



**Western Cape  
Government**

Transport and Public Works

**BETTER TOGETHER.**

# DEPARTMENT OF TRANSPORT AND PUBLIC WORKS

KMSA Webinar

Directorate Knowledge Management

# Challenges

- What has challenged us the most during this pandemic?
  - No face-to-face meeting of officials
  - High data costs for employees working from home
  - Unstable internet connectivity when working from home
  - In the beginning some officials experienced a drop in motivation due to isolation at home
  - Managers have to remotely motivate staff
  - Initially initiatives that required face-to-face contact could not be facilitated e.g. Lunch and Learns
  - Greater promotion required to get officials to voluntarily join in on online initiatives
  - Managers have to trust officials to fulfill their duties working from home
  - Struggle to get officials to participate in online initiatives
  - The pandemic forced Directorate KM to focus on critical tasks only

# Challenges

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- What has challenged us the most during this pandemic?
  - The pandemic stirred up fear which in turn resulted in officials craving security
  - Leadership styles are therefor in turn being challenged
  - The old way of management thinking as outputs / deliverables are not developed clearly. E.g. micro managers who must see you at work or online.
  - Feeling of increased isolation.
  - Feeling disconnected from the workplace

# Good practices

- What good practices are emerging during this time?
  - Officials forced to embrace and use technology
  - Greater reliance on lessons learnt and COPs
  - Forced to think outside the box regarding online document routing
  - Digital signatures were introduced to facilitate online approvals
  - Managers are required to use unconventional methods to motivate team e.g. digital coffee check-ins
  - Mental health issues has been highlighted and are being addressed
  - Physical wellness of officials are of a higher priority
  - Our Leaders communicating with transparency
  - Managers who do not have key deliverables set out via business plan may have difficulty managing a team remotely. Those that have a clear plan on outputs (results based) like KM at DTPW are more successful.
  - Use of less paper due to digital processes

# Main lessons and Opportunities

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- What are the main lessons and opportunities for the future?
  - Revisit and refocus management styles in the new normal
  - Institutionalize work from home measures
  - International conferences can be facilitated online and be attended anywhere in the world
  - Online Monitoring and Evaluation tools needs to be used effectively
  - Effective communication channels to be explored
  - Re-emphasize and follow values as situations change
  - Protect your energy when working from home
  - Old work habits / way of working needs to updated to the new normal
  - Development of policies that guide employees working remotely.

# Main lessons and Opportunities

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- What are the main lessons and opportunities for the future?
  - Ensure senior management understands result based methods and develop clear targets for staff.
  - Email etiquette, discipline in meetings etc. in a guideline should be created.
  - Working from home is a safer option e.g. less road accidents. Traffic and road damage. Buildings rentals or leases are less – huge cost savings.

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Thank you

# Contact Us



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