



LIMPOPO

PROVINCIAL GOVERNMENT

REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF
ECONOMIC DEVELOPMENT, ENVIROMENT & TOURISM

KNOWLEDGE MANAGEMENT POLICY

2017

TABLE OF CONTENTS

No	Contents	Page
1.	Acronyms	3
2.	Definitions	3 - 6
3.	Introduction	6
4.	Purpose and objectives	6 - 7
5.	Authority of the policy	7
6.	Legal framework	7 - 8
7.	Scope of application	8
8.	Policy pronouncements	8 - 11
9.	Default	11
10.	Inception Date	11
11.	Review	11
12.	Termination	12
13.	Enquiries	12
14.	Approval	12

Knowledge Management policy

1.ACRONYMS

CKO	:	Chief knowledge Officer
CoP	:	Community of Practice
CPSI	:	Centre of Public Service Innovation
DPSA	:	Department of Public Service and Administration
ECM	:	Enterprise Content Management
IKM	:	Information and Knowledge Management
IM	:	Information Management
KM	:	Knowledge Management
KMC	:	Knowledge Management Centre
KRIM	:	Knowledge, Records and Information Management
LEDET:		Limpopo Department of Economic Development Environment and Tourism
LPA	:	Limpopo Provincial Administration
RKM	:	Records and Knowledge Management
SBU	:	Strategic Business Unit

2. DEFINITIONS

2.1 “champions” mean male and female employees at the level of Deputy Director, or Assistant Director nominated, delegated or volunteered from the SBUs who are recommended by the Director and participates in the Internal Communication and Knowledge Management Forum;

2.2 “LEDET Knowledge Community” means LEDET staff, partners and associated professionals;

2.3 “communities of practice” mean groups of male and female people who share a passion for something that they know how to do and who to interact regularly with to learn how to do it better;

Knowledge Management policy

2.4 “department” means Department of Economic Development Environment and Tourism;

2.5 “employees” mean male and female persons who work for the Department and it includes interns, and employees/contractors of contracted service providers of any of the corporate entities forming part of LEDET;

2.6 “executive management” means a team of male and female individuals which comprises of the Head of Department and management at the highest level within the Department who have a day-to-day responsibilities of managing the Department;

2.7 “explicit knowledge” means knowledge that can be captured and written down in documents or databases. Explicit knowledge can be structured or unstructured. Structured knowledge includes patents, instruction manuals, written procedures, best practices, documents, database, spread sheets, lessons learnt and research findings.

Unstructured knowledge includes e-mails, images, training courses, audio and videos;

2.8 “implicit knowledge” is tacit knowledge that is often unspoken, but refers to social and cultural norms. It is knowledge of shared beliefs, values and expectations;

2.9 “information” means data that is organized, patterned, grouped, and/or categorized;

2.11 “Internal Communication and Knowledge Management Forum” means an internal communication and knowledge creation facilitation forum composed of representatives from the various Departmental SBUs;

2.12 “knowledge” means the acquisition, understanding and interpretation of

Knowledge Management policy

information. Knowledge is used to refer to a body of facts and principles accumulated

by human kind over the course of time;

2.13 “knowledge centre” means a place on the departmental intranet used to share individual and institutional memory;

2.14 “knowledge creation” means passing of knowledge to others which takes place in a workshop setting, through e-mail discussions, office notes, and translation into other languages;

2.15 “knowledge management” means an ability of an organization to use its collective knowledge through a process of knowledge generation, sharing and exploitation enabled by technology to achieve its objectives. It's an organization approached that enforces learning and sharing activities;

2.16 “knowledge sharing” means practical learning. It takes place in field implementation, during participatory research in teams and partners discussion, in workshops and any activity where knowledge is shared;

2.17 “knowledge storing” means making knowledge accessible and visible through database on the web based information system such as intranets, regular projects and team filling systems and archiving;

2.18 “knowledge use” means application of organizational policies and practice in guiding both practical decisions , organizational procedures and individual's behavior. It entails motivating individuals to share knowledge and gain benefits from knowledge creation, knowledge storing and knowledge sharing;

Knowledge Management policy

2.19 “learning organization” means an organization that promotes systems thinking, encouraging person proficiency, responsibility and commitments and it supports team learning;

2.20 “LEDET” means Limpopo Department of Economic Development, Environment and Tourism; and

2.21 “tacit knowledge” means knowledge that people have in their minds that is less concrete and more valuable because it provides context for people, places, ideas and experiences. It requires extensive personal contacts and trust to share effectively. It is highly personal, hard to formalize and difficult to communicate.

3. Introduction

Knowledge management is a discipline of enabling male and female employees of the Department to collectively and systematically create, share and apply tacit and explicit knowledge to better achieve organizational objectives.

Tacit knowledge is that knowledge which is embedded in people’s heads whilst explicit knowledge is published information or knowledge that has been codified. Knowledge management is very important because it assists the management with the right information in context that helps decision making. It assists in the sharing of individual useful knowledge to other employees in the Department and it increases the collaboration opportunities for sharing and exchanging of information. It also facilitates and accelerates learning by creating opportunities for (men and women) individuals and groups to put new knowledge to use.

4. PURPOSE AND OBJECTIVES

4.1 The purpose of this policy document is to:

4.1.1. create a knowledge sharing environment to prevent the loss of valuable information and knowledge.

Knowledge Management policy

4.2.2. encourage male and female employees in the Department to avail information voluntary for preservation.

4. 3.3. maximize knowledge management to preserve critical knowledge and encourage male and female employees to share and use the preserved information.

4.3.4. create awareness of Knowledge Management.

4.2 The objectives of the policy document is to:

4.2.1. provide effective access to information by establishing repository where harvested information is stored.

4.2.2. provide guidance on how to manage knowledge in the Department by encouraging continuous organizational learning.

4.2.2. ensure that strategic knowledge is harvested and shared effectively to enhance departmental performance.

4.2.3. prevent loss of knowledge when male and female employees leave the Department by capturing information and storing it.

4.2.4. promote the Knowledge Management program amongst LEDET's male and female employees.

5. AUTHORITY OF THE POLICY

The policy is issued under the authority of the Member of the Executive Council as the Executive Authority and the Head of Department as the Accounting Officer of LEDET.

6. LEGAL MANDATES

Knowledge Management policy

The Knowledge Management policy is guided by the following Legal Mandates:

- 6.1 The Constitution of RSA, Act 108 of 1996
- 6.2 Public Services Regulation of 2016
- 6.3 Public Service Act 1994 ,Act 103 of 1994
- 6.4 National Archives and Records Service of South Africa, Act No. 43 of 1996 as amended
- 6.5 Promotion of access to information Act 2 of 2000
- 6.6 Promotion of administrative justice Act 8 of 2000
- 6.7 Public Finance Management Act 1 of 1999

7. SCOPE OF APPLICATION

The Knowledge Management Policy, except where specified, is applicable to all male and female employees of the Department of Economic Development, Environment and Tourism, Limpopo Province.

8. POLICY PRONOUNCEMENTS

LEDET seeks to be a learning organization, and make knowledge management part of its work process as guided by the 2013 Limpopo Provincial Knowledge Management Strategy and Implementation plan.

8.1 Knowledge Management Principles

The following principles underpin knowledge management:

- 8.1.1. It provides better and more timeous access to information and knowledge.
- 8.1.2. Implementing Knowledge management principle helps to promote and enable knowledge sharing and collaboration within the Department.

Knowledge Management policy

- 8.1.3. Promoting the Knowledge Management programme to leadership and amongst all employees in the Department is encouraged.
- 8.1.4. It effectively captures, retains and leverages employees' tacit knowledge and intellectual capital.
- 8.1.5. Better awareness of all information and knowledge resources within and beyond the LEDET boundaries is created.
- 8.1.6. Employees are encouraged to convert their knowledge into explicit knowledge so that it can be readily shared with others.
- 8.1.7. It ensures the development and utilization of knowledge communities related to the generation, capturing, validation, application, transfer and embedding of new knowledge and innovation harvested from individuals through conducting exit interviews and CoP.

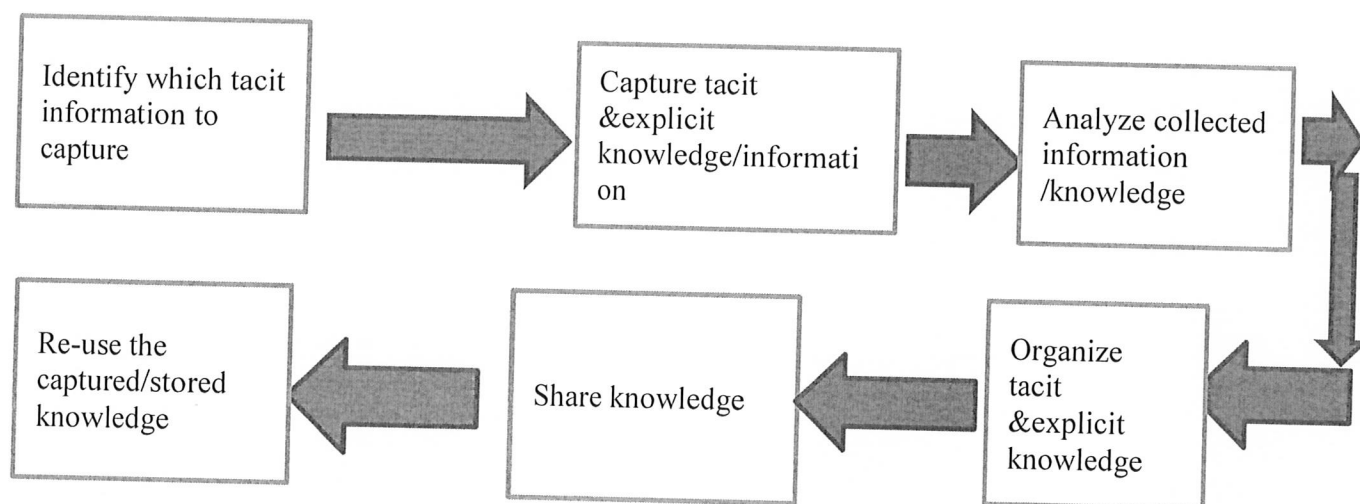
8.2. A LEARNING ORGINAZATION

Knowledge management promotes learning within organizations and through knowledge management initiatives, LEDET shall:

- 8.2.1. create an environment for women and men within the Department to share creative ideas by encouraging knowledge sharing platforms in the form of CoP's, coaching and mentoring and in-house social media for work related knowledge exchange.
- 8.2.2. establish effective Knowledge management processes, platforms to improve access to knowledge and information by expanded and coordinated information resources and repositories and developing database, provide access to all subject matters to promote the sharing of their unique knowledge and best practices.
- 8.2.3. keep track of new ideas or innovations, best practices and lessons learnt to improve service delivery.
- 8.2.4. ensure that specialized and expert knowledge is codified for use.

8.3. Knowledge Management Process

Knowledge Management follows the following process: **Acquire, Analyze, Organize, Share and Use and Apply.**



ROLES AND RESPONSIBILITIES

8.3. The roles and responsibilities of Chief Knowledge Officer /Deputy Director: knowledge Management shall be the following:

- 8.3.1. To coordinate knowledge management practices within the Department.
- 8.3.2. To manage the day to day operations of the Knowledge Management Unit.
- 8.3.3. To develop Knowledge Management metrics and benchmark knowledge management processes.
- 8.3.4. To implement knowledge management programmes, library and resource center services within the Department.
- 8.3.5. To provide on-going training on knowledge management programmes.

Knowledge Management policy

- 8.3.6. To formulate knowledge management policy and implementation plan.
- 8.3.7. To liaise with all coordinators of knowledge platforms within the Department in order to promote knowledge sharing, and
- 8.3.8. To ensure that the information and communication technology infrastructure is operational and updated at all times.

8.4. Knowledge Management Steering Committee

Knowledge management steering committee shall be established and shall comprise of members from the level of Director and Deputy Directors to perform the following:

- 8.4.1. Oversee and provide advices on the implementation and management of knowledge management.
- 8.4.2. Provide the capacity and strategic direction for information knowledge and appropriate change management within the Department.
- 8.4.3. Review the knowledge management processes with regards to knowledge harvesting and sharing to key employees and those that are leaving the Department; and
- 8.4.4. To prevent loss of institutional memories and intellect through knowledge management initiatives.

9. DEFAULT

Male and female employees who fail to comply with the provisions of this policy shall be dealt with in terms of the Public Service Disciplinary Code and Procedures.

10. INCEPTION DATE

Knowledge Management policy

The inception date of this policy is 30 (thirty) days after approval by the Head of the Department.

11. REVIEW

This policy shall be reviewed after every thirty six (36) months.

12. TERMINATION

This policy shall remain in force until it is withdrawn and/or amended.

13. ENQUIRIES

Enquiries regarding this policy shall be directed to the Director: Information and Records Management

14. APPROVAL

Approved by:



HEAD OF DEPARTMENT: LEDET

21/01/2017

DATE