

**Government Knowledge and
Information Management
Professional Skills Framework**

April 2009

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Using the Government Knowledge and Information Management Professional Skills Framework

The Government Knowledge and Information Management (KIM) Professional Skills Framework is designed to be used for those working in KIM-related roles, alongside organisational competence frameworks which cover the general behaviours and attitudes expected of all civil servants.

The Government KIM Professional Skills Framework is designed for use in:

- **Career development**
The framework can be used to inform skills and career development for anyone with a KIM-related role.
- **Recruitment and selection**
The framework can assist senior managers in determining gaps in expertise within their local KIM function, and help determine the person specification for the role that they wish to fill.
- **Performance management**
The framework can assist senior managers in defining standards of performance and the levels of competence required in different roles.
- **Identifying training needs**
The framework may be useful in helping to identify learning and development needs, and particularly where further development is required to reach the next level.

Notes:

It is designed to be flexible and should be used as a tool from which managers can pick and mix or adapt according to their requirements. It is not designed for use as a restrictive, exhaustive list of roles and responsibilities within the KIM function.

The framework gives examples of how each specialist skill can be demonstrated at each level, from Practitioner to Strategist.

The levels are not directly equivalent to grade, since some KIM professionals will work across more than one level, depending on the task. The table below sets out guidance on the type of role that each level is designed for.

Level	Description
Strategist	Operates at a level of senior influence (depending on the structure of the organisation), and would normally lead the presentation of a new policy or report on progress to the relevant organisation level board. Their role will encompass more than one area of KIM work, or exceptionally they will have a wide KIM role in addition to another responsibility, e.g. Communications or IT. They will set the overall KIM strategy for the organisation.
Leader	Will lead a team whose role is probably within one core area of KIM, depending to some extent on the size of units concerned, e.g. as Departmental Records Officer or Head of Library Services. They will be part of a wider KIM management team and will contribute the perspective of their service to the wider KIM strategy and management. As head of the service they are responsible for ensuring its development in line with the wider KIM strategy.
Manager	Will be responsible for management of a small team delivering a KIM service or doing KIM casework. Will make the authoritative decisions on more complex issues and manage within the wider service strategy. They will have significant technical expertise in their area.
Practitioner	Will be responsible for day-to-day operational delivery of KIM tasks.

The framework is based on the following assumptions

An individual working in any area as described in the framework has all the core competences and knowledge, as set out in their local behavioural or core competence framework, plus the defined area of KIM professional competence and knowledge, relevant to their area of practice.

The Government KIM Function sees the following competencies in particular as mandatory for all KIM professionals:

- 1.3.1 Professional development page 6
- 4.3 Ethics page 26

Demonstration of *ethical management of self* is embedded in the core competences. Individuals using this framework for skills and career development will also be expected to demonstrate and conform to professional codes of conduct relevant to their own professional grouping or organisation.

Acknowledgements

The framework builds on earlier iterations of PSG KIRM (Knowledge, Information and Records Management), produced by the Committee of Departmental Librarians. The work has also been informed by:

- National Occupational Standards, Information and library services, archive services and records management (Lifelong Learning UK), April 2008
- Government IT Profession Competency Framework
- CILIP Body of Professional Knowledge
- Government Communications Network Core Competence Framework
- TFPL, *Who's managing information? Information responsibilities in the digital world*, 2006
- SFIA Framework (versions 3 and 4), and the work of the Information Management Professionals Group

The Knowledge Council would also like to thank the Government KIM Skills Working Group and all those within the Government KIM community who attended the workshops, provided interviews, responded to questionnaires and contributed to the consultation.

April 2009

GOVERNMENT KNOWLEDGE AND INFORMATION MANAGEMENT
PROFESSIONAL SKILLS FRAMEWORK

1. STRATEGIC PLANNING FOR KNOWLEDGE AND INFORMATION MANAGEMENT (Page 1 of 8)

1.1 Organisational planning for knowledge and information management

The planning and development of an organisation-wide strategy for the management of knowledge and information (KIM) as a core business asset.; includes ensuring that KIM is aligned to the strategic goals of the organisation, and that the business and operational needs are met.
The identification of new and emerging information management products, methods and techniques and the assessment of their relevance and potential value to the organisation.

	Practitioner	Manager	Leader	Strategist
<p>1.1.1 Understanding the government, organisational and wider knowledge and information environments</p> <p>[cont.]</p>	<ul style="list-style-type: none"> Understands the context in which knowledge and information are created, managed and used. Is aware of key organisational and ministerial priorities within their department and for government as a whole. Makes best use of professional and informal networks to keep informed. 	<p><i>As for Practitioner, plus:</i></p> <ul style="list-style-type: none"> Ensures input from the team is set in the context of forthcoming changes in both business and information environments and reflected in the KIM unit business plan. Understands policy priorities within the department, and the issues driving them. Monitors the market for new and emerging knowledge and information management products, methods and techniques and provides regular briefings to senior management. 	<ul style="list-style-type: none"> Identifies the KIM implications of new government policies and advises senior management accordingly. Identifies and considers the impact of KIM activity on wider organisational and government plans. Evaluates the relevance and potential value to the organisation of new and emerging knowledge and information products, services, technologies, best practice methods and techniques. Understands the implications of new knowledge and information technologies and drives forward interoperability, where possible and appropriate. Liaises with relevant IT and IA specialists in government and industry. 	<p><i>As for Leader, plus:</i></p> <ul style="list-style-type: none"> Can demonstrate how good KIM supports the development of informed, robust policymaking and more practical, efficient and innovative ways of working and delivering services. Understands how the organisation and government need to develop in the medium to longer term, the drivers for these changes (ie ministerial, policy etc) and how KIM policies, procedures and services must evolve and adapt to reflect the changing business environment and legislation. Explores and assesses a range of future scenarios within the environment in which the organisation operates, and assesses the potential policy, delivery and cultural implications.

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<p>Understanding the government, organisational and wider knowledge and information environments <i>(cont.)</i></p>				<ul style="list-style-type: none"> • Works with external stakeholders, particularly IT groups and suppliers to influence product development and ensure that it takes into account KIM principles. • Consults with domain experts on market trends and developments, and links in to relevant horizon scanning work in order to inform and support long-term strategic planning for government policy.
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	Practitioner	Manager	Leader	Strategist
<p>1.1.2 Strategic planning for knowledge and information management</p> <p>[cont.]</p>	<ul style="list-style-type: none"> Has a clear understanding of the business requirements of the units they support, and can explain the rationale behind the policies, procedures and services in force. Uses available resources to gain an up-to-date knowledge of their relevant KIM field. Shares learning with colleagues, formally and informally. Provides feedback on service delivery issues to manager to inform the future planning process. Understands the internal and external drivers for engaging with the local user community in the development of services. 	<ul style="list-style-type: none"> Determines and directs processes for the identification of key business processes and activities that create organisational knowledge and information assets. Determines where and how knowledge and information management goals, processes and tools can add value to the organisation. Demonstrates a practical appreciation of the nature, costs and relationship between the risks and benefits of business processes, information and systems. Manages individual strands of the KIM strategy, liaising with those managing other strands and other stakeholders to ensure it continues to meet business needs. Is proactive in planning changes to the relevant KIM service to take account of changes to the way the organisation operates. Proactively works to build and maintain effective links between their team and the wider organisation. 	<p><i>As for Manager, plus:</i></p> <ul style="list-style-type: none"> Is the organisation's recognised centre of expertise on KIM matters as they relate to their service. Ensures that the various strands of the KIM strategy are aligned and reflect the organisational structure. Contributes KIM perspective / requirements to other areas of work (e.g. as input to projects). Ensures that the departmental KIM function takes into account changes in the delivery of government services and the policy-making process (e.g. evidence-based policy and joined up government). Identifies and prioritises areas where innovative methods of exploiting KIM assets could benefit the overall ability of the organisation to meet its objectives. Works to ensure that KIM processes are either integrated into or at least compatible with day-to-day business processes. 	<ul style="list-style-type: none"> Ensures that knowledge and information are managed at board level as a fundamental business resource to support the information needs of the business and exploit information effectively. Sets the broad KIM programme to support business goals, ensuring co-ordinated and complementary links between the various KIM disciplines, services and business units. Identifies, develops and articulates KIM strategies that will add value to the organisation Ensures that KIM strategies are embedded within corporate strategies and key business processes. Influences key stakeholders including senior management, the wider business community and allied professions (e.g. IT) to drive forward the KIM agenda. Builds effective alliances with other specialist groups and promotes effective collaboration. Works closely with colleagues in related areas of activity (e.g. business strategists, IT and IA strategists) to ensure a good fit between the organisation's business strategy, IT infrastructure, and its information architecture and

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<p>Strategic planning for knowledge and information management <i>(cont.)</i></p>				<p>information environments, with appropriate built-in information assurance.</p> <ul style="list-style-type: none"> • Champions programmes to improve knowledge and information-based business processes, balancing resources, priorities and the needs of the business. • Influences ways of working and user behaviour and challenges where appropriate.
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	Practitioner	Manager	Leader	Strategist
<p>1.1.3 Inter- and intra-organisational collaboration</p>	<ul style="list-style-type: none"> • Recognises and acts on opportunities to work with peers within own and other organisations to share KIM good practice. 	<p><i>As for Practitioner, plus:</i></p> <ul style="list-style-type: none"> • Uses knowledge gained from wider networks to help shape the team's strategy and delivery approaches. 	<ul style="list-style-type: none"> • Works with external organisations (including private and third sector) to develop strategies for shared approaches to managing knowledge and information. • Where appropriate, identifies which elements of the business are candidates for outsourcing, and selects and procures an outsourcing partner. • Participates actively in cross-government delivery of KIM outcomes. 	<ul style="list-style-type: none"> • Identifies and builds relationships with national and international specialist interest groups, and where appropriate facilitates exchange of ideas and experience. • Sets parameters for shared services and leads negotiations for KIM functions. • Works collaboratively with others in the organisation and external partners to facilitate knowledge sharing across boundaries. • Engages with peers in the KIM community and allied professions across government to identify relevant cross-cutting initiatives and good practice elsewhere. • Identifies and considers the impact of KIM activity on cross-government plans.

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1.2 Demonstrating the value of knowledge and information management

	Practitioner	Manager	Leader	Strategist
<p>1.2.1 Demonstrating the value of knowledge and information management</p>	<ul style="list-style-type: none"> Is aware of relevant quality measures or metrics in place to measure the performance, value and impact of their relevant KIM services and reports any feedback to management accordingly. 	<ul style="list-style-type: none"> Identifies specific measures and mechanisms by which benefits can be measured within their relevant team or service. Monitors, reviews and validates performance measures in consultation with stakeholders and aligned to best practice. Takes remedial action where necessary. 	<ul style="list-style-type: none"> Establishes and communicates financial and operational returns on knowledge and information management. Benchmarks the performance of own organisation against other comparable organisations and takes action based on the findings. Assesses the future of low impact services and plans accordingly. Maintains and articulates the business case for investment in process improvement and the dangers of lack of investment. 	<p><i>As for Leader, plus:</i></p> <ul style="list-style-type: none"> Takes overall ownership for the identification and demonstration of benefits to users, organisational business performance and for public service agreement targets that result from successful process improvement, works with key stakeholders to ensure that those benefits are realised. Sets key performance indicators (KPIs) embedded within and aligned to the broader corporate objectives. Reports regularly to the board on performance, value and impact of knowledge and information management, including performance against budget, to maintain awareness at corporate leadership level.

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1.3 Strategic development of knowledge and information management capability

Driving forward the development of KIM professionals to meet business need and embedding core KIM behaviours within the wider organisation to ensure that information is valued as a corporate asset and managed accordingly.

	Practitioner	Manager	Leader	Strategist
<p>1.3.1 Professional development of the knowledge and information management community</p>	<ul style="list-style-type: none"> • Takes responsibility for own continuing professional development in KIM. • Shares learning and development experiences with peers. • Demonstrates an understanding of how other disciplines within the KIM function operate. 	<ul style="list-style-type: none"> • Ensures professional development is part of performance review process and advises their staff on options. • Ensures team shares experience of learning and development activities and is responsible for programme of internal learning and development opportunities for own team. • Ensures a consistent level of business knowledge within the team and that this knowledge is applied effectively. 	<ul style="list-style-type: none"> • Facilitates the development of KIM professionals (including career development interviews, facilitates professional mentoring) and is responsible for setting direction of the team (including virtual team) learning and development strategy. • Evaluates the benefits of professional development activities and communicates these accordingly. • Liaison with external suppliers to ensure the relevance of training. 	<ul style="list-style-type: none"> • Ensures that the organisation has sufficient professional capacity to manage its information risks. • Determines the organisational need for KIM skills in line with the business and strategic direction and ensures any programme of change required as a result of this is communicated and effected. • Recognises the value added by professional KIM focused qualifications, champions the need for these and recognition of those gaining them. • Actively supports the acquisition of broader business experience. • Ensures an adequate pipeline of KIM talent for the long-term provision of effective KIM leadership. • Influences the direction and programmes of external training suppliers.

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	Practitioner	Manager	Leader	Strategist
<p>1.3.2 Building wider knowledge and information management capability</p> <p>See also 2.4.2 <i>Education and training</i> and 2.1.1 <i>Supporting collaboration and promotion of a knowledge sharing culture</i></p>	<ul style="list-style-type: none"> • Raises awareness of KIM systems relevant to their service and assists users in managing their responsibilities with respect to information. • Contributes to local user guides and training material as appropriate. 	<ul style="list-style-type: none"> • Reviews KIM capability among users and plans and delivers customer development activity according to need. • Manages knowledge projects, including business case development, analysis and process design, mapping from present state to future possibility, and training. • Collects, develops and disseminates good practice in knowledge and information management, and wider lessons learned, including tools and techniques for avoiding single points of knowledge failure. • Manages and advises on organisational knowledge sharing communities of practice. Baselines, monitors and reports on progress in knowledge management. 	<ul style="list-style-type: none"> • Builds practical knowledge solutions into business strategies. Leads and encourages participation in organisation wide programmes in support of a knowledge-sharing culture (including analysis and process design, “as-is / to-be” role/transaction mapping, lessons learned), the development and promotion of appropriate knowledge-related reward structures, training and communication of the benefits of good knowledge sharing, information and records management. • Communicates the importance of collaborative action to create, share and preserve knowledge for business continuity. • Sets performance targets to recognise good KIM behaviours. 	<ul style="list-style-type: none"> • Evaluates the financial, cultural, technological and environmental factors which must be addressed in integrating KIM capabilities into the business process. • Advises on organisational structure, roles, performance measurement, competencies and skills to support strategies for cultural change. • Ensures KIM capability is addressed as a governance issue at Board level. • Provides the framework for development / improvement of KIM capability generally and its measurement. • Works with senior colleagues (e.g. in HR and other information professions) to develop and promote a competency framework for assessing the effectiveness of knowledge and information sharing skills in the business and embed capability-building approaches within other HR processes (e.g. inductions). • Engages with senior management across the organisation to encourage appreciation of the value of its knowledge and information assets, and to encourage behavioural change at all levels. • Leads by personally adopting knowledge sharing behaviours.

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1.4 Selection and procurement of knowledge and information management resources

Specification, development, negotiation and management of services of inter-organisation co-operative agreements, including those bought in from outside the organisation either through outsourcing or through working with other organisations as part of a shared services or partnership agenda.

	Practitioner	Manager	Leader	Strategist
<p>1.4.1 Selection and procurement of knowledge and information management resources</p> <p>See also 1.1.1 <i>Understanding the government, organisational and wider knowledge and information environments</i></p>	<ul style="list-style-type: none"> Develops effective day-to-day working relationships with external suppliers and account managers to ensure successful delivery of products and services to achieve outcomes. Keeps up to date with developments in the information supply chain, both printed and electronic, and how this impacts on the availability of information. Is able to select appropriate supplier. Demonstrates knowledge of the range of KIM resources that are available for and relevant to the user community. Monitors supplier performance, collects performance data and resolves or escalates issues where appropriate. 	<p><i>As for Practitioner, plus:</i></p> <ul style="list-style-type: none"> Has the knowledge of the information supply chain to make recommendations on medium to long term sourcing and supply. Plans and develops services that take account of changes in working practice both within the organisation and across government generally. Evaluates the relative merits of alternative formats (e.g. electronic versus print) taking into account user requirements, user skill levels, cost/benefit analysis and relative merits of competing products. Makes evidence-based decisions on purchases. 	<ul style="list-style-type: none"> Determines specifications for services. Manages the tendering process and negotiates contracts with suppliers, taking advice from procurement professionals where appropriate. Engages with professionals in related disciplines (e.g. procurement, project management, law etc) to ensure compliance with legal requirements and organisational guidelines while reflecting the way the information supply chain operates and amending standard terms as appropriate. Seeks cost-effective arrangements for acquiring content and services including partnering other organisations. 	<ul style="list-style-type: none"> Determines procurement policies for KIM resources within the organisation, working with professionals in related disciplines (e.g. procurement, project management, law, etc) where appropriate to set in place policy and procedures covering the selection of suppliers, tendering and procurement. Is responsible for overall management and development of the commercial relationships with senior management in supplier organisations.

2. USING AND EXPLOITING KNOWLEDGE AND INFORMATION (Page 1 of 8)

2.1 Knowledge sharing and collaboration

	Practitioner	Manager	Leader	Strategist
<p>2.1.1 Supporting collaboration and promotion of a knowledge-sharing culture</p>	<ul style="list-style-type: none"> Understands the organisational knowledge sharing and collaborative channels available to achieve specific business objectives – including face to face and technology enabled techniques – and selects the most appropriate approaches. Identifies networks, processes and systems (e.g. shared social space) that allow people to connect to knowledge and information from wherever they are working. Understands the practical and cultural issues of networks and communities, knowledge sharing and re-use. Co-ordinates knowledge sharing opportunities and enables collaboration. Communicates good examples of knowledge sharing and collaboration. Participates in communities of practice. 	<ul style="list-style-type: none"> Establishes processes and tools to enable people to find expertise, experience and knowledge (e.g. expertise databases or links to projects or people) and facilitate links with expertise and knowledge outside the organisation. Actively brokers such relationships where appropriate. Establishes formal and informal knowledge sharing events appropriate to the style and culture of the organisation. Identifies and develops networks of knowledge champions and 'super users' to encourage the use of knowledge standards, tools and processes. Develops processes and activities to support new and existing networks and communities. Ensures that knowledge assets are visible to all who need to use them and encourages the re-use of knowledge that already exists within the organisation. 	<ul style="list-style-type: none"> Identifies the factors that encourage or impede knowledge sharing within the organisation and their impact on its operation and where knowledge sharing will be of most benefit. Identifies key knowledge sharing skills, behaviours and attitudes are required by the organisation. Works with the wider organisation to identify and foster the development of networks and communities, and links between them, for the transfer of good practice. Sets performance targets to recognise knowledge sharing behaviours. 	<ul style="list-style-type: none"> Influences senior management to provide clear and visible buy-in and act as role models in sharing knowledge, through using knowledge sharing tools and processes. Ensures that the correct processes are in place within the organisation to support good knowledge and information management skills, behaviours and attitudes. Identifies and develops strategies to encourage and enable collaborative working within the organisation and with external partners.

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	Practitioner	Manager	Leader	Strategist
<p>2.1.2 Facilitating knowledge capture</p>	<ul style="list-style-type: none"> Understands the context in which the organisation needs to capture and re-use knowledge. Identifies types of knowledge of potential value to the organisation. Provides support in the use of tools and processes to build knowledge capture activity and avoid single points of knowledge failure. Demonstrates an awareness of the value of knowledge capture tools and processes and their applicability in different contexts. 	<ul style="list-style-type: none"> Identifies where critical knowledge is being created and developed. Identifies the key barriers and enablers to knowledge capture. Establishes tools, templates and guidelines for capturing knowledge developed by individuals in the course of their work (e.g. supporting the recording of stories and evidence, harvesting toolkits, lessons learnt, peer assists, after actions reviews, etc). 	<ul style="list-style-type: none"> Champions and communicates the benefits of knowledge capture and transfer processes. Establishes processes to build knowledge capture into the organisation's business processes so that knowledge capture is an ongoing activity. Highlights areas where the organisation is at risk from not developing or capturing knowledge so that it can be re-used. Maintains an awareness of current techniques and good practice in approaches to developing and capturing knowledge. Makes the business case for employing knowledge capture processes and techniques and the priority areas for their use. 	<p><i>As for Leader plus:</i></p> <ul style="list-style-type: none"> Works closely with senior management and with all areas of the organisation (e.g. social researchers, policy teams) to secure widespread buy-in and understanding of the importance of capturing and re-using knowledge and professional experience to support the effectiveness and efficiency of the organisation.

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	Practitioner	Manager	Leader	Strategist
2.1.3 Facilitating knowledge transfer and organisational learning	<ul style="list-style-type: none"> Understands the way in which knowledge is shared, transferred and re-used between individuals and groups across the organisation, Understands the processes in place within the organisation to externalise and capture tacit knowledge. 	<ul style="list-style-type: none"> Assesses the effectiveness of - and identifies the “bottle-necks” in - knowledge transfer processes and modifies policies and procedures accordingly. Develops networks and processes internally and externally to support organisational competencies and learning. 	<ul style="list-style-type: none"> Determines and directs processes to identify how organisational learning is used and re-used and how readily it is available for future use. Monitors the effectiveness of and benefits from the use of knowledge capture processes. Encourages internal experts to act as points of reference and to pass on experience and knowledge. Works with business units within the organisation to develop reusable methods for capturing and codifying knowledge that adapt to a changing environment. 	<ul style="list-style-type: none"> Defines strategies to facilitate the building and maintenance of organisational knowledge and ensures alignment with the organisation’s learning strategies. Works to embed a culture of informed decision making through organisational knowledge and learning throughout the organisation. Ensures communication and collaboration between those functions that focus on the creation and communication of knowledge and information and organisational learning.

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2.2 Information re-use and information sharing

The assimilation of information from existing sources, selection and its re-presentation in a form suitable to the intended purpose and audience.

	Practitioner	Manager	Leader	Strategist
<p>2.2.1 Information re-use and information sharing</p> <p>See also 4.1 Information risk management</p>	<ul style="list-style-type: none"> • Applies organisation's guidance to exploit information assets. • Creates and maintains an information asset register. • Categorises and values information assets in accordance with organisation's standards. • Has a working knowledge of information asset security policies. 	<ul style="list-style-type: none"> • Identifies opportunities for information re-use, including public sector information, and information sharing with third parties (e.g. mash-ups). • Gives access to information in a proportionate and secure manner. • Maintains current and historical records of access controls applied to information assets. • Regularly monitors and reviews access granted to information assets to ensure risk is managed. • Disposes of all information assets securely in line with organisation's disposal procedures. • Proactive in filling gaps in local knowledge and information assets. 	<ul style="list-style-type: none"> • Recognises and exploits business opportunities provided for the use, repurposing and exploitation of information by existing KIM and IT solutions to ensure the organisation gains best value from its investments. • Takes overall responsibility for information asset registers • Is the organisation's recognised expert on projects to take forward data / information sharing or re-use. • Is aware of the data / information needs of the organisation and highlights where such projects may be appropriate. • Advises on requests for public sector information. • Establishes effective information security and data sharing protocols. 	<ul style="list-style-type: none"> • Defines strategy for data / information sharing and reuse • Seeks out new opportunities for secure sharing or re-use of information / data and works with the business to identify benefits. • Seeks new opportunities for obtaining additional business value out of existing knowledge and information assets through re-use and repurposing.

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	Practitioner	Manager	Leader	Strategist
2.2.2 Web / new media publishing	<ul style="list-style-type: none"> Creates web pages/web sites that conform to accessibility legislation and best practice in content, retrievability and navigation. Uses appropriate authoring packages effectively in the design of electronic information delivery mechanisms. Understands that online sources (e.g. web, intranet) may hold vital records not published or held elsewhere within the organisation. 	<ul style="list-style-type: none"> Identifies the business applications of different publishing channels. Ensures that there is an effective content management system in place to manage the currency of the website, support records management processes and avoid uncontrolled deletion of data and broken / lost URLs. Ensures compliance with web management policies and relevant legislation. 	<ul style="list-style-type: none"> Demonstrates the importance of application of knowledge and information principles to departmental web/portal design and content management and liaises with web publishing teams outside the KIM function as appropriate. Ensures that web content is included in KIM policies, and digital preservation and business continuity processes. 	<p><i>As for Leader, plus:</i></p> <ul style="list-style-type: none"> Determines the strategy for internal and external publication.
2.2.3 Electronic information resource delivery to the desktop	<ul style="list-style-type: none"> Uses appropriate authoring packages effectively to support electronic information delivery mechanisms (e.g. secondary processing – digitisation, structural tagging and mark-up, and hypertext linkage). Understands the requirement for ethical use of licensed content and software. Advises on straightforward cases and escalates complex cases where appropriate. 	<ul style="list-style-type: none"> Ensures that internal information resources are available for use by others in the organisation where appropriate. Plans pilots for new services, determines user access policy. Evaluates and selects appropriate authoring packages to support electronic information delivery, including authoring packages and web authoring. Provides frameworks and other appropriate methods for the management and recording of licences and permissions for the use and re-use of internal information resources. Advises end users on the ethical use of licensed content and software. 	<ul style="list-style-type: none"> Ensures good awareness throughout the organisation of the requirement for licensed use and re-use of information resources (particularly electronic resources) and software by information services staff and end users. 	<ul style="list-style-type: none"> Champions and ensures that the organisation at a strategic level maximises the value derived from publicly available information sources.

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2.3 Information analysis

Synthesis and analysis of existing sources of information to derive insight to support decision making.

	Practitioner	Manager	Leader	Strategist
<p>2.3.1 Decision support / decision analysis</p>	<ul style="list-style-type: none"> Understands the criteria for business critical decisions and provides analytical services as required. 	<ul style="list-style-type: none"> Identifies, develops and manages decision support systems. 	<ul style="list-style-type: none"> Creates original decision analyses. Suggests and applies analytical approaches to support business decision-making. Takes full responsibility for the definition of the information required to support strategic business decisions. 	<ul style="list-style-type: none"> Ensures that the framework for decision support systems in the organisation incorporate best practice with respect to knowledge sharing. Ensures connection and alignment with related processes carried out by other disciplines (social researchers, HR, etc) as appropriate.
<p>2.3.2 Search / information retrieval</p> <p>See also 3.1.2 <i>Organising and labelling information</i></p>	<ul style="list-style-type: none"> Identifies and uses retrieval mechanisms/ search strategies that are timely, appropriate to the enquiry and to the user's needs (e.g. ensuring output contains all the required information). Establishes appropriate search strategies for retrieving results across a range of structured and unstructured data repositories. Understands the sources available to fulfil an information need and makes efforts to present the results in a form convenient to the user. Exploits customisable database search capabilities to create pre-constructed searches enabling end users to run searches themselves. 	<ul style="list-style-type: none"> Develops evaluation frameworks to assess the information retrieval tools provided to potential end users. Implements data mining strategies to meet customers' requirements, where appropriate, including the introduction and evaluation of professional roles and data sources. Ensures the appropriate methods and tools for information retrieval are used effectively throughout the organisation on both physical media and in structured or unstructured electronic repositories. 	<ul style="list-style-type: none"> Works with customer groups to identify areas of interest and establish sources and tools to support data mining. Investigates and exploits developments in electronic information provision which can be used to deliver current awareness services more effectively (e.g. syndication of information based on user preference). Develops benchmarks for information retrieval and works to improve service delivery (e.g. through sharing good practice and improving tools available). 	<ul style="list-style-type: none"> Seeks effective ways of providing information to users through search and retrieval. Directs the continued improvement of the quality of information retrieved (e.g. through improving the underlying information architecture).

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	Practitioner	Manager	Leader	Strategist
<p>2.3.3 Analysis and exploiting research</p>	<ul style="list-style-type: none"> • Applies a variety of analytical techniques with sensitivity to their limitations. • Collects, organises, analyses and presents information derived in response to users on their information needs. May include evaluation of information provided (e.g. for reliability etc). • Maintains an audit trail for analysis, identifies weaknesses and gaps in information and explains such limitations to customers. • Analyses and reviews information sources and data to deliver the answer to the user's question in the appropriate format. 	<ul style="list-style-type: none"> • Continuously evaluates sources to ensure effectiveness of search strategies. • Provides guidance on the effective presentation of search results in an added value format. 	<ul style="list-style-type: none"> • Is responsible for commitment to effective and efficient analysis of information in all formats. • Establishes a framework for evaluation of the source data and managing the quality of the information supplied, including provision of advice to users on the reliability etc of information sources delivered to the desktop. • Ensures that the results of research are captured and shared effectively. 	<ul style="list-style-type: none"> • Ensures that all relevant existing research, knowledge and information sources within the organisation (and externally) are reviewed for possible synthesis to create new business value.

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2.4 Integrating knowledge and information management capabilities into the business process

	Practitioner	Manager	Leader	Strategist
<p>2.4.1 Understanding information needs and behaviour</p>	<ul style="list-style-type: none"> Appreciates the different ways in which people interact with electronic environments, (including people with visual, hearing or other impairments affecting access to the electronic environment and users of assistive technologies). Provides operational input as required on user needs and KIM solutions. Contributes to identifying new areas for improvement of KIM solutions to support user needs. 	<ul style="list-style-type: none"> Establishes the knowledge and information needs of users through appropriate means (e.g. reference interview, focus groups and information audit). Designs usability evaluation methods such as user trials, expert review, survey and analysis. 	<p><i>As for Manager, plus:</i></p> <ul style="list-style-type: none"> Ensures structures are in place to allow effective user consultation. 	<ul style="list-style-type: none"> Engages with pan-government or external groups and draws on relevant studies and research on user needs and behaviours with respect to knowledge and information management. Feeds this back into the strategic direction of the organisation, where relevant.

<p>2.4.2 Education and training</p> <p>See also 1.3.2 <i>Building wider knowledge and information management capability</i></p>	<ul style="list-style-type: none"> Works with end users to develop information literacy and knowledge sharing skills that support their business need through coaching, applying skills audits, etc. Delivers advice, guidance and training material that support users' direct use of knowledge and information sources, including in-house sources such as EDRMS, with hands-on training as required. Engages with users to improve and develop access to information sources (e.g. through feedback mechanisms). 	<ul style="list-style-type: none"> Plans and manages user engagement programmes. Trains staff in knowledge and information management techniques and approaches. Provides advice and guidance on records management, ensuring guidance is grounded in good practice and is regularly reviewed. Selects the most appropriate tools to support organisational learning within each business area. 	<ul style="list-style-type: none"> Defines strategy for deployment of training, ensuring that content and timing ensure optimum benefits. 	<ul style="list-style-type: none"> Takes overall ownership of the delivery of the education programme to develop staff skills, ensuring that it is in line with business needs and future strategy of the organisation. Defines education and training strategy for the development of knowledge and information management capability.
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The creation, organisation and management of knowledge and information throughout its lifecycle to support the business through an effective information service.

3.1 Information architecture and information control

The structured design of shared knowledge and information environments, including analysis of information created and captured by electronic systems, the management of that information over time and the inclusion of information tools to aid that management by its users; Includes also the operation of structured collections of paper records or objects (including books and electronic media).

	Practitioner	Manager	Leader	Strategist
<p>3.1.1 Collection / repository management: the ability to design and maintain structures for information storage and access to support business information needs</p> <p>See also 3.1.2 <i>Organising and labelling information</i></p> <p>[cont.]</p>	<ul style="list-style-type: none"> Understands the different approaches to managing and sharing information needed for physical and electronic systems. Is able to use the systems for managing information and is able to assist others to use systems effectively. Understands collection management strategy and applies this in reviewing the collections. Maintains a working knowledge of the content held within collections and its management and protection requirements. Ensures local compliance with collection / repository management policies. 	<ul style="list-style-type: none"> Specifies, designs and maintains systems for structured and unstructured information storage and supports access to information to support business needs. Is able to offer support and expert help to departments and functions developing their own shared environments. Recognises that caring for and protection of content and collections is implicit in their management and puts in place mechanisms to ensure they are maintained appropriately. Ensures that physical collections in particular are housed appropriately and the application of correct standards for storage. 	<ul style="list-style-type: none"> Advises on appropriate application of KIM principles to structured and unstructured data when the IT infrastructure is implemented or upgraded. Ensures that appropriate policies and practices are in place to maintain an effective collection, and to reduce the risk of damage to record and archive collections. Ensures consistent rules for creating, storing and accessing documents and effective integration with core business processes. Develops and maintains the collection management strategy for electronic resources taking into accounts options for digitisation and partnership opportunities with other government departments and commercial providers and ensuring that deliverables are in line with business, IT and IA strategies. Advises on mapping the knowledge and information 	<ul style="list-style-type: none"> Provides strategic direction for the management of content including physical repositories across the organisation. Generates approaches to electronic records management issues emerging from IT strategies, and contributes to IT strategy for organisational records.

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<p>Collection / repository management (cont.)</p>			<p>flows between different systems, puts the knowledge and information in a business context, and assesses the implications of new systems development (e.g. for managing electronic and paper information resources).</p>	
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	Practitioner	Manager	Leader	Strategist
<p>3.1.2 Organising and labelling information</p> <p>See also 2.3.2 Search / information retrieval</p>	<ul style="list-style-type: none"> Understands the basic principles of organising information using codification (e.g. cataloguing, classification, indexing, abstracting, ontologies and thesaurus construction). Displays a working knowledge of how metadata should be applied to both print based and electronic systems. Develops and manages information structures, including websites and corporate record plans, to meet business need. and responds to customer comments on their experience of locating content. 	<p><i>As for Practitioner, plus:</i></p> <ul style="list-style-type: none"> Provides users with tools to help them apply structures and standards (including guidance and advice on the appropriate disposal action) at the point of information and record creation / capture. Exercises quality control in the use of codification through advice and supervision of systems, and where applicable sets local rules for their application. 	<ul style="list-style-type: none"> Has and maintains knowledge of the latest developments in the codification of information and evaluates their appropriateness for internal use. Ensures that labelling structures reflect business critical activities and are workable within organisational processes. Looks for opportunities to simplify the coding and labelling of content using automated techniques Is the recognised authority within the organisation on the application of metadata and vocabulary standards. Champions the application of codification (e.g. metadata and vocabulary standards) across the organisation. Creates a culture that promotes and exploits the benefits of using standards. 	<ul style="list-style-type: none"> Reviews developments in the codification of information in the wider environment and influences direction, where appropriate.

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3.2 Creation and maintenance of information and records

	Practitioner	Manager	Leader	Strategist
3.2.1 Content creation and maintenance	<ul style="list-style-type: none"> • Creates information content to be delivered in appropriate format. • Recognises the sensitivities around personal or corporate ownership of documents and records and handles them appropriately. • Recognises the importance of assessing and maintaining content quality and integrity. • Supports users in creating content that is suitable for the intended audience and communication channel. 	<ul style="list-style-type: none"> • Plans, designs and creates information content to be delivered electronically. This includes managing the quality assurance and publication processes, and overseeing publication schemes. • Appreciates the risks in unauthorised alteration of content and takes steps to mitigate them, ensuring also that an audit trail is in place. • Promotes awareness of the need to capture internal information and resources of all types and to manage them in accordance with legal requirements and organisational policy. • Demonstrates commitment to developing practical and cost effective strategies and processes for the acquisition of content and collection. 	<ul style="list-style-type: none"> • Develops innovative approaches for acquiring and maintaining content and collections. 	<ul style="list-style-type: none"> • Defines business strategy for content creation at local and corporate levels.

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	Practitioner	Manager	Leader	Strategist
3.2.2 Business continuity	<ul style="list-style-type: none"> • Understands the local business continuity plan. • Complies with business continuity policies and practices. 	<ul style="list-style-type: none"> • Liaises with appropriate individuals in organisations affected by <i>machinery of government</i> changes and takes forward actions for successful transfer of appropriate information resources. • Ensures team awareness of contingency plans and regular updates to arrangements and contacts. 	<ul style="list-style-type: none"> • Develops business continuity plans for all knowledge and information services and tests them. • Defines what content, collections and assets have implications for business continuity and works closely with those in the organisation with responsibility for business continuity management. 	<ul style="list-style-type: none"> • Champions the need to include information and vital records in business continuity plans. • Takes overall responsibility for the management of operational risk arising from all aspects of the use of knowledge and information systems and processes, including the identification and securing of vital records and of business critical information as part of contingency planning (liaising with relevant experts). • Takes overall responsibility for ensuring that the KIM service and systems are flexible enough to adapt to <i>machinery of government</i> changes.

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	Practitioner	Manager	Leader	Strategist
<p>3.2.3 Lifecycle management</p>	<ul style="list-style-type: none"> • Applies retention and disposal criteria in line with organisation's policy. • Understands the business objectives and direction of the organisation and how this impacts on lifecycle management. • Reviews archiving policy (including records retention) in the context of changing priorities and information needs and legal obligations. Makes recommendations for changes to reflect business needs, including options for future-proofing. • Resolves queries in relation to lifecycle management (retention and disposal) policies. 	<p><i>As for Practitioner, plus:</i></p> <ul style="list-style-type: none"> • Provides input, advice and guidance on handling (e.g. email management protocols). • Recognises the dangers of digital obsolescence and applies objective criteria to decide which content requires medium to long-term preservation and the level of ongoing business access required. • Reviews and manages lifecycle management policies; liaises with external bodies (e.g. The National Archives, Ministry of Justice) on policy issues as required. • Advises the organisation on lifecycle management (retention and disposal) issues for systems outside the direct control of the KIM unit. • Defines organisational policy for identifying important information that needs to be kept and the removal of out of date information within systems. 	<ul style="list-style-type: none"> • Ensures consistency in the corporate rules and guidance for storing and disposing of information. • Develops archival policy for organisational print publications and records and digital preservation policy to ensure proper preservation and conservation of the published and recorded corporate memory. • Ensures that corporate records management policies reflect best practice and the legislative environment. • Monitors the effectiveness of policies and processes and reviews them accordingly. • Agrees coordinated historical release programmes of government information. 	<ul style="list-style-type: none"> • Working with IT and other corporate functions, ensures corporate standards and behaviours for record-keeping, including email, are compatible with and are effectively integrated within core business processes. • Provides a strategic view over publishing programmes (e.g. Government Official History programme and Departmental histories).

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4.1 Information risk management

The planning and implementation of organisation-wide processes and procedures for the management of operational risk.

	Practitioner	Manager	Leader	Strategist
4.1.1 Information ownership and accountability	<ul style="list-style-type: none"> Understands their personal responsibility for managing the knowledge and information they generate in accordance with policy, and can explain that to customers / users. 	<ul style="list-style-type: none"> Monitors team behaviours and practices relating to information risk and takes corrective action in case of non-compliance. Consults with Information Asset Owners and Senior Information Risk Owners on KIM related issues. Ensures the maintenance of information asset registers to provide clarity on what information is held and who is responsible for maintaining it throughout the delivery chain. 	<ul style="list-style-type: none"> Fulfils Information Asset Owner role and responsibilities (e.g. for KIM functions). Takes operational responsibility for information processes and systems in their area. Advises Information Asset Owners of changes in risks. Works with relevant stakeholders to establish ownership of information assets. 	<ul style="list-style-type: none"> Fulfils Senior Information Risk Owner role and responsibilities. Works with the IT and IA communities to ensure the development of systems which enable interoperability and secure data sharing. Balances privacy requirements with the need for appropriate information sharing.

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	Practitioner	Manager	Leader	Strategist
<p>4.1.2 Information risk analysis and mitigation</p>	<ul style="list-style-type: none"> Understands and complies with rules on transferring, sharing, protecting and handling information securely and advises on this in relation to their role. Understands and complies with policy for maintaining information currency and integrity. Reports suspected or actual information security issues through the appropriate channels. 	<ul style="list-style-type: none"> Sets day-to-day principles for the secure handling and sharing of information taking account of central and any local information risk policies, standards and guidance. Provides advice on use of protective markings for team / in the team's information systems Sets day-to-day principles for managing information risk, maintaining information currency and integrity. Conducts regular information audits and information risk assessments for defined business areas, ensuring that clear records are kept of information held and handled, and the relative security, sensitivity and importance of each set of information. Determines where security issues should be escalated to higher levels. Ensures that policies for information access requests are in line with local information assurance policies. 	<ul style="list-style-type: none"> Takes operational authority for information quality and risk management in their area and carries out business impact analyses, as appropriate. Assures the performance of regular audits of KIM systems and policies and their effectiveness. Ensure that each classified information asset has a risk owner. Ensure that risk mitigation and incident management processes and procedures (e.g. training) are communicated to and implemented across the organisation. Works with accreditors and IA teams to achieve accreditation of KIM systems, where possible or appropriate. 	<ul style="list-style-type: none"> Has strategic responsibility for assuring the management of risk of information processes and systems within their command and regularly assesses risk and effectiveness of controls. Ensures that central guidance on information risk management and mitigation is communicated to the board, the KIM community and the wider business and is embedded within both the KIM and corporate strategies. Undertakes regular information risk management reporting against key targets to demonstrate value to board Agrees information risk priorities with the board. Effects a joined up approach with the IA and information security teams (where these operate elsewhere in the organisation), working to ensure that information risk management is embedded within corporate risk planning.

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4.2 Compliance with information legislation, regulation and corporate standards

Assessment of the conformance of any activity, process, deliverable, product or service with the criteria of specified regulations, codes or standards.

[Note: this section must be read alongside *the Framework of Common Standards and Processes for Knowledge and Information Management in Government* , scheduled for publication in the second half of 2009]

	Practitioner	Manager	Leader	Strategist
<p>4.2.1 Ensuring compliance with the legal framework</p>	<ul style="list-style-type: none"> Knows the key legislation that applies in their area of work, can advise on its application and recognise when a query has to be referred. Reports on failures in compliance through the appropriate channels. Carries out operational reviewing of information and records in line with the requirements of the Freedom of Information Act, data protection, Public Record Acts, copyright, local selection policy and other information rights legislation. 	<ul style="list-style-type: none"> Advises on more complex enquiries relating to application of legislation in liaison with related professions (e.g. lawyers). Monitors compliance with policies and procedures and takes remedial action in cases of non-compliance, providing advice and support where needed. Identifies reasons for non-compliance and adjusts policies and procedures to reduce the likelihood of failures in the future. 	<ul style="list-style-type: none"> Advises on the legal and regulatory issues concerning the handling of structured and unstructured data. Negotiates with copyright licensing agencies. Resolves complex queries in relation to information legislation, liaising with legal teams as required. Liaises with internal and external audit and oversight authorities. Defines framework for and manages compliance activity within delivery of information management quality assurance and education functions. Develops and monitors compliance procedures. (includes appropriate audit log mechanisms within IM structures). 	<ul style="list-style-type: none"> Takes responsibility for ensuring that legal compliance issues are taken in to account in the development of KIM solutions, policies and services. Shapes direction for systems of internal control to include knowledge and information management governance issues. Communicates, monitors, is involved in and informed by discussions on current and emerging concerns and initiatives on information legislation and regulation.

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	Practitioner	Manager	Leader	Strategist
4.2.2 Information rights	<ul style="list-style-type: none"> Understands and applies relevant framework to requests for information (including taking account of the requirements of copyright design and patents law). 	<ul style="list-style-type: none"> Analyses, interprets and advises on the meaning of complex legislation, including taking account of the requirements of copyright design and patents law, and its practical application. Manages and delivers effective responses to requests made under information rights (including Fol, EIR, DPA, copyright etc.) Ensures individuals' personal information is used only in accordance with their rights. Ensures that information can be easily identified and accessed by the public, within the law, as appropriate. 	<ul style="list-style-type: none"> Develops policies, procedures and working practices to comply with the regulatory and legislative framework on the holding, use and disclosure of information. Demonstrates a good understanding of how information rights legislation interacts with other legislation. Monitors emerging case law and legislation and the implications for the organisation. Monitors and promotes best practice in responding to requests for information. Ensures effective engagement with external bodies (e.g. Information Commissioner). Is the recognised authority (in liaison with colleagues in the legal profession) on the practical application of the legislative framework for information rights. 	<ul style="list-style-type: none"> Develops policy, and advises the organisation on information rights issues. Champions the information rights agenda. Represents the organisation in inter-departmental fora. Develops information legislation, policies, standards, rules and guidelines. Develops policy to promote effective access to information and deliver the information requirements of the organisation and across government to support effective knowledge sharing between organisations. Ensures a joined-up approach with allied professions (e.g. press officers, lawyers) when advising senior officials and Ministers on both the legal and media implications of releasing sensitive information.

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4.3 Ethics

	Practitioner	Manager	Leader	Strategist
Ethics	<ul style="list-style-type: none"> Understands and applies civil service code and ethical frameworks of professional bodies as they apply to their role. 	<p><i>As for Practitioner, plus:</i></p> <ul style="list-style-type: none"> Provides advice and guidance on their application. 	<ul style="list-style-type: none"> Champions the application of professional codes of ethics and the Civil Service Code of Conduct. Provides support and guidance to organisation in the event of possible conflict. 	<ul style="list-style-type: none"> Champions the application of professional codes of ethics and the Civil Service code of conduct. Contributes the KIM dimension to external codes and standards and checks that they are fit for purpose across government.