

## Knowledge and information management competencies

These competencies relate specifically to knowledge and information management (K&IM). They are required at some level by everyone in knowledge sharing organisations but the depth and level required is dependent on their role. They are defined in three 'team' levels (strategic leader, team leader, team member) plus a fourth level that covers the K&IM competencies required by everyone working in such an organisation.

To find the description of each competency match A to I in Table i with the team and employee levels 1 to 4 e.g. A3, C4, etc. Then go to Table iv which contains the descriptions in alphanumeric order. If you are using the electronic version of the dictionary click on the competency and you will be linked to the description.

General leadership and management competencies are summarised as J to U in Table iii and are described in Table ii. In the electronic version click here to move to that section.

<b>Table i - Knowledge and information management (K&amp;IM) competencies - Framework</b>				
	<b>Strategic leader 1</b>	<b>Team leader 2</b>	<b>Team member 3</b>	<b>All employees 4</b>
A	Engages with thought leaders within and outside the organisation in order to identify the value of knowledge and information to the organisation and develop a knowledge-based vision	Demonstrates awareness of K&IM market trends, developments, experience and good practice	Scans and reviews K&IM market opportunities/ developments	Aware of the knowledge and information relevant to their roles and the value this brings to the organisation
B	Identifies, develops and articulates K&IM strategies that will add value to the organisation	Identifies business opportunities to deliver value through improved K&IM	Researches opportunities, methods and approaches for delivering value through improved K&IM	Reviews and communicates gaps in knowledge and information which hinder the achievement of corporate objectives
C	Ensures that K&IM strategies are embedded within corporate strategies and key business processes	Develops K&IM processes which can be embedded in key business processes and ensures that KIM activities are coordinated across the organisation	Supports and facilitates the development and implementation of K&IM processes across organisational silos	Uses K&IM processes to help achieve objectives
D	Identifies and develops strategies to encourage and enable collaborative working within the organisation and with partners	Identifies, develops and nurtures networks and communities	Supports and develops networked and community working	Participates in and learns from networked and community approaches
E	Fosters a knowledge and information rich culture and ensures that K&IM competencies are recognised as core competencies of the organisation in order to develop individual and organisational capability	<ul style="list-style-type: none"> <li>a. Develops K&amp;IM competencies throughout the organisation</li> <li>b. Inspires knowledge sharing and capture to enable continuous learning and knowledge creation</li> <li>c. Champions collaborative working</li> <li>d. Develops motivational approaches</li> </ul>	<ul style="list-style-type: none"> <li>a. Trains, or facilitates the training of, all employees in appropriate K&amp;IM competencies</li> <li>b. Supports and facilitates knowledge and information sharing</li> </ul> Develops appropriate reward and recognition systems	<ul style="list-style-type: none"> <li>a. Develops and uses appropriate K&amp;IM competencies</li> <li>b. Shares knowledge and information appropriately and participates in activities to facilitate sharing</li> <li>c. Works collaboratively</li> <li>d. Understands and appreciates reward and recognition systems</li> </ul>

F	Fosters the development of appropriate knowledge and information assets and the adoption of effective K&IM processes, tools and standards	<ul style="list-style-type: none"> <li>a. Identifies and develops knowledge and information assets and introduces processes to improve their leverage</li> <li>b. Identifies and builds on social networks that enable knowledge and information flow</li> <li>c. Facilitates the acquisition or development of appropriate K&amp;IM processes, tools and standards</li> </ul>	<ul style="list-style-type: none"> <li>a. Audits, maps and monitors knowledge and information assets and their use</li> <li>b. Audits, maps and monitors knowledge and information flows</li> <li>c. Develops and supports processes, tools and standards for knowledge sharing and capture</li> <li>d. Trains staff at all levels in the use of K&amp;IM tools, standards and processes</li> <li>e. Develops tailored K&amp;IM approaches aligned to specific business processes</li> </ul>	<ul style="list-style-type: none"> <li>a. Builds and manages appropriate knowledge and information assets</li> <li>b. Understands the knowledge and information flows relevant to their role</li> <li>c. Uses the K&amp;IM processes, tools and standards provided</li> <li>d. Contributes to the development of K&amp;IM processes, tools and standards</li> </ul>
G	Enables an effective K&IM architecture	<ul style="list-style-type: none"> <li>a. Develops and implements information &amp; communications technology (ICT) policies</li> <li>b. Develops and implements information management policies</li> <li>c. Develops and implements content management policies</li> <li>d. Develops and implements document and records management policies</li> <li>e. Develops and implements access and dissemination policies</li> </ul>	<ul style="list-style-type: none"> <li>a. Incorporates web enabled opportunities</li> <li>b. Develops software programmes in appropriate languages and levels</li> <li>c. Develops information management standards and guidelines</li> <li>d. Identifies and acquires external sources</li> <li>e. Identifies and acquires internal knowledge and information sources</li> <li>f. Develops tools and protocols for creation, integration and publishing</li> <li>g. Develops corporate coding and tagging tools</li> <li>h. Plans and manages records centres</li> </ul>	<ul style="list-style-type: none"> <li>a. Is aware of internal and external web developments</li> <li>b. Understands and complies with information management standards and guidelines</li> <li>c. Understands the scope and relevance of internal and external sources</li> <li>d. Complies with records and document management policies</li> <li>e. Effectively uses standard retrieval and dissemination tools</li> <li>f. Complies with knowledge and information dissemination policies</li> </ul>

			<p>and document management storage</p> <ul style="list-style-type: none"> <li>i. Develops retrieval capabilities</li> <li>j. Designs processes and systems for effective knowledge and information dissemination</li> </ul>	
H	Enables knowledge and information services	<ul style="list-style-type: none"> <li>a. Designs and implements knowledge and information services</li> <li>b. Designs and implements content creation services</li> <li>c. Enables utilisation of knowledge and information sources</li> </ul>	<ul style="list-style-type: none"> <li>a. Ensures the availability of selected resources</li> <li>b. Enables staff members to find relevant knowledge and information</li> <li>c. Provides journalistic services</li> <li>d. Applies mark-up languages</li> <li>e. Undertakes knowledge analysis and evaluation</li> <li>f. Uses most appropriate mix of knowledge and information sources</li> <li>g. Delivers relevant knowledge and information in most appropriate form</li> </ul>	<ul style="list-style-type: none"> <li>a. Uses appropriate knowledge and information resources</li> <li>b. Utilises tools and processes provided to enable content creation</li> <li>c. Understands and communicates the need for knowledge and information services</li> <li>d. Uses a variety of knowledge and information formats</li> </ul>
I	Drives value and constantly reviews the impact of K&IM strategies	<ul style="list-style-type: none"> <li>a. Incorporates measurement systems</li> <li>b. Benchmarks K&amp;IM strategies</li> </ul>	<ul style="list-style-type: none"> <li>a. Collects, monitors and analyses appropriate data</li> <li>b. Benchmarks knowledge and information activities</li> </ul>	Complies with feedback requirements