Overview of Knowledge Management in the Public Sector

Managing Knowledge to Build Trust in Government
7th Global Forum on Reinventing Government

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Outline

- Trends in Knowledge Management
- Recommendations
Trends in Knowledge Management

Planning for KM
- State of KM Deployment
- Goals of KM
- Challenges of KM initiatives
- Reasons for resisting KM

KM Governance
- Organisational support for KM
- Unit tasked to drive KM initiatives
- Funding of KM initiatives
- Roles of IT in KM

KM Practices
- Types of KM activities
- Type of KM techniques
- KM Technologies

Inspire
Lead
Transform
OECD Knowledge Management Practices

- KM is one of top five internal priorities
- Top management support for KM
- Central coordination unit for KM
- Motivators for establishing KM practices
  - Improving efficiency and productivity
  - Improving transparency
  - Improving working relations and trust within organizations
- Reasons for resisting KM
  - Lack of time or resources
  - Difficulty in capturing employees’ undocumented knowledge
Summary of KM Trends

- KM is a key initiative recognized as central to information sharing and access.
- Ownership of KM initiative and its implementation remains largely in the government IT department.
- Barriers to successful KM adoption are largely from:
  - Lack of awareness
  - Lack of time
    - Lack of awareness of KM’s importance
KM Challenges and Implications to Policy Options

- Role of leaders and strategy definition
- Change management
- Development of human capital and life long learning
- Provision of ICT infrastructure
- Partnership and collaboration
- Policies and legislation

Source: Ndou, 2004
Summary of Recommendations

- A knowledge sharing process for formulating KM implementation plans for developing countries
- Change management programs similar to the ones for encouraging adoption of changes from e-Government projects should be introduced
- KM learning programs
- IT infrastructure and inexpensive solutions for knowledge and information delivery
- Collaboration models between local, regional and national levels, as well as between public and private organizations.
- Legislations and policies for protection of privacy and recognition of digital signatures
Areas for Future Studies

- KM initiatives
- Impact of policies on KM implementations
- Achievements of KM and whether productivity, public services delivery or trust in government have been enhanced
Suggestions for UNDESA

- Assist in formulation of KM Sharing Frameworks
- Assist in funding of KM Learning Programs
- Assist in funding of IT Infrastructure for knowledge and information delivery
- Assist in formulation of legislations and policies for protection of privacy and recognition of digital signatures
- Assist in funding further studies on
  - Achievements of KM and whether productivity, public services delivery or trust in government have been enhanced
  - Impact of policies on KM implementations
Singapore e-Government Leadership Centre

- Provider of executive and leadership development programmes for e-Government education, research and consulting

- Partnership of 3 key institutions:
  - Infocomm Development Authority of Singapore
  - Lee Kuan Yew School of Public Policy, NUS
  - Institute of Systems Science, NUS

- Web site: www.egl.sg
Thank you

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We are examining the need for such a programme 69%

We are currently setting up a programme 22%

We have a KM Programme in place 9%
Goals for KM

- Information overload: 8%
- Reinventing the wheel: 7%
- Sharing of knowledge: 35%
- Access to knowledge and expertise: 32%
- Retaining knowledge in-house: 15%
- Not aware of what knowledge is available: 3%

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Challenges of KM Initiatives

- Awareness for KM: 25%
- Ability to understand and apply KM: 24%
- Providing strong business case for KM: 13%
- Strong management support: 23%
- Open organisational culture: 16%
Reasons for Resisting KM

- Lack of time for such activities: 26%
- Fear of job loss: 14%
- Lack of awareness and understanding: 14%
- Comfort of the status quo and fear of the unknown: 14%
- Opposition of technologies and activities introduced by KM: 6%
- Organisation history and culture: 13%
Organizational Support for KM

- Board Level: 37%
- Senior Management: 53%
- Middle Management: 8%
- Grassroot or coworkers: 2%

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Unit Tasked to Drive KM

- KM Unit: 2%
- Corporate Planning: 22%
- Information Technology / Services: 44%
- CEO Office: 14%
- Task Force / Cross Functional Teams: 16%
- Others: 2%
Funding of KM Initiatives

- KM Unit: 8%
- Corporate Planning: 21%
- Information Technology / Services: 38%
- CEO Office: 17%
- Line Units: 6%
- Support Units: 4%
- Others: 6%
Roles of IT in KM

- Facilitate the KM planning: 26%
- Drive and run KM programme: 15%
- Provide technology expertise to KM activities and solution: 33%
- Build KM System: 9%
- Identify requirements and source for KM system solution: 15%
- Others: 2%
Types of KM Activities

- Implement taxonomy: 0%
- Implement document / content management system: 15%
- Implement enterprise portal: 14%
- Capture customer knowledge: 10%
- Capture best practices: 17%
- Capture lessons learnt: 17%
- Document business processes: 11%
- Build content repositories for business domains: 10%
- Conduct knowledge audit: 7%

0% 2% 4% 6% 8% 10% 12% 14% 16% 18% 20%
Types of KM Techniques

- Business Intelligence: 7%
- Organisational Learning: 20%
- Innovation: 9%
- Social Network Analysis: 2%
- Communities of Practice: 7%
- Sharing forums: 23%
- Knowledge cafe: 2%
- Storytelling: 5%
- Knowledge mapping: 12%
- Taxonomy development: 1%
- After action review: 13%
KM Technologies

- Learning Management System (LMS) - 10%
- Enterprise Resource Planning (ERP) system - 5%
- Customer Relationship Management (CRM) system - 6%
- Mobile Technologies - 4%
- Taxonomy generator - 0%
- Search Engine - 10%
- Data warehousing - 4%
- Content management system - 9%
- Document management system - 15%
- Enterprise information portal - 11%
- Shared space collaboration tool - 5%
- Videoconferencing - 9%
- Online discussion forum - 15%
Policy option
- Put in place knowledge sharing process for formulating KM implementation plans

Example
- Singapore KM program is one program within the island’s Infocomm Plans
  - Provision of education program for civil servants to build awareness of KM and implementation requirements
  - Assistance scheme to nurture good KM ideas
  - Develop KM framework to drive pervasive adoption of KM practices
  - Clinic sessions to disseminate framework and implementation
  - KN@Public_Sector program to enhance inter-agency collaboration and sharing of useful knowledge repositories through development of inter-agency applications
Policy option

- Introduction of change management programs to encourage
  - Employee participation throughout all stages of change process
  - Citizen interactions and engagements with government
  - Employees to learn and change
Development of Human Capital

- **Policy option**
  - Put in place different KM learning programs for
    - Top managers and sponsors
      - Understanding on how KM can improve government processes and integration with e-Government implementation
      - Implementation requirements including technical and legislative changes
    - Civil service
      - How to use KM effectively in existing functions
    - Technical professionals
Provision of ICT Infrastructure

- Policy option
  - Find inexpensive solutions for knowledge and information delivery
- Examples
  - Central government portals
    - China
    - Vietnam
    - Kuwait
  - Online discussion forum
    - Bangladesh
Partnership and Collaboration

■ Policy option
   ➢ To define various collaboration models at local, regional and national levels
     • Citizen centric focus
     • Cross agency teams
     • Public private partnerships

■ Example
   ➢ Malaysia’s Smart partnership model between public, private and community sectors which is part of the National IT Agenda and Governance Agenda
Policies and Legislation

- **Policy option**
  - Framework to provide for enforceable electronic transactions
  - Review of existing legislations to enable seamless service delivery
  - International policies for protection of privacy and recognition of digital signatures

- **Example**
  - Philippines
    - E-Commerce law
  - Singapore
    - Smart Regulation Committee