

Plan, implement and manage the sharing of knowledge and good practice to inform innovation and improve service delivery

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## Overview

This standard is about sharing knowledge and good practice within and between organisations to inform and improve practice and service delivery. It will also assist managers to overcome barriers and obstacles to the sharing of knowledge and good practice to the benefit of the sector. It is aimed at helping managers to identify areas of good practice within their own areas of responsibility and sharing this with others. It is also aimed at helping managers to learn from the experience of others and be open to ideas generated outside their own organisation which could be used, modified or adapted within their own work context to improve practice and service delivery. The standard encourages managers to review the sharing of good practice within their own organisation i.e. encouraging the development of a 'learning organisation'. It also supports and underpins partnership working.

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## Performance criteria

You must be able to:

1. identify reasons for sharing knowledge and good practice to improve service delivery and share with others in the organisation
2. review processes and practice regularly within own area of responsibility and evaluate their value and potential for transferability to other settings internally and externally
3. research known relevant benchmarks of good practice and assess identified own good practice against them
4. identify and use existing knowledge sharing arrangements within own organisation
5. communicate arrangements for sharing good practice with relevant decision makers in organisations and gain their agreement and commitment to the process
6. create opportunities to develop arrangements to share knowledge and good practice with internal and external stakeholders
7. identify opportunities to access knowledge on good practice from sources external to the organisation that may inform own practice
8. evaluate knowledge received in the context of own management and operational area, and check for validity and transferability
9. use knowledge received to inform and improve own and organisational practice and service delivery
10. carry out an audit of own organisation to review knowledge assets and sharing processes in line with your organisations process and procedures
11. analyse audit results to identify good practice that could be shared with others within own area of responsibility
12. identify inadequacies in knowledge assets and ways of correcting them
13. create opportunities to improve knowledge assets and knowledge sharing processes within own organisation
14. promote the value of sharing knowledge and good practice to enhance organisational practice and service delivery to stakeholders
15. check that knowledge exchange and sharing processes comply with organisational protocols and procedures and all legal and ethical requirements

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## Knowledge and understanding

You need to know and understand:

1. reasons for sharing knowledge of good practice with others
2. ways of benchmarking good practice and why this is important
3. why it is important to consider whether knowledge being shared is transferable
4. what knowledge assets are and why they are important to the business
5. the value of sharing knowledge and good practice with others to enhance the knowledge asset of the business and bringing added value
6. why it is important to promote the benefits of sharing knowledge and good practice to others
7. how to conduct a knowledge audit
8. the contribution that sharing knowledge and good practice makes to the continuous quality improvement of service delivery
9. legal requirements and Codes of Practice relating to sharing knowledge across the sector

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## Behaviours

1. You constantly seek to review own and organisational performance to identify good practice which can be shared with others
2. You communicate and promote the reasons for sharing good practice with others both inside and outside the organisation to facilitate the exchange process
3. You find practical ways to overcome internal and external barriers to exchange processes
4. You comply with and check that others comply with legal requirements, organisational policies and professional codes of practice, including those relating to intellectual property
5. You make use of good practice from others, both internal and external to the organisation, to improve own service delivery
6. You seek and create opportunities to use good practice from others to improve the service delivery of the organisation
7. You seek and create opportunities to share own good practice with others
8. You operate within the boundaries of your own role and responsibility
9. You construct opportunities for value added relationships

## Skills

Communicating  
 Negotiating  
 Involving others  
 Consulting  
 Planning  
 Reviewing  
 Networking  
 Problem solving  
 Analysing  
 Monitoring  
 Decision making  
 Prioritising  
 Managing information  
 Reflecting

## Links to other NOS

This standard is linked to but distinct from standard HF14: Plan, implement and manage systems for the exchange of sensitive

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information, data and intelligence

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