OFFICE OF
THE PREMIER

LIMPOPO KNOWLEDGE MANAGEMENT STRATEGY:
2019-2024

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List of Abbreviations

APP	-	Annual Performance Plan
CKO	-	Chief Knowledge Officer
CoP	-	Community of Practice
DGITO	-	Departmental Government Information Technology Office/r
ECM	-	Enterprise Content Management
HR	-	Human Resources
I&KM	-	Information and Knowledge Management
ICT	-	Information and Communication Technology
IM	-	Information Management
IT	-	Information Technology
KM	-	Knowledge Management
KMC	-	Knowledge Management Centre
KRIM	-	Knowledge, Records and Information Management
LPA	-	Limpopo Provincial Administration
LPA	-	Office of the Premier
MPSA	-	
PGITO	-	Provincial Government Information Technology Officer
RKM	-	Records and Knowledge Management
SITA	-	State Information Technology Agency

1. Introduction

1.1.1. Many public sector organisations across the globe and in South Africa have reported increased productivity, improved service delivery and savings as a result of their knowledge management (KM) initiatives. The development[i] of this KM strategy therefore derives from the conviction that governance and service delivery will improve significantly if the LPA in general and more specifically the Office of the Premier (OTP) adopts effective knowledge management practices.

1.1.2. Since the LPA adopted the KM practices, it managed to coordinate the establishment of the KM unit within the entire LPA and manage to measure progress as follows:

- All departments have developed own KM Strategies
- KRIM units created within GITO Components in departments (operate as constituent units within GITO offices)
- Provincial KM Policy approved (October 2018)
- Governance structures established
- Provincial KM Forum established
- Conducted Training and awareness

1.1.3. The strategy has further been aligned to the key issues addressed in the Limpopo Employment, Growth and Development Plan (LEGDP) Limpopo Office of the Premier Operational Plan, 2019-2020 Financial year. Cognisance was taken of the main principles outlined in the 'Knowledge Management Framework for the Public Service' of the Department of Public Service and Administration (DPSA) and the Knowledge Management Policy of the Office of the Premier.

2.   Legal and Regulatory Framework

2.1.1   The KM Strategy has been developed within the guidelines provided by the following legislative framework:

The Constitution of RSA, Act 108 of 1996	Argues that transparency must be fostered by providing the public with timely, accessible and accurate information.
Public Service Act 1994 (Proclamation 103 of 1994)	Together with its regulation, makes provision for the MPSA to provide norms and standards for service delivery within the public service.
Public Service Regulations, 2001 as amended	Makes provision for the MPSA to provide norms and standards for service delivery within the public service.
National Archives and Records Service of South Africa Act No. 43 of 1996 as amended	Promotes for the preservation of public and non-public records for state usage.
National Archives and Records Service of South Africa Regulations published in Proclamation R185 dated November 2002	Promotes for the preservation of public and non-public records for state usage.
Promotion of Access to Information Act No. 2 of 2000	Gives 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.
Promotion of Administrative Justice Act No. 3 of 2000	Also gives effect to the right of administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action.
White Paper on Human Resources Management in the Public Service, 1997	In the public service call for the optimum usage of organisational skills committed at delivering high quality services to the people of South Africa.
White Paper on Transforming Public Service Delivery (Batho Pele White Paper), 1997	Support transformation of the public service and effective delivery of services.
National Development Plan Vision for 2030	Requires the departments to implement and coordinate interventions aimed at achieving an efficient, effective and development oriented public service. Knowledge management is one of the essential

	elements of achieving a capable and developmental state.
Protection Of Personal Information Act no.4 of 2013	Sets conditions for how you can lawfully handle and process personal information held by public and private bodies.
Africa We Want (Agenda 2063)	Africa's Blue - Print and Master Plan for transforming Africa into global powerhouse of the future. It is the continent Strategic Framework that aims to deliver on its goal for inclusive and sustainable development and is a concrete manifestation of Pan – African drive for unity, self-determination, freedom, progress and collective prosperity pursued under Pan – Africanism and African Renaissance.
Sustainable Development Goals	Sustainable Development Goals are the blue-print to achieve a better and sustainable future for all. They address the global challenges we face, including those related to poverty, inequality, climate, environmental degration prosperity and peace and justice.

3. DEFINITION OF KEY TERMS

- **Data** are discrete, objective, raw facts (pictures, figures, numbers, etc.) or symbolic representations that we collect of events or entities that we are exposed to each day. For example, in an organisational context unstructured records of transactions or the names and details of stakeholders are data. They form the building blocks for the creation of information.

- **Information** is generated from data that has been manipulated, i.e. when it has been organised, analysed, synthesised, categorised, calculated, interpreted, and integrated to achieve a goal. Information is then sets of data that are structured and organized in such a way that context is attached – patterns and trends can then be observed. In Drucker's words, information is "*data endowed with relevance and purpose*" (Drucker, 1988:4)*.*

- **Knowledge** is information that has been processed, reflected upon, interpreted and infused with meaning in terms of the existing knowledge and experience of the individual or groups or organisation acquiring the information. The following is an outline of the major knowledge categories:

- **Knowledge Management (KM):** A management approach that focuses on the deliberate nurturing, enrichment & exploitation of an organisation's knowledge & information resources & assets;

  It creates the necessary platforms to successfully capture, process, disseminate, use & manage both *tacit* knowledge (i.e. that which is embedded in individual experience) and *explicit* knowledge or information (i.e. that which can be articulated in formal language and transmitted);

  KM should *measurably* support the realisation of organisational objectives.

- **Document:** A 'document' is a structured unit of recorded information, published or unpublished, in hard copy or electronic format, and managed as units of recorded information.

- **Record:** A 'record' means recorded information regardless of form or medium (National Archives and Records Service of South Africa Act (Act 43 of 1996)

- **Tacit knowledge** is knowledge that is personal and held by an individual as convictions, ideas, experience, etc. It is contextual, not always easily articulated and transferred and therefore difficult to explicate and share accurately. Much of the highest value knowledge in organisations is tacit. The major difficulty with unlocking this valuable asset is to work out an effective methodology to recognise, generate, share and manage that knowledge since the individuals who hold knowledge may be not be willing to share their knowledge unless they are persuaded that doing so is in their interest.

- **Explicit knowledge**, on the other hand, is the result of the externalisation or explication of tacit knowledge through speech, writing or other media which could be captured, and stored in text, electronic media and other means of codification and hence retrieved, copied and transferred through documentation.

- **Organisational knowledge**: Knowledge not only exists in individual people, but according to Davenport and Prusak (1998: 6), it is also generated and worked on by collaborative groups and in organisations. Such organisational knowledge, although originating in the minds of knowledgeable individuals, is specifically applied to the

organisational setting (April & Ahmadi-Izadi, 2004:9) and is related to experience, values, beliefs and ways of working in the organisation. It is mostly derived from what an organisation knows about its stakeholders, services, processes, mistakes, successes, etc. and becomes cumulative when shared and is embodied not only in the organisation's documents and repositories, but also in its routines, processes, practices, and norms. This is closely related to an organisation's culture.

- **Intelligence, Expertise, Wisdom**: Once individuals have acquired understanding, meaning and interpretation, then intelligent judgments can be made and meaningful decisions taken. Only when individuals have acquired knowledge can they apply their knowledge and provide input to innovation, technology growth, or reason sensibly, explain situations, give advice, i.e. apply their expertise. Wisdom can only be attained by an individual and for that matter an organisation if they implicitly know how to generate, access, integrate, contextualize and correctly apply knowledge to create a sustainable basis of action for the individual or organisation. During the process an individual or organisation has to make sound judgments and have insight and awareness based on previous experience and learning.

- **Communities of Practice:** (CoP) is a group of people who work together sharing a common agenda over a period of time – they are not part of a formally constituted work team. Communities are ubiquitous and emerge naturally in many organizations. Much of an organization's knowledge resides in the heads of its people, rather than in databases. Communities are therefore a natural place to seek out and access specialized knowledge. Communities of practice nurture:

  - Collaboration between community members; sharing of knowledge; coaching of members; support of co-members; validation of concepts.

  - This ensures that the tacit knowledge base of the members is increased, but it also provides valuable input for the Knowledge Portal. Communities of practice should be encouraged and should evolve organically as the various domains of knowledge are identified. Thus for each phase of KM implementation the various communities of practice should be identified and established.

- **Information management** relates to all processes whereby an organisation consciously and comprehensively gathers, organises, analyses, controls, uses and shares information resources available to it, identifies gaps in its information resources and

fills those gaps. The objective is to improve the performance of the organisation and to meet the goals of the organisation

- **Libraries** are information resource centres where - mostly externally sourced - information resources in paper and electronic formats are acquired, organised (i.e. catalogued and classified) and utilised to provide useful and actionable information for knowledge workers on demand, as well as pro-actively in the form of electronic selective dissemination of information. Hence effective library services are crucial to support knowledge management in organisations.

- **Records management:** is responsible for the proper and systematic control of the creation, receipt, maintenance, use and disposal of records, including the capturing and maintaining of evidence (information) about business activities in the form of records. The purpose is to achieve efficient, transparent and accountable governance. A 'records management centre' focuses on the identification, classification, retrieval, retention, and ultimate destroying of internally generated and externally acquired documents of an official and/or transactional nature - i.e. 'records' (National Archives and Records Service of South Africa Act 43, 1996).

4. PILLARS OF KNOWLEDGE MANAGEMNENT.

Culture	Both Political and Administrative leadership are key in creating a positive culture that will support information flow subsequently resulting in a successful implementation of KM.
People	Mentoring, coaching, succession and recruitment are important aspects of knowledge management.
Content	Can be sourced from documents and individuals-it is the effective management of content that drives KM processes.
Process	File planning, registry and record management processes must talk to each other.
Technology	IT systems must be seen as the backbone of any KM Strategy. As an example; SharePoint can be used to store, link, monitor and evaluate and to manage knowledge. IT system must be seen as the enabler of KM Strategy.

4.1 Culture

The management of knowledge is about creating an organizational environment that leads to the creation and sharing of knowledge within an organization. The knowledge-intense of government jobs today is observable in the responsibilities that officials are called upon to perform, including provision of sound policy advice to government for good governance; providing high quality service to citizens; attracting and retaining talent, and forming sustainable partnership for modernised service delivery.

Changing culture is one of the most difficult aspects in knowledge management because it deals with issues and practices embedded in organizational practises. Changing government culture becomes even more difficult as government is influenced by wide variety of stakeholders. Leadership as a process of influencing individuals and guiding others towards desired goals is imperative for management of knowledge in the Public Service. The leadership in the Public Service have a critical role in ensuring a positive culture that promotes shared believes and values within the organisation to support information flow as a key component of KM.

4.2 People

Knowledge management is people- centred and people are its backbone. It is critical that public servants have critical KM competencies to utilize knowledge in carrying out their work. It is only when the right KM skills, competencies and expertise exists that government will be able to create, package, infuse and manage knowledge towards achieving government objectives and goals. Of critical importance is developing a capacity that to a large extend serve the public service skills, competence and expertise requirement. Knowledge retention must form part of any organisational KM Strategy, as a proactive response to loss of public sector expertise. Knowledge retention is closely linked to Human Resource Management and as such should be addressed in both the KM Strategy and HRM Strategy based on mutual agreed roles, responsibilities and activities. Knowledge retention must address area of innovation, learning and skills transfer and mentoring and coaching for business continuity within government HR framework. The KM retention strategy needs to focus on creating a culture of trust, recognise expertise. The recognition of Knowledge Management champion should form part of Performance Agreements to encourage the culture of knowledge sharing.

4.3   Content

Data and information architectures belong to the art of science and designing and building and information structures, policies, standards, procedures and governance. These structures provide a unifying and a coherent ways of designing, followed by capturing, storing, managing, safeguarding, retrieving and sharing information (some-times called archetypes very common in medical information fields and others). In other words, data information architecture is like building plans that defines where water, piping, electricity, doors and windows should be.

Information and data architecture in the public service is complex as it represents the departments with varying functions with different data sets. Data and information architects from both data and information management and information communication technology (ICT) begin a process of identifying data and information needs of the department.

Knowledge management activities involves decision-making about the content of the knowledge base databases, and repositories and design of the structures. The process identifies knowledge, its origins, and users and how it can be classified and categorised. The competencies and expertise needed for this type of architectural judgement are the ones which organize content from disjointed documents, memos into the realm of public service knowledge base.

A need for strong investigative and analytical skills, knowledge of the public service in the context and a deep understanding of public service culture cannot be understated. Designing and implementing a knowledge architecture requires a complete and comprehensive inventory of the department's knowledge first and the public service in the second instance. It takes special expertise to conduct inventory or audit. Knowing the forms of knowledge assets and resources to seek, where they are likely to be found and how to find them requires high quality communication skills and a deep understanding of public service behaviour and structures. A thorough review of the organization chart and processes is helpful in this regard.

4.4   Process

Most government organizations are hierarchical in nature with formal divisions (directorates) of responsibility, and standardized procedures and policies. Government bureaucracy is intentionally created to establish checks and balances not to impede progress. These checks and balances are meant to ensure accountability for actions, decisions and outcomes. In this regard, government structures has standardized both procedural and structural aspects. Structural aspect in government constantly changes with changing in government structural machinery (i.e. new government taking over the reins). The procedural aspects remain more or less the same and may change slowly if they have to change. Integration of KM in government business processes is quite crucial to inform both structural and procedural aspects.

Process analysis is one of the best ways of understanding government processes and can be used in the public service where KM is applied. This process will assist in defining processes and their nature and the decisions to be made. Furthermore, it will assist with the integration of KM to improved processes, and can be applied to better understand public service elements and processes that will be supported and enhanced by KM.

4.5   Technology

Information and Communication technology and systems are generally referred to as enablers in the context of KM. However, KM cannot function fully without relevant ICT processes and systems which is essential for knowledge storing, sharing and exchange between government departments.

Technology that supports KM include Artificial intelligence (AI) technologies including those used for knowledge acquisition and case-based reasoning systems, electronic discussion groups, computer based simulations, databases, decision support systems, enterprise resource planning systems, expert systems, management information systems, expertise locator systems, video conferencing and information repositories including best practise databases and lessons learned systems.

5. Knowledge Management and Innovation

5.1.1 Most leaders in public and private sector organisations intuitively understand the vital inter-relationship of knowledge management, organisational learning and innovation as critical success factors for their organisations. These sentiments were echoed by Ms. G Fraser-Moleketi, when as the Minister of Public Service and Administration stated that " *the 21st century African public service has to be a learning organisation, a learning organisation in which people at all levels, individually and collectively, are continually increasing their capacity to produce results they really care about, where the organisation encourages new ways of thinking, where the collective vision of creating the best is liberated, and where everybody continuously learns how to learn together*".

5.1.2 The UN agency IFAD emphasised that effective knowledge management can be a key ingredient of innovation as it can feed a continual flow of ideas into organisational processes. This sentiment was echoed in 2007 by the Centre for Public Service Innovation (CPSI)[ii] in South Africa when they defined innovation as "applied" creativity that is "contextual*y relevant" and identified knowledge management as one of the pillars of innovation.*

5.1.3 *Organisations have to manage the inter-related processes and practices of KM, organisational learning and innovation optimally. While KM focuses mainly on learning from past and current experience and good practices, innovation focuses on experimentation, prototyping and the creation and testing of future good practices. While knowledge m*anagement focuses on communities of knowledge workers marked by commonalities and incremental improvement, innovation focuses on diversity, crossing boundaries and questioning and challenging the status quo. Therefore, the key to the successful mainstreaming of innovation in organisations is to create a bridge between effective knowledge management and innovation. Such a link can be created by effective collaborative teams that can serve as powerful 'engines' of new ideas and knowledge in knowledge-driven organisations

5.1.4 KM is part of a process which transforms innovation into continuous organisational learning.

6 Purpose of KM Strategy

6.1.1 The purpose of this KM strategy is to provide a framework and guidelines to implement KM within the LPA. By institutionalizing KM and aligning it to the LPA's objectives it will assist the LPA to fulfil its mandate and achieve its stated vision, mission and strategic objectives. This strategy therefore aims to provide a KM framework to optimise the nurturing of organisational knowledge and learning and to provide a structure for the seamless incorporation into the LPA of the main pillars of KM, namely, people, culture, content, KM processes and ICT applications.

6.1.2 It further provides guidelines to assist the LPA to institutionalize knowledge management and to more effectively manage its knowledge assets (both explicit and tacit) by:

- indicating how KM can be applied in the everyday activities of all divisions and units in the LPA;
- emphasising the importance of inculcating a knowledge-based culture and creating a more learning-oriented organisation;
- suggesting processes to retain and leverage the intellectual capital and latent potential of all employees in the Office of the Premier;
- indicating what processes to introduce to counteract the loss of skills and institutional knowledge due to staff turnover and inadequate sharing of knowledge;
- Emphasising the importance of motivating employees to use appropriate processes and technologies to generate, manage, share, use, and transfer information and knowledge to support organisational goals of the Office of the Premier.

6.1.3 When Knowledge Management practices and processes are implemented they should be fully integrated with the existing business processes of the Office. KM is a direct function and responsibility of leadership at all levels and when institutionalised it leads to changes in the way that staff relate and collaborate within the Office.

6.1.4 By embedding Knowledge Management practices, the LPA will be able to more effectively exploit information and knowledge and improve its effectiveness.

7 Current State of KM in the LPA

7.1 ACHIEVEMENTS

Institutionalising KM
- All departments have developed KM Strategies
- KRIM units created in all departments
- Provincial KM Policy approved (October 2018)
- Governance structures established
- Provincial KM Forum established
- Training and awareness

Retaining and preservation of institutional memory
- Proactive harvesting and capturing of expert and critical knowledge
- Implement knowledge sharing and transfer tools & techniques

Expand the KM-related ICT infrastructure to support KM activities
- Portals and ICT Based platforms in most departments

Foster/Promote Innovation
- Collating information about leadership in all Provincial departments from 1994 – to date
- Database of projects
- Templates e.g. Progress reporting SMEs database & profile

7.2 CHALLENGES

- Inclusion of KM in the Annual Performance Plan
- Knowledge harvesting [employees not willing to participate due to lack of incentives]
- Provincial Repository/Portal not yet in place

8 KM Strategy for the LPA

8.1   KM Vision, Mission and Strategic Goals

8.1.1   The purpose of this KM strategy is to outline how the LPA could better manage and apply its information and knowledge resources and assets in support of its vision, mission and strategic objectives. The KM vision, mission and goals must therefore be closely integrated with, and aligned to, the vision, mission and objectives of the LPA Vision, Mission and Strategic Objectives of the LPA.

Vision of the LPA
Good governance, integrated planning, sustainable growth and development.

Mission for the LPA
To provide innovative and strategic leadership and management for service excellence.

Values
- **Patriotism**: We shall encapsulate our patriotism towards the country and adopt the spirit of unity in nation building.
- **Integrity**: We shall conduct our business with integrity at all times to inculcate a culture of honesty, accountability and commitment.
- **Service Excellence**: We shall strive to attain service excellence and maintain continuous improvement in service delivery.
- **Innovation:** We shall toil in pursuit of excellence and innovation in implementing programmes.

Key Strategic Goals
- Improved capacity of the Office of the Premier to provide strategic leadership.
- Improved institutional efficiency and effectiveness of the Provincial Administration.
- Enhanced monitoring and evaluation capacity of the Provincial Administration.
- Promote intergovernmental and international relations.

> **Strategic Priorities**
>
> The following key strategic priorities are outlined in the LEGP 2009 -2014 to guide service delivery over the medium term:
>
> - Ensuring more inclusive economic growth, decent work and sustainable livelihoods;
> - Economic and social infrastructure;
> - Rural development, food security and land reform;
> - Access to quality education;
> - Improved health care;
> - Fighting crime and corruption;
> - Cohesive and sustainable communities;
> - Creation of a better South Africa, Africa and a better world;
> - Sustainable resource management and use; and
> - A developmental state including improvement of public services.

8.1.2   It is thus clear that the mandate of the LPA emphasises the need for all employees in all departments to be able to apply expertise and provide leadership with regard to legislative, regulatory, policy and other relevant factors. This further requires competence in acquiring, processing and applying information and knowledge and underscores the need for the effective management of information and knowledge. The implementation of Knowledge Management in the Office of the Premier should therefore ensure that these goals are realised.

8.1.3   The following Knowledge Management vision, mission, strategic goals and outcomes were developed to direct the implementation of Knowledge Management:

Table 8-1: KM Vision, Mission, Strategic Goals and Outcomes

Strategic Goals / Pillars of KM Strategy	Strategic Outcomes of KM	Strategic Objectives of KM
1.*Enhance performance, productivity and service delivery in the LPA*	Adding value to the processes and operations of the LPA	1. Institutionalise KM to ensure coordinated implementation and practices
2. *Facilitate, leverage and stimulate innovation in the LPA*	Accelerating growth and innovation in the LPA	2. Foster/Promote innovation
3. *Stimulate inter-and-intra-organisational collaboration in the LPA*	Supporting human resource development in the LPA	3. Expand the KM-related ICT Infrastructure to Assist KM Activities
4.*Promote continuous organizational learning and inculcate a knowledge culture in the LPA*	Increasing organisational process efficiency and maximising service delivery in the LPA	4. Improve KM Processes, Practices & Systems

8.2   Strategic Objectives for KM

8.2.1   The following principles will ensure that KM strategy contributes to the strategic goals and outcomes outlined above:

KM Principles

1. Implementing appropriate KM practices to
    *   provide better and more timeous access to information and knowledge;
    *   promote and enable knowledge sharing and collaboration in the LPA and more widely in the LPA;
    *   create better awareness of all information and knowledge resources within and beyond the LPA's boundaries;
    *   stimulate innovation, learning and growth;
    *   more effectively capture, retain and leverage employees' tacit knowledge and intellectual capital;
    *   prevent loss of knowledge when employees leave the LPA or move between units/departments
    *   improve effectiveness, performance, problem solving and decision making capabilities;
    *   nurture employees' skills and competencies; and
    *   reduce costs and wasted time arising from repetitive actions because of the lack of a comprehensive institutionalised knowledge base.
2. Focusing on the core aspects required to achieve the LPA's strategic goals.
3. Understanding the organisational culture - by being aware of organisational. cultural issues, it may be possible to overcome such obstacles and more effectively implement KM.
4. Promoting the KM programme to leadership and amongst all employees in the LPA.
5. Proactively instituting change management principles and procedures relating to the KM initiative to ensure the seamless and effective adoption of KM in the LPA.

8.2.2   The two mutually supportive KM initiatives - (1) effective organisation of explicit knowledge in order to enhance the leveraging of information content, and (2) knowledge collaboration and sharing by developing and utilising knowledge communities and networks - further form the core of the LPA's KM strategy:

Leveraging information content **requires a systematic approach to managing explicit knowledge or information and includes activities such as information and records management, portal and KM repository development and managing internally and externally generated information**

> *Development and utilisation of knowledge communities* relates to the generation, capturing, validation, application, transfer and embedding of new knowledge/innovation harvested from individuals and related processes into the business processes of the LPA.

8.2.3   The following high level KM Strategy is presented as a framework for KM implementation in the LPA. It outlines the key strategic objectives and actions required to support the KM vision and mission and to achieve the KM goals, and ultimately the LPA's goals.   The detailed steps and action plan to implement this strategy are outlined in the LPA's KM Implementation Plan.

High Level KM Strategy for the LPA

Strategic Objective 1: Institutionalise KM to ensure coordinated implementation and practices

Strategic actions required
- Obtain proactive and visible support from the LPA's leadership for the KM initiative. They need to publicly support and motivate the KM initiative and subsequent change in the organisation. This can be leveraged by Knowledge Records and Information Management (KRIM) Steering Committees and the provincial KRIM forum in liaison with the LPA HOD Forum.
- Outline the fundamental principles of KM and create a common understanding.
- Outlining what the KM initiative is going to accomplish, the benefits of KM for the LPA in general as well as how KM initiatives link to the LPA's overall strategic goals and objectives
- Create awareness of KM's strategic value throughout the LPA by ensuring that KM concepts, benefits, practices and tools (especially appropriate technology) are understood and shared by all employees, i.e. create a KM culture to ensure the success of Knowledge Management.
- Introduce incentives to encourage all knowledge-related activities (e.g. knowledge generation, sharing, discovery, use, etc.).
- KM should be an important component of the performance evaluation of each employee.
- Encourage collaboration and knowledge sharing across the LPA (within and between units, Divisions and Departments) to resolve the problem of working in silos and the lack of an information and knowledge sharing culture and a culture that fosters internal competition rather than collaboration
- Resolve the problem of lack of continuity by improving knowledge transfer, knowledge harvesting and knowledge retention
- KRIM unit should be established in all departments were they are not already in place. This will ensure continuity in the KM processes already initiated and further ensure that all knowledge, Records and Information management efforts are coordinated. - this will include library functions.

- Institute a provincial KRIM liaison forum to serve as a coordinating collaborating and information /knowledge exchange forum amongst all KIM units in the LPA.
- The Transversal KRIM unit in the LPA should coordinate all KRIM functions in the LPA.
- Expand the knowledge management Champion Initiative to ensure effective engagement with KM across the LPA.

Strategic Objective 2: Retain and preserve institutional memory (through implementation of improved KM processes, practices and systems)

Strategic actions required

KM processes and platforms that need to be expanded, implemented and/or encouraged to ensure a successful KM initiative in the LPA include:
- People-based information and knowledge collaboration and sharing forums, e.g. communities of practice, informal meeting places, coaching and mentoring;
- ICT-based knowledge sharing platforms and in-house social media for work related knowledge exchange
- Strengthen Learning networks
- Proactive knowledge harvesting initiatives, e.g. After-action-reviews; debriefing sessions; and KM-specific exit interviews (in collaboration with the HRM unit). Knowledge should not only be captured from experts when they retire or leave but also while they are still in their current positions
- Expanded and coordinated information resources and repositories. This should include the knowledge that has been captured from experts, documents generated in the LPA as well as external databases - unified access should be provided to information and knowledge repositories and a LPA-wide portal should be developed in conjunction with the ICT unit.
- Identify subject matter experts and provide access to them to enable knowledge sharing by developing an expertise locator

Strategic Objective 3: Expand the KM-related ICT Infrastructure to Assist KM Activities

Strategic actions required

Articulate the role of technology in KM and indicate how the LPA's proposed ECM system, can be utilised for this purpose. More specifically:
- KM needs should be incorporated in the ECM specifications;
- A portal should be developed as an overarching platform to integrate access to all information and knowledge resources in the LPA;
- The use of ICT should seriously be considered for collaboration purposes and to leverage information and knowledge sharing (e.g. to maintain CoP's) – this should include the use of internal social media applications (i.e. keeping it inside the LPA's firewall); and
- Training should be provided once such ICT systems are implemented.

Strategic Objective 4: Foster Innovation

Strategic actions required:

- Create an environment for employees to share creative ideas.
- Develop and implement programmes that promote staff exposure & networking.
- Develop and implement a system to recognise and nurture innovations/creative ideas
- Keep database of innovation initiatives/best practices (including service excellence awards), lessons learned.
- Establish a system to sustain and replicate innovation and best practices
- Keep track of new ideas/innovation, best practices and lessons learned integrated into operations/transferred into improved service delivery and efficiency
- Specialised and expert knowledge is codified for reuse
- Demonstrate value innovation (e.g. cost reduction and efficiency*)*

8.2.4 Change management processes should be employed to ensure effective KM implementation

9   KM-Related Structure, Roles and Responsibilities

9.1   A knowledge intensive organisation should have a relatively small, centralised KM support structure to promote, support and facilitate the effective deployment and practice of knowledge management in the organisation.

9.2   The KRIM unit in the LPA should provide all employees across the LPA with effective access to the information and knowledge they require to enhance productivity, service delivery and innovation in the province. Its main function should be to oversee that all departments in the LPA institute effective and operational KRIM units.

9.3   KM does not only involve constituting a dedicated KM Office; care should also be taken to embed it in all organisational or business processes where applicable, ensuring that all staff members within the LPA engage with KM. It is however necessary that the process is properly managed and that a certain level of structure is imposed to ensure the effective implementation of KM. The following KM related organisational structure is recommended for the LPA (SEE Table below)
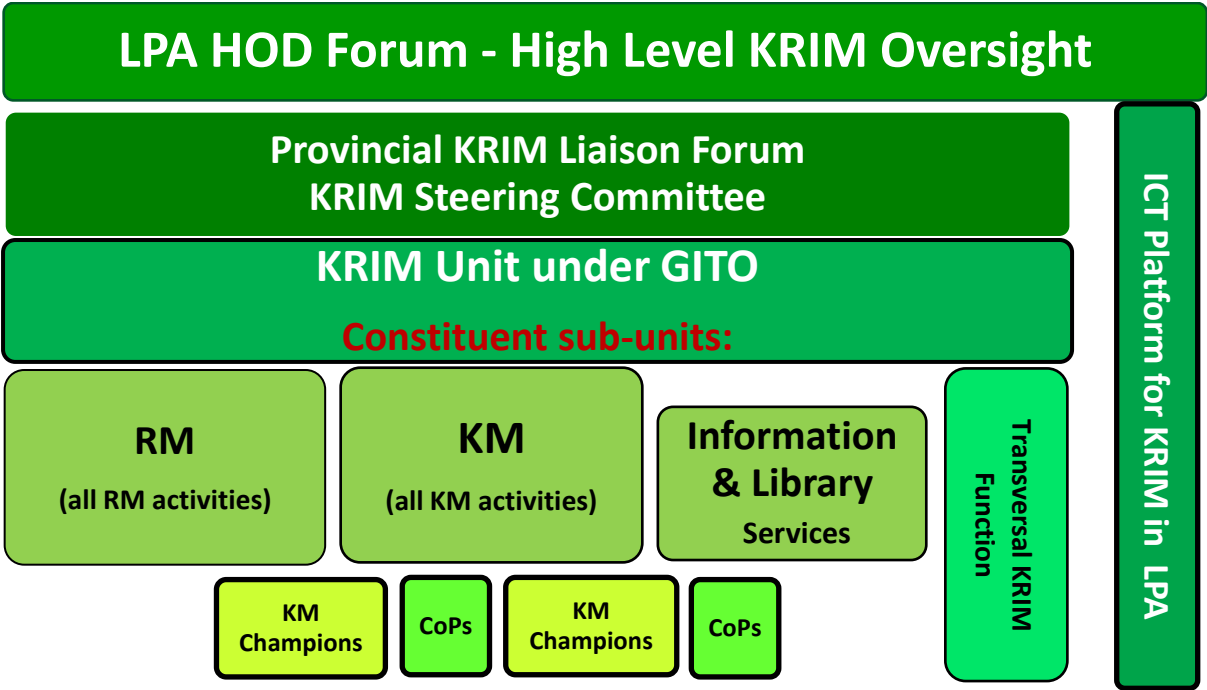

Table 9-1: KRIM Organisational Structure for the LPA

9.3.1 **LPA HOD Forum - High Level KRIM Oversight[1]**: This Forum should oversee and provide strategic direction and advice on the effective implementation of KM in the LPA. It should provide strategic leadership on the identification and matching of the knowledge and skills requirements of the LPA, and effective change management required to implement and sustain the KM initiative. It should further periodically review the capacity of the LPA to deploy the information and knowledge resources for the ongoing performance of the organisation in meeting its strategic objectives.

9.3.2 **KRIM Steering Committee:** Knowledge, Records and Information Management committee be established in the all departments to oversee and provide strategic direction and advice on the effective implementation and management of all knowledge, records and information management functions (including library services) in each department within the LPA.

9.3.3 **Knowledge, Records and Information Management (KRIM) Unit** will be responsible for driving the KM initiative in the LPA

The following is an outline of the main operational functions of the KRIM unit:

- Articulate and champion the LPAs KM vision, missions and strategic objectives and how these will be achieved
- Discuss and reach consensus with the senior management on how KM initiatives will be implemented, the priorities for these programs, technologies and supporting change management initiatives
- In liaison with the ICT unit improve and enhance the ICT infrastructure to support KM programs and processes.
- Manage the day-to-day operations of the KRIM unit. This includes the management of staff, supervision of development work and integration of KM processes (e.g. knowledge capturing, aggregation, synthesis, quality assessment, storage and dissemination)
- Monitor new trends in RM, KM and information management as they apply to libraries; assess such new innovations; pilot and then implement where relevant
- Evaluate KM improvements suggested by user communities; pilot and then implement where relevant
- Further develop KM metrics and regularly measure and benchmark KM processes. Such assessment will indicate the value of the LPA's knowledge assets and demonstrate KM progress to senior management.

Transversal KRIM unit functions: coordinate all KRIM functions in the LPA. It should therefore consult and liaise closely with all departments to:

- ensure consensual agreement on all generic issues
- provide strategic guidance to all KRIM units in the LPA
- formulate generic KRIM policies that apply to all departments in the LPA
- ensure that KM programmes and library services are implemented in all departments in the LPA

9.1.5 **KM champions** are responsible for information and knowledge support in the various line function divisions.

- They connect colleagues who need information with sources of appropriate information and knowledge inside as well as outside the organisation
- They typically maintain information and knowledge connections with a variety of individuals and interest groups – personally as well as through social media – and act as channel of information and knowledge dissemination for their divisional colleagues
- They would liaise closely with the KRIM unit
- They typically participate in various communities of practice and fulfil knowledge brokering roles for the knowledge specialists in their divisions.
- These roles can be combined and performed by a single person or multiple persons depending on the work load

9.1.6 **Communities of Practice:** A Community of Practice (CoP) is a group of people in an organisation who collaborate on generating information and knowledge about a topic of importance to the organisation

- They collectively build and maintain a part of the knowledge base of the organisation over time, and share the relevant information and knowledge to the benefit of the organisation. In this way CoPs act as the collective memory of the organisation
- Although the members of a CoP do not necessarily belong to the same unit in the organisation and are not part of a formally constituted work team they play an important role in the formalisation, updating and sharing of the organisation's knowledge base, and hence support innovation and productivity
- Information technology can be used to enable and enhance collaboration, but it will not make it happen

- Various domains of knowledge of strategic importance to the LPA should be identified, and the formation of CoPs encouraged

10 KM Strategy Implementation Plan

10.1 The KM Strategy Implementation Plan for the LPA for the period 2019-2024 is outlined in Table 10-1 below. It outlines the actions, processes, defined roles and dependencies that are required to ensure that the KM objectives identified in the KM strategy are achieved.

Table 10-1: KM Strategy Implementation Plan for the LPA

Strategic Objective 1	Institutionalise KM to ensure coordinated implementation and practices	TIMEFRAME
Strategic Action 1	Obtain proactive and visible support from the LPA's leadership for the KM initiative.	2019-2024
Operational actions	• The LPA leadership needs to publicly support and motivate the KM initiative and subsequent change in the organisation; • The KM project leader (Chief Director: PGITO) meets with senior management in the LPA to obtain support for the KM project; • Resources and an annual budget have to be allocated to enhance and restructure the departmental KRIM unit in the LPA • The provincial Knowledge, Records and Information Management (KRIM) Forum and Departmental KRIM Steering Committee for the LPA (the establishment is proposed in the LPA's KM Strategy) can, in liaison with the LPA HOD Forum, leverage these initiatives.	•
Strategic Action 2	Create awareness of KM's strategic value throughout the LPA by ensuring that KM concepts, benefits, practices and tools (especially appropriate technology) are understood and shared by all employees, i.e. create a KM culture to ensure the success of knowledge management.	
Operational actions	• Developing a promotion campaign that will encourage employees to embrace KM and embed it in their work activities;	•

	• Utilising the knowledge management champion to promote the process, ensure its deployment and encourage all employees to employ KM processes on a day-to-day basis; • Conducting workshops that will clearly explain KM, its benefits and build awareness and acceptance by all staff.	
Strategic Action 3	Encourage collaboration and knowledge sharing across the LPA (within and between units and branches and departments) to resolve the problem of working in silos and the lack of an information and knowledge sharing culture and a culture that fosters internal competition rather than collaboration.	
Operational actions	• Proactively encourage collaboration within each department as well as across the departmental boundaries - counteract the tendency to work in 'silos'; • Encourage information and knowledge sharing and discourage 'knowledge-hoarding', taking due cognisance of genuine needs for confidentiality and restricted access; • Engage with and create formal knowledge networking forums beyond the boundaries of the LPA to stimulate the exchange of information and knowledge with experts;	•
Strategic Action 4	Establish oversight structure.	
Operational actions	• Mandate the LPA HOD Forum to provide general strategic direction and promote all KM initiatives across the province • Mandate PGITO in the office of the premier with the transversal KRIM unit to oversee, coordinate and guide all KRIM functions in the LPA.	•
Strategic Action 5	Institute KRIM units in all departments of the LPA	
Operational actions	• Incorporate existing library services into the departmental KRIM unit and develop new	•

	library services if not yet established to support and supplement the information provision function in the LPA. • Resource and provide adequate annul budget for the KRIM units to fulfil their amplified KM role in the LPA. • Maintain KRIM liaison forum (provincial KRIM forum) to serve as a coordinating collaborating and information/knowledge exchange forum amongst all KRIM units in the LPA.	
Strategic Action 6	Appoint/designate KM champions in all major units and divisions in all departments in the LPA to encourage staff engagement with KM practices	•
Operational actions	• Capacitate and train KM champions to engage in KM brokering, advocacy and support roles that would include: 　o Clarifying and explaining KM related issues in their units and divisions 　o Coaching colleagues in KM related practices 　o Encouraging knowledge sharing and learning behaviours and facilitating information and knowledge sharing, learning and capturing sessions; 　o Instituting CoP's in their units and divisions; 　o Assisting colleagues to find the relevant information and knowledge they require by accessing resources or colleagues with the expertise and requisite knowledge; 　o Encouraging mentoring and support; 　o Leading KM awareness sessions, including KM briefings at induction/orientation sessions; 　o Acting as a liaison between colleagues and the KRIM units; 　o Establishing KM impact within their divisions and units and providing feedback regarding the usefulness/impact of KM initiatives;	• 3 years

	o Providing ideas and suggestions fr new initiatives or improvements to existing KM services & tools o Representing their units or divisions in KM planning, review and needs analysis initiatives.	
Strategic Action 7	Develop and Review KM Policies	•
Operational actions	• Outline the most important organisational rules o that relate to KM implementation and maintenance o that regulate behaviour with reference to carrying out KM duties in the LPA and rules o to ensure that the LPA not only retains, but also grows its core knowledge to support its core operations and help fulfil its aim to become a learning knowledge and leveraged organisation.	•
Strategic Action 8	Provide continuous KM training	•
Operational actions	• Implicate proactive and continuing KM training initiatives to impart KM applications and practices to KM champions • Provide KM training for KRIM staff that require to update their skills and knowledge of new KM development • Provide short introductory KM workshops for all employees to sensitise them to the importance of applying KM practices in their daily tasks.	•
Strategic Action 9	Conduct KM Measurement & Evaluation and Institute KM Incentives	•
Operational actions	• Regularly asses KM practices • Design KM measures and metrics	•
Dependencies	Support from senior management service staff members (the detail of such changes should be continuous with the implementation of the strategy); adequate financial and human resource allocations. Executive management support; staff	

	commitment, adequate financial and human resource allocations.	
Role player/s	DGITO; KRIM unit staff; DDG: Administrative Services; Senior Management Service members, Director: HRM; KRIM Steering Committee; Director: KRIM unit , KM Champions all line function staff members.	
Strategic Objective 2	**Retain and preserve institutional memory (through implementation of improved KM processes, practices and systems)**	**2019/24 financial year**
Strategic Action 1	Institute people-oriented KM practices to promote information and knowledge collaboration, sharing and use.	

Operational actions	• Encourage and implement information and knowledge sharing and collaboration platforms and forums across the LPA such as
	   o 'Communities of practice[iii]' (CoP's);
	   o Learning networks and
	   o Informal meeting sessions such as 'brown bag' sessions;
	   o Learning networks: institute new ones, or reactivate those that have become defunct, or encourage continuance where they are still operational.
	• Identify subject matter experts (SMEs) who possess information and knowledge of importance to the LPA and create an expertise locator/database to enable employees to contact each other for specialised information, knowledge and advice;
	• Ensure that all departments have clear mentoring, coaching, career-pathing and job shadowing processes or programmes in place to facilitate the transfer of skills and to capacitate younger staff members and new recruits;
		•

Strategic action 2	Institute proactive knowledge harvesting initiatives[iv] to ensure that tacit knowledge and information relating to matters of direct relevance	

	to the LPA's mandate are captured, disseminated and incorporated in the LPA's institutional memory.	
Operational actions	• Implement knowledge harvesting sessions to capture the most crucial information and knowledge that 'experts' have who are retiring or leaving the LPA and, as importantly, interview them while they are still in their current positions; • Qualified personnel should be identified to conduct skills, information and knowledge capturing interviews. A template must be developed to capture such knowledge in a standardized way; • Tacit knowledge and information that should be captured include innovative ideas, specialised skills, 'good and best practices', 'results generated' and lessons learnt from individuals and collectively from projects completed; • Specific techniques to use include specialised interview procedures; conducting of 'after-action reviews' (AARs) and debriefing sessions.	•
Strategic action 3	Expand and coordinate information resources and repositories.	
Operational actions	• Include the knowledge that has been captured from experts, documents generated in the LPA as well as external databases; • Provide unified access to information and knowledge repositories; • Develop a LPA-wide portal in conjunction with the ICT unit and SITA to provide access to all information resources and to the expertise locator.	•
Dependencies	Executive management support; adequate financial and human resource allocations; SITA, staff support.	
Role player/s	Chief Director: PGITO, Institutional support, KM Programme Manager and KRIM units' staff, KM Champions, HRM units; all staff with expertise and specialised skills in the LPA; SITA.	

Strategic Objective 3	Expand the KM-related ICT infrastructure to assist KM activities.	
Strategic Action 1	Articulate the role of technology in KM and indicate how the LPA's proposed ECM system, can effectively be used for this purpose.	
Operational actions	• KM needs should be articulated and incorporated in ECM specifications.	•
Strategic Action 2	Utilise ICT platforms to capture, organise and manage explicit knowledge (information) generated both internally and externally.	
Operational actions	• Develop repositories containing all information and knowledge of value to the LPA; • Create an integrated, overarching interface or portal to provide access to all information and knowledge repositories in the LPA • Access should at least be provided to all metadata to enable staff to see what is available and who can grant permission to access restricted information; • Ensure that metadata is appended to all information / documents / records captured in the LPA repositories to ensure easy access - review the file plan currently used to ensure that it provides an adequate taxonomic structure.	•
Strategic Action 3	Utilise ICT platforms for collaboration and information and knowledge sharing purposes	

Operational actions	• Use ICT systems amongst others to
	  o Maintain CoP's and capture knowledge generated;
	  o Maintain an expertise locator and to capturing links to experts in the LPA;
	  o Create knowledge and information-sharing and collaboration platforms;
	• Use internal social media applications (i.e. keeping it inside the LPA's firewall) to leverage collaboration, information and knowledge sharing.
		•

Strategic Action 4	Training should be provided once such ICT systems are implemented	
Operational actions	• Improve the use of ICT for KM purposes by means of continuous training initiatives - specifically ensure that all staff in the LPA can effectively apply the most appropriate functionalities for KM purposes.	•
Strategic Action 5	• Regularly evaluate the effectiveness of the KM ICT platform.	•
Operational actions	• Assess the following factors: Usage; completeness, range and quality of information; completeness of links to knowledge experts; findability and usability. • Use, where appropriate, ICT-based knowledge sharing platforms and in-house social media for work related knowledge exchange.	•
Dependencies	Adequacy of the ECM platform, SITA ICT support and capacity in general, and SITA quality of service in particular; ICT skills and capacity.	
Role player/s	Staff from the ICT and KRIM unit; DGITO; SITA.	
Strategic Objective 4	**Foster/Promote and Stimulate Innovation**	
Strategic Action 1	Create an environment for employees to share creative ideas	
Operational actions	• Develop and implement programmes that promote staff exposure & networking • Develop and implement a system to recognise and nurture innovations/creative ideas • Introduce incentives to encourage all staff to engage with knowledge-related activities	•
Strategic Action 2	Establish a system to sustain and replicate innovation and best practices	
	• Develop and maintain a database of innovation initiatives/best practices (including service excellence awards), lessons learned. • Keep track of new ideas/innovation, best practices and lessons learned integrated	•

	into operations/transferred into improved service delivery and efficiency • Specialised and expert knowledge is codified for reuse • Demonstrate value innovation (e.g. cost reduction and efficiency)	
Dependencies		
Role player/s	Departmental KRIM unit; Chief Director: PGITO; DDG: Institutional Support Services; DGITO; CKO; HRM unit; Performance Monitoring and Evaluation unit in the Office of the Premier; HRD & OD unit in the Office of the Premier; Departmental GITO's and Communications units.	

11 Factors that could promote or Inhibit KM Implementation in the LPA

11.1 KM Enablers, Levers and Foundations

11.1.1 KM enablers and levers that would direct the process were identified taking into consideration the external and internal environments, capabilities, resources, desired direction, and constraints. The following diagram outlines the main enablers, levers and foundations that were considered in the development of this strategy.
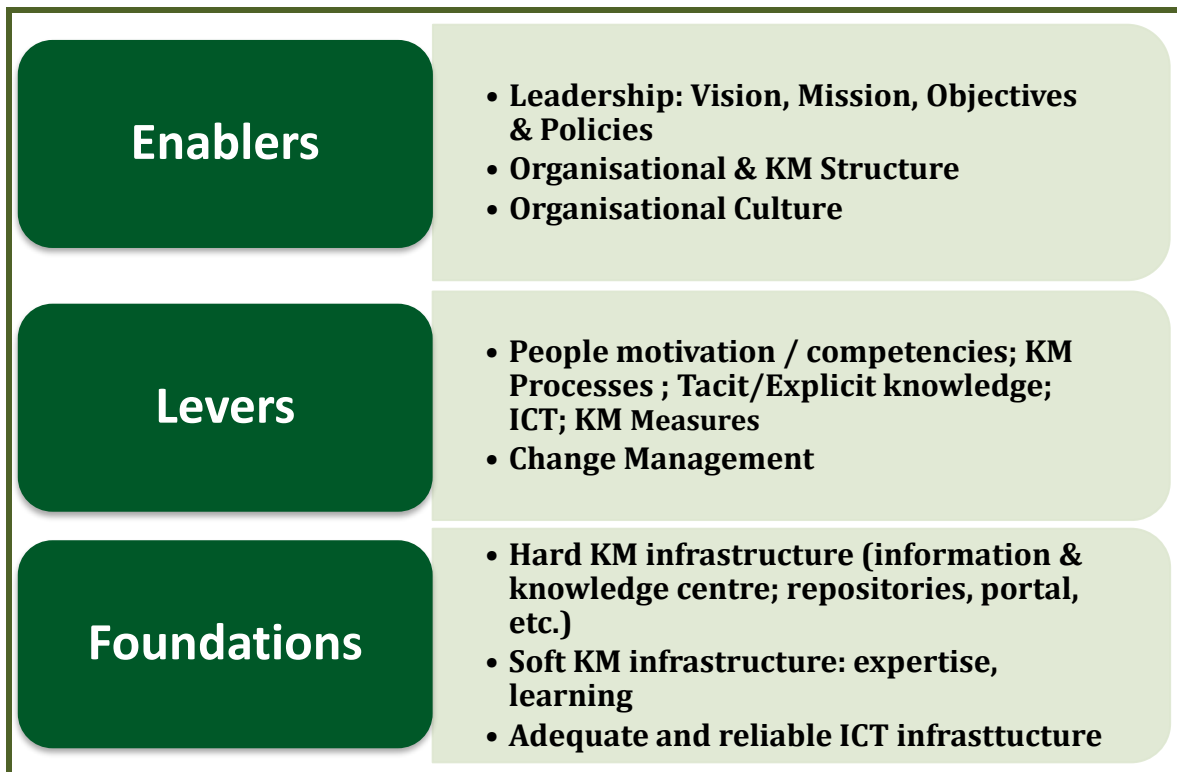
Enablers	• Leadership: Vision, Mission, Objectives & Policies • Organisational & KM Structure • Organisational Culture
Levers	• People motivation / competencies; KM Processes ; Tacit/Explicit knowledge; ICT; KM Measures • Change Management
Foundations	• Hard KM infrastructure (information & knowledge centre; repositories, portal, etc.) • Soft KM infrastructure: expertise, learning • Adequate and reliable ICT infrasttucture

Figure 11-1: KM Enablers, Levers and Foundations

11.1.2   KM is primarily about people and all the elements constituting a good KM programme are in some way or another related to the people in the Office of the Premier, various stakeholders and the processes and structures that affect them. Enlightened leadership (with reference to information and knowledge) will ensure that the LPA has a shared vision of how it can benefit from creating, sharing and applying information and knowledge to support its objectives and performance.

11.1.3   Senior management in the LPA should therefore take the lead in articulating and sharing this vision with staff and motivating them to put it into action. The organisational culture promotes KM if it values, encourages and rewards information and knowledge contributions from the staff. The LPA's organisational culture should foster information and knowledge development and inter-and intra-unit/division communication, knowledge sharing and collaboration (e.g. by means of forums such as 'communities of practice') in order to establish a knowledge management supporting culture.

11.1.4   A further important factor to consider is that ICT should be fully utilised to create effective repositories for the LPA's collective knowledge and information resources and that fast and accurate access should be provided to these repositories. ICT, including social media, should further be more effectively harnessed to promote inter-personal communication, knowledge collaboration and sharing within the LPA's firewall as well as between the LPA and its stakeholders where applicable. These practices should be informed by an appropriate policy.

11.1.5   In addition, Knowledge Management assessment methods should be developed and the state of KM practices regularly evaluated to ensure that KM contributes to the achievement of the LPA's strategic objectives.

11.2   Barriers to KM Implementation in the LPA

11.2.1   The following barriers to KM implementation were identified in the KM scoping exercise and from inputs received from the consultative forums held in the LPA. These were taken into account in developing the LPA's KM strategy and implementation plan:

Table 11-2: Barriers to KM Implementation in the LPA

Barriers to effective Implementation of KM in the LPA

- Insufficient buy-in, or support from management and other critical stakeholders - KM is currently not considered part of the strategic or core function support in the LPA;
- Lack of understanding of the KM concept and its benefits for the LPA;
- Organisational politics: internal competition rather than collaboration within the LPA;
- Lack of access to information;
- Lack of information sharing amongst LPA staff; there is a tendency to work in silos;
- Lack of necessary resources such as space for the RKM office, sufficient staff dedicated to KM and budget to implement KM;
- Skills shortage;
- Lack of interest among LPA employees;
- Low staff morale; and
- Continually changing systems which creates a lack of continuity and standardisation.

12 KM Strategy Implementation Roadmap

Each department to come up with their road map when customising the plan.

13 Knowledge Management Policy Framework for the LPA

13.1 Purpose of the KM Policy Framework

13.1.1 The KM policy framework outlines guidelines that should be instituted once the KM Strategy is fully implemented in the LPA to ensure that:

- all KM-related actions are aligned to, and support, the LPA's vision, mission and organisational objectives;
- a knowledge-based culture is established within the LPA and that it will engender knowledge sharing, learning and innovation;

- the implementation of key KM processes and applications will translate into improved performance of employees which in turn will lead to improved performance for the LPA;
- The LPA not only retains, but also grows, its core knowledge to support all business processes.

13.1.2   The KM policy framework thus addresses the functions and roles of the KRIM unit and other bodies and role-players in the LPA. The KM-related actions of the various employees and other stakeholders need to be guided and regulated to ensure maximum benefit to the LPA.

13.2 KM Organisational Structure, Roles and Responsibilities for the LPA

13.2.1 A knowledge intensive organisation should have a relatively small, centralised KM support structure to promote, support and facilitate the effective deployment and practice of knowledge management in the organisation. The LPA already has two such structures in the form of the Facilities and Records Management (FRM) unit and the transversal Records and Knowledge Management (RKM) unit. The Facilities and Records Management unit, however, has to have its capacity expanded to fulfil all the KM-related functions outlined in this KM strategy implementation plan for the LPA. It is therefore recommended that this unit should be renamed the departmental Knowledge, Records and Information Management (KRIM) unit and be reconstituted/reorganised under the DGITO. Its main functions would be to:

- provide all employees within the LPA with effective access to the information and knowledge they require to enhance productivity, service delivery and innovation in the LPA;
- oversee that all business units in the LPA institute effective and operational KRIM functions in their daily work activities and processes; and
- have management jurisdiction over all libraries operating in the LPA.

13.1.2 The Transversal Records and Knowledge Management unit would also require restructuring, expansion and renaming to fully fulfil its transversal KRIM functions as outlined in the LPA KM strategy and Implementation Plan. It is therefore recommended that this unit should be renamed the transversal Knowledge, Records and Information Management (KRIM) unit. Its main functions would be to:

- Provide strategic direction and leadership to all departments in the LPA to ensure effective access to the information and knowledge they require to enhance productivity, service delivery and innovation in the province;
- Oversee that all departments in the LPA institute effective and operational KRIM units.

13.1.3 KM does not only involve constituting a dedicated KM programme management office; care should also be taken to embed it in all organisational or business processes where applicable, ensuring that all staff within the LPA engage with KM. It is however necessary that the process is properly managed and that a certain level of structure is imposed to ensure the effective implementation of KM. The following KM-related organisational structure (see Figure 5-1 and Table 5-2) is recommended for the LPA:
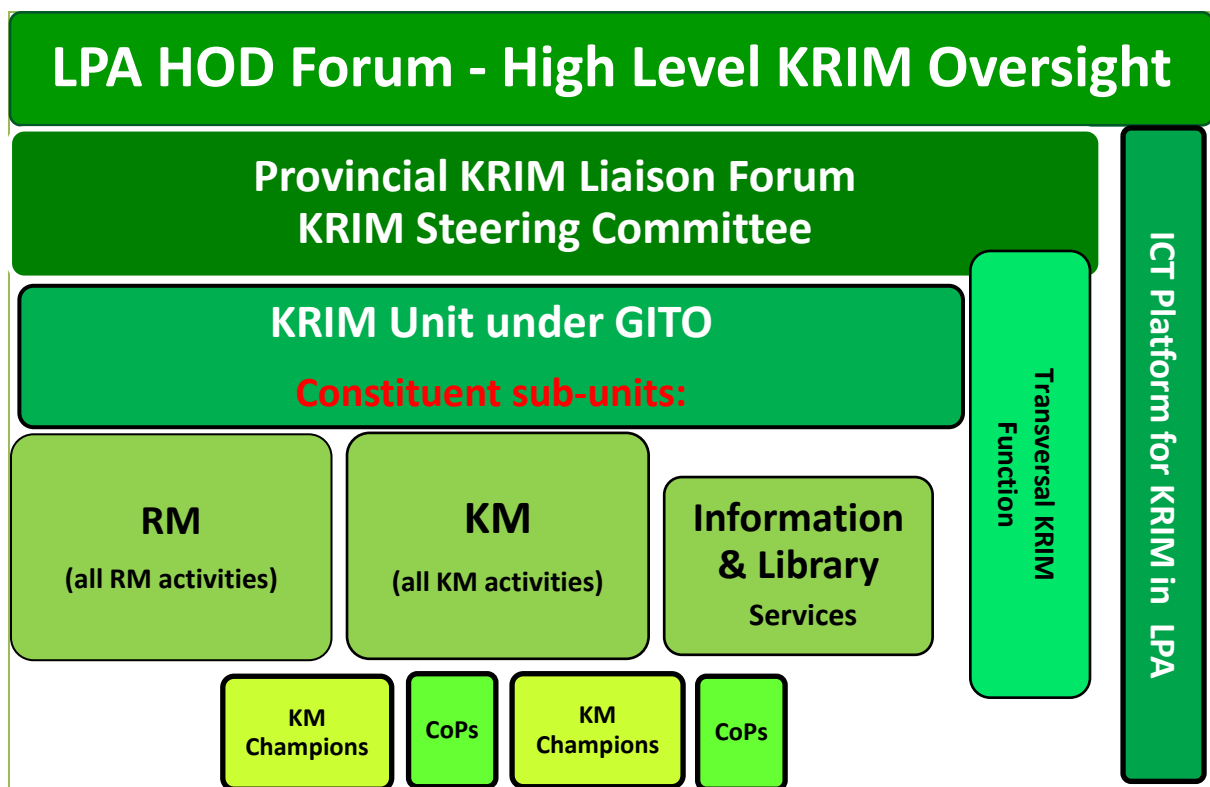

Figure 13-1: KRIM Organisational Structure for the LPA

Table 13-2: Components of the KRIM Structure: Roles & Functions

LPA HOD Forum - High Level KRIM Oversight[v]: Mandated to provide high level oversight and strategic direction relating to KM

Functions:

- Provide high level strategic leadership with regard to KM in LPA
- Oversee KM policy matters in LPA
- Periodically review KM-related operations in the LPA to ensure that KM contributes to the LPA's strategic objectives and increases performance in the Province

Core membership: HOD Forum members, including the Senior General Manager: Institutional Support

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Provincial KRIM Liaison Forum instituted to serve as a coordinating, collaboration and information/knowledge exchange forum amongst all KRIM units in the LPA

Functions:

- Serve as an inter-departmental coordination and networking forum to
  - discuss KRIM-related issues pertaining to the LPA
  - resolve problems relating to KRIM implementation
  - discuss new innovations in the field
- Serve as a KRIM technical committee of the HOD Forum to oversee the implementation of HOD Forum directives as well as channelling information regarding KRIM implementation to the HOD Forum
- Serve as a CoP in the LPA with KRIM as the domain of discussion

Core membership: Heads of departmental KRIM units; chairpersons of departmental KRIM steering committees; KM champion representatives; representatives of ICT practitioners who provide support to KRIM initiatives.

Convenor: CKO

KRIM Steering Committee for the LPA: Established to oversee and provide strategic direction and advice on the effective implementation and management of all knowledge, records and information management functions (including library services) in the LPA

Functions:

- Capacitate the departmental KRIM unit to ensure that skilled staff and appropriate resources are allocated to implement and maintain KRIM in the LPA
- Ensure participation in, and commitment to, KRIM practices by all employees in the LPA
- Oversee the effective implementation and maintenance of KRIM in the LPA

- Provide strategic leadership on the identification and matching of the knowledge and skills requirements in the LPA
- Periodically review the organisational processes with regard to talent management and 'knowledge harvesting' of key employees nearing retirement or leaving the LPA to ensure the retention of critical knowledge and to counteract the loss of institutional memory and intellectual capital
- Promote KRIM amongst all staff in the LPA
- Support KM champions in the LPA
- Periodically review organisational processes in the LPA with regard to talent management and 'knowledge harvesting' to ensure the retention of critical knowledge and to counteract the loss of institutional memory and intellectual capital
- Ensure change management is instituted to facilitate effective KRIM implementation and maintenance in the LPA

Core membership: Director of the departmental KRIM unit; two senior staff members from this unit, KM Champions, Heads of ICT and HRM units, and four senior representatives from core line function divisions, units and programmes in the LPA

Chairperson: a Senior Line Function Manager; **Secretary**: Senior Manager of the Departmental KRIM unit

DGITO in the Office of the Premier: Mandated to oversee and coordinate all KRIM functions in the LPA

The Knowledge Management Officer (KMO) in the LPA:

The function of KMO be instituted at a senior management level in the GITO unit of the LPA.

Functions:
- Coordinate and oversee all Knowledge, Records and Information Management functions in the LPA
- Work in close liaison and cooperation with the CKO in PGITO unit in the Office of the Premier. The latter will be responsible for strategic direction relating to KRIM across the LPA, while the LPA's KMO will focus on LPA-specific matters.

The Departmental Knowledge, Records and Information Management (KRIM) Unit will be responsible for implementing and driving the KM initiative in the LPA

Constituent sub-units: Records Management; Knowledge Management; Information Management and Library Services.

Functions of the Departmental KRIM unit:
- Align the KM vision, mission and strategic objectives to those of the LPA specifically and to those of the LPA in general

- Articulate and champion the KM vision, mission and strategic objectives and how these will be achieved
- Liaise with the senior management on how KM initiatives will be implemented, the priorities for these programmes, technologies and supporting change management initiatives
- Manage the day-to-day operations of the departmental KRIM unit. This includes the management of staff, supervision of development work and integration of KM processes (e.g. knowledge and information capturing, aggregation, synthesis, quality assessment, storage and dissemination)
- In liaison with the ICT unit improve and enhance the ICT infrastructure to support KM programmes and processes in the LPA
- Monitor new trends in KRIM (including library services); assess such new innovations; pilot and then implement where relevant
- Evaluate KRIM-related improvements suggested by user communities; pilot and then implement where relevant
- Continuously develop and update KM measures and metrics and regularly assess and benchmark KM processes. Such assessments will include the level of progress in KM maturity and indicate the value of KM to the LPA's knowledge assets and demonstrate KM progress to senior management

The Transversal KRIM Unit in the LPA should coordinate all KRIM functions in the LPA.

Functions:
- Consult and liaise closely with all departments and particularly their KRIM unit to
  - ensure consensual agreement on all generic issues
  - provide strategic guidance to all KRIM units in the LPA
  - formulate generic KRIM policies that apply to all departments in the LPA
  - ensure that KM programmes and library services are implemented in all departments in the LPA
- KRIM staff to serve on the Provincial KRIM Liaison Forum
- Provide secretariat and logistical services to the Provincial KRIM Liaison Forum.

KM Champions are responsible for information and knowledge management support in the various line function divisions in the LPA

Selection criteria:
- Ability to search for and ferret out information across divisional and organisational boundaries (i.e. an inquisitive 'boundary spanning' personality)

Roles and Functions:

- Connect colleagues who need information with sources of appropriate information and knowledge inside as well as outside the LPA and the LPA in general
- 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
- Liaise closely with the departmental KRIM unit and with other KM champions in the LPA
- Participate in various communities of practice and fulfil knowledge brokering roles for colleagues in their divisions
- Receive appropriate training in KM principles (this should be an on-going process)
- Roles can be combined and performed by a single person or multiple persons depending on the work load

Communities of Practice: A community of practice (CoP) in the LPA context would be a group of people in the LPA (and this can even extend beyond the organisational boundaries) who collaborate on generating information and knowledge about a topic of importance to the LPA

Roles and Functions:

- They collectively build and maintain a part of the knowledge base and collective memory of the LPA over time
- They share relevant information and knowledge amongst themselves and with the wider LPA community to the benefit of the LPA (and even beyond the LPA to the LPA in general)
- Although the members of a CoP do not necessarily belong to the same unit in the LPA and are not part of a formally constituted work team they play an important role in the formalisation, updating and sharing of the LPA's knowledge base, and hence support innovation and productivity
- Information technology (particularly the Alfresco ECM system) can be used to enable and enhance collaboration
- CoPs should be formed around the domains of knowledge of strategic importance to the LPA

14 Conclusion

14.1 All employees in the LPA rely on information and knowledge for the effective execution of their responsibilities. The acquisition, integration, recording and application of knowledge, hence knowledge management, should therefore be regarded as an integral component of the core business and skills requirements of every employee in the LPA.

14.2 The departmental KRIM unit in the LPA has a specific responsibility for the capturing, preservation and sharing of organisational information and knowledge to support employees to achieve the goals and objectives of the LPA. The transversal unit has an important transversal function to oversee all KM implementation, maintenance and use across the LPA.

14.3 There should further be close cooperation between the two KRIM units and between the departmental KRIM unit and other relevant knowledge management support functions in the LPA. This should include for example cooperation with:

14.4 The HRM unit should ensure that the 'intellectual capital' or 'talent management' as well as recorded information is not lost when permanent and temporary 'contract' employees leave the LPA. The departmental KRIM and HRM units further have a joint responsibility for the identification and meeting of Knowledge Management training needs in conjunction with senior management in the LPA.

14.5 The Information and Communication Technology (ICT) unit has to ensure that appropriate ICT systems are introduced for use in knowledge, information and records management, including library systems.

14.6 This clearly indicates the cross cutting impact of knowledge management in the broadest sense, as well as the need to avoid a 'silo mentality' or tunnel vision in addressing and managing cross cutting issues

14.7 The detailed steps to ensure effective KM implementation in the LPA are outlined in the Office of the Premier KM Implementation Plan. This includes the KM policy, KM measurement techniques and the roadmap that should be to be followed.