Knowledge Manager job profile

Introduction

Knowledge Managers are responsible for promoting collective learning and facilitating the sharing of 'tacit' knowledge within organisations. This is the expertise, experience and 'know-how' individuals bring to the organisation and also the collective experience of groups of individuals, such as business units, project teams, task forces, etc. This expertise and experience is often not quantified or set down anywhere, being vested in individuals, but is, nevertheless, an important part of the corporate 'memory'.

The Knowledge Manager's task is to foster an environment conducive to knowledge exchange and learning by promoting techniques for knowledge sharing, such as communities of practice, skills directories, lunch and learn sessions, randomised coffee trials, collaborative ways of working, etc.; promoting techniques for capturing knowledge where practicable, such as exit interviewing, job handovers, after-action reviewing, etc.; and ensuring any captured knowledge is properly managed for posterity, by applying the appropriate information and records management standards where appropriate. They should be able to train people in these techniques and stand ready to facilitate knowledge management programmes within organisations and teams, and to contribute to the development of knowledge management policies and standards as they evolve

Tasks

Knowledge Managers have the following responsibilities:

•   Establishing knowledge sharing and organisational learning strategies
•   Advising on and implementing knowledge sharing activities in teams and organisations

•   Training staff in knowledge sharing techniques

•   Measuring the impact knowledge sharing has on an organisation

•   Where appropriate, establish systems for capturing 'tacit' knowledge

•   Help establish an organisational culture that promotes and supports knowledge sharing.

Skills Required by Knowledge Managers

Awareness Level (AA/AO)

1.   Using, evaluating and Exploiting Knowledge and Information:

-       Has a basic understanding of Knowledge Management principles and techniques.
-       Recognises the benefits of collaborative working and knows how to use tools to support effective collaboration, e.g. by contributing to existing communities of practice.
-       Actively participates with other members of the team to share knowledge and positively support others in sharing knowledge.

2.   Acquiring, Managing and Organising Knowledge and Information

-       Has a basic understanding of knowledge capture and learning from experience (LFE) techniques and processes, e.g. understanding when and how to conduct a handover process.
-       Recognises when individual knowledge and expertise is of wider value and should be (as far as possible) captured and stored.
-       Understands and can apply local knowledge capture processes.

3.   Governance

-       Understands the need for Knowledge Management in the corporate environment.
-       Understands the conditions necessary for knowledge management and exchange to thrive.
-       Follows organisational good practice and policy for Knowledge Management.

Practitioner Level (EO/HEO)

1.   Using, evaluating and Exploiting Knowledge and Information:

-       Understands that knowledge and expertise is vested in an organisation's employees and that a range of techniques and approaches may be necessary to maximise the effective exploitation of corporate knowledge.
-       Has a basic understanding of how knowledge flows across and in and out of the organisation.
-       Understands, uses and promotes collaborative working principles and techniques, e.g. sets up and contributes to communities of practice; runs after action review sessions.
-       Contributes to Knowledge Management development, delivery and advice to stakeholders.
-       Works with stakeholders to identify Knowledge Management skills gaps and develops relevant services, training, advice or guidance proactively to meet business needs.

2.   Acquiring, Managing and Organising Knowledge and Information

- Applies Knowledge Management good practice and standards.
- Understands the limitations of knowledge capture but, where practicable, applies effective knowledge capture techniques and follows organisational processes to index and store captured knowledge, e.g. handovers, exit interviews, knowledge cafe outputs, etc.
- Understands and can advise on how to best deploy information architecture in support of good Knowledge Management, e.g. by structuring knowledge bases or expertise directories, or deploying collaborative workplace software effectively.
- Creates a resource management framework where opportunities exist for knowledge sharing, e.g. Communities of Practice, Sharing New and Acquired Knowledge (SNAK) sessions.

3.   Governance

- Understands the need for and creates an environment that fosters knowledge sharing.
- Understands that knowledge can only be given freely and encourages this practice.
- Identifies when Knowledge Management policy needs to be established, updated or retired, in line with internal and external changes.

Leader Level (SEO/Grade 7 and equivalent)

1.   Using, evaluating and Exploiting Knowledge and Information:

- Develops and champions best practice in using, sharing and exploiting knowledge.
- Coordinates and facilitates Knowledge Management improvements for the benefit of the business.
- Develops the right networks and relationships to ensure Knowledge Management is integral to strategic decision-making across the business.
- Exploits opportunities for the organisation to derive maximum benefit from its knowledge and expertise.
- Leads by example through proactively contributing to all forums for knowledge, sharing own knowledge and reinforcing the value of knowledge to the organisation.

2.   Acquiring, Managing and Organising Knowledge and Information

- Develops appropriate Knowledge Management policies and strategies.
- Ensures any captured knowledge is managed in line with organisational Information Management standards, including lifecycle management.
- Develops innovative approaches for acquiring, maintaining and managing knowledge, e.g. facilitating video capture; data mining of knowledge bases.
- Ensures continuity of access to corporate knowledge, throughout technological and organisational change.

3.   Governance

-       Develops ways of working that create regular opportunities for knowledge creation and sharing.
-       Instils an environment where knowledge sharing is valued and time allocated to Knowledge Management is supported as effective use of resources.
-       Creates practices for knowledge validation which ensure positive and supportive contribution.
-       Shares good practice with other teams and organisations to spread the culture and ethos, and expand the learning opportunities.

Senior Leader Level (Grade 6 and above)

1.   Using, evaluating and Exploiting Knowledge and Information:

-       Responsible for maximising Knowledge Management improvement for the entire organisation.
-       Leads and builds Knowledge Management capability and culture within the team and across the organisation.
-       Influences organisational strategy to ensure that Knowledge Management is sufficiently recognised, valued and resourced.
-       Advocates Knowledge Management, ensuring it is clearly differentiated within the KIM Profession and is visible both within government and across the wider KIM community.
-       Contributes fully to knowledge sharing and ensures that opportunities to share knowledge are maintained.

2.   Acquiring, Managing and Organising Knowledge and Information

-       Is the recognised and visible authority within the organisation for Knowledge Management.
-       Develops and communicates the strategic direction for capturing and sharing knowledge across the organisation.
-       Ensures Knowledge Management requirements are considered in the development of organisational information architecture.
-       Maximises organisational Knowledge Management capability to help drive efficiencies.

3.   Governance

-       Ensures Knowledge Management is considered as part of strategic planning for business and organisational change.
-       Ensures that the organisation embraces knowledge cultures and behaviours through setting the example and valuing others' contributions.
-       Ensures the appropriate internal governance is in place to validate the accuracy of shared knowledge thus expanding good practice and appropriately correcting bad practice.

-        Ensures alignment with wider organisational, Civil Service and external governance to enable full visibility and sharing of knowledge acquired and lessons learned.