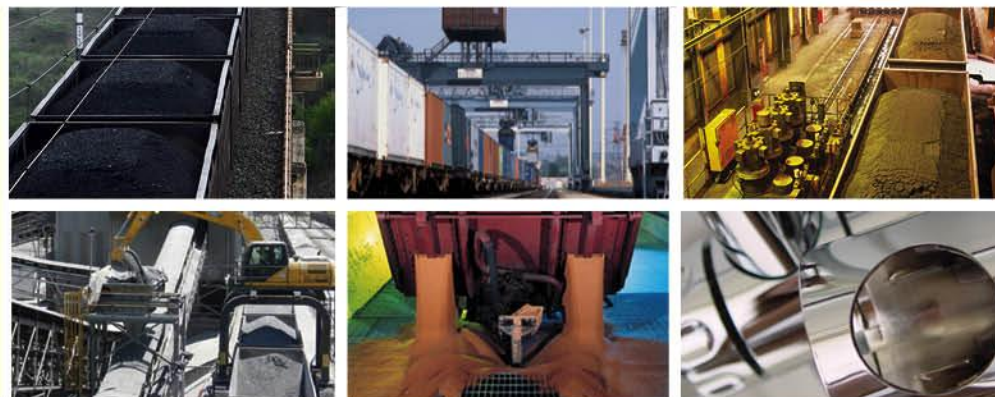


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## **CASE STUDY: KNOWLEDGE AUDIT AT TRANSNET FREIGHT RAIL**

**MILE KM MASTER CLASS  
14-15 MARCH 2013**

**AKHONA DAMANE**

## OVERVIEW

1. Profile: Transnet Freight Rail
2. Definition of Knowledge Management
3. Undertaking the Knowledge Audit
4. Lessons learned from the Knowledge Audit
5. The Wayforward

# 1. Profile: Transnet Freight Rail (TFR)



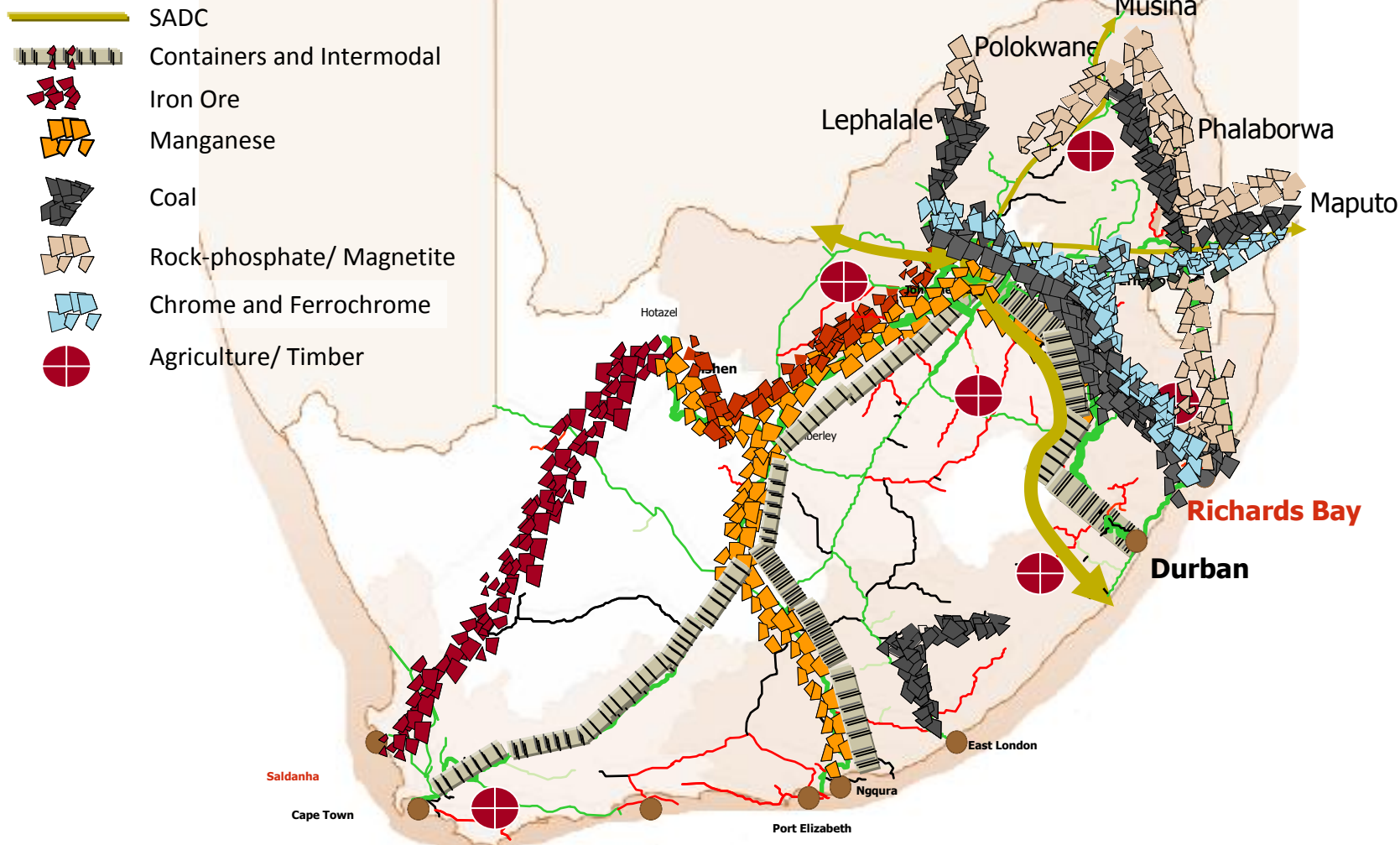
- Founded: 1910 (Previously known as SATS and then Spoornet)
- Core Business: Rail Transport and Logistics
  - Coal
  - Iron Ore and Manganese
  - Containers and Automotive Business
  - Agriculture and Bulk Liquids
  - Steel and Cement
  - Mineral Mining and Chrome
- Revenue: R28billion (2011/12)
- Staff: 36 000

## Transnet's Market Demand Strategy (MDS)

- R300 billion capital investment over next 7 years
- Expanding rail, port and pipeline infrastructure
- Increase in capacity to meet market demand
- Shift from road to rail – reducing the cost of doing business and carbon emissions
- Significant productivity and operational efficiency improvements
- Enabling economic growth
- Job creation, skills development, localisation, empowerment and transformation opportunities



# MDS Strategic Growth Areas

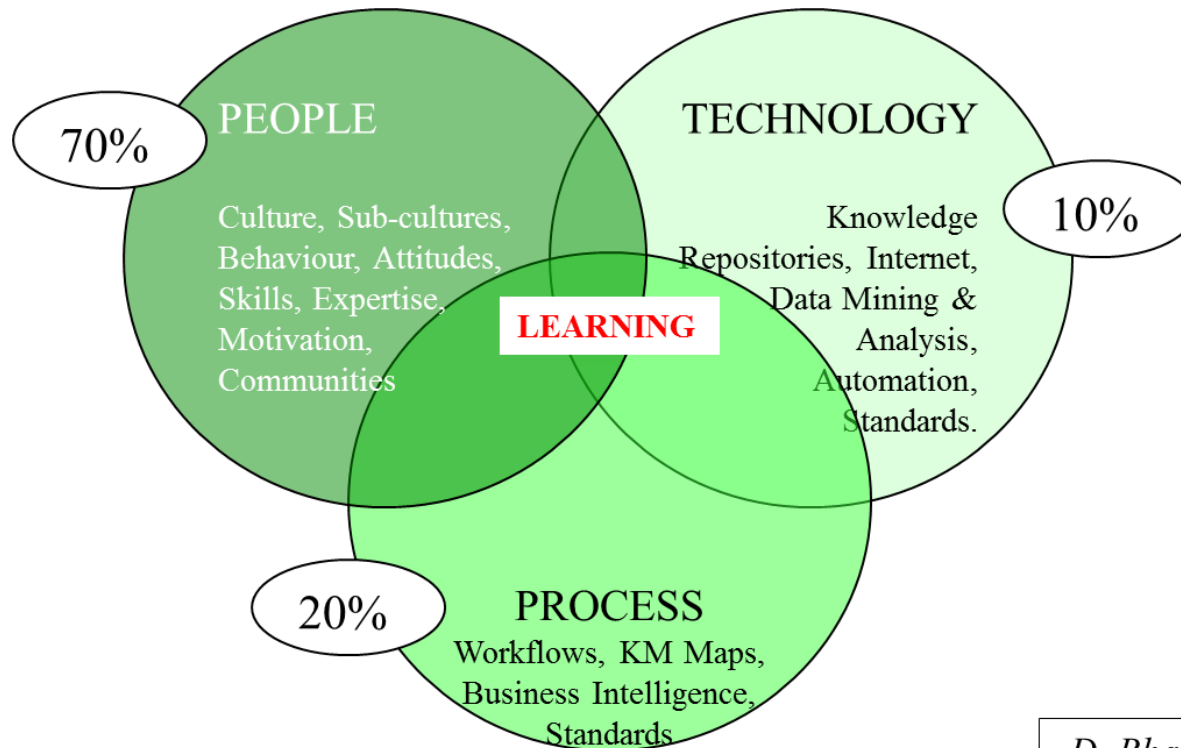


## 2. Definition of Knowledge Management

Knowledge Management is the explicit and systematic management of vital knowledge - and its associated processes of creation, organization, diffusion, use and exploitation - in pursuit of business objectives.

*David Skyrme Associates (1998)*

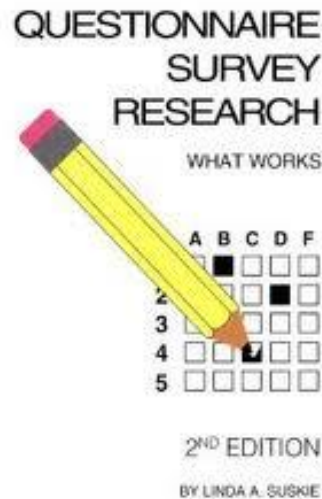
# KM COMPONENTS



*D. Bhatt*

### 3. UNDERTAKING THE KNOWLEDGE AUDIT

- It's the natural step
- Objectives:
  - To identify what knowledge is needed to support overall organisational goals
  - To provide an inventory of knowledge assets
  - To expose and address significant "reinventing of the wheel"





### 3. Knowledge Audit: The Approach

- Mixed Methodology
- K-SWOT Analysis workshops
- Online & paper-based surveys
- Questionnaire covering:
  - Staff Perceptions
  - Questions including Strategy, IT infrastructure, Culture, Expertise, Common KM Practices, and Existing explicit knowledge.
- Face-to-face interviews
- Workplace observation

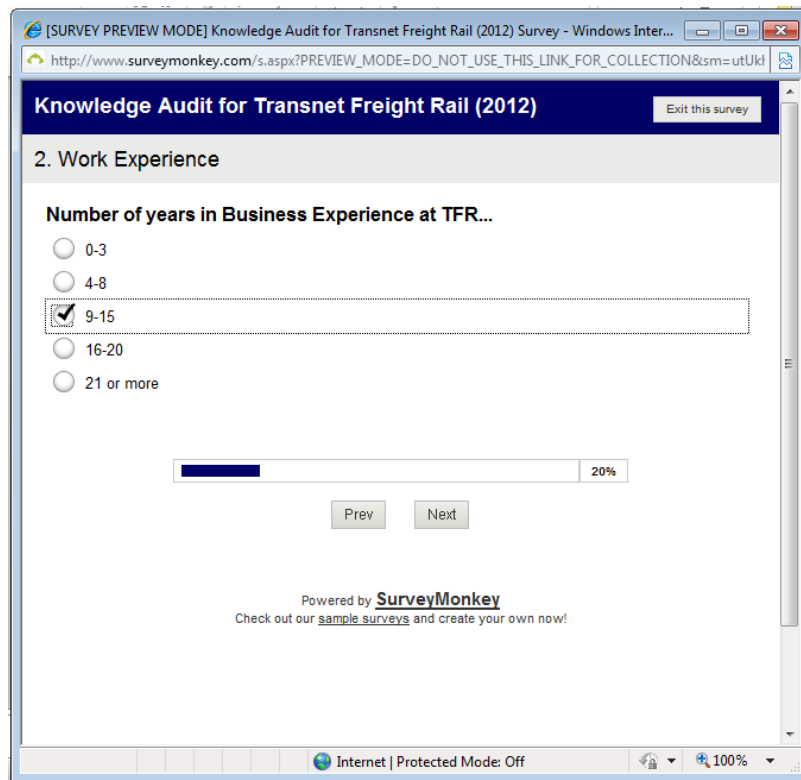


### 3. Knowledge Audit: Survey Sample

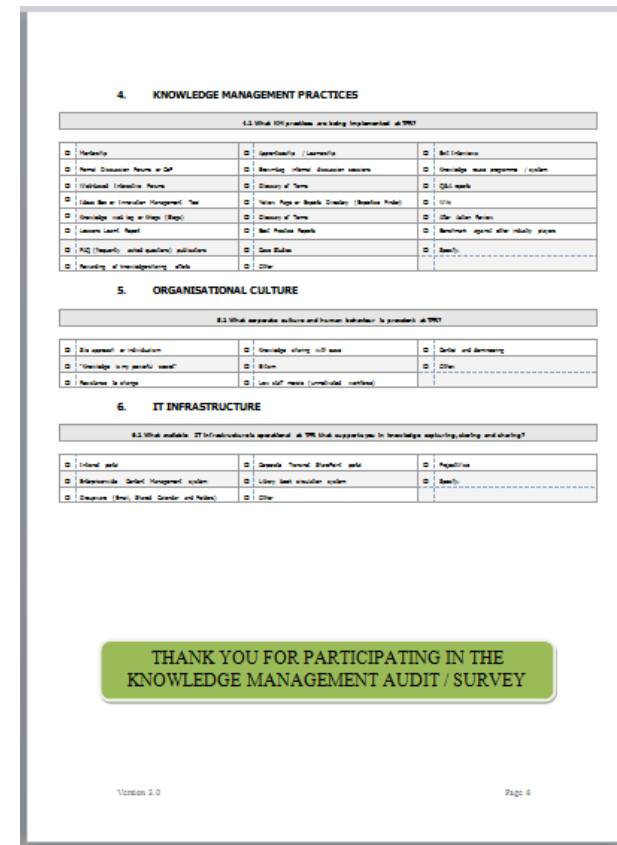
- 20 Departments / Business Units
- Of the 36 000 employees, only 9 000 have access to computers.
- Sample chosen:
  - 3000 online surveys participants
  - 1000 paper-based questionnaires
  - 50 Focus Group engagements
  - 100 face-to-face interviews with employees
  - Limited Workplace Observation sessions
  - A Workshop with the Labour Unions

# 3. Knowledge Audit: Questionnaire

## Online Survey



## Paper-based questionnaire



**4. KNOWLEDGE MANAGEMENT PRACTICES**

4.1 What KM practices are being implemented at TFR?

<input type="checkbox"/> Workshops	<input type="checkbox"/> Seminars / Courses	<input type="checkbox"/> Self-reflection
<input type="checkbox"/> Formal Classroom Hours or CPD	<input type="checkbox"/> Recording internal discussion sessions	<input type="checkbox"/> Knowledge base pages / system
<input type="checkbox"/> Traditional / face-to-face forums	<input type="checkbox"/> Classes of 'lunch	<input type="checkbox"/> Q&A weeks
<input type="checkbox"/> Case Studies / Innovation Management 'Tool'	<input type="checkbox"/> News, Apps or Books Clusters (Knowledge Portal)	<input type="checkbox"/> Other
<input type="checkbox"/> Knowledge tooling or blogs / blogs	<input type="checkbox"/> Classes of 'lunch	<input type="checkbox"/> Other (please specify)
<input type="checkbox"/> Lessons learnt / report	<input type="checkbox"/> Best Practice Reports	<input type="checkbox"/> Benchmark against other related parties
<input type="checkbox"/> KM (Knowledge) related activities / initiatives	<input type="checkbox"/> Case Studies	<input type="checkbox"/> Other
<input type="checkbox"/> Recording of knowledge sharing events	<input type="checkbox"/> Other	

**5. ORGANISATIONAL CULTURE**

5.1 What aspects of culture and human behaviour is present at TFR?

<input type="checkbox"/> An approach to collaboration	<input type="checkbox"/> Knowledge sharing / self-aware	<input type="checkbox"/> Detail and thoroughness
<input type="checkbox"/> 'Knowledge is my personal wealth'	<input type="checkbox"/> Other	<input type="checkbox"/> Other
<input type="checkbox"/> Resilience to change	<input type="checkbox"/> Can staff make (unfamiliar) mistakes	

**6. IT INFRASTRUCTURE**

6.1 What enables IT Infrastructure to be operational at TFR that supports in knowledge capturing, storing and sharing?

<input type="checkbox"/> Internal tools	<input type="checkbox"/> External / Personal / Smartphone / apps	<input type="checkbox"/> Paper-based
<input type="checkbox"/> Wikis/Intranet / Content Management system	<input type="checkbox"/> Library / best practices system	<input type="checkbox"/> Other
<input type="checkbox"/> Database (Email, Email Calendar and Notes)	<input type="checkbox"/> Other	

**THANK YOU FOR PARTICIPATING IN THE KNOWLEDGE MANAGEMENT AUDIT / SURVEY**

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### 3. Knowledge Audit: The Results

- One-quarter of the workforce is eligible to retire in the next 3 years.
- Based on historic experiences, Organisational Culture is hindering sharing (language and cultural differences).
- Good KM practices do exist in small pockets such as Mentorship, Job Shadowing, Lessons Learned Debriefings after Safety incidents, and Safety Discussion Forums.
- However there is significant Silo working and duplication of efforts.

#### ▪ Knowledge Assets

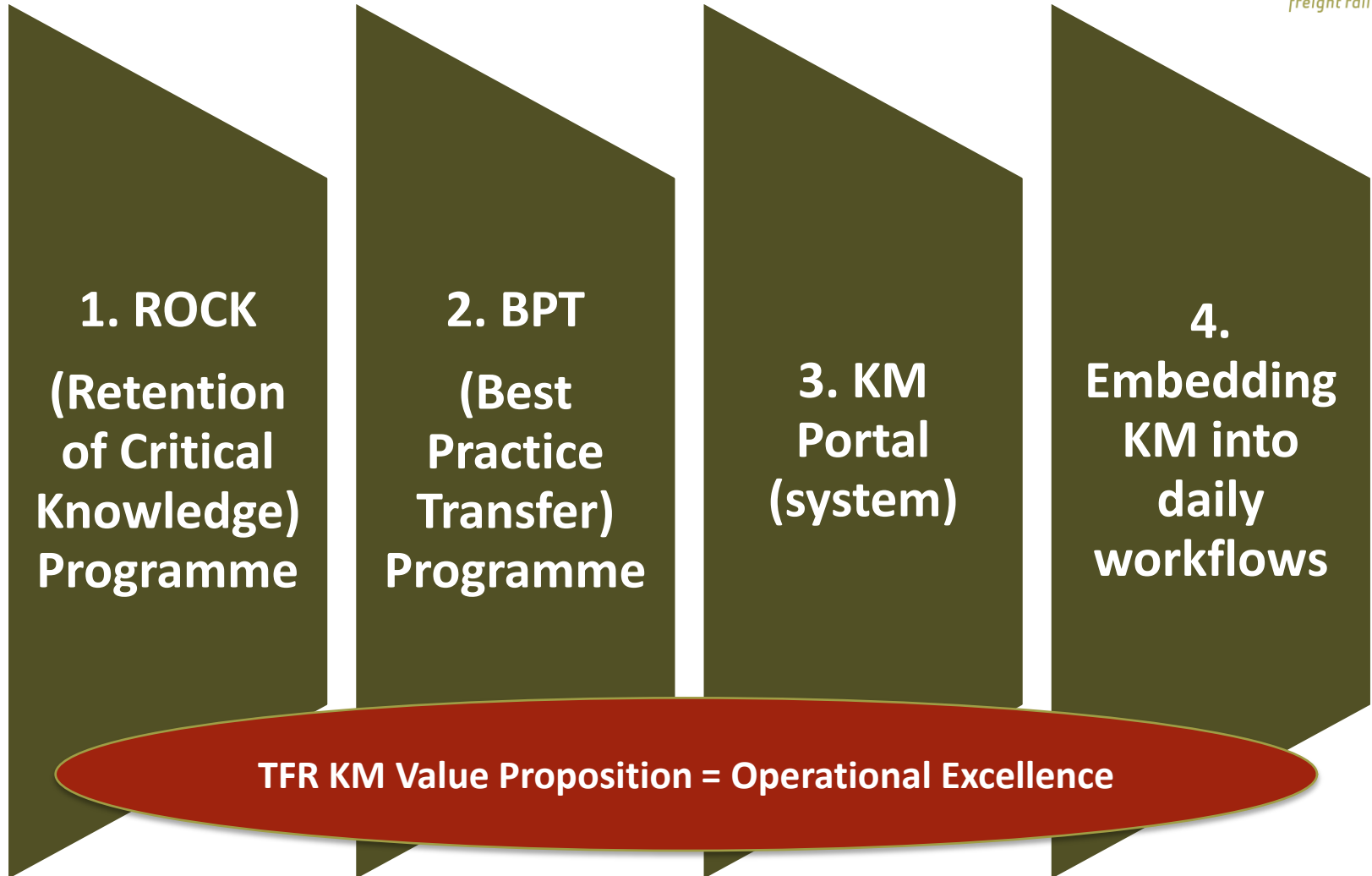




## 4. Lessons Learned from the Knowledge Audit

1. Knowledge Audit should always be implemented prior to the Strategy
  - No “copy-and-paste” exercise
  - understanding the Corporate Culture and existing KM practices gives a leverage on deciding on the most suitable Strategy approach
2. Ensure that the Audit is driven from the Top Executive level
  - You will always find resistance, unwillingness to partake in the exercise.
3. Drive Knowledge Audit as an Educational Programme
  - The ancillary objective of facilitating the Audit work sessions is to educate the employees. There is so much misconception on what KM really is.
4. Don't drag it for too long
  - Rather run pilot projects to demonstrate the “proof of concept”.
  - Along the way decide on key KM Initiatives for implementation.

## 5. The Wayforward

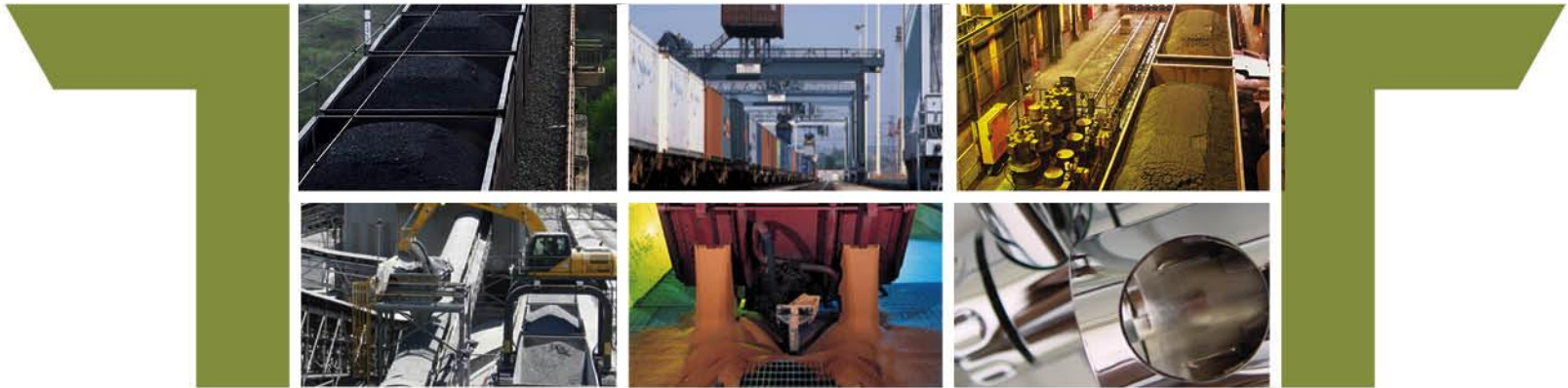


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**Thank you**