

## Overview

This standard is about developing knowledge and communicating information to a wide range of employees. You make information available to those who require it. You implement agreed standards and processes, and provide training, support and guidance to employees. You identify risks, and work practices that hinder knowledge development, implementing changes to improve organisational information sharing. You also communicate information to those who require it, considering their personal communication preferences, and use different techniques to maintain their interest and ensure that they retain the knowledge shared. The standard also includes monitoring communication and the use of knowledge management standards, systems, tools and processes to make improvements.

This standard is for all managers and leaders.

## Performance criteria

### *You must be able to:*

1. engage employees in your area of responsibility in developing their knowledge
2. identify where key knowledge is created, developed and shared in your area of responsibility
3. specify how information is made available to other departments or organisations
4. identify and access networks, communities and other sources of knowledge relevant to your area of responsibility
5. implement agreed standards and processes that support knowledge creation, development, sharing and capture to ensure that valuable knowledge is recorded
6. provide systems and tools to support the development, recording and sharing of knowledge
7. provide training, support and guidance to allow employees to use knowledge management systems and tools effectively
8. identify where work practices and behaviours hinder effective knowledge development and sharing
9. implement changes to improve knowledge development and sharing, when required
10. encourage employees to share knowledge and use knowledge management standards, systems, tools and processes
11. evaluate knowledge management risks and take action to manage them
12. protect intellectual property from unauthorised use
13. identify the information and knowledge employees require
14. communicate information and knowledge to those who require it, in accordance with policies
15. identify how employees prefer to receive information and knowledge and what media, languages, styles, timing and pace are most appropriate
16. check that the information and knowledge you are communicating are current, accurate and complete in line with your organisation's requirements
17. take action to minimise any interference or disruption to your communication
18. communicate in ways that help employees to understand the information and knowledge you are communicating and their relevance
19. use a variety of techniques to gain and maintain employees' attention and interest and help them retain information and knowledge
20. adjust and fine-tune your communication in response to both verbal and non-verbal feedback
21. state the level of confidence that can be placed in the information

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- and knowledge you are communicating
22. explain jargon, technical terms or abbreviations
  23. confirm that employees have received and understood the information and knowledge you have communicated
  24. monitor communication and the use of knowledge management standards, systems, tools and processes in your area of responsibility to ensure that knowledge is effectively captured and made available to those who may benefit from it
  25. implement improvements to knowledge management standards, systems, tools and processes
  26. follow the legal, organisational, codes of practice and policies relevant to developing knowledge and communicating information

## Knowledge and understanding

*You need to know and understand:*

### General knowledge and understanding

1. the importance of knowledge management principles, the techniques used and good practice
2. the support and guidance employees may need to use knowledge management systems and tools
3. how to identify the work practices or behaviours that help or hinder effective knowledge management
4. how to encourage employees to share knowledge and use knowledge management standards, systems, tools and processes
5. how to ensure that knowledge developed through individual and group work activities is effectively captured and made available to those who may benefit from it
6. how to evaluate risks and manage significant risks involved in knowledge management
7. the importance of protecting intellectual property from unauthorised use, and how to do so
8. how to identify employees' needs for information and knowledge and their motivations for acquiring it
9. the importance of communicating information and knowledge only to those who have a right to it
10. how to establish employees' preferred communication media, languages, styles, timing and pace
11. the importance of checking the currency, accuracy and completeness of the information and knowledge you are

communicating, and how to do so

12. how to take action to minimise any interference or disruption to your communication

13. the importance of structuring your communication in ways that facilitate employees' reception and understanding, and how to do so

14. the techniques that gain and maintain employees' attention and interest, help them retain information and knowledge, and how to use a variety of techniques

15. the importance of using verbal and non-verbal feedback to help you fine-tune your communication, and how to do so

16. the importance of communicating the information and knowledge, i.e. whether it is based on researched evidence, accepted facts or it is personal opinion

17. the importance of explaining jargon, technical terms or abbreviations

18. the importance of confirming that employees have received and understood the information and knowledge you have communicated, and how to do so

### **Industry and sector specific knowledge and understanding**

19. the industry and sector requirements for knowledge management and communicating information

20. the legal, organisational, codes of practice and policies relevant to developing knowledge and communicating information

### **Context specific knowledge and understanding**

21. how knowledge is created, developed, shared and used in your

area of responsibility

22. how knowledge is exchanged with other departments or organisations

23. the networks, communities and other sources of knowledge relevant to your area of responsibility

24. your organisation's standards and processes to support knowledge management and the systems and tools available

25. the needs, motivations and preferences of the employees you are communicating with, and who has a right to the information and knowledge

26. the jargon, technical terms and abbreviations commonly used in the context in which you are working

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## Skills

1. Analysing
2. Assessing
3. Communicating
4. Decision-making
5. Evaluating
6. Information management
7. Involving others
8. Monitoring
9. Obtaining feedback
10. Planning
11. Presenting information
12. Providing feedback
13. Questioning
14. Reviewing

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<b>Developed by</b>	Skills CFA
<b>Version Number</b>	1
<b>Date Approved</b>	12 Feb 2021
<b>Indicative Review Date</b>	01 Mar 2026
<b>Validity</b>	Current
<b>Status</b>	Original
<b>Originating Organisation</b>	Instructus
<b>Original URN</b>	CFAM&LEC3, CFAM&LEC4
<b>Relevant Occupations</b>	Managers and Senior Officials
<b>Suite</b>	Management and Leadership
<b>Keywords</b>	Management & leadership; knowledge, communication, information

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