competition commission
south africa

KNOWLEDGE MANAGEMENT:
SOUTH AFRICA

UNCTAD Intergovernmental Group of Experts on
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The views expressed are those of the author and do not necessarily reflect the views of UNCTAD.

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Why Knowledge Management?

- Rapidly increasing case load

- Staff turnover and organisational memory

- No effective organisational learning from past cases

- Existing CMS becoming inadequate

Strategic Response

- Identified KM as a strategic objective in 2007

- Integrating people, process and technology

- Upgraded CMS to KMS

- Developed KM Strategy, Policy and Protocols documents
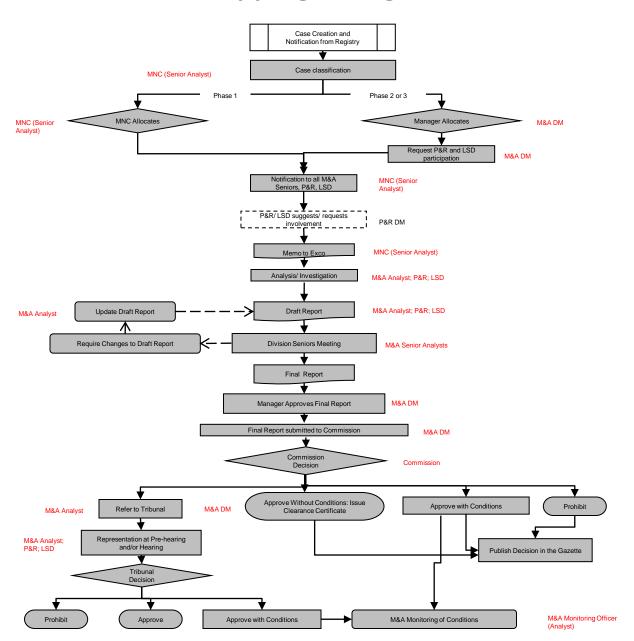
The Process

- Evaluated CMS, identified gaps and assessed needs

- Appointed KM Co-ordinator

- Planned system upgrade and appointed developer

- Mapped out organisational workflow in consultation with staff

- Designed system to support workflows

- Customised software

- Testing for functionality and user acceptance (UAT)

- Training, rollout, change management

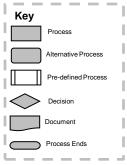# Key Features of the Knowledge Management System (KMS)

- Workflows (case management system)

- Document libraries (documents & reports)

- Lists (calendar; events, discussion boards)
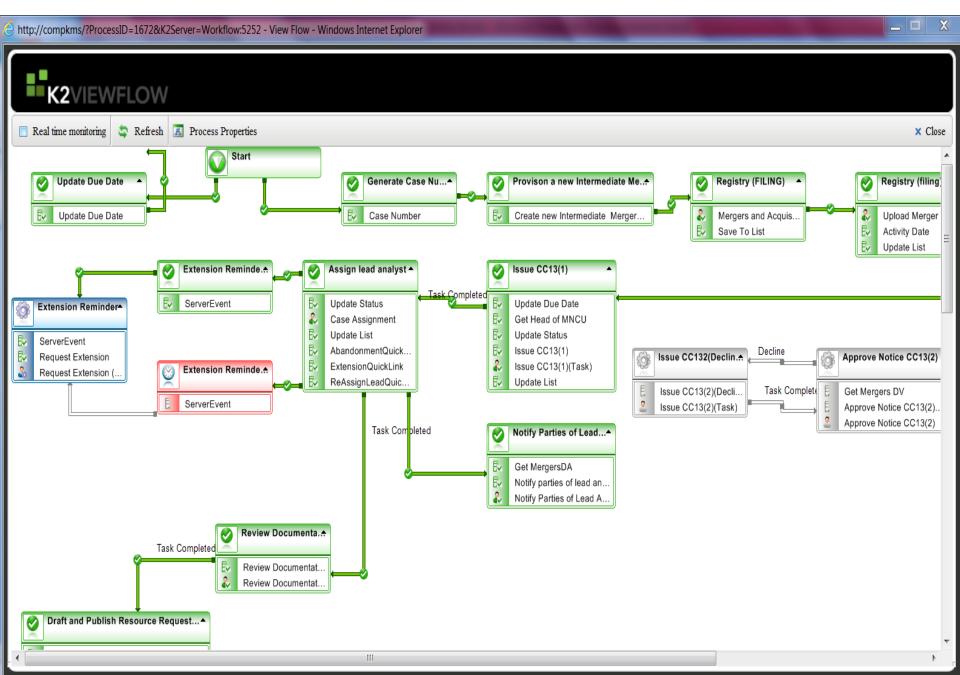
- Corporate Portal (HR, IT and finance info)
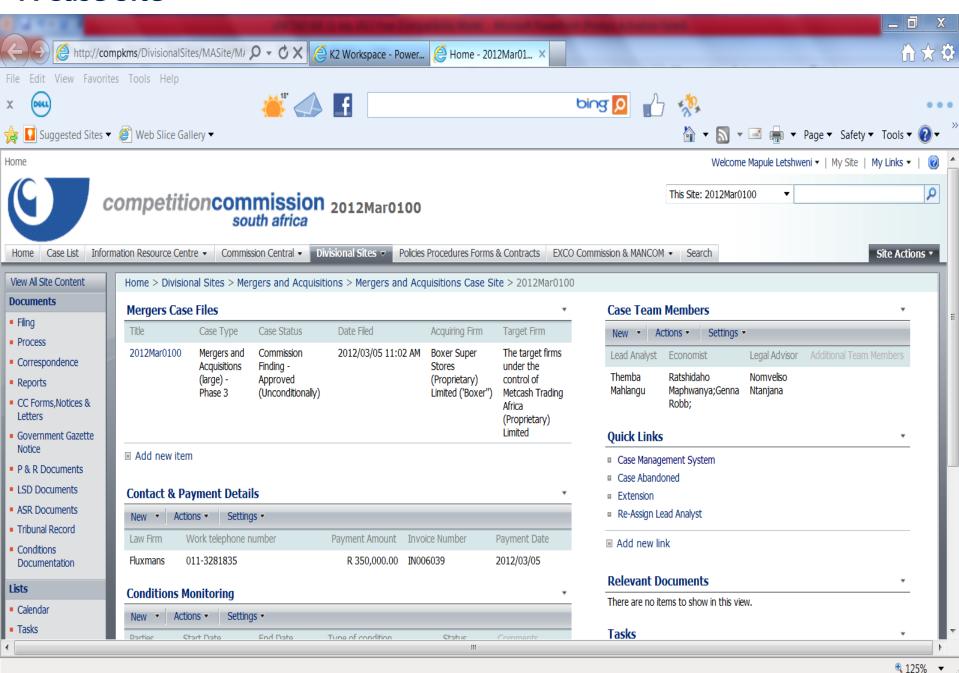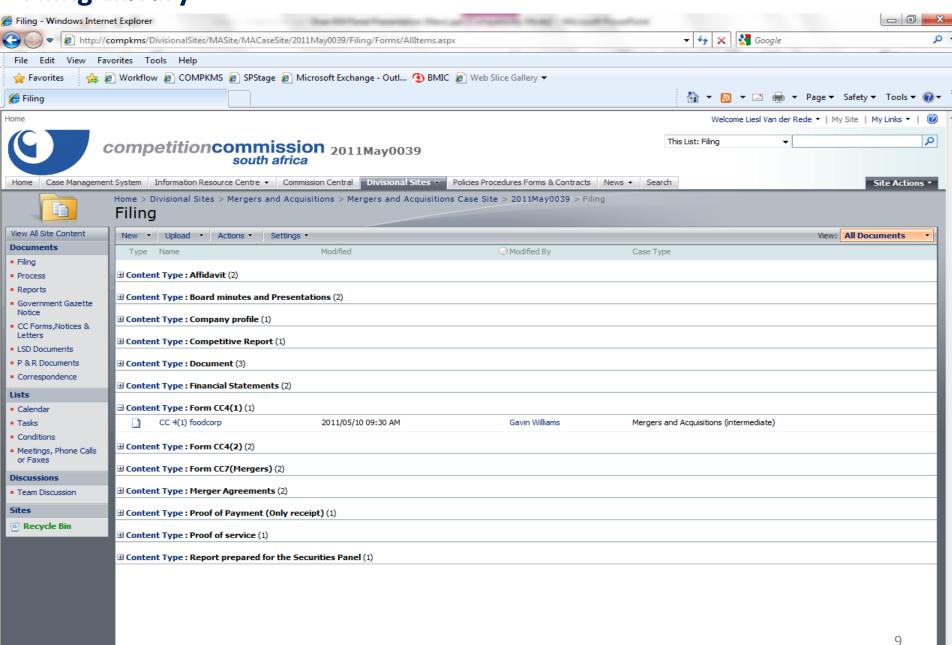
Example of Workflow Mapping: Mergers
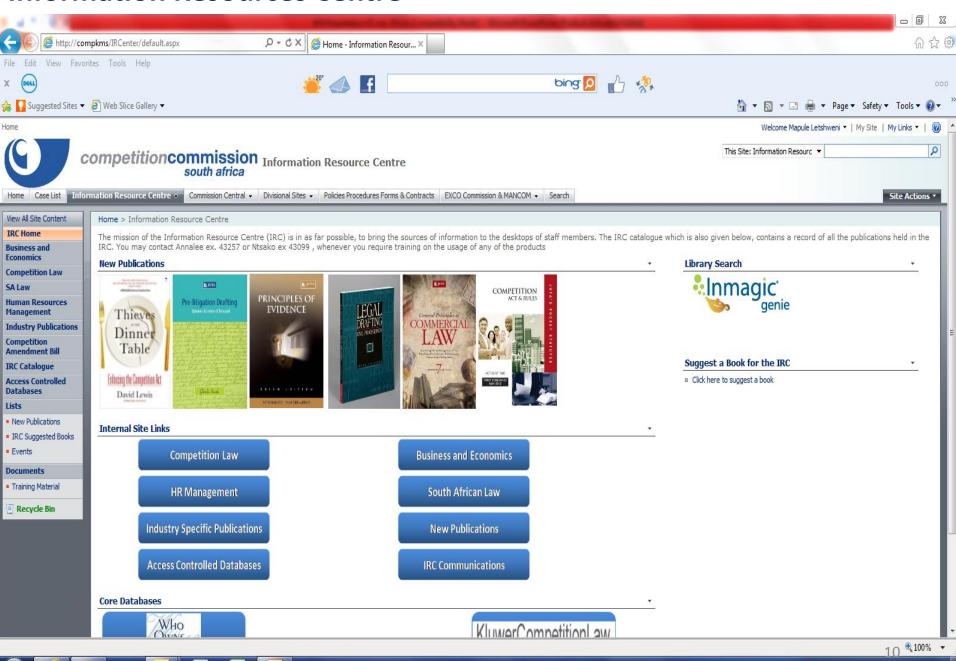
Example of Workflow Tracking: Mergers

A Case Site

Filing Library

Information Resources Centre

Building an enabling KM organisational culture

- Training and other Change Management initiatives are key

- Build networks of support within the organisation:

    - "Super Users" for technical support to peers and ongoing input

    - KM Champions to drive behaviours and culture; identify business issues, needs, changes

- Communicate with users regularly - formally and informally, groups and individuals

- Review performance (people and system) and take action accordingly

Benefits

- Improved information organisation and accessibility

- More efficient collaboration in cross-divisional case teams

- Move from document storage to project management (task lists, calendars, links)

- Real-time data collection

- Improved tracking and oversight – case and management level

- Supports more efficient decision-making

- Reduced induction "learning-curve" for new staff

Where are we now?

- Fairly high levels of acceptance, but varies between divisions and individuals

- Leadership participation in practices and systems is particularly effective in increasing people's participation

- Integrating usage and updating of the KM system in the performance management process, that determines employees' performance bonuses

- Knowledge sharing has high importance and many and varied forums for doing so

- Developing structures and processes to evaluate and improve the system

Thank you