

Overview

This standard is about managing information, knowledge and communication systems for your organisation or your area of responsibility. You develop systems by engaging with colleagues and stakeholders, considering current and future needs. You evaluate the capability and capacity of your organisation's information, knowledge and communication systems to identify any changes required. You also evaluate the technologies and suppliers available to meet organisational needs, including relevant levels of security. The standard includes implementing protocols for using systems and ensuring that users are trained and supported. You facilitate the creation, maintenance and sharing of organisational knowledge specifying standards and processes. You consider the organisational culture, values, work practices and behaviours that hinder effective knowledge management and implement strategies to overcome these. You encourage senior managers to role-model good practices and promote knowledge management.

This standard is for all managers and leaders.

Performance criteria

You must be able to:

1. engage colleagues and stakeholders in developing, implementing and maintaining information, knowledge management and communication systems
2. establish the current and likely future information, knowledge and communication needs of employees within your organisation or area of responsibility and other stakeholders
3. establish the levels of security required for information, knowledge and communication systems
4. evaluate the capability and capacity of existing information, knowledge and communication systems to meet current needs
5. evaluate the capability and capacity of existing information, knowledge and communication systems to meet likely future needs, and identify changes and enhancements
6. evaluate the capability of technologies and suppliers to meet current and likely future information, knowledge and communication needs
7. select technologies and suppliers capable of meeting current and likely future information, knowledge and communication needs to the level of security required within resource constraints
8. implement any new or modified protocols to allow information, knowledge and communication systems to be used effectively and securely
9. evaluate the training and on-going support required to enable employees to use information, knowledge and communication systems effectively, efficiently and securely
10. develop and implement plans to introduce changes and enhancements to information, knowledge and communication systems that minimise adverse impacts on business activities
11. enable employees to benefit from the changes and enhancements
12. provide user training and on-going support required
13. ensure maintenance and updating of information, knowledge and communication systems is carried out as required by your organisation
14. monitor the security of systems and their effectiveness in meeting employees' information, knowledge and communication needs, and take effective action to address any problems
15. identify where key knowledge is created, developed, shared and transferred and how it adds value to your organisation or area of responsibility
16. define and gain support for strategies to facilitate the creation, maintenance and sharing of organisational knowledge
17. specify standards and processes that support knowledge creation, development, sharing and capture to ensure that valuable knowledge is recorded

18. provide systems and tools to support knowledge management and sharing
19. ensure employees have the necessary guidance and competence to use systems and tools effectively
20. identify where organisational culture, values, work practices and behaviours hinder effective knowledge management and sharing, and any changes required
21. implement changes in organisational culture, values, work practices and behaviours to enable effective knowledge management and sharing
22. encourage senior managers and key influencers within your organisation to act as role models in using knowledge management standards, systems, tools and processes
23. implement effective systems and procedures to protect intellectual property from unauthorised use
24. identify and implement processes that promote effective knowledge management and sharing and communicate the benefits of doing so
25. monitor and review progress in embedding a culture of knowledge management and sharing in your organisation and plan any essential changes
26. evaluate and record the value of knowledge management and sharing to the organisation
27. follow the legal, organisational, codes of practice and policies relevant to managing information, knowledge and communication systems

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

1. how to engage colleagues and stakeholders in managing information, sharing knowledge and communication systems
2. how to gather and analyse data about employees' information, knowledge and communication needs
3. the principles, methods, tools and techniques for keeping information, knowledge and communication secure and how to establish appropriate security levels and approaches
4. how to evaluate current information, knowledge and communication systems and their capability and capacity to meet future needs
5. the range of information, knowledge and communication technologies available, and how to match their features and benefits to your needs
6. the suppliers of information, knowledge and communication technologies and their capabilities
7. how to develop protocols to allow information, knowledge and communication systems to be used effectively and securely
8. the training and support in the use of information, knowledge and communication systems that employees require
9. the change management principles, methods, tools and techniques that help support implementation of information, knowledge and communication systems
10. how to establish the requirements for system maintenance and updating

11. the existing and emerging knowledge management theories, concepts, strategies, principles, techniques and good practice
 12. the systems and tools available to support knowledge management and sharing and how to select appropriate ones
 13. how to specify standards and processes to support knowledge management and sharing
 14. the systems and procedures to protect intellectual property from unauthorised use and how to identify and develop appropriate ones
 15. how to evaluate the value of knowledge and knowledge management to the organisation
- and gain support for organisational strategies
16. how to monitor the effectiveness of information, knowledge sharing and communication systems to identify and take action to address problems

Industry and sector specific knowledge and understanding

17. the industry standards, requirements and benchmarks for information management, knowledge sharing and communication systems
18. the legal, organisational, codes of practice and policies relevant to managing information, knowledge and communication systems

Context specific knowledge and understanding

19. the individuals and groups in your organisation and their information, knowledge and communication needs
20. your organisation's current information, knowledge and communication systems

21. the levels of security of information, knowledge and communication required by your organisation
22. the levels of security appropriate for different users of your organisation's information, knowledge and communication systems
23. your organisation's business activities and processes
24. how knowledge is created, developed, shared and used in your organisation
25. your organisation's culture, values and work practice and how these may help or hinder effective knowledge management and sharing
26. the senior managers and key influencers in your organisation

Skills

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

Manage information, knowledge and communication systems

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