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# ANALYSIS OF THE KNOWLEDGE AUDIT METHODOLOGY: A CASE STUDY ON THE NATIONAL SCHOOL OF GOVERNMENT



**Presenters: Mr Mmakwena Molala**

(Director: KM at the National School of Government)

**Ms Jacqueline Nkate**

(Deputy Director: KM at the National School of Government)



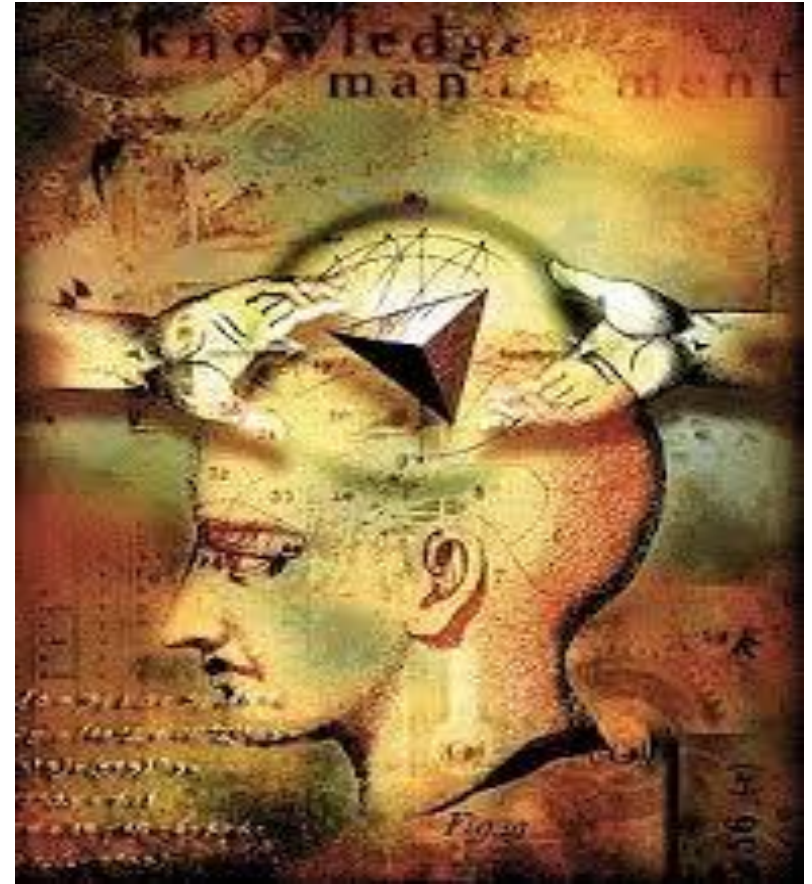
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# THE CONCEPT OF KNOWLEDGE AUDIT

KA is a process of investigating the state of an organisation in terms of available knowledge and “further needs, knowledge flows and sharing among employees” as well as the use of knowledge in business processes (Gourova, Antonova and Todorova, 2009).



# WHAT IS THE PROBLEM?

- ❑ No unanimously endorsed methodology or framework for conducting KAs
- ❑ Inconsistency in how KAs are conducted
- ❑ Limited literature on KA methodologies



# OBJECTIVES OF THE STUDY

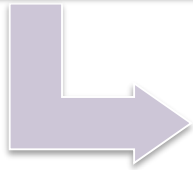
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- To determine if there is coherence between theory and practice.
- To identify good practices in how KAs are conducted.
- To contribute to organisational learning and expand knowledge and understanding of KA.



# KA METHODOLOGY FOLLOWED BY THE NSG

Knowledge  
Needs Analysis



Knowledge  
Inventory Analysis



Knowledge Flow  
Analysis



Knowledge Mapping



KA reporting



# KA METHODOLOGIES

## Ganasan's 6-stage KA model

- 1 Assess the organisational strategic information and culture
- 2 Obtain and prioritise organisational core processes
- 3 Measure the current knowledge health
- 4 KA reporting
- 5 Recommendations on KM strategies
- 6 Continuous knowledge re-auditing



# KA METHODOLOGIES (Cont'd)

## Kumar (2013)

1. Knowledge Needs Analysis

2. Knowledge Inventory Analysis

3. Knowledge Flow Analysis

4. Knowledge Mapping

## Choy, Lee & Cheung (2004)



# KA METHODOLOGIES (Cont'd)

## Jafari and Payani's proposed approach to KA

1. Identify organisation's knowledge objectives

2. Identify organisation's experts

3. Identify organisation's knowledge documents

4. Determine organisation's enjoyment of knowledge

5. Determine knowledge importance

6. Audit organisation's knowledge situations





# COMPARATIVE ANALYSIS

- ❑ The NSG's KA methodology can be located within the three phases of Choy *et al* (2004)'S KA methodology. The notable difference is the emphasis on culture assessment and KM awareness in Choy *et al* (2004)'s pre-audit phase.
- ❑ NSG's KA methodology covers some of the objectives outlined in Ganasan (2011)'s model (i.e. knowledge reporting, identification of tacit and explicit sources of knowledge and provision of recommendations for the KM strategy). However, it did not measure the impact of the KM processes in relation to the achievement of the organisational goals.



# COMPARATIVE ANALYSIS (Cont'd)

- ❑ Similarity between the NSG and Kumar's (2013) KA methodologies. However, Kumar's methodology does not include KA reporting.
- ❑ Similarities between NSG's KA methodology and Jafari & Payani (2013)'s proposed systematic approach to KA. However, Jafari and Payani's methodology does not include knowledge mapping and KA reporting.
- ❑ Jafari and Payani (2013)'s KA methodology goes further to determine the impact of knowledge within the organisation and prioritises knowledge according to its level of importance.



# RECOMMENDATIONS

- ❑ Conduct KA regularly to adequately respond to the ever-changing knowledge requirements.
- ❑ Take cognizance of the organisational culture.
- ❑ Clearly define the objectives of the audit and communicate them to staff at the beginning of the project.
- ❑ Involve all staff (where possible) and disseminate the outcomes of the audit throughout the organisation to promote ownership and commitment.
- ❑ Pay special attention to the benefits and value of knowledge in the organisation.



# CONCLUSION

- ❑ Despite the notable differences in KA methodologies, most have similar activities.
- ❑ The NSG's KA process achieved its intended objectives and encouraged knowledge sharing across organisational units.



