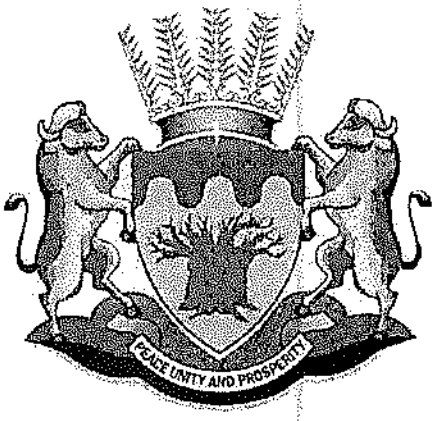

LIMPOPO

PROVINCIAL GOVERNMENT

REPUBLIC OF SOUTH AFRICA

OFFICE OF THE PREMIER

KNOWLEDGE MANAGEMENT POLICY

2nd Edition

Document Approval Page

KNOWLEDGE MANAGEMENT POLICY

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I. ACRONYMS

The following acronyms and abbreviations are used in the Policy:

KM	: Knowledge Management
KMSC	: Knowledge Management Steering Committee
ICT	: Information and Communication Technology
OtP	: Office of the Premier
CoP	: Community of Practice
IT	: Information Technology

1. INTRODUCTION

The Office of the Premier recognizes that knowledge management will enhance the intellectual capital, empower the employees in making judicious decisions and to increase the effectiveness and efficiency of the various processes in the organization to achieve the Office's goals and objectives

Knowledge Management will enable appropriate knowledge actions with a defined purpose and scope to guide decision – making under a given set of circumstances within the framework of Office of the Premier's objectives and goals. Knowledge Management will focus on issues of accessing, sharing, integrating and preserving Office of the Premier's Knowledge assets to turn it into a knowledge based organization.

2. BACKGROUND

Knowledge Management is a relatively new field in the world of business, since it started in the mid1990s with the growth of internet and development of large data warehouse and data mining technologies in business firms. It can refer to several different activities such as data collection, data analysis data storage, data dissemination and data utilization.

In a dynamic and ever-changing environment, Office of the Premier recognizes and believes that an environment of free and open knowledge sharing is critical to the success of the Office. This Knowledge Management Policy has been formulated to foster an open and enabling forum for the communication of thoughts, ideas, concepts and information throughout the Office. Adoption of Knowledge Management can bring substantial benefits to Office of the Premier.

3. PURPOSE

The purpose of this policy is to:-

3.1. Ensure that KM initiatives in the Office of the Premier are managed consistently and effectively throughout their life cycle;

3.2. Foster a culture of openness by sharing and innovation across OtP;

3.3. Preserve knowledge that is critical to the Office.

4. OBJECTIVES

4.1. Harnessing potential of Information and Communication Technology

4.2. Increasing the organizational process efficiency and accuracy for maximizing service delivery

4.3. Enriching knowledge content for establishing and creating new ways and means in processes of the organization.

4.4. Facilitating and managing organizational innovation and learning

4.5. Leveraging expertise of people across the Office.

4.6. Increasing knowledge exchange among employees.

4.7. Managing international capital and intellectual assets in the work force.

4.8. Adopting new management tools, techniques and technologies to keep the Knowledge Management in Office of the Premier intact, robust and going.

5. AUTHORITY OF THE POLICY

This policy is issued under the authority of the Premier as the Executing and the Director General as the accounting Officer for the Office of the Premier Limpopo Province.

6. SCOPE OF APPLICATION

The Knowledge Management Policy shall apply to all employees of Office of the Premier and includes those designated as permanent, probationary and contract (interns, learnerships and experiential learners) employees.

7. LEGISLATIVE FRAMEWORK

Knowledge management activities and processes shall comply with and support the objectives and values of the Office of the Premier.

Knowledge Management practices and activities shall comply with relevant laws and regulations.

This policy derives its mandate from the following legislation or prescripts.

ITEM	NAME OF FRAMEWORK	PROVISION
7.1	Constitution of the Republic of South Africa	Section 32(1) provides that everyone has the right of access to records or/and information held by the state and any information held by another person and that is required for the exercise or protection of any rights. This section affirms the fundamental right of access to information and seeks to promote a culture of transparency and accountability in the public sector.
7.2	Public Service Act, 199 (Act N0 108 of 1994)	It provides for the organization and administration of the conditions of employment, terms of office, discipline, retirement and discharge of employees.
7.3	Promotion of Access to Information Act, 2000 (Act N0 2 of 2000)	It give effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights; and to provide for matters connected therewith.
7.4	Government Communication Handbook, 2010/2014	Chapter 11 of the Handbook stressed the importance of internal communications and encourages a knowledge-sharing environment that will also motivate for better performance.

ITEM	NAME OF FRAMEWORK	PROVISION
7.5	Limpopo Knowledge Management Indaba – Report on the Knowledge Management Scoping Exercise project 2012	The KM Scoping Exercise Project Report (2012) acknowledges the need for the implementation of Knowledge Management in Limpopo Provincial Government as a means of improving the performance of public service through Public Service Reform Programme.
7.6	Electronic Communications and Transactions Act (Act 25 of 2002)	The purpose of this Act is to legalize the electronic communications and transactions and build trust in the electronic records.

8. DEFINITION OF CONCEPTS

8.1. "Knowledge Management" means

Knowledge Management is a discipline of enabling individuals, teams and organizations to collectively and systematically create, share and apply tacit and explicit knowledge to better achieving of organizational objectives.

8.2. "Knowledge Bank" means

It is a primary resource to store and make available all information, data, ideas etc. It is a central resource for all the computer connections

8.3. "Knowledge Champions" means

They are people who voluntarily take extraordinary interest in the adoption, implementation, and success of a cause, policy, program or project.

8.4. "Knowledge Management Steering Committee" means

Committee made of Managers who are there to guide, fund and validate value proposition and strategic intent of Knowledge Management initiatives.

8.5. "Tacit Knowledge" means

Informal internal knowledge which resides in the minds of the individuals but have not been documented in structured form. It includes cultural beliefs, values, attitudes, mental models, etc. as well as skills, capabilities and expertise

8.6. "Explicit Knowledge" means

It is knowledge that can be captured and written down in documents or databases. e.g. instruction manuals, written procedures, best practices, lessons learned and research findings. Explicit knowledge can be categorized as either structured or unstructured. Documents, databases, and spreadsheets are examples of structured knowledge, because the data or information in them is organized in a particular way for future retrieval. In contrast, e-mails, images, training courses, and audio and video selections are examples of unstructured knowledge because the information they contain is not referenced for retrieval.

9. POLICY PRONOUNCEMENTS

9.1. KNOWLEDGE MANAGEMENT PROCEDURE

The broad process of managing knowledge in the Office of the Premier shall be conceptualized into four stages.

9.1.1. Stage 1: Create / Capture – Identify the required knowledge domains in alignment with Knowledge Management strategy, locate the sources of these knowledge, (internal / external), and acquire or generate the required knowledge.

9.1.2. Stage 2: Collate- Classify or codify the knowledge object (documents and create knowledge- bases), synthesize (seek patterns across different knowledge objects, identify the target groups for the different knowledge objects, represent (refine, organize and present the knowledge objects in users friendly manner), and adapt (translate the knowledge object to the local context).

9.1.3. Stage 3: Share – Implement and maintain knowledge sharing system on knowledge management portal (like groupware, bulletin boards, meetings, etc)

9.1.4. Stage 4: Capitalize – Monitor usage, assess/measure the benefits of knowledge management in terms of the specified knowledge goals, get feedback, review and renew the

knowledge basis (including identification of knowledge to be captured) and embedded knowledge into the organization's value creating activities (services and /or information).

9.2. KNOWLEDGE BANK

The Knowledge Management Information technology platform shall be located at the host server of Office of the Premier. Knowledge Bank shall be comprised of a database and information repository for referral purposes. All employees shall be able to access and contribute to the Knowledge Bank.

9.2.1The Knowledge Bank shall have the following;

9.2.1.1. Training material – Presentations, Audio/Video files, Orientation Courses, reading material, and evaluation courses for a specific role.

9.2.1.2. Literature – Books / Manuals, Research article, White papers

9.2.1.3. Discussions / Forums / Blogs

9.2.1.4. Lesson learnt – Case studies

9.2.1.5. Project Information – Progress reports

8.2.1.6. Records of Meeting – Agenda and minutes

9.3. KNOWLEDGE MANAGEMENT PRACTICES FOR PEOPLE

Knowledge management practices which shall be adopted may comprise of the following:

9.3.1. Communities of good practice can be formed for each knowledge area with members from related functions.

9.3.2. Mentor-Mentee programs can be adopted to transfer knowledge to the newcomers in the team.

9.3.3. Recording of lesson learnt after completion of a project and on accosting a new problem situation.

9.3.4. Periodic awareness programme to inculcate knowledge management practices.

9.3.5. Database for all publications produced can be created and be accessed by all OTP staff

9.3.6. Provide ongoing learning so that staff can constantly update their knowledge

9.3.7. Put staff directories online so that staff can easily find out who does what and their location.

9.4. KNOWLEDGE SHARING

9.4.1. All employees have a responsibility to share the knowledge and information at their disposal, consistent with information security, confidentiality and privacy guidelines, wherever there is an opportunity to enhance or support the organization's effectiveness and performance goals by doing so.

9.4.2. All information assets created in the course of working for the Office are the property of OtP.

9.4.3. The knowledge of individual members of staff, if not encoded into documents and other information assets, belongs to those individuals. However all members of staff are employed to use their knowledge to their best ability to support the effectiveness and performance of the Office as a whole and not just their own work unit.

9.4.4. Knowledge and information sharing activities of staff should be proactive as well as reactive i.e. staff members have a responsibility to make themselves aware of – and respond to – knowledge needs across the Office.

9.5. INCENTIVES AND RECOGNITION

Various incentives and recognition as depicted below shall be instituted.

9.5.1. Contribution to Knowledge Management may be included as a Key Results Area.

9.5.2. Knowledge currency scheme may be established to incentivize sharing of tacit knowledge

9.5.3. Sharing of explicit knowledge as per knowledge map defined by team of nodal officers shall be mandatory for the designated persons and can be reflected in his KRA

9.6. ROLES AND RESPONSIBILITIES

9.6.1. **Knowledge Management Cell**

9.6.1.1. All key knowledge performance and measurement shall be determined by the Knowledge Management Cell.

9.6.1.2. Knowledge Management Cell shall be accountable for ensuring that information is updated and communicated using the Knowledge Management system in line with the policy.

9.6.1.3. Knowledge Management Cell shall be responsible to establish Knowledge Management Framework across the Office.

9.6.1.4. Knowledge Management Cell shall ensure that the Office maximizes the value of knowledge asset, facilitate the deployment of knowledge infrastructure ((hard and soft) to enhance knowledge sharing and creation culture.

9.6.1.5. Knowledge Management Cell shall deploy an effective measurement and monitoring of trends to formulate policies to support knowledge sharing and creation and establish common development initiatives.

9.6.1.6. The Knowledge Management Cell shall create a Knowledge Management monthly report listing the Knowledge Management contribution made from various divisions.

9.6.2. The role of Individual Staff

9.6.2.1. All individual staff shall be responsible to gather, organize and share their own explicit and tacit knowledge.

9.6.2.2. All individual staff shall define their key knowledge goals that are aligned to the departmental objectives and goals.

9.6.2.3. All individual staff shall continuously update their own profile in the "expert /Staff directory".

9.6.2.4. All individual staff shall be encouraged to attend knowledge sharing sessions organized by the Office

9.6.3. Role of Nodal Officers

9.6.3.1. Responsibility for preparing knowledge map that defines knowledge needs, knowledge assets and its categorization, knowledge owners for explicit content and knowledge users, and updating of this map on regular basis.

9.6.3.2. Accountability for improving circulation of knowledge throughout the organization.

9.6.3.3. Responsibility for creating awareness and conducting at least two knowledge sharing session per year.

9.6.3.4. To identify knowledge Agents, if required to facilitate knowledge management as spread out location.

9.6.4. The role of Knowledge Champions

9.6.4.1. Act as information points of contacts within Strategic Business Units,

9.6.4.2. Identify success stories for knowledge sharing

9.6.4.3. Provide requested information for the forum

8.6.4.4. Provide best practice to the forum secretariat.

9.6.4.5. Connect colleagues who need information with sources of appropriate information and knowledge inside as well as outside the OtP and the LPA in general

9.6.4.6. Maintain information and knowledge connections with a variety of individuals and interest groups – personally as well as through social media – and act as conduits of information and knowledge dissemination for their colleagues

9.6.4.7. Liaise closely with the departmental KRIM unit and with other KM champions in the OtP

9.6.4.8. Participate in various communities of practice and fulfill knowledge brokering roles for colleagues in their divisions

9.6.5. The role of Knowledge Management Steering Committee. (KMSC)

9.6.5.1. Create a broad, awareness of the perspective, purposes, and goals associated with the KM Programme

9.6.5.2. Promote the sharing and integration of KM practices across the Office.

9.6.5.3. Foster communications and cooperation across the Office for KM Programme activities.

9.6.5.4. Provide guidance that ensures that the overall and ongoing direction of KM is maintained

9.6.5.5. Provide strategic direction for the adoption of KM within all business units

9.6.5.6. Provide leadership and resource support for key KM initiatives and projects

9.6.5.7. Provide strategic intelligence to guide and support KM program

9.6.5.8. Capacitate KRIM staff to ensure that skills and appropriate resources are allocated.

9.6.5.9. Periodically the organizational processes with regard to talent management and knowledge harvesting.

9.6.5.10. Support KM Champions

9.6.7 Role of Head of Department

9.6.7.1. Responsibility to apply new knowledge to improve behaviors.

9.6.7.2. Responsibility for building new intellectual capital required for future success.

9.6.7.3. Responsibility for ensuring sharing of explicit knowledge (circulars, training material, reports and manual) and other knowledge assets as per knowledge map available in the knowledge portal.

10. CONTRAVENTION

Any employee of the Office of the Premier who contravenes the provisions of this policy shall be charged with misconduct and the necessary disciplinary process, as outlined in the Disciplinary code and/or relevant prescripts shall apply against the contravener.

11. INCEPTION DATE

The inception date of this policy shall be thirty (30) days after approval by the Accounting Officer.

12. TERMINATION AND REVIEW CONDITIONS

This policy shall be reviewed as and when need arises, and shall be adapted appropriately to ensure that it meets the business and service delivery requirements of the Office of the Premier.

13. ENQUIRIES

All enquiries regarding this policy should be directed to the Senior Manager: Records and Facilities Management Services.

APPROVED/NOT APPROVED

Director-General

25/4/2017.

Date