



DETERMINATION AND DIRECTIVE ON THE IMPLEMENTATION OF KNOWLEDGE AND DATA MANAGEMENT IN THE PUBLIC SERVICE

FREQUENTLY ASKED QUESTIONS

DEFINITIONS OF TERMS	
INFORMATION MANAGEMENT	It is an activity that includes collecting, collation, capturing, storing, retrieval and dissemination of information from external and internal resources.
KNOWLEDGE CREATION	Knowledge is created either through exploitation, exploration or codification.
KNOWLEDGE MANAGEMENT	Knowledge Management (KM) is a key organisational function, with processes and activities that involve collecting, collation, sharing, packaging, dissemination and use of knowledge (understanding and skills) in decision-making and enhancing organisational learning for improved service delivery within Departments.
KNOWLEDGE MANAGEMENT SYSTEM	Consist of KM culture, structure governance and leadership, roles and responsibilities, planning, technology, processes, and operation.
KNOWLEDGE PROCESSES	The way in which an organisation manages knowledge, including its capture, storage, organisation, verification, security, distribution, and use.
LEARNING ORGANISATION	A learning organisation is an organisation that is constantly evolving and adapting to the changing needs of its customers. It is an organisation that learns from its mistakes and uses this knowledge to improve its performance. It also learns from the feedback it receives from its customers. The main goal of a learning organisation is to create an environment where employees are encouraged to learn, grow, and develop their skillsets, so the company can succeed in an ever-changing world.
PUBLIC SERVICE	Means all national departments; national government components listed in Part A of Schedule 3 to the Public Service Act; provincial departments which mean the office of a premier listed in Schedule 1 to the Public Service Act; and provincial departments listed in Schedule 2 to the Public Service Act; and provincial components listed in Part B of schedule 3 to the Public Service Act and their employees.
RECORDS MANAGEMENT	It is the systematic control of the creation, receipt, maintenance, use, and disposition of records including the processes for capturing and maintaining evidence of information about business activities and transactions.
FREQUENTLY ASKED QUESTIONS	



Q1 What is the relationship between Knowledge Management and Data Management

A1 Knowledge Management (KM) and Data Management are two distinct but interrelated concepts that can significantly improve service delivery in an organisation. Knowledge Management and Data Management are key to facilitating innovation within service delivery organisations by providing teams with the information and insights they need to identify new opportunities and develop creative solutions to problems.

- KM can enable service delivery teams to access best practices and case studies from other organisations, while
- Data Management can help to identify trends and patterns in customer behaviour that can inform new service offerings.

KNOWLEDGE MANAGEMENT

Q2: Why the need for the Knowledge Management Determination and Directive

A2: The public service is not knowledge-driven – it is characterized by service delivery challenges that could be resolved through effective management of information and knowledge for decision-making. Knowledge Management is a powerful tool to ensure an effective, efficient, professional, highly productive, and capable public service. Departments are increasingly required to determine, define, develop, and set service delivery targets to meet the needs of their citizens. It is therefore essential for employees to understand the context within which problems arise and identify possible interventions that can be made to resolve these problems. The discrepancies in the KM Implementation were identified through the Knowledge Management Maturity Assessment and Implementation plans conducted in the Public Service.

Q3: What is the purpose of the recently issued Determination and Directive?

A3: The Determination and Directive is developed to address the implementation gaps identified by the KMMA that was conducted by the DPSA during the period 2018 – 2022. The assessment results indicated that the Public Service is at Level 1 (Reaction Phase) of KM Maturity.

Q4 Are there any financial implications associated with implementing the Determination and Directive?



A4 The Determination and Directive outline no direct financial implications, suggesting that the focus is on leveraging existing resources and frameworks to achieve the goals.

Q4. What are the critical areas of focus?

A4 The Determination and Directive will focus on ensuring that Knowledge Management governance is in place in government departments to facilitate the implementation of its practice in the Public Service. Furthermore, ensure that knowledge processes are institutionalised to inform business alignment. Finally ensuring that KM needs are catered for in various departments' ICT strategy.

Q5: What are the key roles and responsibilities and governance structures necessary for the implementation of the issued Determination and Directive?

A5(i): The key roles and responsibilities are:

- a) the **Head of Department** - ensure that all requirements of the Determination and Directive are met within 12 months of the approval and publication.
- b) must appoint a suitable designated senior manager who is an EXCO member to chair the KMC.
- c) the **Chief Knowledge Officer:** ensures the development of KM Governance foundations are established, implemented, and monitored
- d) the knowledge **Management Practitioners Officer** develops and implements KM Prescripts and ensures monitoring and reporting on these.

A5 (ii): The key governance structures are:

- e) the **Executive Committee (EXCO)** - plays an oversight role in the implementation of knowledge and data management in the Department.
- f) the **Knowledge Management Committee (KMC)** - provides oversight and supports the Knowledge Management System of the Department.
 - The HOD must appoint a suitable designated senior manager who is an EXCO member to chair the KMC.



Q6: What are the foundational Pillars of KM?

A6 The following are the pillars of KM in the Public Service

- People
- Culture
- Content
- Process

These supported by

- i. Governance- supports the pillars of a learning public service and is strengthened by the knowledge management process;
- ii. Technology-as the enabler to KM

Q7: What is the basis for the implementation of the Determination and Directive?

A7 The basis of the implementation of the Determination and Directive is the Knowledge Management Maturity Assessment.

DATA MANAGEMENT

Q9 What is the purpose of the Determination and Directive:

A9 (i) provide direction on formalizing data management practice in the public service, focusing on phase 1 foundational data management knowledge areas.

Q10: What are the common data issues experienced in the Public Service and addressed by the Determination and Directive?

A10. Below are the common Departmental data issues:

- a) inconsistent data silos in different business units;
- b) multiple data sources for the same data;
- c) no accountability for data quality;
- d) reluctance to share data amongst business units; and
- e) reluctance of other departments to share data.



Q11: Why is the Determination and Directive addressing only **three (3)** focus areas under Data Governance?

A11: This is a phased approach given the maturity of the public service's data management practices, skills, and capacity constraints, as confirmed by the data management maturity assessment that was conducted with selected departments revealing that existing data management practices in the public service are fragmented and lack maturity.

Q12: What is the expectation from the National and Provincial Departments or its components?

A12: Departments are expected to assess their existing ICT Data Management practices to determine aspects that require aligning to the requirements of the Determination and Directive.

The Determination and Directive prescribes the development or review of the following minimum requirements:

- a) Data Management Policy which must outline the following:
 - i. A compelling vision and mission for data management
 - ii. Guiding principles and practices on
 - data ownership
 - data collection
 - data processing
 - data usage
 - data retention; and
 - data disposal
 - iii. Proposed measures to assess the maturity of data management practices;
 - iv. Long-term goals to achieve the targeted data management maturity level;
 - v. Short-term (12-24 months) data management program objectives that are SMART (specific, measurable, actionable, realistic, and time-bound);
 - vi. Description of data management roles and responsibilities of those who manage data, as well as the processes and plans for managing data; and
 - vii. A data management implementation roadmap with projects and action items.
- b) Data Management Implementation Roadmap which includes the following mandatory foundational data management knowledge areas



- i. **Data Quality** - the degree to which data is accurate, complete, timely, consistent with all requirements and business rules, and relevant for a given use.
- ii. **Metadata** - data that defines and describes the characteristics of other data used to improve both business and technical understanding of data and data-related processes.
- iii. **Data Security and privacy** – data safety from unauthorized and inappropriate access or change. The measures taken to prevent unauthorized access, use, modification, or destruction of data. Departments must ensure that all data is secure and monitored for security regularly according to applicable prescripts, legislation, policies, and standards such as Minimum Information Security Standard, Departmental Information Security Policy, and Directive on Public Service Information Security

Q13: What are the key roles and responsibilities and governance structures necessary for the implementation of the issued Determination and Directive?

A13(i): The key roles and responsibilities are:

- g) the **Head of Department** - ensure that all requirements of the Determination and Directive are met within 12 months of the approval and publication.
- h) the **Data Manager (DM)**, an official who must be responsible for department-wide data management practices.
- i) the **Head of Department** must ensure that the **Government Information Technology Officer (GITO)** provides technical data management expertise and support to the Data Manager.
- j) the **Head of Department** must ensure that the Data Manager develops a Data Management Policy to manage the use of data across the department

Q14: When are the departments expected to achieve the requirements of the Determination and Directive?

A14: The departments are required to achieve the requirements of the Determination and Directive by 15 April 2025.

Q15: When will the Department of Public Service and Administration (DPSA) measure or assess the implementation of this Determination and Directive?

A15: The DPSA will conduct an annual assessment on the implementation of the knowledge and data management requirements twelve (12) months after the issuing of this Determination and Directive.



the dpsa

Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

Q16: What are the contact details for enquiries on implementing the Determination and Directive?

A16: Vuyokazi Jezile. Vuyokazu.Jezile@dpsa.gov.za 012 336 1214

Lerato Mahlangu Lerato.Mahlangu@dpsa.gov.za 012 336 1410

APPENDIX B