

ITEM A-CORP (28-2017) OC CM 25/01/2018	CORPORATE & SHARED SERVICES OVERSIGHT COMMITTEE REPORT ON THE STRATEGY AND CORPORATE PLANNING DEPARTMENT'S REQUEST FOR COUNCIL APPROVAL OF THE KNOWLEDGE MANAGEMENT POLICY AND NOTING OF THE KNOWLEDGE MANAGEMENT STRATEGY FOR THE CITY OF EKURHULENI
--	---

RESOLVED

1. **That** the Corporate & Shared Service Oversight Committee report on the Strategy and Corporate Planning Department's request for Council approval of the Knowledge Management Policy and the noting of the new Knowledge Management Strategy , **BE NOTED.**
2. **That** the Risk Management Department **FACILITATE** a capacitation programme on Knowledge Management Strategy Policy for all Councillors before the end of the 3rd quarter of the 2017/2018 Financial Year
3. **That** the recommendations mentioned hereunder and the Appendix attached to the report **BE SUPPORTED:-**
 - 3.1 **That** the Knowledge Management Policy attached to the report as **Annexure B BE APPROVED.**
 - 3.2 **That** the Knowledge Management Strategy attached to the report as **Annexure C BE NOTED.**

City of Ekurhuleni (CoE)

Knowledge Management Policy

March 2017

Version 1



CONTENTS

1.	INTRODUCTION.....	4
2.	PURPOSE OF THE KM POLICY.....	4
3.	LEGAL AND REGULATORY FRAMEWORK.....	4
4.	SCOPE OF THE KM POLICY.....	5
5.	KM POLICY OBJECTIVES.....	5
6.	PRINCIPLES THAT UNDERPIN THE KM POLICY.....	6
8.	KEY KNOWLEDGE MANAGEMENT PROCESSES.....	6
9.	SECURITY.....	7
10.	ROLES AND RESPONSIBILITIES.....	9
11.	SCARCE AND CRITICAL SKILLS.....	9
12.	EFFECTIVE DATE.....	9
13.	POLICY REVISION FREQUENCY, PROCESS AND RESPONSIBILITY.....	9

1. INTRODUCTION

The leadership of COE have come to a realisation that knowledge/ intellectual capital is the basic foundation for efficient and effective service delivery service excellence. As a result, they have established the need to develop and implement an appropriate value adding Knowledge Management Policy. This will foster amongst other things initiatives, procedures and tools that will allow COE to use its intellectual capital effectively. It is an undeniable fact that the intellectual capital of COE depends to a large extent on all the persons who are part of it, but it also depends on its operational, system and organizational structures and on internal and external relations with all the municipal stakeholders.

This document represents the Knowledge Management Policy of COE that is developed on the basis of the Growth and Development Strategy, Departmental Strategies, as well as on the situation analysis, including consultations with COE employees. It has been developed to assist COE in identifying its knowledge assets and details directives/guidelines for storing the knowledge and sharing it across the organization and key stakeholders.

2. PURPOSE OF THE KM POLICY

The Knowledge Management Policy sets the standard for Managing Knowledge within COE. It provides directives to ensure that everyone knows what is expected of them in terms of Knowledge Management. The policy seeks inter alia to:

- ensure that the COE Knowledge assets are managed systematically to prevent the duplication of efforts, non-value adding eradicate the repetition of mistakes, mitigate the reliance on ageing workforce and
- to facilitate the goal of ensuring that the right knowledge is available to the right people at the right time for efficient and effective service delivery in order to enhance service excellence and promote best practices.

3. LEGAL AND REGULATORY FRAMEWORK

The Knowledge Management Policy is informed by the following legal and regulatory framework:

3.1 Constitution of the Republic of South Africa, 1996 as amended.

3.2 Municipal Structures Act, 1998 (No.117 of 1998).

- 3.3** Municipal Systems Act, 2000 (No. 32 of 2000).
- 3.4** Municipal Finance Management Act, 2003 (No. 56 of 2003).
- 3.5** Municipal Planning and Performance Regulations, 2001.
- 3.6** National Archives and Records Services of South Africa Act, 1996 (No. 43 of 1996).
- 3.7** Promotion of Access to Information Act, 2000 (No. 2 of 2000).
- 3.8** Protection of personal Information Act, 2013 (No. 4 of 2013)
- 3.9** Electronic Communications and Transactions Act, 2005 {No. 25 of 2002).
- 3.10** National Minimum Information requirements (Department of Public Service and Administration Circular 4 of 2001).

4. SCOPE OF THE KM POLICY

This policy is applicable to:

- 4.1** All clusters, departments, divisions, sub-divisions, individual, subsidiaries and individual employees of COE, including those designated as permanent, probationary, and contract employees.
- 4.3** All Knowledge assets including both tangible assets (i.e. reports, presentations, etc.) and tacit knowledge including both know-how and key skills; created, stored and shared in various formats such as audio, video, electronic and paper-based content.

5. KM POLICY OBJECTIVES

The KM policy seeks to enable and support effective achievement of the COE mission and meet the following objectives:

- 5.1** Ensure that knowledge assets are identified, shared, preserved and managed to maximize effective operations of the organization
- 5.2** That COE employees are familiar with and comply with knowledge management initiatives, policies and procedures.
- 5.4** Provide incentives for knowledge sharing, to promote a transparent learning culture.
- 5.5.** Encourage innovation by creating an open and transparent environment with good practice and documentation managed and shared appropriately.
- 5.6** Ensure that effective processes and procedures are used to manage and disseminate relevant knowledge and information as well as to provide efficient access to the Municipality's knowledge and information repositories.
- 5.7** Designated KM Systems, and processes, are effectively used to manage and store all knowledge and information created internally or sourced externally.

6. PRINCIPLES THAT UNDERPIN THE KM POLICY

This policy is underpinned by the following principles:

6.1 Given that knowledge is the principal resource of COE, both in implementing different projects/programs and delivering a world-class service, COE management accords priority importance to knowledge management;

6.2. COE takes knowledge management specifically into account in all human resource aspects, and places priority on fostering a conducive and motivating learning environment

6.3 All Employees are expected to share their knowledge, particularly that of a tacit and implicit nature, in appropriate format. They are also encouraged to convert their knowledge into an explicit form that can be readily shared with others;

6.4 COE recognizes the importance of information and communication technology for knowledge management, especially in facilitating exchange of knowledge across geographical distances, and invests in its development in accordance with the needs of the organization;

6.5 COE encourages the introduction, use and development of tools for knowledge capturing, recording, storing and sharing and learning within and between its projects and programmes, and more broadly throughout the organization;

6.6 COE recognizes that not all operational staff feel comfortable with using information technology, writing reports or making public presentations. In such cases, it supports individuals in developing these skills and/or other skills required to capture their knowledge by other means;

7. KEY KNOWLEDGE MANAGEMENT PROCESSES

AT EMPLOYEE LEVEL

Knowledge creation and use

8.1 When developing new ideas and interventions, staff members should always consider local knowledge and practice, and what can be learned Internally from local communities/teams and other stakeholders (reports, researches and other products of other organizations);

8.2 COE staff members are also encouraged to seek out ideas from projects and programmes not run by COE, especially those operating on the same or similar themes COE is working on;

8.3 In constantly updating and enhancing their professional knowledge, staff members seek to link their further training (courses undertaken, etc.) to organizational knowledge management objectives

Knowledge Sharing

8.4 Staff members who participate in a significant training, seminar, workshop, etc. (locally and abroad) share with others what they learned, particularly in practice, and/or a short note on the training itself. If the event was important the information/some abstract or detailed article about the event should be developed and disseminated via the necessary KM platforms and posted on COE KM Portals

8.5 Staff members participate in internal face-to-face meeting (including staff meetings) to share ideas and experiences wherever appropriate;

Knowledge Storing

8.6 Staff members contribute actively to the documentation of COE's field experiences (in written, photographic, or other form)

8.7 Persons leaving one position to take up another write a final report, focus on "lessons Learned" (both positive and negative experiences - at the organizational and the individual levels);

AT ORGANISATIONAL LEVEL

Knowledge creation and use

8.8 Job descriptions of all staff (new and old) contain specific mention of knowledge management tasks;

8.9 Training is planned with synergies ensured and experiences get shared wherever possible.

Knowledge Sharing

8.10 That a specific criterion in recruitment is willingness to share knowledge, and to contribute to team learning.

8.11 Managers specifically encourage, recognize and where possible reward knowledge sharing and empowerment initiatives;

8.12 Team-work is strongly promoted through adequate time allocation for team meetings and team building exercises (including appropriate social events), and recognizing good team performance;

8.14 Access levels should be determined while sharing different materials produced by COE. Documents should be placed according to determined access levels.

Knowledge Storing

8.15 All forms of documentation are encouraged, not only written documents but also photographs, films, etc. – either by staff members who have particular skills in this regard, or by professionals (for which due allowance should be made in project budgets);

8.16 In principle, staff handovers are conducted face to face (in addition to written forms), over a sufficient period of time to allow the sharing of tacit and implicit knowledge;

8.17 For persons retiring or leaving the organization, an exit interview is held, focusing on knowledge transfer. A final report or at least some written exit record (if necessary by the supervisor) is also essential;

8.18 All electronic data of COE should be named in one style. The general taxonomy should be used to classify COE materials.

8. SECURITY

9.1 All knowledge and information shared, captured, encoded and recorded in various formats ranging from digital, audio, video to paper copies will form part of COE's organisational knowledge/intellectual property, and can be accessed by all employees according to prescribed security levels.

9.2 Employees who wish to access documents for which they do not have permission must request permission from the relevant line manager.

9.3 All knowledge and information products captured by the departments will be made accessible to COE employees, subject to the approval of the relevant line manager. This will include knowledge and information captured by means of knowledge-based exit interviews, communities of practice and online discussions and other such forums.

9.4 All COE employees should understand their responsibility to safeguard sensitive information

9.5 Outsourced agencies should be informed that all information and knowledge developed under the guidance of and funded by COE will form part of COE's intellectual property.

9.6 Permission to publish any material on the portal will be sought from the relevant Divisional Head, and other relevant structures.

9. ROLES AND RESPONSIBILITIES

Role players	Main responsibilities
General governance	
KM steering Committee	<ul style="list-style-type: none">• Must provide guidance and make recommendations regarding KM matters.
The City Manager	<ul style="list-style-type: none">• Provide high level strategic, leadership and policy direction.
The HOD: Strategy and Corporate Planning	<ul style="list-style-type: none">• Have an oversight of the Knowledge Management Division.
Senior Management and Management across COE	<ul style="list-style-type: none">• COO, GCFO, CIO, HOD's, Divisional Heads, senior managers and managers should ensure that all employees within their departments, divisions or units comply with this policy.
Knowledge Champions	KM Champions are responsible for information and knowledge support in the various departments and line divisions across COE.

10. SCARCE AND CRITICAL SKILLS

11.1 The KM Department will in conjunction with, HR Department and the relevant departmental/divisional heads identify scarce and critical skills at COE to ensure that these skills are not lost when the individual holding such skills leaves the organisation.

9.7 The KM Division will liaise with HR and the appropriate HOD to ensure that skills transfer takes place by means of KM techniques such as mentoring and 'peer assist' programmes.

11. EFFECTIVE DATE

12.1 This Policy will take effect from the first day of the month following the date of approval by the Council.

12. POLICY REVISION FREQUENCY, PROCESS AND RESPONSIBILITY

13.1 This Policy shall be audited, reviewed, and revised as necessary at a minimum interval of every (2) years to ensure relevance, fit for purpose, and fit for use. The applicable processes and procedures shall be reviewed and revised as necessary when the policy is modified.

12. APPENDIX A: POLICY AND DEFINITIONS

A.1 Abbreviations

KM	Knowledge Management
RM	Records Management
ICT	Information Communication Technologies
HOD	Head of Department
COE	City of Ekurhuleni
HR	Human Resources
DH	Divisional Head

A.2 DEFINITIONS

Term

Knowledge

Knowledge Economy

Knowledge Management

Knowledge Management Systems

Knowledge Repository

Knowledge Champion

Definition

Experience gained through learning

An economy in which growth and development is dependent on the level of quality of the available information and knowledge rather than the quantity of production

A management approach that focuses the deliberate development, enhancement, utilisation and management of an organisation's knowledge assets.

Any kind of IT system that stores and retrieves knowledge, improves collaboration, locates knowledge sources, mines repositories for hidden knowledge, captures and uses knowledge and in some way enhance the KM process.

an online database that COE Knowledge Management division will implement to systematically captures, organizes, and categorizes knowledge-based information

A designated personnel responsible for executing the Knowledge Management process activities and maintaining the Knowledge for a functional area(s) of the organization.

