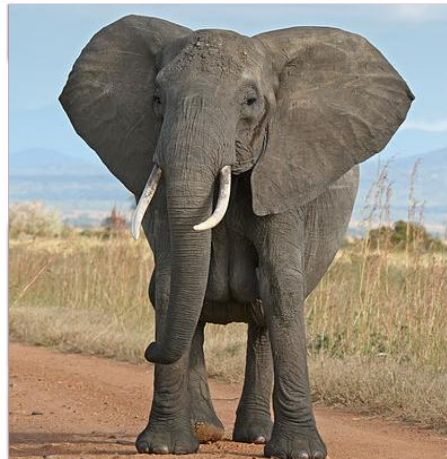
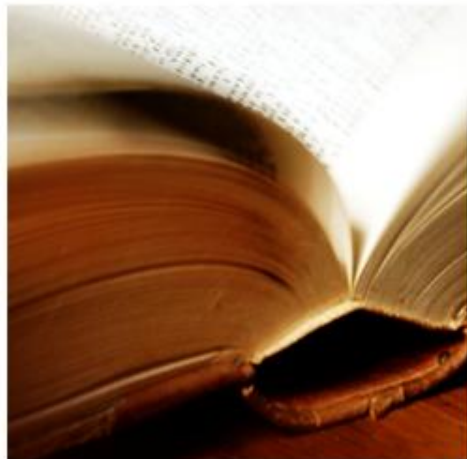
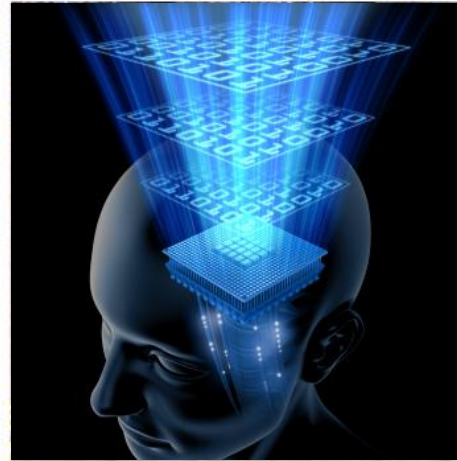


Knowledge Harvesting in RSA Public Sector: Case Study

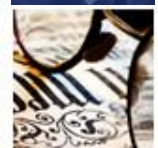
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Background

- There is a growing concern within the South African Government
- The knowledge and experienced gathered is lost
- This loss is through resignations, retirements etc.
- Lessons learned at all levels of government, including Parliament
- The lessons learned are not captured and shared
- Leading to reinventing the wheel and repeated mistakes
- Study conducted by DPISA shows evidence of this loss



What is Knowledge Harvesting?

- Knowledge Harvesting is one of the techniques used to preserve institutional memory
- Is a new activity in the Public Sector
- The SKHA Model is used
- This model has been used in combination with multimedia, e.g. audio & video
- Eg: MRC and National Treasury (IDC)



Knowledge Continuity Programme

➤ The MRC harvested the scientists' knowledge to:-

- Share scientific knowledge with univ. students
- Share research knowledge with communities – Research Translation
- To preserve scientists' knowledge as part of institutional memory

➤ This process is critical in the light of the aging scientific population

➤ The IDC was plagued by staff turnover within the ODAP

➤ IDC Implemented KCM as part of KM to:-

- Capture the tacit knowledge of staff members
- share, grow knowledge base, institutional memory, knowledge transfer, job profile review

Processes for Knowledge Harvesting

➤ Knowledge Structure Identification Process


- involves a review of the current job
- conducted by a senior manager
- identifies the areas which have critical bearing – Knowledge Harvesting

➤ Defines scope for Knowledge Harvesting


- The scope determines the breath, depth and the technology to be used.



Knowledge Structure Development

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- Knowledge profile development assess job & know by:
 - conducting in-depth interviews with staff
 - senior manager or the direct supervisor develop tool
 - short questionnaire which identifies critical knowledge
 - The knowledge contributed using the tool – thematised
 - A knowledge Harvesting Questionnaire is developed further by:-
 - KM Specialist and Senior manager for reliability and validity

Conducting Knowledge Harvesting

- 
- A schedule was developed for staff members. It consisted of:
 - the name of the staff member
 - the person to conduct the interviews
 - Questionnaires were distributed to the harvestees & Lab Technician (2 wks before)

Scientific Challenges


- Lessons stay in conscious, subconscious and unconscious mind
 - In-depth lesson is in the unconscious mind
- The ability to harvest the unconscious knowledge
 - This is the knowledge that embraces competencies
- The knowledge which cannot be explicitly explained or transferred easily
 - Even experts do not know that they have it, It is reflected in actions



Technology to Unconscious Learning

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- Hypnosis could be the mechanism (Freudian theory)
 - Specialised computer aided electrodes or bio-electronics
 - Lack of high level precision in eliciting required knowledge
 - Knowledge harvesting need to sharpen its:-
 - mechanisms, techniques and methods to mine this kind of knowledge.
 - Space for future research in KM

Implementation Challenges - Government

- 
- Lack of understanding of the concept of KM;
 - Lack of understanding of Knowledge Harvesting;
 - Balance between knowledge sharing and knowledge hoarding;
 - Lack incentives, recognition and reward systems;
 - Lack of policies on knowledge harvesting;
 - Confidentiality vs Sharing of harvested knowledge;
 - Lack of trained personnel to conduct knowledge harvesting;
 - Lack of legal framework supporting knowledge harvesting.

Conclusion

- A need for more knowledge labs and more studies
- Improve Knowledge Harvesting tools, technology and mechanisms
- Train more people to engage in Knowledge Harvesting of Institutional Memory
- Adapt Conditions of Services for a conducive environment
- Legal Framework that support Knowledge Harvesting
- Reward and Recognition System to promote K-H



Example of a Knowledge Lab in RSA



Example of a Knowledge Lab in RSA



Questions?

Thank you | nolwazi@cikmke.co.za

