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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 Tracking: Mergers
A Case Site

competitioncommission

2012Mar0100

Home > Divisional Sites > Mergers and Acquisitions > Mergers and Acquisitions Case Site > 2012Mar0100

Mergers Case Files

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<th>Title</th>
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<th>Target Firm</th>
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Case Team Members

- Lead Analyst
- Economist
- Legal Advisor
- Additional Team Members
- Thembalihlangu
- Matsidiso
- Maphamela
- Genna
- Nitajana

Quick Links

- Case Management System
- Case Abandoned
- Extension
- Re-Assign Lead Analyst
- Add new link

Relevant Documents

There are no items to show in this view.

Tasks

- Add new item

Contact & Payment Details

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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