the dpsa
Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

Public Service Guide | Knowledge Management Strategy Assessment (KM AUDIT)

September 2024

KNOWLEDGE MANAGEMENT

LIST OF ABBREVIATIONS

DPSA	Department of Public Service and Administration
ERM	Electronic Records Management
GWM&E	Government-Wide Monitoring and Evaluation System
KM	Knowledge Management
KMMA	Knowledge Management Maturity Assessment
KMME	Knowledge Management Monitoring and Evaluation
KMS	Knowledge Management Strategy
KMSA	Knowledge Management Strategy Assessment
NKMSF	National Knowledge Management Strategy Framework
NSG	National School of Government
PSA	Public Service Act

GLOSSARY OF KEY CONCEPTS

This Glossary is a compilation of unique knowledge management terms that are clearly defined, along with other useful attributes. The core purpose of this glossary is to clarify and to give meaning to KM terms and definitions used in this Knowledge Management Strategy Assessment (KMSA) guide. In addition, this glossary is meant to promote uniformity and a common understanding in relation to KM terminology within the public service. However, it must be noted that definitions in this glossary pertains only to terminologies that have been identified for the purposes of this specific guide for the public service.

Electronic Records Management (ERM)	*The management of electronic files and documents as records. The key difference between ERM and the traditional records management of physical records is the focus. ERM captures records as part of a digital business process.*[i]
Evidence Mapping	*A relatively new approach to systematically identify and reporting the range of research activity in broad topic areas or policy domains. Evidence maps and evidence visualizations are systematic evidence synthesis products that visually display evidence gaps or study characteristics, and sometimes summarize study quality or synthesized evidence from multiple studies. These interactive visuals provide an overview of the state of the evidence and inform research priorities.*[ii]
Information Management	*The process and activities that include the collection, storage, curation, dissemination, archiving and destruction of documents, images, drawings and others sources of information.*
Knowledge | Explicit	*Knowledge that can be readily articulated, codified, stored and accessed. It can be easily transmitted to others. Most forms of explicit knowledge can be stored in certain media.*
Knowledge | Tacit	*Knowledge that is difficult to express or extract, and thus more difficult to transfer to others by means of writing it down or verbalizing it. This can include personal wisdom, experience, insight, and intuition.*

Knowledge Assets	*Organisation-specific resources that are critical to creating value for the organisation. Knowledge assets can be divided into four categories:* ***experiential*** *knowledge assets,* ***conceptual*** *knowledge assets,* ***routine*** *knowledge assets and* ***systemic*** *knowledge assets. Experiential knowledge assets include know-how of individuals and routine knowledge assets the tacit knowledge which is embedded in the daily routines of the organisation. Systemic knowledge assets include the codified explicit knowledge of the organisation which is stored e.g. in documents or databases. Finally, conceptual knowledge refers to explicit knowledge which is expressed in symbolic form, including designs and brands.*[iii]
Knowledge Flow Analysis	*Identifying the different forms in which knowledge is shared or disseminated through a process (or channel), to pinpoint the problems affecting that flow, and, as a consequence, to propose possible solutions to improve the flow.*
Knowledge Gap	*A knowledge gap relates to a significant disparity between knowledge (expertise, skills and know-how) that an organisation needs but does not have within the organisation's current knowledge assets.*
Knowledge Inventory	*A kind of stock-take to identify and locate knowledge assets or resources throughout the organisation. It involves counting and categorizing the organisation's explicit and tacit knowledge.*
Knowledge Inventory Analysis	*Knowledge stocktaking to identify, locate, and document existing knowledge assets. It involves counting and categorizing an organisation's explicit and tacit knowledge assets, noting their format, location and accessibility.*
Knowledge Management	*The process and activities that involve collecting, collation, sharing, packaging, dissemination and use of knowledge in decision making and enhancing the processes and efficiency of service delivery within public service organisations.*

Knowledge Management Maturity Assessment (KMMA)	*Knowledge management readiness assessment of an organisation.* *Used to measure the current level of adoption or implementation of knowledge management of an organisation in a meaningful way, enabling stakeholders to clearly identify strengths and improvement points, and accordingly prioritize what to do to reach higher maturity levels.*[iv]
Knowledge Management Strategy Assessment	*Determines main information and knowledge needs and its exploitation in organisations. This process clarifies gaps, interactions, flows and the way of their impact on business objectives. It also includes looking at organisational policies, tools and technologies used in KM. It should also investigate the purpose for acquiring knowledge, how it is used by whom, and how it is shared and disseminated.*[v]
Knowledge Map	*A visual representation of an organisation's knowledge. There are two common approaches for knowledge mapping. The first simply maps knowledge resources and assets and shows what knowledge exists in the organisation and where it can be found. The second also includes knowledge flow and shows how the knowledge moves around the organisation from where it is to where it is needed.*
Knowledge Needs Assessment	*A methodological approach to identify what knowledge is needed in organisations to allow employees to better achieve the business objectives.*
Organisation	*This is inclusive of all Government Departments and the State Owned Entities.*
Records Management	*Is a process of ensuring proper creation, maintenance, use and disposal of records to achieve efficient, transparent and accountable governance. (National Archives Act)*

Information Management	*Information Management is about data and information. Its focus is on organizing, analysing, and retrieving information. -Information Management is the means by which an organisation plans; identifies; creates; receives; collects; organises; governs; secures; uses; controls; disseminates; exchanges; maintains; preserves and disposes of its information. It is regarded as any means through which the organisation ensures that the value of that information is identified and exploited to its fullest extent*

Table of Content

1. INTRODUCTION AND BACKGROUND INFORMATION

Government institutions are learning organisations. The effective management of data, information and critical organisational knowledge that enables continuous improvements in service delivery is thus imperative. Knowledge Management (KM) serves to support informed decision making in the public service in order to ensure that the government goals are achieved efficiently, effectively and economically.

The Department of Public Service and Administration (DPSA) approved the National Knowledge Management Strategic Framework (NKMSF) which guides the public service on the implementation of KM within the public service. This NKSMF identifies a *knowledge audit* as the first critical step to take when implementing KM.

Several KM prescripts, including the public service National Knowledge Management Strategic Framework (NKMSF), refer to the term *knowledge audit.* However, this label has been observed to cause confusion and misconceptions. As a result, and for the purpose of this document, the term Knowledge Management Strategy Assessment (KMSA) has been adopted instead.

A knowledge audit (hereafter referred to as a KMSA) is an assessment done within an organisation to inform the development of the Knowledge Management Strategy (KMS) in an organisation. It identifies the gap between available knowledge and what is needed based on an organisation's strategic objectives.

Furthermore, KM in organisations should be tied to measurable business goals and linked to overall business strategy. This will ensure that developed KM strategies address the knowledge agenda of individual organisations by ensuring that ***the right information is available to the right person at the right time –to enable them to take the right decisions that lead to appropriate actions to deliver meaningful results*** (After Venkatraman's DIKAR model).[vi]

To this end, public service organisations are required to develop their respective organisation-specific KM strategies in line with the public service NKMSF. In the past, many public service departments have omitted the critical step of conducting a KMSA before introducing KM initiatives in their respective organisations. This has resulted in strategies that are not effective as they are not informed by the organisational environment, technological ecosystem and business goals. Therefore the KMS cannot be observed in isolation, and has to correlate with the organisational strategy.

Organisations should align their KM strategies to their strategic planning processes by identifying current and future priorities thereof.

This Public Service Knowledge Management Strategy Assessment (KMSA) Guideline therefore, seeks to offer the public service with a dynamic tool to assess knowledge, its availability, resource needs, structure, flow, use and significance thereof within the organisation.

Refer to **ANNEXURE A** for a concise reference on the steps to be followed to accomplish a KMSA.

2. PURPOSE OF THE GUIDELINE

The purpose of this draft KMSA Guideline is:

a) To provide guidance on how a KMSA should be conducted within the public service, especially for those organisations who have never performed this activity.

b) To provide guidance on the proposed methodologies and templates to be used by those designated with a responsibility for KM, so as to provide comparable practices for monitoring and evaluating the implementation of KM within the public service.

3. KM STRATEGY ASSESSMENT OBJECTIVES

3.1 The Knowledge Management Strategy Assessment seeks:

a) To clearly identify what knowledge is needed (required knowledge) to support overall organisational goals as well as individual and team activities.

b) To provide concrete evidence on which areas of knowledge are being effectively managed and identify which areas are in need of improvement.

c) To offer a visual representation of knowledge assets that exist in the organisation, and how and where this knowledge flows or does not flow to by revealing both gaps and duplication.

d) To obtain primary data, information and knowledge that can be used for the development of effective KM programmes and initiatives in response to the organisational needs.

3.2 Targeted audience

Public service organisations, in particular KM practitioners and those designated with the responsibility for KM in the public service.

4. KM STRATEGY ASSESSMENT APPROACH

4.1 What is a Knowledge Management Strategy Assessment?

A KMSA is an assessment of an organisation's knowledge assets in order to inform the development of an organisational KM Strategy. It reveals the gaps between available and required knowledge to support the organisation's strategic objectives. According to Ravi et.al (2007), a KMSA *"…can reveal an organisation's knowledge strengths, weaknesses, opportunities, threats and risks."* He further states that one should take into account *"…an examination of the organisation's strategy, leadership, collaborative, learning culture, technology infrastructure in its various knowledge processes."*

Information collected during such an assessment will provide organisations at all levels - especially in management committees - with input required to develop KM strategies that will assist in preparing an action plan on how data, information and knowledge will be collected, stored, and shared to improve organisational productivity and efficiencies. To yield the best results, a KMSA should be conducted as a project with definite timelines to afford an illustration of the organisational knowledge status.

The diagram below assists with the understanding of how data management, records management and information management are essential components of Knowledge Management.

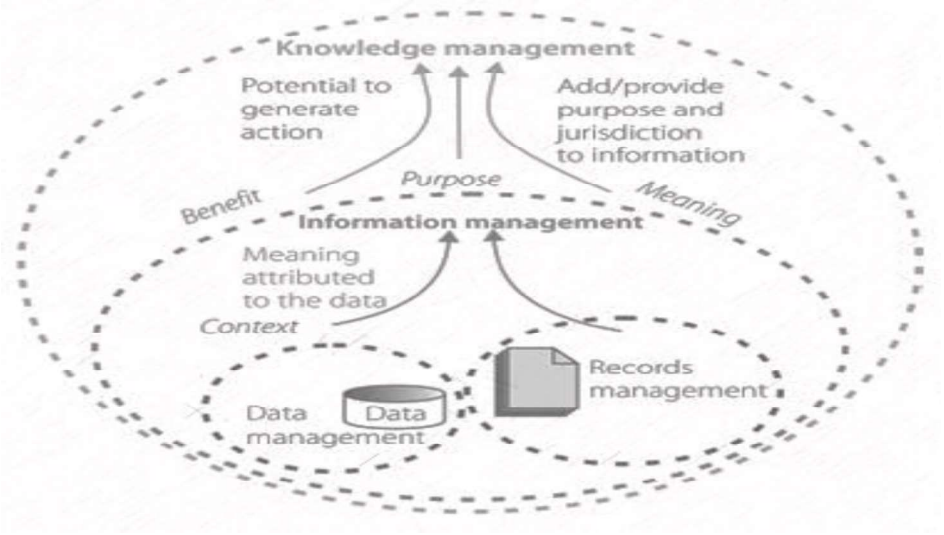

Figure 4.1. Relationship between data, Records Management, Information Management and Knowledge Management.

4.2 The Knowledge Management Strategy Assessment Process

There are several different methodologies for conducting a KMSA in KM literature, as the exact methodology used is often determined by the size and complexity of the particular organisation being assessed. However, most methodologies have four phases in common, namely: scoping and planning; data and information collection; analysis and interpretation; reporting and implementation of recommendations through a KM strategy (Henczel, 2000; Skyrme, 2013).

It is important that leadership understands the rationale behind the methodology adopted in the proposed KMSA document to ensure buy-in and commitment. Full participation in any method used should be encouraged to facilitate the identification and evaluation of critical issues such as workflow; social interaction; core KM activities; collaboration; quality of information and knowledge; and barriers to sharing and storing information within the organisation.

This guideline utilises the KMSA process as illustrated in *Figure 4.1* below.

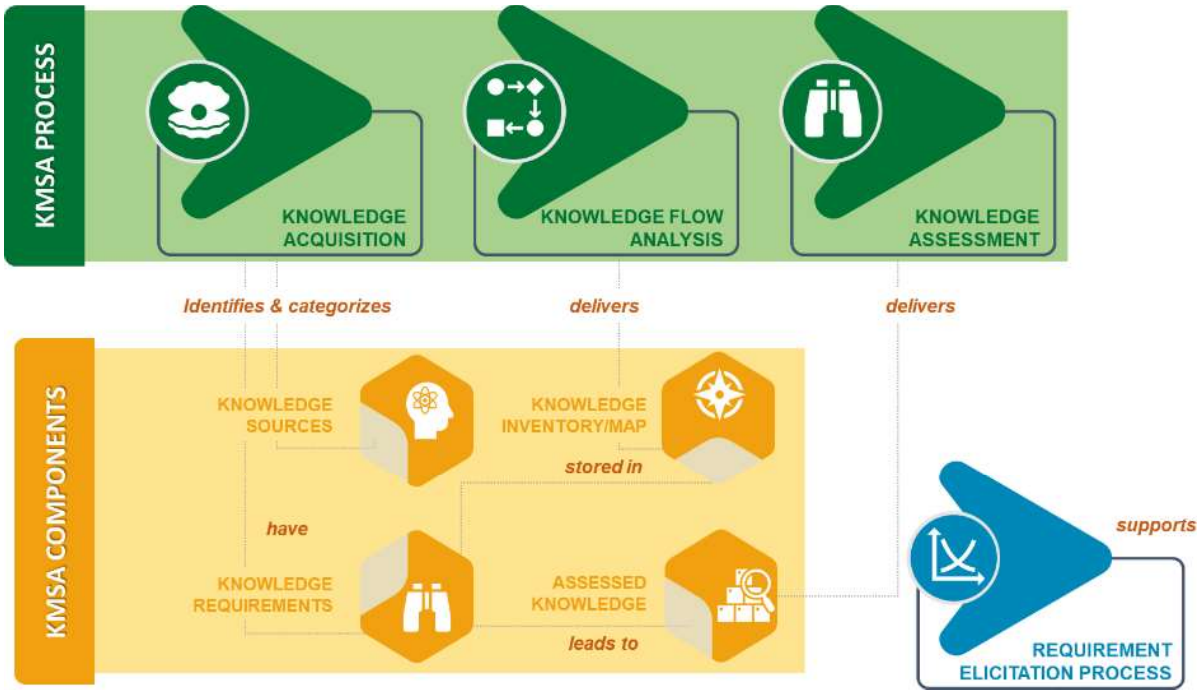

Figure 4.2: KMSA Process[vii]

The diagram above portrays KMSA as a process of identification and assessment of knowledge sources, knowledge structures and knowledge flows which can include:

a) ***Knowledge Acquisition*** which refers to the process of discovering existing and identifying missing knowledge.
b) ***Knowledge Flow Analysis*** which identifies the relationships among knowledge and knowledge sources. It also analyses how knowledge flows between sources within organisations.
c) ***Knowledge Inventory Analysis*** which identifies and locate suitable knowledge sources within organisations.
d) ***Knowledge Mapping*** which refers to the process of visually portraying knowledge, where it is located, and how it flows.
e) ***Knowledge Assessment*** encompasses activities such as knowledge measurement, generating assessment results and recommendations.

Each process and activity in the above KMSA leads to a deliverable. For example, ***Knowledge Acquisition*** and its related activities commands the identification of knowledge sources and the knowledge it contains. Information pertaining to knowledge and knowledge sources is usually acquired via surveys and interviews. ***Knowledge Flow***

Analysis precedes the compilation of ***Knowledge Inventories*** whilst ***Knowledge Maps*** point to each knowledge item, its sources as well as the relationships among different knowledge items and knowledge sources.

4.3 Generic Components of a KMSA

Figure 4.2 below depicts the generic components of a KMSA.

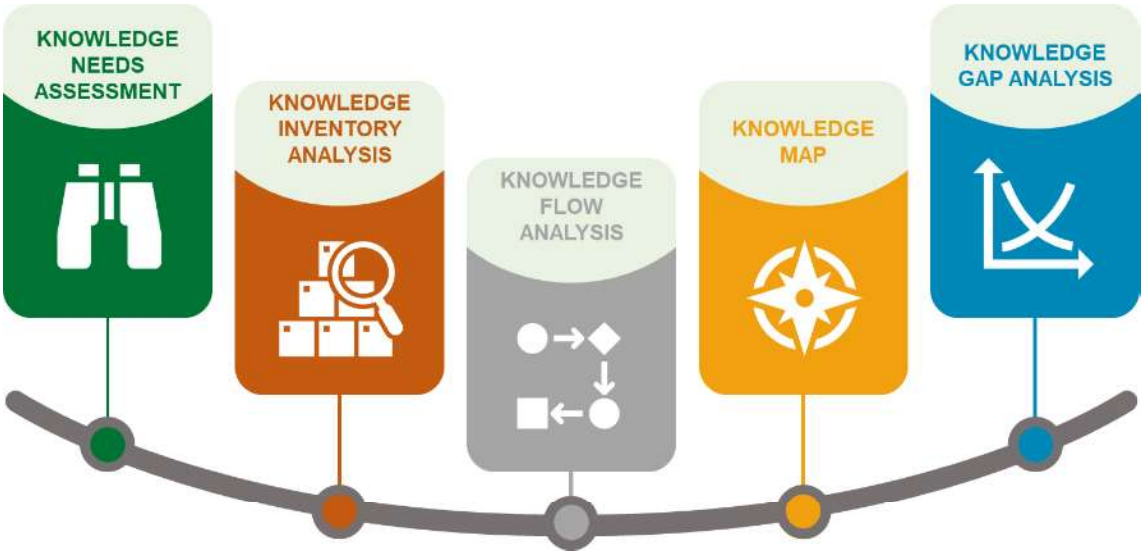

Figure 4.2: Generic components Knowledge Audit components[viii]

5. KNOWLEDGE NEEDS ASSESSMENT

A ***Knowledge Needs Assessment*** identifies organisational knowledge needs to support strategic business objectives and goals. This assessment is undertaken through an analysis of the organisation's strategic plan to identify knowledge-based current and future priorities. Techniques may include a SWOT analysis to examine the organisation's KM Strengths, Weaknesses, Opportunities, and Threats to assess its knowledge aptitude and resources available to support the organisational strategy.

Organisations should decide which is the most suitable approach to follow when collecting data and information about its knowledge needs and gaps. Both surveys and workshops (physical or virtual) are recommended as this will ensure that such an assessment is more inclusive. Inclusivity means that employees from all units and across all levels are

provided an opportunity to participate in providing information regarding the knowledge they require to do daily tasks. Such an assessment will provide insight regarding both vertical and horizontal flows of knowledge.

5.1 Workshop Approach

Workshops with specific groups (i.e.all project managers or a specific business unit) will assist with the identification of information and knowledge needs within the respective areas linked to their respective business objectives. Group workshops facilitate discussions regarding the most critical business needs as well as raising issues or gaps which participants may not have raised on their own. In effect such workshops become both knowledge sharing sessions and KM analysis exercises.

5.2 Survey Approach

A survey can be constructed in line with the KMSA and circulated to the whole department. Such an approach provides individuals an opportunity to participate in identifying critical information and knowledge needs. Surveys are less time consuming than workshops, and the data collected can be analysed further to identify common knowledge-flow challenges. Alas it is often more difficult to motivate selected participants to complete surveys and inputs may not always deliver the quality of information expected. Nonetheless, face-to-face interviews can be used to follow up on specific issues that emerge from the initial survey.

5.3 Factors Assessed

There are several factors that influence the successful implementation of KM in organisations, namely: People, Processes, Content, Culture and Technology. When developing questionnaires or discussion guides for surveys and workshops, these factors must be covered by the questions posed to participants.

Refer to **ANNEXURE B** for an example of a template pertaining to organisational objectives & information and knowledge needs.

Refer to ***ANNEXURE C*** for sample questions to be utilised when gathering information.

6. KNOWLEDGE INVENTORY ANALYSIS

Knowledge Inventory Analysis seeks to determine the source and location of data, information and knowledge, its codification (converted from intangible to tangible) and the format of the knowledge (i.e., hardcopy records or digital

repositories). Such an inventory must identify explicit knowledge assets such as documents, data, information, websites, etc. but should also point to subject matter experts or individuals with the required tacit knowledge.

6.1 Explicit or Codified Knowledge Inventory

Some of the key characteristics pertaining to explicit knowledge inventories are that…:

a) Codified inventories consist of various types and categories of documents, records, databases, libraries, intranet websites as well as subscriptions to external resources;

b) Codified inventories are located within organisational systems and repositories as well as in smaller collections of specific business units;

c) Codified inventories may be organised or unorganised; accessible or inaccessible to some or all employees within the organisation;

d) One should often review the purpose, relevance and quality of knowledge within codified inventories should be assessed *(why do these resources exist?, how relevant and appropriate are they?, what is the quality of the knowledge contained in the inventory in terms of relevance, reliability, evidence based, making sense?)*; and

e) One should often assess the usage of such inventories *(are they being used? by whom? when? what for? and how often?)*

6.2 Tacit or Implicit Knowledge Inventory

The identification of tacit knowledge sources is an entirely different proposition. Unlike explicit knowledge, tacit knowledge is much more difficult to access and quantify as it is captured within the minds of people, undocumented but widely accepted and embedded work practices.

The below questions could assist in roughly construct where departmental knowledge potentially exist:

QUESTION	RATIONALE
Who are the users of knowledge in the organisation?	Identification of staff composition in the organisation to enable the understanding of organisational communication patterns.
Where are they located?	Identifying where people are located is extremely important when building a tacit knowledge map.
What do they do and what do they know that makes them special?	Job profiles, expertise areas and so on.
What are their training needs and opportunities?	It is important to identify training and learning opportunities in line with the organisational objectives.

The above questions should enable an organisation to compile a list of tacit knowledge sources available in the organisation that they should have access to.

6.2.1 Expertise Locators

Expertise Locators (Expert Locator, Who's Who) are systems which enable effective and efficient use and/or share of existing knowledge by connecting people who need particular knowledge with people who own the knowledge. Sometimes, the system helps building new teams/projects by finding various expertise needed. Expertise Locators can be simple electronic yellow pages, more sophisticated systems to automatically search expertise, or even a mixture of IT and people (often called knowledge brokers) who support finding and connecting the person who wants the knowledge and the person who has the knowledge in an organisation.

Figure 6.1 below illustrates what a typical expertise locator may look like.

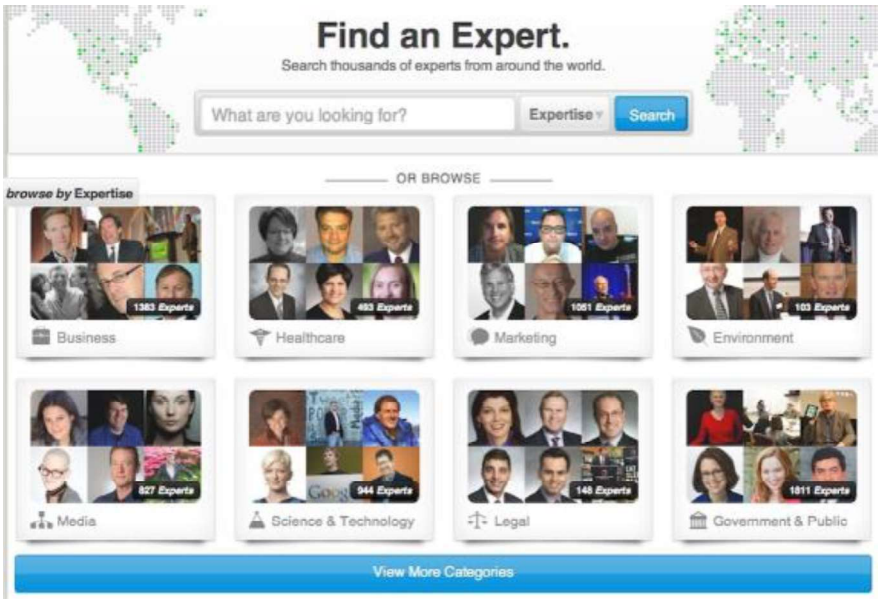

Figure 6.1: Expertise Locator[ix]

The ***Knowledge Inventory Analysis*** may involve a series of surveys and interviews in order to obtaining relevant answers to the above questions pertaining to both tacit and explicit knowledge within organisations**. ANNEXURE D** offers a template that can be used by organisations to compile a knowledge inventory.

7. KNOWLEDGE FLOW ANALYSIS

Knowledge Flow Analysis tracks or traces how knowledge flows or is disseminated throughout the organisation. This takes place through: i) the identification of where knowledge is created or stored in relation to ii) where it is needed and iii) how it is accessed or shared. This analysis should also monitor the timeliness of the knowledge flows.

Knowledge flow analysis examines the relationships between people, processes and systems:

a) ***Analysis of people:*** investigating attitudes, habits and skills in regarding the sharing, use and dissemination of knowledge.

b) ***Analysis of processes:*** examining how people go about their daily work activities including the seeking, sharing, use and dissemination of knowledge. This analysis includes the identification of other departmental policies and practices regarding the sharing and usage of information and knowledge, which may act as enablers or barriers to a good practice.

c) ***Analysis of systems:*** considering technical infrastructure, information technology systems, portals, content management systems, accessibility and ease of use, as well as the current level of usage. This analysis aims to identify to what extent existing systems facilitate knowledge sharing and to help connect employees within organisations.

Figure 7.1 below demonstrates the relationships of people, process and systems in the knowledge flow analysis component.

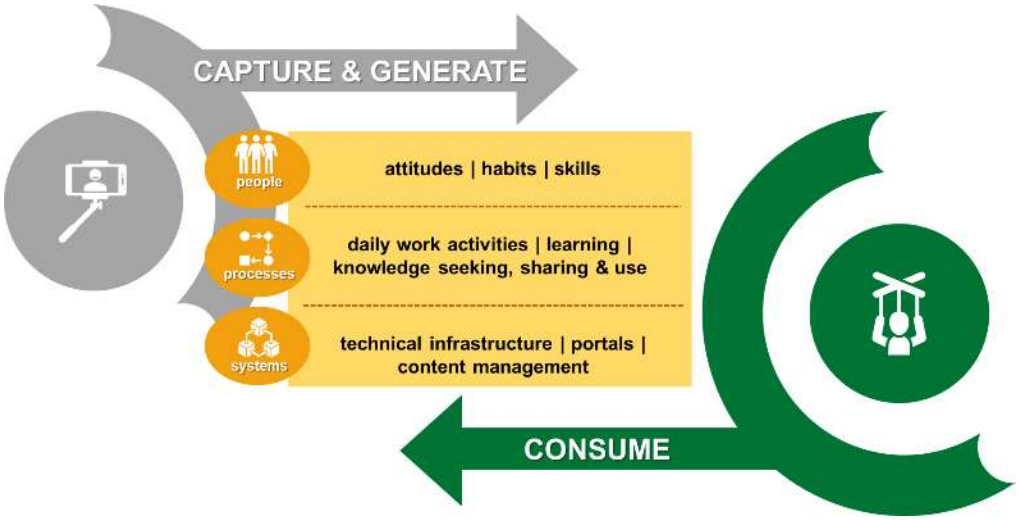

Figure 7.1: Knowledge Flow Analysis

Knowledge flow analysis determines how people / officials find the knowledge they need by identifying and evaluating existing knowledge sharing platforms. An analysis of knowledge flows enables organisations to identify knowledge gaps and locate areas of duplication. In addition, it draws attention to examples of good practices that can be replicated, as well as blockages and barriers to knowledge flow. Knowledge flow analysis assist organisations thus in focusing on KM initiatives which transfer knowledge from where it is located to where it is needed.

8. KNOWLEDGE MAPS

Knowledge Maps visually represent i) where knowledge is located, ii) how that knowledge is shared and iii) with whom in order to support business performance. It is a navigational aid aimed at elevating the significance of the relationship between knowledge repositories, knowledge flows and knowledge use within an organisation. Knowledge maps refer to the ongoing quest within organisations to:

a) help discover the location, ownership, value and use of knowledge artifacts,
b) learn the roles and expertise of people,
c) identify constraints to the flow of knowledge, and
d) highlight opportunities to leverage existing knowledge.

Once information about the organisational knowledge sources, ownership, distribution and use has been gathered, from the knowledge inventory and knowledge flow, that information can now be mapped to visually demonstrate who has knowledge, where these persons are located, the level of accessibility to them, and with who they most often share and exchange knowledge.

Often, the simple act of creating a knowledge map reveals the weak links in knowledge sharing. It may also expose bottlenecks in the flow of information and knowledge. Organisations that map their knowledge are significantly more likely to identify and address barriers to knowledge sharing and expand accountability for KM.

As knowledge mapping is a complex activity, organisations may chose to focus on particular levels, such as enterprise level strategic maps; cross-functional division level operational maps and working group level tactical or process maps. It is also possible to have separate maps for different aspects for example: *procedural* knowledge maps, *conceptual* knowledge maps and *competency* knowledge maps.[x]

a) ***Procedural Knowledge Maps*** refers to knowledge mapped to a specified production process for example.
b) ***Conceptual Knowledge Maps*** are a hierarchical classification of things which according to KM experts could also be called a taxonomy.
c) ***Competency Knowledge Maps*** can support the process of creating a competency profile for a researcher and his research capabilities.

Figure 8.1 below offers a visual depiction of what a Knowledge Map may look like.

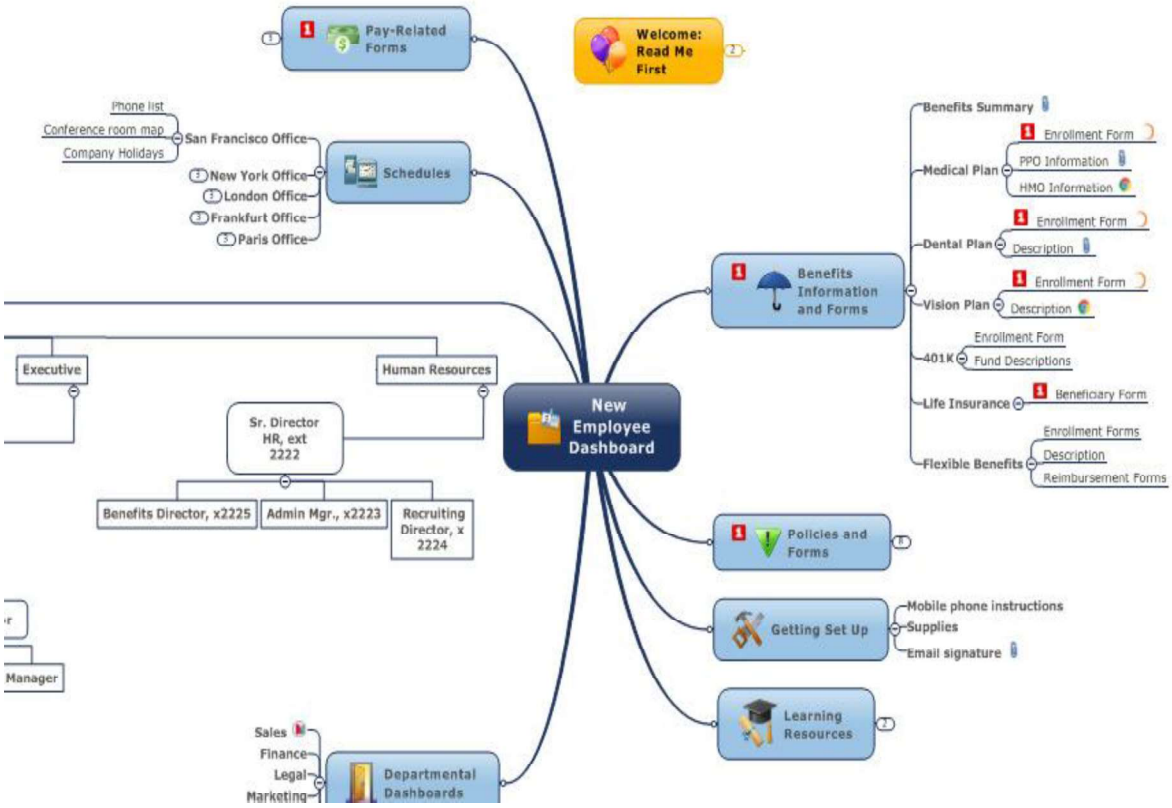

Figure 8.1: Example of a Knowledge Map[xi]

9. KNOWLEDGE GAP ANALYSIS

A ***Knowledge Gap Analysis*** is performed by an organisation to gain a better understanding of its available knowledge base and what knowledge it still needs to achieve organisational goals and objectives. In addition, this analysis should indicate whether the knowledge gap can be fulfilled by knowledge held within the organisation or if it is knowledge that the organisation has to source somewhere else. Where critical knowledge needs to be harvested from an external source, organisations should plan to develop or in-source such knowledge for future needs.

Figure 9.1 depicts the link between an organisation's knowledge and its strategy. To articulate the strategy-knowledge link, an organisation should clarify its strategic intent, identify knowledge required to actually execute that strategic choice, and reveal its strategic knowledge gaps by comparing these to its actual knowledge assets. The strategic choices that organisations make regarding technology, markets, products, services, and processes have a direct impact on the knowledge, skills, and competencies it needs to achieve its strategic goals.

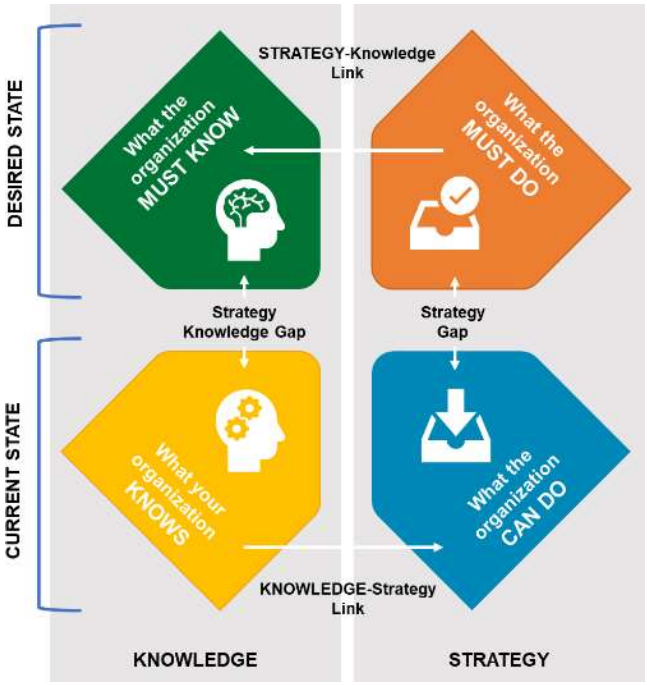

Figure 9.1: Knowledge Gap Analysis[xii]

10. FEEDBACK & RECOMMENDATIONS

Once the KMSA has been completed and the results thereof have been analysed, it needs to be presented to the organisation's leadership. Such a presentation should include identified interventions and opportunities to ensure that KM becomes embedded within the business units and to guarantee that the information and knowledge is utilized effectively.

Feedback should address issues of how results are to be communicated, change management etc. The adopted processes and intervention should be submitted to the DPSA as part of organisation's implementation plans regarding KM monitoring and evaluation.

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ANNEXURE A: WHERE TO START

ACTION	DESCRIPTION
	Develop a Knowledge Management Strategic Plan (KMSP) Simply put, a KMSP aims to clarify the overall purpose and desired results of an organisation in relation to KM, and recognizes how KM can be used as a strategic partner in advancing organisational objectives.
Step 1	The first step is to determine how KM can benefit an organisation by analysing the business strategy and identifying the knowledge needs regarding the organisation's strategic direction. **Answer the following questions:** ○ *What does the organisation know?* ○ *What does the organisation need to know?* ○ *Where is this knowledge and how it can obtained?*
Step 2	**Conduct a SWOT Analysis** A SWOT analysis is a structured planning method used with groups of people to evaluate the ***Strengths***, ***Weaknesses***, (internal), ***Opportunities*** and ***Threats*** (external) of a project, business venture, or organisation. This analysis typically captures critical factors facing a project or organisation both internally and externally and the outputs from the analysis are most useful in the early stages of strategic planning and change activities. **Conduct a SWOT analysis by answering the following:** ○ *What do we do well? (strengths)*

	○ *Where should we improve? (weaknesses)* ○ *What could we take advantage of? (opportunities)* ○ *What significant risks must we monitor? (threats)* **Add to the KM Strategic Plan by answering the following:** ○ *Where we are now in terms of KM* ○ *Where are we going desired state in KM?* ○ *How will we get there desired in KM?*
Step 3	**Complete a Knowledge Management Strategy Assessment** 1) ***Knowledge Needs Analysis***: based on the strategic plan and SWOT analysis, ascertain what knowledge resources and capabilities are needed most. 2) ***Knowledge Inventory Analysis***: identify the explicit or physical knowledge assets such as documents, data, websites, etc. as well as subject matter experts or individuals with the required tacit knowledge. 3) ***Knowledge Flow Analysis***: assess how knowledge resources should flow throughout the organisation, by identifying where knowledge is needed as opposed to where it is currently located. In other words, determine how employees find the knowledge they need, and how they share or use the knowledge they have. 4) ***Knowledge Mapping***: create a visual representation of the knowledge flow analysis to understand how knowledge flows through the organisation to capitalize on strengths or make improvements where needed. 5) ***Gap Analysis***: determine which areas of the organisation do not have access to knowledge required to achieve business goals.
Step 4	**Make Recommendations** Based on accumulated insights gained from the KMSP, SWOT analysis and KMSA formalize recommendations for obtaining the knowledge capabilities necessary to meet the current and future needs of the organisation.

Source: NASA[xiii]

ANNEXURE B: LINKING ORGANISATIONAL OBJECTIVES AND INFORMATION & KNOWLEDGE NEEDS

Name: _____ **Sub Division:** _____

Please indicate with a ☑ or a ☒ whether each identified information / knowledge need already exist within your sub-division or not.

Knowledge Needs/K-Flow Analysis

Aim: To identify current and the future knowledge needs as well as how knowledge flows within the organisation.

Business Objective	Key Deliverable	Knowledge Artefact	Exists		Functions / Work Relationship	Exists		Skills / Core Competencies	Exists		Experience	Exists	
			☑	☒		☑	☒		☑	☒		☑	☒

Comment:

ANNEXURE C: DEVELOPING A SERIES OF QUESTIONS

FACTORS	POSSIBLE QUESTIONS
People	• Who is the organisation's internal and external stakeholders: demographics, business units and structure, roles, etc? • What information do they need on a daily basis? • How do they connect and communicate currently? How would they like to do that in the future? • Are there established thought leaders? If not, what is preventing that? • Do they like sharing expertise? If not, what is stopping them? • Are there any informational and/or functional silos within the organisation and what is the root cause for them to form? • Has the skills analysis be performed for the organisation and what was the outcome? • Does the organisation have a skills development and skills retention policy? • What are the current procedures for knowledge harvesting and retention when staff leaves?
Processes	• What are the main business processes for the organisation, as well as for each business unit? • How are the processes instantiated, applied, and followed? What are the gaps, and where can they be improved? • Are the existing processes perceived as efficient or more cumbersome than necessary? • How are the processes being followed in "real life?" • Are there established roles and well-defined staff to fill these roles in each process step?
Content	• Where is the organisational content housed? How is it organized and accessed? Is there a defined access control in place? Are there security and confidentiality concerns that need to be addressed? • How current is the content and what are the obstacles for keeping it current? Do staff trust the content they find on internal systems?

	• Do people collaborate in contributing new content? Are there approval workflows with established roles in place or are they not needed? • What are the current procedures for knowledge retention when staff leaves? • Do you need to collaborate or share some of your content with external audiences? • How has the content been enhanced (with tags, formatting, etc)? • Again, what silos exists and why?
Culture	• Is knowledge sharing fostered by the organisational culture? Are there incentives for thought leadership contributions? • Do people like to share or do they prefer to keep their intellectual property to themselves? • What about sharing across business units? • Do staff feel pressured to maintain high utilization of content and does "data entry" hinder that?
Technology	• Is there an existing IT architecture plan? What is the level of integration between systems, e.g. user account management, content and document management, intranet, search, taxonomy management, marketing and finance applications, etc. • What is the technology stack preference of the organisation? Microsoft, open source? • What are the technology development and maintenance capabilities of the organisation? Is there dedicated IT staff? What are their skills? • Are there workflows or processes automation capabilities to ensure the flow of information and knowledge • Are there system capabilities to enable the sharing of knowledge and collaboration? • Are there document and content management capabilities enable by electronic content/ records management systems? • Do staff have access and training to capabilities/ systems? • Are there adequate security measures in place to protect the knowledge. • Do the information security measures hinder or assist staff with the access to information and knowledge.

(Source: https://enterprise-knowledge.com/3-steps-developing-practical-knowledge-management-strategy-step-1/)

ANNEXURE D: BUILDING A KNOWLEDGE INVENTORY

A knowledge inventory is a kind of stock-take to identify and locate knowledge assets or resources throughout the organisation. It involves counting and categorizing the organisation's explicit and tacit knowledge.

Knowledge Type *(tacit / explicit)*	**Knowledge Location** (***where is it stored***)	**Knowledge Purpose** *(what is it used for?)*	**Knowledge User** *(who needs this?)*
i.e. Annual Report : (explicit)	*Shared Drive (provide location)*	To discharge public accountability responsibilities.	The managers and executives etc

[i] *https://blog.netwrix.com/2019/10/10/electronic-records-management-101/*
[ii] *https://www.pcori.org/research-results/evidence-synthesis/evidence-maps-and-evidence-visualizations*
[iii] *Nonaka, Toyama, Konno, 2000, SECI, Ba and Leadership: a Unified Model of Dynamic Knowledge Creation in Long Range Planning*
[iv] *adapted from a generic definition on researchgate: https://www.researchgate.net/publication/305909880_Methods_and_techniques_for_maturity_assessment#:~:text=A%20maturity%20assessment%20can%20be,to%20reach%20higher%20maturity%20levels*
[v] *Liebowitz, et al., 2000*
[vi] *Ward, J. & Peppard, J., 2002. Strategic Planning for Information Systems (3rd Edition), Chichester: Wiley*
[vii] *https://www.researchgate.net/publication/319210943_A_knowledge_audit_model_for_requirement_elicitation_A_case_study_to_assess_knowledge_in_requirement_elicitation*
[viiiviii] *Adapted from Source: http://www.tlainc.com/articl145.htm*
[ix] *https://stangarfield.medium.com/expertise-locators-and-ask-the-expert-f273db1e227c*
[x] *https://www.designsociety.org/download-publication/25952/USE+OF+KNOWLEDGE+MAPS+TO+RECOGNIZE+DIFFERENT+RESEARCH+CAPABILITIES*
[xi] *https://www.mindmanager.com/en/uses/information-knowledge-management/*
[xii] *Tiwana, A. (2002), The knowledge management toolkit*
[xiii] https://appel.nasa.gov/wp-content/uploads/2015/11/Knowledge-Audit.pdf

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