CILIP For knowledge and information managers
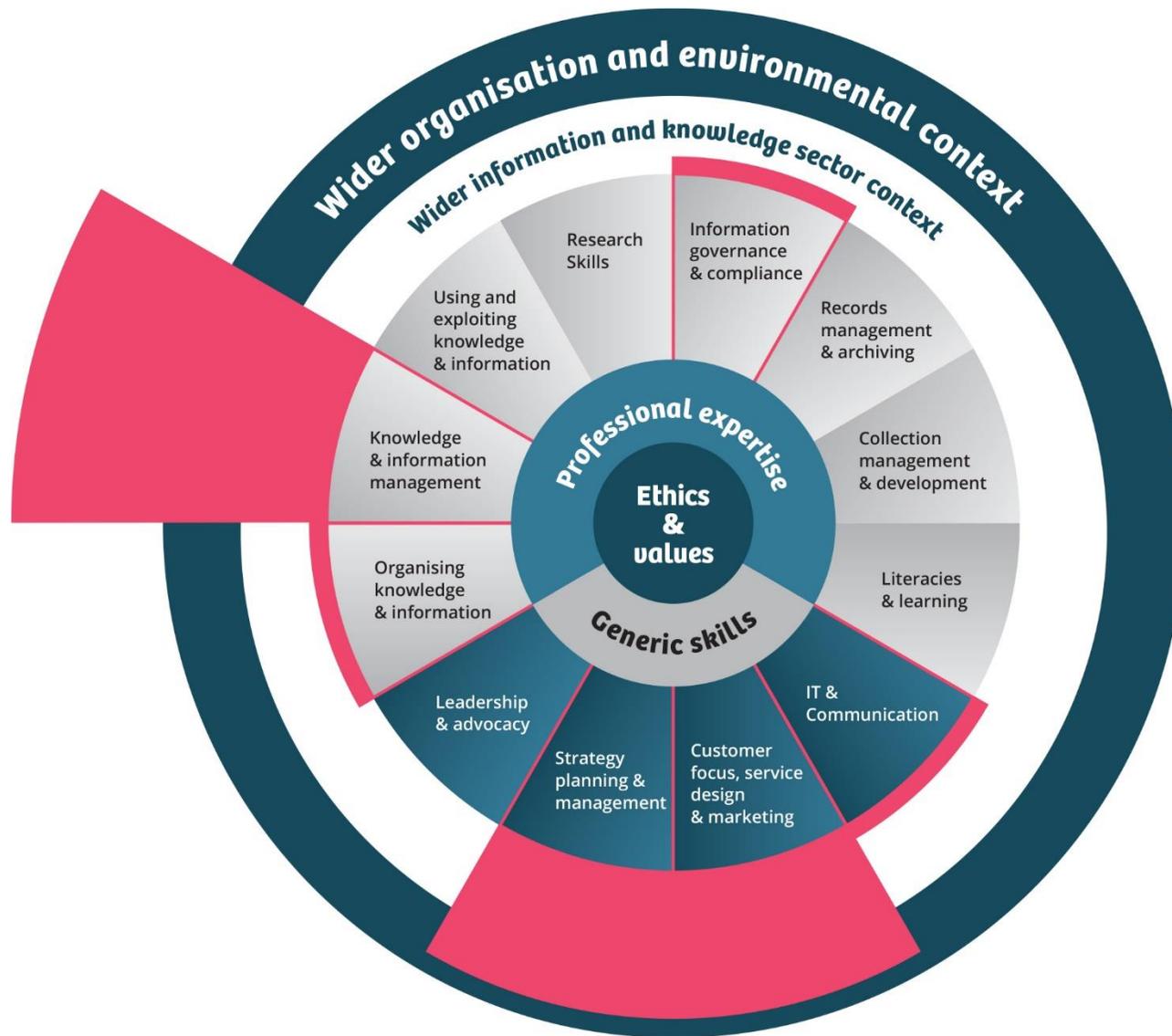
PKSB

(Professional Knowledge & Skills Base)

for Knowledge Management

EXTRACT of the sections and sub-sections that map to *BSI ISO 30401:2018 Knowledge management systems - requirements*, these are the sections to focus on if you are using the PKSB for Knowledge Management Chartership

Professional Expertise

1. ORGANISING KNOWLEDGE and INFORMATION

Organising all types of knowledge, information and other resources including the development and use of tools, strategies and protocols, and enabling these resources to be organised, searched and retrieved effectively.

Knowledge/Skills Area
1.3   Classification schemes and taxonomies Design, testing and implementation of schemes to support navigation of a knowledge domain or subject area by defined user groups, and to support the discovery of useful resources that are related to those under review.

Professional Expertise

2. KNOWLEDGE AND INFORMATION MANAGEMENT

Systematic activities and processes for collecting, organising, storing and exploiting information, data, expertise and other knowledge resources which are needed by an organisation to perform its functions and meet its goals. Ensuring that these resources remain available for future use. Includes capturing and recording knowledge and data, reflecting on results and sharing knowledge, skills and outcomes for the benefit of others.

Knowledge/Skills Area
2.1   Knowledge management Being able to differentiate the forms in which knowledge and information appear in organisations, including tacit, explicit and implicit knowledge, and the consequences for how these resources can be created, managed, made available, shared and enhanced. Includes being able to develop an appropriate framework of governance, processes, and infrastructures for these different forms, and identify ways in which to engage and support people in the defined processes.
2.2   Information management Being able to work with all aspects of the management of information resources and the information communication chain, within an organisation. May include special focus on management information systems, information security, information governance.

2.4   Knowledge synthesis and information integration
Integrating information and synthesising knowledge from diverse sources to form a coherent and accessible whole for a specific audience

2.5   Knowledge transfer and organisational learning
Facilitating the sharing of knowledge and understanding developed in one part of an organisation to a wider group, which may be another part of the organisation, customers or stakeholders. Includes facilitating processes, competencies, tools and infrastructure to support learning from events, successes, failures, projects, programmes and major activity cycles, so that the organisation and its people can implement improvements, avoid errors and repeat successes.

2.6   Organisational knowledge and information resources
Being able to facilitate the creation of inventories and maps of knowledge and information resources, including the skills and experience of its employees, being able to identify and prioritise knowledge resources that are critical to the organisation's functions and goals, being able to identify and prioritise risks, gaps and opportunities for improvement actions. May include valuation, management and capitalisation of intellectual property. May include the identification of outdated knowledge and information resources that need to be deprecated or removed.

2.7   Collaboration and knowledge sharing
Being able to identify focus areas for knowledge sharing networks and communities of practice, whether online or face to face. Facilitating the formation of, and encouraging engagement in, networks and communities of practice. Facilitating the exchange of skills, information, expertise, and encouraging users to teach and learn from each other. Identifying and developing knowledge and learning products from community of practice sharing. Note: The online PKSB has this skill area titled "Knowledge and sharing collaboration"

2.8   Obtaining benefits from knowledge and information resources
Being able to identify potential new benefits from existing knowledge and information resources, including from the application, extension or reuse of the skills and expertise of people. This may include identification of new revenue generation opportunities from knowledge and information resources. May include the use of knowledge and information to design new products, services or processes, or redesign existing processes. May include job and work redesign, digital transformation projects.

Professional Expertise

5. INFORMATION GOVERNANCE AND COMPLIANCE

Developing, implementing, following and maintaining policies and regulations regarding processes and procedures for knowledge and information use, while retaining an appropriate balance between availability and security. Includes knowledge of information law, data protection and privacy, copyright, intellectual property and licensing as well as issues relating to knowledge and information risk management, knowledge and information ownership and accountability.

Knowledge/Skills Area
5.6   Knowledge and information risk management Assessing the risks to information and knowledge resources, developing mitigation strategies, assessing the effectiveness of those strategies, and monitoring progress over time. May include facilitating risk assessment exercises by resource owners, developing risk criteria, maintaining risk registers, assessing impact on the organisation.

Generic Skills

10. STRATEGY, PLANNING AND MANAGEMENT

Setting short, medium and long-term goals and objectives, and managing their planning and delivery within financial and legal constraints, while ensuring that strategies and priorities are in line with and support business objectives. Includes knowledge of business, operational and financial planning and management.

Knowledge/Skills Area
10.1 Strategic planning Developing strategies and goals which are aligned with and supportive of overall organisational aims and priorities, taking into account existing capabilities and needs, external influences which may affect plans, and the needs and priorities of key stakeholders. Being able to facilitate priority-setting sessions with managers and leadership teams. Being able to develop an evidence-base and analyse business needs to support strategic decision making. Includes development of roadmaps with short, medium and long term goals. Includes periodic reviews to ensure the strategy is still in line with current goals and needs.
10.2 Business planning, resource and asset management Developing and monitoring the resource and financial framework to ensure the effective operation of services, and delivering on strategic and operational plans, including the management of physical resources, such as buildings and space.
10.3 Operational and work planning Ensuring all plans are in place for the effective delivery of services and strategic plans, including business continuity, emergency planning, risk management and sustainability. Facilitating the conversion of strategic plans into operational plans, annual work plans and project plans. Working with business units to assist them in identifying the knowledge and information management elements of their work plans.

10.4   Policy

Being able to translate the organisation's viewpoint on a particular issue into a guidance document that will inform expectations and actions, either internally or externally. This may be developed internally or in consultation with stakeholders. Includes maintenance, review and evaluation of existing policies.

10.5   Legal compliance

Ensuring that the activities within their span of control are conducted in accordance with relevant laws and regulations (e.g. Health and Safety legislation, employment law, financial regulations, procurement, data privacy and protection, intellectual property), and where they are aware of activities outside their span of control that are not in compliance, raising the matter through appropriate channels.

10.6   Financial management

Budget and financial planning, management and monitoring approaches. Being able to effectively plan, manage, organise and control the financial resources available to an organisation to help meet service objectives.

10.7   Contract management

Managing contracts and contractors for goods and services through the lifecycle from appointment to determination. Includes the review, drafting and negotiation of contracts, and the thorough monitoring of the performance of particular contracts until close-out. Includes an understanding of licences, service level agreements, change requests and modifications, monitoring frameworks and negotiation skills.

10.8   People management

Day to day management of people, including performance management, conflict management, motivating and influencing, work allocation and resource planning. Includes development of staff through organisational strategy, (e.g. workforce planning) and operational delivery (e.g. training and mentoring). May include coaching and mentoring.

10.9   Project management

Being able to apply principles, methods and tools for defining, planning, managing and completing projects and time limited business tasks, within agreed parameters of cost/resources, timescales and quality. Includes project communications, resource allocation, stakeholder management, ensuring that there are review, reflection and learning processes to capture the learning from projects, and transfer them to future projects or the organisation at large.

10.10 Change management

Being able to diagnose and address critical factors supporting or inhibiting change or an organisational development programme, including organisational culture factors, values, attitudes and behaviours. Being able to start a change plan, and communicate effectively the rationale for change to colleagues and stakeholders, supporting them through the change with relevant resources, tools and competencies. Recording and communicating successes and demonstrating a clear sense of purpose, while remaining responsive to contingencies along the way.

Generic Skills

11. CUSTOMER FOCUS, SERVICE DESIGN AND MARKETING

Understanding customer/user needs both internal and external to the organisation, shaping knowledge and information services to meet those needs and using appropriate methods to inform users of the accessibility, value and benefits of the resources and services. Includes knowing the customer, providing knowledge to the customer, identifying and communicating with different stakeholder groups, designing and promoting services and evaluating the outcomes.

Knowledge/Skills Area
11.1   Strategic marketing Being able to identify different categories of end user, and profile their needs. Being able to use a range of approaches and methods to find out what customers and users want, what they need, and identifying ways to meet those needs. Using established techniques to identify key issues and design, develop and promote products and services to meet the identified needs. This may include market research, customer journey analysis, and competitor analysis.
11.2   Communicating with stakeholders Ensuring that all key stakeholders in a service are identified, so that they can be communicated with and consulted. Engaging in advocacy to encourage stakeholders to support and engage with the service. Recognising the importance of communicating value and developing a marketing and communications plan, and ensuring that the service is highly visible to all stakeholders
11.3   Community planning and engagement Working with other professions, members of the community, and institutions to deliver enhanced value from knowledge and information services, and to broaden their understanding of the potential value of their information and knowledge services. Ensuring that user views on issues are taken into account in deciding future plans for information and knowledge products and services. Providing relevant knowledge and information to customers and potential users to help them use their products and services effectively.

11.4   Service innovation development and design

Being able to identify, design, prototype and deliver new knowledge and information services based on identified needs, or redesign existing services. May include digital transformation projects. Ensuring services are designed to be accessible to all customers, regardless of any factors that may result in discrimination and inequality. Completing impact assessments to assess the impact of new products and services.

11.5   Customer service skills

Providing tools, resources and processes to enhance the customer/user experience and to recover from poor experiences. Engaging with customers to promote resources and services so they are aware of their availability, value and potential benefit. Brokering access to information for particular communities in specific contexts. Understanding stakeholder and customer needs through relationship management.

11.6   Quality management

Being able to design, develop and deliver knowledge and information products, systems and services to match customer requirements in conformity with appropriate quality standards. This includes defining service standards customer service benchmarking, establishing key performance indicators and quality assessment tools.

Generic Skills

12. IT AND COMMUNICATION

Using a range of electronic information resources and systems, including databases, catalogues, Web resources and software. Includes new internet applications and social media tools and providing user-friendly electronic resources and tools. Communication skills include oral, writing and presentation skills, networking and relationship building and working effectively with individuals and groups.

Knowledge/Skills Area
12.4 Social media and collaboration tools Identifying, implementing and encouraging participation in applications which allow the creation and exchange of user generated content, collaboration at a distance, mutual awareness and coordination of activities. Tools may include forums, blogging tools, wikis, photo and media sharing tools, networking sites, learning environments, messaging, task management, meeting management, shared calendars.