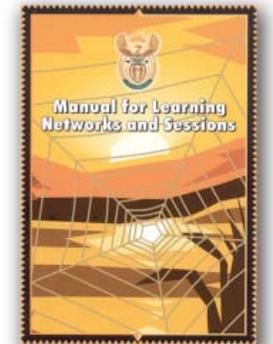
Machinery of Government (Publication)



Rutanang (DPSA Internal Newsletter)



Annual Public Management Conversation (DVD)



Manual for Learning Networks & Sessions (Publication)



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