

## SFJCPS8.9

# Promote knowledge management in your organisation



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### Overview

This standard is about promoting knowledge management – the systematic identification, creation, development, capture, sharing and transferring of salient information and expertise - across your organisation. It involves being clear about how knowledge adds value to your organisation, putting in place strategies, systems and tools for knowledge management and influencing the culture of the organisation to be supportive of effective knowledge management. It also involves implementing effective systems and procedures to protect intellectual property from unauthorised use.

The standard is recommended for senior managers who have responsibility for promoting knowledge management across their organisation, or their part of the organisation.

## SFJCPS8.9

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#### Performance criteria

*You must be able to:*

- P1 identify where key knowledge is created, developed, shared and transferred and how it adds value to your organisation
- P2 define and gain support for strategies to facilitate the building and maintenance of organisational knowledge
- P3 specify standards and processes that support knowledge creation, development, sharing and capture and which ensure that valuable knowledge is recorded
- P4 make available the systems and tools required to support knowledge management and ensure people have the necessary guidance and competence to use them effectively
- P5 identify where organisational culture, values, work practices and behaviours hinder effective knowledge management and any changes required
- P6 find supporters and collaborators and identify with them strategies and activities for implementing changes in organisational culture, values, work practices and behaviours to enable effective knowledge management
- P7 encourage senior managers and key influencers within your organisation to act as role models in sharing knowledge, using knowledge management standards, systems, tools and processes and capturing the benefits from doing so
- P8 implement effective systems and procedures to protect intellectual property from unauthorised use
- P9 identify and implement processes that promote effective knowledge management and communicate the benefits of doing so
- P10 monitor and review progress in embedding a knowledge management culture in your organisation and plan any essential changes
- P11 evaluate and record the value of knowledge management to the organisation

## SFJCPS8.9

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#### Knowledge and understanding

*You need to know and understand:*

#### General knowledge and understanding

- K1 existing and emerging knowledge management theories, concepts, strategies, principles, techniques and good practice
- K2 systems and tools available to support knowledge management and how to select appropriate ones
- K3 how to specify standards and processes to support knowledge management
- K4 systems and procedures to protect intellectual property from unauthorised use and how to identify and develop appropriate ones
- K5 how to evaluate the value of knowledge and knowledge management to the organisation
- K6 how to develop and gain support for organisational strategies
- K7 the importance of monitoring and reviewing progress and how to do so

#### Industry/sector specific knowledge and understanding

*You need to know and understand:*

- K8 industry/sector requirements and benchmarks for knowledge management

#### Context specific knowledge and understanding

*You need to know and understand:*

- K9 how knowledge is created, developed, shared and used in your organisation
- K10 your organisation's culture, values and work practice and how these may help or hinder effective knowledge management
- K11 potential supporters and collaborators in your organisation
- K12 senior managers and key influencers in your organisation

## SFJCPS8.9

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#### Additional Information

##### Behaviours

- 1 You identify people's information needs.
- 2 You listen actively, ask questions, clarify points and rephrase others' statements to check mutual understanding.
- 3 You create a sense of common purpose.
- 4 You identify people's preferred communication media and styles and adopt media and styles appropriate to different people and situations.
- 5 You present information clearly, concisely, accurately and in ways that promote
- 6 You analyse and structure information to develop knowledge that can be shared.
- 7 You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes.
- 8 You check the validity and reliability of information.
- 9 You develop systems to gather and manage information and knowledge effectively, efficiently and ethically.
- 10 You make appropriate information and knowledge available promptly to those who need it and have a right to it.
- 11 You encourage others to share information efficiently, within the constraints of confidentiality.
- 12 You take timely decisions that are realistic for the situation.

##### Skills

Analysing  
Monitoring  
Assessing  
Obtaining feedback  
Communicating  
Planning  
Decision-making  
Presenting information  
Evaluating  
Providing feedback  
Influencing  
Reviewing  
Involving others

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<b>Originating organisation</b>	MSC
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<b>Relevant occupations</b>	Health, Public Services and Care; Public Services; Managers and Senior Officials; Corporate Managers and Senior Officials
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<b>Suite</b>	Commissioning in the Public Sector
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<b>Key words</b>	Management, Leadership, Knowledge, Organisation
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