**Welcome to the Government Knowledge and Information Management (GKIM) profession Skills Framework**

The GKIM profession plays a critical role in supporting all government activity. We're custodians of the government's history. We ensure our departments remain transparent and accountable to Parliament and the public.

This latest version of the GKIM skills framework will build capability in the profession and help shape career paths. We've made two big changes for the new version.

First, we've completely overhauled the skills themselves. This latest version has both a generic set of skills and skills specific to each of the six GKIM job families.

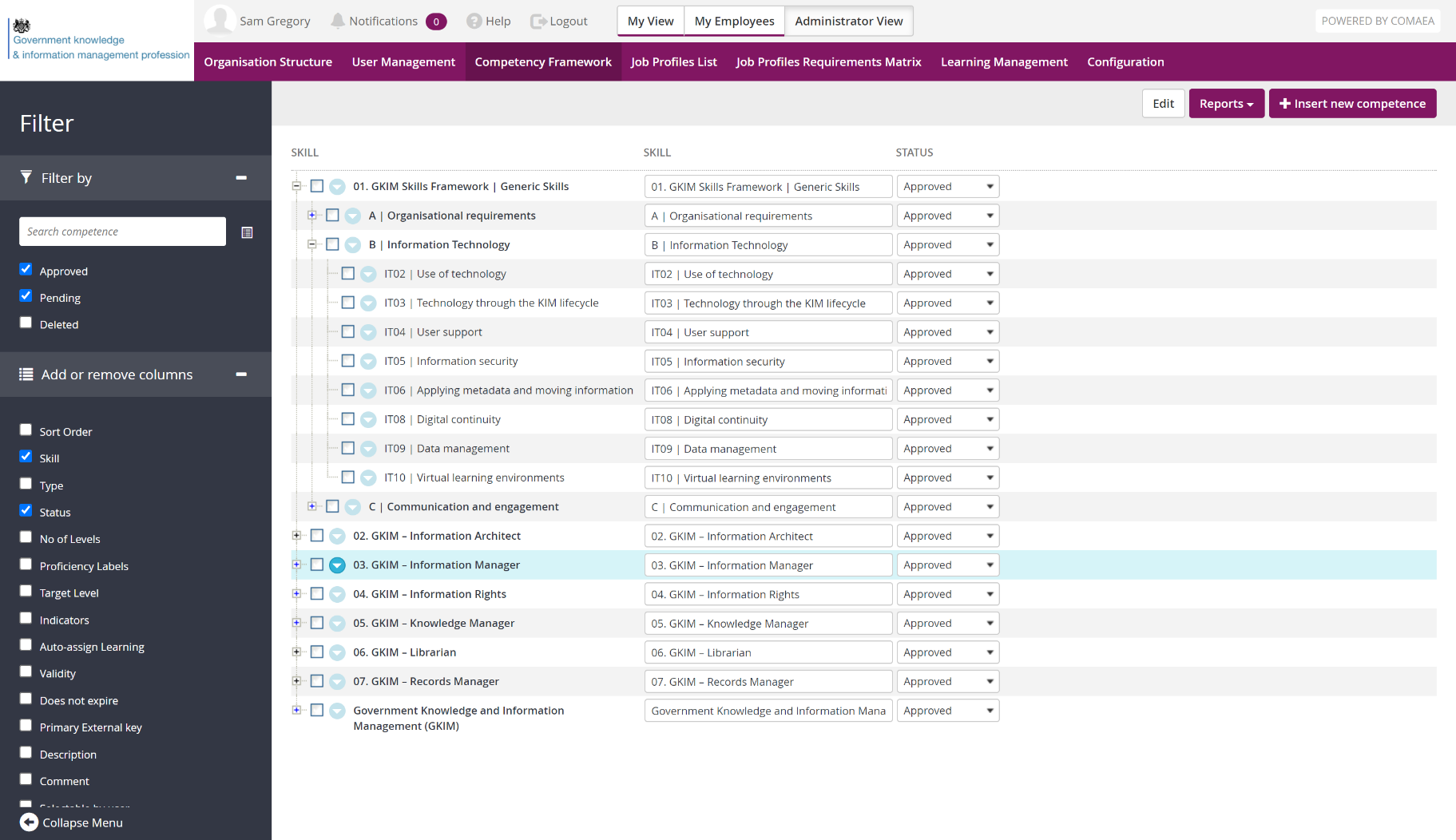
These are:

* Information Architecture
* Information Management
* Information Rights
* Knowledge Management
* Library Management
* Records Management

Second, we've built the framework in a competency management tool called Comaea.

The dynamic online version in the Comaea tool will allow you to:

* map your progress in developing skills in real time
* keep a record of your learning and development in the profession
* discuss your development with your manager
* understand what you need to do to reach the next attainment level in a particular skill



Comaea allows managers to produce reports detailing the skill gaps in the six job families across their organisation.

This static version is available for anyone who can't access Comaea. But we would encourage you to use Comaea if you can.

All the skills in the new framework have four attainment levels. These are:

* Awareness
* Practitioner
* Working
* Expert

We've mapped each skill level in the framework to a Civil Service grade. For example, an EO Records Manager might need to reach ‘Working’ in a certain skill. But it's up to you and your manager to discuss what level of attainment you should work towards.

The framework is designed to support:

* Recruitment – to help prepare job and person specifications when recruiting and selecting staff to KIM roles.
* Performance Management – in particular the dynamic online version supports job holders in assessing their learning, experience and skills, and identifying any gaps.
* Continuous Professional Development – with the framework being aligned to a KIM Profession Curriculum.
* Career Paths – the framework has been aligned to the KIM Profession Career Paths guidance that describes and gives examples of career options and opportunities for members of the profession.
* Use of external KIM frameworks – the framework has also been aligned, wherever possible, to other KIM frameworks. For instance, KIM Professional bodies such as the Chartered Institute of Librarians and Information Professionals (CILIP) and the Information and Records Management Society (IRMS).

The online Comaea tool also includes a learning catalogue, which enables users to access specific learning to help them attain the next level in the framework.

GKIM is a diverse and inclusive profession. We know that each role and department is different, and will have different requirements for its GKIM professionals. But the framework gives you the opportunity to develop a range of skills relevant to roles both within the profession and beyond.

We hope you'll use the framework to learn about different roles within the profession. It will help you develop skills and understand what's needed in each job family. If you're a manager, the framework will help you support your staff to develop their careers.

If you have any questions or feedback about the framework, or would like to get involved in its development, [get in touch with us](mailto:knowledge.informationmanagement@education.gov.uk).

**Generic GKIM skills**

The set of generic skills are intended to be a foundation that most GKIM professionals will want to attain at least an ‘awareness’ level of.

It’s split into three sections:

* Organisational Requirements – which includes management skills, as well as basic KIM understanding in your organisation.
* Information Technology – which covers the use of digital tools, technology and data as it applies to KIM.
* Communication and engagement – which includes working with stakeholders and learning & development.

You and your manager may decide that not all the generic skills are required for your role – it’s intended to be a broad menu for you to choose from.

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| **GKIM Skills Framework | Generic Skills** |  |  |  |  |  |  |
| **A | Organisational requirements** |  |  |  |  |  |  |
| **Skill** | **Description** | **Indicators: None** | **Indicators: Awareness** | **Indicators: Working** | **Indicators: Practitioner** | **Indicators: Expert** |
| OR01 | Strong and empowering leadership | Providing strong and empowering leadership. | 1.No knowledge or experience | 1.Take personal responsibility for your own work. 2.Gain an understanding of how your work supports the team's KIM objectives. | 1.Develop an understanding of the KIM specialism you work within. 2.Be able to explain, when required, how your specialism supports departmental objectives. | 1.Use your KIM specialism to help shape the services and objectives of the KIM team you lead or work within. | 1.Set direction for a departmental KIM specialism or service. 2.Develop and implement solutions to complex KIM-related problems. |
| OR02 | Engaging with customers | Managing your team effectively to fully engage with customers, both inside and outside your own organisation. | 1.No knowledge or experience | 1.Develop an understanding of who KIM's internal and external customers are. 2.Plan and organise your time to deliver an effective service. | 1.Work directly with customers to understand their needs and expectations. 2.Meet the KIM-related requirements of customers, both internal and within the wider organisation. | 1.Use expertise of your KIM specialism to develop and improve service delivery to customers (including setting and monitoring progress towards team objectives). | 1.Represent KIM services to customers at all levels of the organisation and across government, in a way that explains complex issues in a user-friendly way and demonstrates a commitment to continuous improvement. |
| OR03 | Influencing skills | Developing and applying your influencing skills. Influencing and impacting on stakeholders to ensure good KIM practice. | 1.No knowledge or experience | 1.Use different engagement channels to present your team's objectives to an internal audience. | 1.Can explain the benefits and compliance requirements of a KIM objective to a wide range of stakeholders in a clear and persuasive way. | 1.Use KIM knowledge and experience to influence, change and impact operational and some strategic decisions, with both senior internal and external stakeholders. | 1.Influence decision-making across government. 2.Ensure KIM considerations are taken into account when planning major Civil Service programmes. |
| OR04 | Strategic thinking | Developing and applying your strategic thinking skills. | 1.No knowledge or experience | 1.Understand and be able to explain to customers the overall strategy of the department's KIM objectives and services. | 1.Demonstrate the ability to support strategy development and to consider implementation and resource planning for a KIM service. | 1.Develop strategy for KIM services in partnership with stakeholders. 2.Problem solve operational issues in a way that maintains strategic delivery of KIM objectives. | 1.Take overall responsibility for the strategic direction of KIM within the organisation. 2.Act as an active participant in the GKIM Leaders community. |
| OR05 | Team management | Carrying out successful and inclusive recruitment, retention and development of KIM staff. | 1.No knowledge or experience | 1.Understand the GKIM Skills Framework, and its role in shaping the job adverts and criteria (essential and desirable) when recruiting KIM professionals. | 1.Use and adapt as needed the GKIM Skills Framework when developing job adverts or analysing organisational skills gaps prior to recruitment. | 1.Use the GKIM Skills Framework (and other resources e.g. professional body accreditation or skills frameworks) to develop recruitment, analyse skills gaps and conduct planning exercises. | 1.Use GKIM recruitment and Skills Framework gap analysis expertise to build capability and develop career paths. 2.Promote staff retention in the profession. |
| OR06 | Managing change | Understanding the critical factors in how change happens. Cascading knowledge and using communication skills to make sure colleagues and stakeholders understand the reasons for change, and have the KIM skills and support to adapt. | 1.No knowledge or experience | 1.Understand the potential benefits and risks associated with change. 2.Help others understand why change is taking place. | 1.Work with others to improve or simplify processes. 2.Explain the reasons for change to colleagues persuasively. | 1.Create an environment where colleagues can take the initiative, share and challenge ideas and add value to the KIM service provided to customers. | 1.Take responsibility for the ongoing change, development and transformation of KIM services within an organisation. 2.Challenge processes which are detrimental to the services provided to customers. |
| OR07 | Applying relevant legislation | Understanding and complying with legislation such as the Freedom of Information Act, UK GDPR and the Public Records Act. Keeping up-to-date with ICO notices, tribunal decisions (and similar) to reduce the risk of non-compliance. | 1.No knowledge or experience | 1.Understand the statutory, regulatory and compliance landscape within which a KIM specialism operates. | 1.Be able to explain this to colleagues across the organisation. 2.Develop guidance and training materials that explain how compliance obligations affect colleagues and the services they deliver. | 1.Ensure KIM services are developed and resourced to support organisational compliance with information legislation and policy obligations. | 1.Analyse the effect of legislative and policy change on KIM services. 2.Adapt the strategic approach to service delivery accordingly to maintain organisational compliance. |
| OR08 | KIM policy application | Ensuring KIM is taken into account in the development of departmental policy (for example, when a new 'acceptable use' policy is drafted) and legislation guidance. | 1.No knowledge or experience | 1.Understand the circumstances in which there is a KIM consideration in policy development. 2.Be able to explain this to colleagues across the organisation. | 1.Provide guidance and add value to policy development from a KIM perspective. | 1.Lead on (or be a main stakeholder in) a specific KIM policy development within the organisation. | 1.Identify the need and set the direction for the development of a specific area of KIM policy within the organisation. |
| OR09 | Departmental policy | Develop a good knowledge of departmental policies that apply to KIM (for example, data security policies) and apply principles of good governance. | 1.No knowledge or experience | 1.Understand the departmental KIM policy landscape. 2.Be able to explain this to colleagues across the organisation. | 1.Demonstrate an ability to explain where there are gaps or inaccuracies in departmental policies. 2.Suggest appropriate remedial actions to colleagues. | 1.Take a lead role in monitoring compliance with departmental KIM policy. 2.Seek ways to further develop the supporting governance arrangements. | 1.Take responsibility for compliance with the KIM policy framework, which can include putting in place measures to monitor KIM maturity and ongoing governance arrangements. |
| OR10 | Risk management | Understanding and mitigating risk (for example, as part of a project led by your team). | 1.No knowledge or experience | 1.Understand departmental risk management processes and their relationship to GKIM. | 1.Demonstrate an ability to follow departmental risk management policies and procedures to assess GKIM-related risks. | 1.Lead on developing a risk treatment plan for GKIM-related risks. 2.Ensure this aligns with the department's overall risk appetite. | 1.Take responsibility for risk ownership. 2.Identify and manage emerging risks that have the potential to affect the delivery of KIM services in the organisation. |
| OR11 | Strategy and planning | Ensuring plans are in place for the effective delivery of KIM services, including workforce planning. | 1.No knowledge or experience | 1.Understand how your role fits into the wider KIM service delivered by the organisation. | 1.Demonstrate an ability to plan and allocate resources to support KIM service delivery. | 1.Lead on resource planning. 2.Adapt to unexpected changes in business priorities in order to support the business continuity of KIM services. | 1.Take responsibility for the allocation of resources and future planning to ensure the continued delivery of KIM services within the organisation. |
| OR12 | Monitoring and performance | Understanding and using Management Information (MI) metric reporting to monitor the performance of KIM services. | 1.No knowledge or experience | 1.Understand how MI is used to measure KIM service performance. | 1.Use tools to obtain MI. | 1.Use MI to measure performance and to focus KIM service improvement activities. 2.Lead on developing MI tools for KIM services. 3.Ensure it has sufficient visibility with senior managers and departmental governance structures (for example, KIM committees). | 1.Take responsibility for the development of KIM MI and the results it produces. 2.Use MI to publicise service achievements and focus further service development activities. |
| OR13 | Programme and project management | Understanding and applying a set of principles and tools for defining, planning, risk assessing, managing and completing a time-limited task or project. Ensuring agreed parameters of cost, resources, timescales and quality are met. | 1.No knowledge or experience | 1.Understand project planning and methodologies, including the difference between waterfall and agile approaches. | 1.Participate in project checkpoint calls. 2.Capture lessons learnt during a project or programme and ensure they're documented and shared. | 1.Organise and run project checkpoints. 2.Manage project plans and boards. 3.Monitor progress against task and budget plans. | 1.Manage multiple interrelated projects, planning work and tasks according to a wider strategy. 2.Implement a framework to ensure project outputs are coordinated and effectively managed. |
| OR14 | Knowledge transfer and organisational learning | Facilitating the sharing of knowledge in your team and across the department. | 1.No knowledge or experience | 1.Understand how knowledge is effectively shared in the organisation. | 1.Adopt good knowledge sharing and knowledge transfer techniques, especially as people leave the organisation or change jobs. | 1. Take opportunities to share knowledge. 2.Actively promote knowledge sharing among people around you. | 1.Teach others good knowledge sharing techniques. 2.Promote knowledge sharing across the organisation. |
| OR15 | Government KIM Profession job roles | Developing an awareness of what others in the KIM profession do (for example, what a taxonomist does). | 1.No knowledge or experience | 1.Develop an awareness of the six GKIM profession job roles. 2.Understand which one you are a member of. | 1.Can give an outline of how the six job roles interact and work together in KIM. | 1.Can describe in some detail the type of work done in each of the six GKIM profession roles. | 1.Develop a good knowledge and some experience of the broad range of roles within all six job families. |
| OR16 | Lifecycle | Understanding the knowledge and information lifecycle as it applies to your role. | 1.No knowledge or experience | 1.Develop an awareness of the 'create, store, use, share, archive, destroy' information lifecycle used across government. | 1.Understand how the knowledge and information lifecycle is applied in practice in the organisation. 2.Explain and encourage good practice relating to the lifecycle. | 1.Apply creation, storage, sharing, retention and disposal rules according to organisational policy. 2.Ensure compliance for a wide group of users. | 1.Create and adapt knowledge and information lifecycle policy to reflect organisational, technological and cross-government changes. |
| OR17 | Information exploitation and use | Understanding how to get the best use out of our information and how to help others do so. | 1.No knowledge or experience | 1.Learn why the reuse, safe sharing and repurposing of information is important. | 1.Understand how your organisation identifies and values information (such as through an Information Asset Register). 2.Understand how Information Asset Owners (IAOs) have a duty to exploit their assets for the public good, as well as protect them and manage their risks. | 1.Actively seek out (either as part of your KIM role or with IAOs) opportunities to extract the best value from information. | 1.Consider at an organisational level the exploitation of knowledge and information assets. 2.Influence and enable reuse and repurposing of assets for the public good. |
| OR18 | Financial management | Developing an understanding of budget and financial planning, including management and monitoring. | 1.No knowledge or experience | 1.Develop an awareness of budgetary constraints when working as part of a project or on a business-as-usual activity. | 1.Understand that all actions have a cost and choose the most effective way to do something in a resource-efficient way. 2.Ensure that recognised control procedures and practices are maintained. 3.Monitor resources against plans and budgets, identifying and flagging up variances. 4.Manage information and financial data so that it's accurate, easily located and reusable. | 1.Understand impacts of financial position in own area and that of the organisation. 2.Use insight to curtail or support business and investment activities. 3.Achieve the best return on investment and deliver more-for-less on specific budgets by managing resources and maximising the use of assets. 4.Balance policy aspiration and delivery, outlining the risk and benefits of different options to achieve value for money, ensuring all submissions contain appropriate financial information. 5.Weigh up the priority and benefits of different actions and activities to consider how to achieve cost effective outcomes. 6.Use financial processes and tools to evaluate options and ensure financial and management information is accurately reflected in business plans. 7.Can account for expenditure and create well-supported arguments for extra expenditure (for example, overtime). 8.Take opportunities to challenge the misuse of resources, in order to achieve value for money and sustainable ways of working. | 1.Drive a culture that emphasises continuous improvement, efficiency and value for money. 2.Maintain a clear focus on maximising resource efficiency, continually questioning the value of activities against strategic priorities. 3.Confidently interpret a wide range of financial and performance information, and use this to determine policy and strategy delivery. 4.Maintain good financial and budgetary discipline by ensuring accountability for financial controls and systems. 5.Demonstrate a commitment to transparency, both in terms of decisions made around financial choices and money spent. |
| OR19 | Procurement and contract management | Understanding and managing the procurement process, both pre-contract and post-contract (including bidding, tendering and review, drafting, negotiation and monitoring). Developing knowledge of due diligence, licences and Service Level Agreements (SLAs). | 1.No knowledge or experience | 1.Understand the relevant terms and conditions, including deliverables of contracts. 2.Understand and comply with departmental procurement processes, and know when to access commercial expertise. 3.Learn about customers' and suppliers' needs. | 1.Check that suppliers and partners are providing relevant and timely data to monitor contracts. 2.Identify and access departmental procurement and commercial expertise. 3.Understand and be able to explain the organisation's approach to assigning contractual and financial delegations. 4.Recognise when deliverables and/or services derived from a commercial arrangement are not being delivered to the required standard, and take appropriate action. 5.Fully meet commercial confidentiality and data security requirements in contracts. | 1.Consider (in consultation with commercial experts) alternative ways of working with partners and contractors to identify more efficient outcomes, balancing cost, quality and turnaround times. 2.Work with commercial experts in engaging effectively and intelligently with delivery partners to define and improve service delivery. 3.Gather and use evidence to assess the costs, benefits and risks of a wide range of delivery options when making commercial decisions. 4.Identify and understand relevant legal and commercial terms, concepts, policies and processes (including project approvals and assurance procedures) to deliver agreed outcomes. | 1.Work effectively with different organisations such as private sector and voluntary groups (alongside commercial experts) to commission and source solutions to achieve policy and organisational goals. 2.Understand the commercial drivers that will influence a private or third sector organisation, and the levers that can be used in negotiating and influencing contractual arrangements. 3.Recognise and understand the commercial tools (such as pricing models, open book accounting and supply chain management) that commercial experts can deploy to extract value from contracts. |
| OR20 | Auditing | Evaluating KIM practice across the organisation, and measuring how well this fits with the department's goals and strategy. | 1.No knowledge or experience | 1.Understand what measures are applied to demonstrate good KIM practice, and what goals or targets apply to you. | 1.Actively monitor performance to ensure that Key Performance Indicators (KPIs) and safety measures are being achieved. | 1.Take action to rectify poor KIM performance. 2.Bring about improvements across the organisation by making decisive interventions. | 1.Be able to react to whole organisation and wider government impacts on KIM practices and how they are measured. 2.Recommend and set measures and oversee the use of maturity models and KPI dashboards. 3.Coordinate the KIM response to internal and external KIM audits. |
| OR21 | Categorisation and taxonomy | Understanding and using taxonomy techniques (for example, tagging). | 1.No knowledge or experience | 1.Develop a broad understanding of what taxonomy is and why it's important, without being a taxonomist or dealing directly with the organisation's taxonomy. | 1.Use basic taxonomy techniques (such as tagging) in your own work, to aid best practice across the organisation. | 1.Use a range of taxonomy techniques in your own and your team's work. 2.Work with the organisation's taxonomists to ensure this is done correctly. | 1.Create a culture where everyone in the organisation (not just taxonomists) values good taxonomy and applies basic techniques that follow best practice in the profession. |
| OR22 | Information literacy | Teaching users where to find useful information and knowledge, and how to evaluate, use and communicate it. | 1.No knowledge or experience | 1.Understand the most effective ways to search and find information in your own and your organisation's systems (for example, on shared intranet sites). | 1.Assist others by using the search and discovery capability of the organisation's corporate information platform (such as Microsoft 365) to find information and make it available to others. | 1.Know how search parameters for the organisation are set to make information as available as possible. 2.Actively promote and teach others how to find the right information, and safely share and communicate it wider. | 1.Promote a culture of safe sharing within the organisation. 2.Encourage KIM colleagues to optimise search for everyone in the organisation. 3.Act as a catalyst for continuous improvement as technologies develop. |
| OR23 | Working with an existing public inquiry | Specific knowledge and understanding of the different types of public inquiries and how they work and the role and responsibilities your departmental KIM team might be expected to have as part of their involvement as a responding department in a public inquiry. |  | 1. Has an awareness of what a Public Inquiry is and the actions that may need to be taken by a responding department | 1. Has an understanding of the difference between non-statutory and statutory Public Inquries  2. Has an understanding of the Inquiries Act 2005 and Inquiry Rules 2006  3. Understands the obligations for a responding department, and their duty to respond to inquiry requests quickly and efficiently | 1. Works directly with the Inquiry Liaison team to ensure their departmental response is co-ordinated  2. Confidently understands the differences between the different types of non-statutory and statutory inquiries that they may be required to respond to  3. Confidently understands their responsibilities as a responding department in relation to the Inquiries Act 2005 and the Inquiry Rules 2006  4. Develops and maintains central record of papers and other evidence submitted to the Inquiry  5. Deals with any special arrangements related to the storage of papers and ensures safeguarding and integrity of any documents and information provided to the Inquiry. | 1. Takes the lead as the departmental expert working with the Inquiry Liaison team on any Public Inquiry their department is asked to respond to.  2. Has expert knowledge and experience of involvement with previous Inquiries, and is an expert in the different types of non-statutory inquiries and statutory inquiries in relation to the Inquiries Act 2005 and Inquiry Rules 2006 |
| **B | Information Technology** |  |  |  |  |  |  |
| **Skill** | **Description** | **Indicators: None** | **Indicators: Awareness** | **Indicators: Working** | **Indicators: Practitioner** | **Indicators: Expert** |
| IT02 | Use of technology | Identifying and advocating for new technologies that will help KIM best practice. | 1.No knowledge or experience | 1.Develop awareness of the technological landscape, and the tools and platforms used to store and share corporate information. | 1.Keep up-to-date with changes to your organisation's corporate platform (like Microsoft 365). 2.Communicate those changes to others. | 1.Actively monitor forthcoming changes to technologies (for instance, by joining a user forum) to look for developments that can benefit KIM. 2.Recognise how new technologies used in the organisation can help or hinder KIM good practice. | 1.Develop a wide and long-term view of the technological landscape of the organisation. 2.Promote and share new technologies across government. 3.Influence which new technologies are adopted and promoted to benefit good KIM practice. |
| IT03 | Technology through the KIM lifecycle | Understanding and using existing technologies (for example, Microsoft 365) to manage information effectively throughout its lifecycle. | 1.No knowledge or experience | 1.Understand why managing information in the department is important, and why policies on retention and disposal are needed. | 1.Follow best practice on managing information in a platform such as Microsoft 365. 2.Store personal and team information in the right place and share it with the right people. | 1.Proactively put in place good information management procedures and techniques on your own team or project (such as setting up an open team site for collaboration). | 1.Create a culture of good information management in your area. 2.Lead by example and encourage other senior leadership outside the KIM profession to do the same. |
| IT04 | User support | Supporting users in making the most out of technologies and systems. This includes resource discovery, digital resources and services, library management systems, content management systems and knowledge repositories. | 1.No knowledge or experience | 1.Develop an awareness of KIM-related technologies and systems not aimed at customers (such as a taxonomy term store). 2.Have a broad understanding of what they do and who they're for. | 1.Develop an understanding of specialist KIM technologies and systems to carry out basic tasks, to aid good information management in your team or project. | 1.Develop a comprehensive understanding of specialist KIM technologies and systems, and how to get the most out of them to enable good KIM practice in your area. | 1.Lead on specialist KIM technologies and systems being taken up across the organisation, ensuring consistency of approach to effectively manage information across teams. |
| IT05 | Information security | Developing a good understanding of information security principles. | 1.No knowledge or experience | 1.Develop a basic understanding of information security, including security classifications and sharing information with the right people. | 1.Follow best practice on information security, such as storing documents on the right system within the organisation and regularly checking settings. | 1.Lead on ensuring colleagues across your area follow information security principles. 2.Challenge behaviour or practice that doesn't meet these standards. | 1.Take responsibility for ensuring the information in your area follows security principles. 2.Put in place an L&D programme to upskill people in your area on good information security. |
| IT06 | Applying metadata and moving information | Developing an understanding of metadata and migration processes. | 1.No knowledge or experience | 1.Understand what metadata is and why good housekeeping is an important part of managing information in the department easily and effectively. | 1.Add high quality and meaningful metadata to all of your own retained information on departmental systems, and ensure this is consistent with organisational practice. | 1.Feel confident in using metadata to complete tasks, such as categorising and sorting information, and migrating it across systems. | 1.Ensure everyone in your area adds high-quality metadata to their own information and that this is kept up-to-date. 2.Lead on migrations to improve the experience for end-users. |
| IT08 | Digital continuity | Understanding the lifecycle management requirements of information stored in legacy, present and future information-storing systems. | 1.No knowledge or experience | 1.Develop some awareness of past, present and future information-storing systems used in the organisation. | 1.Understand what information you and your team have stored in legacy systems, and how this needs to be managed. | 1.Proactively manage information in legacy systems, to ensure it's secure, well-organised and that the right retention policies apply. | 1.Take a holistic view of past, present and future systems, making sure that information that needs to be is migrated to current systems and isn't lost or locked away for good. |
| IT09 | Data management | Managing sets of structured and unstructured data within the department's IT architecture. | 1.No knowledge or experience | 1.Develop an awareness of the difference between structured and unstructured data, and the implications this has for KIM best practice. | 1.Be able to recognise the difference between structured and unstructured data and perform basic tasks on it (such as searching it). | 1.Manage structured and unstructured data using different systems in the organisation. 2.Ensure it's in the right place and accessible to the right people. | 1.Oversee and take responsibility for structured and unstructured data within the department. 2.Ensure it's managed properly and held securely. |
| IT10 | Virtual learning environments | Identifying and providing access to online learning resources to support specific user needs. | 1.No knowledge or experience | 1.Use mandatory online learning resources (for example, 'Responsible For Information') to improve own KIM good practice. | 1.Seek out good online learning resources to improve your own knowledge of KIM good practice and to upskill for your own work. | 1.Ensure colleagues across your team or project have access to the online learning they need to fully understand good KIM practices relevant to the job. | 1.Create and nurture a culture that values L&D, and where colleagues at all levels of the organisation regularly use online learning to refresh and enhance their knowledge. |
| **C | Communication and engagement** |  |  |  |  |  |  |
| **Skill** | **Description** | **Indicators: None** | **Indicators: Awareness** | **Indicators: Working** | **Indicators: Practitioner** | **Indicators: Expert** |
| CE01 | Working with stakeholders | Building and maintaining relationships with specific stakeholder groups. | 1.No knowledge or experience | 1.Understand the importance of maintaining good relationships with stakeholders. 2.Have some awareness of who your stakeholders are. | 1.Proactively maintain relationships with your stakeholders, keeping them up-to-date on work and projects that affect them. | 1.Take an organised approach to stakeholder management, putting systems in place to make sure the relationships are regularly renewed. | 1.Ensure stakeholders have a positive impression of the work of your organisation, and that they feel valued and informed about work across the organisation. |
| CE02 | Collaboration across government and the sector | Collaborating across government and the sector to develop KIM capability and best practice, and further the goals of the profession. | 1.No knowledge or experience | 1.Have an awareness of basic KIM best practice taking place in other government departments. 2.Learn new techniques and technologies for ensuring good KIM practice. | 1.Contact colleagues in other government departments to benchmark own work. 2.Build and nurture networks that include departments across government to compare work and share innovative new practices in the KIM space. | 1.Lead on collaboration across government, ensuring the department has a leading role in sharing knowledge and best practice. |  |
| CE03 | Design and marketing | Raising the profile of good KIM practice through user engagement and user-centred design. | 1.No knowledge or experience | 1.Develop an awareness of basic user-centred design, such as plain and simple writing. 2.Attend courses on good writing techniques aimed at all colleagues. | 1.Learn user-centred design techniques and put these into practice in your own work and your team's work. | 1.Develop a detailed understanding of user-centred design. 2.Take a lead on implementing user-centred design both in own work and that of your team. | 1.Champion user-centred design across the organisation. 2.Raise awareness of the potential benefits of this approach for your customers and stakeholders. |
| CE04 | Written communication | Using plain and clear communication at all times. | 1.No knowledge or experience | 1.Attend courses for the general user on plain and clear communication, and put this into practice when, for example, emailing colleagues or stakeholders. | 1.Use writing apps (like Hemingway) to simplify and clarify your own written communication. | 1.Develop your knowledge of 'Writing for GOV.UK' standards. 2.Feel confident in editing writing from others to be simpler, plainer and in the active voice. | 1.Set an example across the organisation by demonstrating that members of senior leadership can still communicate in a plain, clear and simple way at all times. |
| CE05 | Process improvement | Using process mapping and other continuous improvement methodologies. | 1.No knowledge or experience | 1.Have an awareness of the central concepts and methodologies involved in process management and continuous improvement. | 1.Develop process maps and utilise continuous improvement methodologies to further develop KIM services. | 1.Analyse process maps and the results of continuous improvement exercises to develop strategy for KIM services. | 1.Take overall responsibility for utilising process mapping and continuous improvement techniques to review strategy and allocate KIM resource. |
| CE06 | Service delivery | Making sure KIM services meet the requirements of our users, and proactively maintaining a high quality of service. | 1.No knowledge or experience | 1.Contribute towards discussions about KIM user requirements in a constructive way. | 1.Look at ways of adapting services to meet changing user requirements. 2.Provide metrics that measure service performance as required. | 1.Adapt services to meet changing user requirements. 2.Measure service performance. | 1.Set the direction for ensuring that KIM services meet the requirements of users by putting in places measures to monitor service levels. 2.Take remedial action to address dips in service. |
| CE07 | Methods of engagement | Developing two-way communication skills, including oral, written, visual, interpersonal, listening and assertiveness skills. Understanding different styles of communication and adapting your style to ensure a clear and concise message. | 1.No knowledge or experience | 1.Develop an awareness of different communication styles and techniques that can be used to promote KIM services. | 1.Utilise two-way communications skills and adapt these for use in different situations. | 1.Model good practice. 2.Help others within KIM develop their own two-way communication styles. | 1.Create a culture within the organisation's KIM service that values effective two-way communication skills. |
| CE08 | Presentation skills | Presenting information to a range of audiences, while tailoring your approach and messaging to the specific audience. | 1.No knowledge or experience | 1.Be able to explain the main messages and information developed by KIM to different audiences within the organisation. 2.Develop and tailor information about KIM good practice to a range of audiences. | 1.Lead on presenting a range of KIM information to different internal and external audiences. | 1.Take responsibility across the organisation for how information on KIM services is delivered to internal and external audiences. |  |
| CE09 | Customer service | Identifying internal and external customer groups, understanding how they relate to the work of your team, project or programme. | 1.No knowledge or experience | 1.Identify KIM customers (internal and external) and build relationships with them. | 1.Resolve conflict relating to more complex enquiries from customers. | 1.Deliver improvements to customer services. | 1.Take responsibility across the organisation for creating a KIM customer-focused service culture. |
| CE10 | Managing expectations | Identifying business needs and user needs, managing expectations and adapting to changing requirements. | 1.No knowledge or experience | 1.Identify common KIM user needs and respond to these as they arise. | 1.Develop KIM resources (such as guidance) that address common users needs. | 1.Adapt to changing requirements and develop resources (such as guidance) that support users in managing changing requirements. | 1.Take organisational responsibility for considering how user needs are met. 2.Anticipate how changing requirements will be met. |
| CE11 | Customer engagement | Engaging with customers to develop and adapt our services. Building positive relationships with customers and resolving conflict. | 1.No knowledge or experience | 1.Be aware of internal and external customer groups and their routine requirements. | 1.Liaise with different customer groups to explain the work of the KIM team. | 1.Adapt interactions with different customer groups to explain complex issues in a customer-focused way. | 1.Set direction for customer engagement and address how these groups will be affected by changes to team or project outcomes. |
| CE12 | Learning development | Deliver an education programme (for example, a workshop on document retention). | 1.No knowledge or experience | 1.Have awareness of the areas that need to be covered as part of an education programme. | 1.Produce content for inclusion in the education programme. | 1.Lead on and continuously improve an education programme. | 1.Set the direction and invent new techniques for the delivery of the KIM education programme. |
| CE13 | Informal learning | Facilitating informal learning (for example, through knowledge cafes). | 1.No knowledge or experience | 1.Understand and be able to explain the purpose of informal learning to customers. 2.Support the running of an informal learning event. | 1.Identify the need for informal learning. 2.Develop some of the learning material for users. | 1.Shape a coordinated programme of informal learning for users of KIM services within your organisation. | 1.Set the overall direction for informal learning. 2.Ensure informal learning has sufficient visibility within the organisation add share best practice across the GKIM profession. |
| CE14 | Coaching and mentoring | Developing yourself and others within the KIM community through coaching and mentoring. | 1.No knowledge or experience | 1.Develop an understanding of the range of KIM learning and development within the organisation. 2.Agree appropriate development activities with your line manager. | 1.Research KIM learning and development opportunities for yourself and others on your team, from sources both within GKIM and elsewhere. | 1.Lead on coaching, mentoring and identifying skills and learning gaps within the department's KIM profession. 2.Share this analysis with the wider GKIM profession. | 1.Set the direction for building capability and addressing KIM skills and learning gaps within the organisation. 2.Highlight wider issues to the GKIM community across government. |
| CE15 | Professional membership | Engaging with Professional Body Membership and Community Participation (e.g. ARA, AIIM, CILIP and IRMS). | 1.No knowledge or experience | 1.Understand which professional bodies represent the KIM profession inside and outside government. 2.Where appropriate, use their guidance and training resources. | 1.Engage with professional body members and the GKIM community to discuss KIM issues and share good practice. | 1.Flag up issues and topics of interest to the wider GKIM profession. 2.Work towards accreditation by a professional body that represents the KIM profession. | 1.Set the direction within your organisation for GKIM community participation. 2.Advocate professional accreditation for KIM staff. |
| CE16 | Supporting users | Ensuring users have the support they need from KIM professionals (for example, through face-to-face training, online training, policies, guidance and procedures). | 1.No knowledge or experience | 1.Understand where to find KIM-related guidance and support within your own organisation. 2.Direct users to these resources. | 1.Select and adapt a variety of internal and external KIM guidance and support resources to assist users. | 1.Lead on developing KIM support and guidance resources, taking into account user needs and those of the wider organisation. | 1.Set direction for KIM-related training, guidance and procedures that are developed for the organisation. 2.Share good practice with the wider GKIM community. |

**Information Architecture**

Information Architects (IAs) are responsible for the structural design of information environments. This ensures that knowledge and information is appropriately managed.

IAs make sure information is retrievable, usable and appropriately protected and managed throughout its life. This helps meet business needs as well as legal and policy requirements.

This does not involve the development or engineering of systems – this is done in roles outside KIM. But the IA plays an important role in ensuring that systems engineers and developers understand and implement KIM best practice for the handling of information. The role may involve an expert level of configuration within information systems.

Information Architects usually achieve this by developing Information Handling Models (IHMs) and other standards and specifications relevant to the management of information. This includes the the secure sharing of information between environments.

They may also be involved with aligning IHMs and developing mappings between them. For example, when sharing information between different organisations or governments, or when using externally developed standards and approaches (e.g. RDF and Linked Data).

Some of the tasks carried out by Information Architects include:

* mapping, understanding and optimising information flows within their organisation
* developing information handling models
* establishing processes to allow information sharing between different environments
* developing new information architectures in response to changes in business need or the implementation of new technology
* working with system engineers and developers to make sure KIM best practice is incorporated in IT system implementation

The skills and competences in this section may be entirely suited to your KIM role in Information Architecture. Or you may instead choose the ones that apply to you and add them to any generic skills, or skills required for your specific role from the other five job roles in the framework.

Although the levels have been matched to specific grades, this is recommended as a guide only.

The roles here typically have a future focus on new technologies. The post will often be at HEO grade or higher. At higher levels (SEO or higher), Information Architects will typically have responsibility or oversight for the architecture of a wide range of systems (for example, across an organisation or group of organisations).

Other KIM roles at any level may involve aspects of Information Architecture work. For example designing:

* file plans or folder structures for electronic document and records management systems (EDRMS)
* structures for intranet and websites
* controlled vocabularies for information sets or systems

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| **GKIM – Information Architect** |  |  |  |  |  |  |
| **A | Information handling** |  |  |  |  |  |  |
| **Skill** | **Description** | **Indicators: None** | **Indicators: Awareness** | **Indicators: Working** | **Indicators: Practitioner** | **Indicators: Expert** |
| IH01 | Information Architecture principles and practice | Having an awareness and understanding of good Information Architecture principles, and putting these into practice. | 1.Is aware of the principles of Information Architecture. | 1.Can identify when principles need to be established, updated or retired, in-line with policy or technology. | 1.Develop and champion principles to implement best practice in using, sharing and exploiting knowledge and information. | 1.Ensure that principles are communicated and integrated across the business. |  |
| IH02 | Building Information Architecture | Building information environments that ensure knowledge and information is managed appropriately, and that information is retrievable, usable and properly protected and managed. | 1.Is aware of the importance of architecture to protect information and allow its effective exploitation. | 1.Has the digital skills to structure data within systems in a way that supports best practice and the needs of users. 2.Understand and address implications of bias. 3.Understand the importance of metadata development. 4.Understand the purpose of taxonomies in organisations. | 1.Develop and define the Information Architecture for the organisation. 2.Develop metadata strategies for systems. 3.Develop organisational taxonomies within systems. | 1.Promote architecture-based efficiencies widely across the organisation. 2.Drive efficiencies through effective architecture or use of technology. |  |
| IH03 | Design in Information Architecture | Developing information environments for specific user groups to ensure accessibility, discoverability and easy navigation and use. This does not involve the development or engineering of systems. The role is central to ensuring that systems engineers and developers understand and implement KIM best practice for the handling of information. | 1.Understand the benefits of good design for enabling good information management practice. | 1.Explore whether Information Architecture could make it easier for users to manage and exploit information. 2.Use good Information Architecture to lower the requirement for users to develop specialist skills. 3.Understand the importance of user research in creating well-designed environments. | 1.Contribute to the design of systems to ensure coherent and effective use and exploitation of information. 2.Contribute to the design of systems to enable effective collaboration. 3.Develop hierarchies and navigation to ensure a simple and clear user journey through systems. | 1.Champion the integration of information principles in systems to meet organisational and legal requirements. |  |
| IH04 | Automation in Information Architecture | Understanding automation management and how it impacts architecture and end users. | 1.Understand what automated processes are and that they need to be managed. | 1.Manage simple automated processes within systems. 2.Understand the implications for permissions, security, ownership and other processes. | 1.Work with technical colleagues to manage the policies and processes relating to automation. | 1.Champion collaboration between relevant departments to implement automation across the organisation. |  |
| IH05 | Effective file plan structures | Understanding and creating effective file plans and folder structures, and applying appropriate metadata and taxonomies to facilitate good information management (e.g. for retention) and for enhanced discoverability. | 1.Understand the importance of file plans and folder structures in creating effective digital environments. | 1.Create and implement file plans and folder structures within relevant systems. 2.Use appropriate metadata and taxonomies when creating file plans. | 1.Develop file plans across the organisation. | 1.Set goals and generate support among stakeholders for the use of organisational file plans. |  |
| IH06 | Effective and varied communication styles | Communicating good Information Architecture practice to stakeholders, including (but not limited to) IT colleagues, managers, leaders, end users (all staff) and staff with specific roles (such as IAOs, IA leads etc). | 1.Has good communication skills. 2.Can communicate effectively to staff at different levels. | 1.Work with stakeholders at varying levels. 2.Work with stakeholders to ensure good KIM practice is built into systems. | 1.Collaborate with stakeholders well. 2. Use collaboration skills to ensure technology complies with the Information Governance regime. | 1.Communicate effectively with senior leaders. 2.Work with senior leaders to standardise the information governance regime across departments. |  |
| IH07 | Using good communication to create effective architectures | Work with and understanding the needs of end users, and use this knowledge to design and build better services. | 1.Understand how good communication with users can lead to better services. | 1.Work with stakeholders to identify information skills gaps. | 1.Work with senior managers to understand their needs. 2.Effectively explain how better architecture can meet organisational and user needs. | 1.Demonstrate to senior leaders how good communication has affected positive change. |  |
| IH08 | Information flows within organisations | Understanding the lifecycle of information and relating this to how information flows through the organisation, as well as how integrating KIM principles into systems can facilitate these processes. | 1.Understand the need to manage information throughout its lifecycle. 2.Understand how systems can implement lifecycle management. | 1.Contribute to the development of systems to implement agreed retention and disposal policies. | 1.Monitor, promote and improve the effectiveness of infrastructure in implementing the compliance regime. | 1.Champion a culture that values compliance with lifecycle processes monitors. 2.Place importance on information flows throughout the organisation. |  |
| **B | Information assurance** |  |  |  |  |  |  |
| **Skill** | **Description** | **Indicators: None** | **Indicators: Awareness** | **Indicators: Working** | **Indicators: Practitioner** | **Indicators: Expert** |
| IA01 | Risk management | Understanding the risk appetite of the organisation and using the appropriate controls to monitor and mitigate risks within KIM systems. | 1.Understand how the organisation's risk level impacts KIM. | 1.Implement processes that take into account the organisation’s risk management approach. | 1.Develop processes that address the KIM aspects of knowledge and information quality, risk and handling. 2.Contribute technical expertise to policy development on such matters. | 1.Get involved with the organisation's risk strategy. 2.Offer architecture-based mitigations to the organisation's risk strategy. |  |
| IA02 | Information security | Understanding the principles of information security, and ensuring KIM systems effectively maintain the security of information contained within them. | 1.Recognise the importance of maintaining information quality and integrity. 2.Understand how system design can affect information quality and integrity. 3.Apply the appropriate standards and policies for storing, disseminating and preserving information you handle or process. | 1.Understand the different business requirements for securing information. 2.Contribute to the development of systems to achieve appropriate protection for information. 3.Ensure a balance between protecting and exploiting information in systems. | 1.Balance and mitigate different KIM risks in accordance with organisational approaches. | 1.Ensure technology complies with the appropriate security regime. |  |
| IA03 | Effective information sharing practices | Understanding best practice for sharing information, both internally and externally, and how this works in information systems. | 1.Understand the reasons behind access control. 2.Understand how access control is implemented within the organisation. 3.Have an awareness of how data protection legislation impacts information sharing. | 1.Understand access and sharing controls across systems. 2.Implement access and sharing controls across systems. 3.Consider data protection legislation when implementing access and sharing controls. | 1.Develop processes that define good information sharing practices across the organisation. 2.Ensure data protection requirements are embedded in processes and practices. | 1.Ensure relevant policies agree on information sharing practices. 2.Ensure that the KIM perspective is taken into account in developing Information Sharing policies. |  |
| IA04 | Business continuity plans | Putting in place procedures and policies for the effective and consistent management of information within systems in the event of disruption or an emergency. | 1.Recognise the importance of business continuity plans for KIM systems. | 1.Understand the business continuity processes for the relevant systems. | 1.Manage the relevant business continuity processes. 2.Update the relevant business continuity processes. | 1.Influence organisational-level business continuity plans. 2.Ensure organisational plans involve the preservation of critical business information. |  |
| **C | Technology** |  |  |  |  |  |  |
| **Skill** | **Description** | **Indicators: None** | **Indicators: Awareness** | **Indicators: Working** | **Indicators: Practitioner** | **Indicators: Expert** |
| TE01 | KIM technology strategy | Contributing to technology strategy across the organisation, ensuring systems account for KIM structures and practices. | 1.Understand the benefits of the involvement of KIM in organisational strategies involving technology. | 1.Understand and see the links between organisational technology strategy and KIM architecture. | 1.Develop the right architecture to ensure KIM can be integrated into strategic decision-making . | 1.Influence organisational strategy to ensure KIM is sufficiently recognised in technology delivery. 2.Influence organisational strategy to ensure KIM is sufficiently resourced in technology delivery. |  |
| TE02 | KIM systems and tools | Developing general digital skills to use and manage KIM systems, such as document management systems, legacy systems and cloud storage. | 1.Recognise the benefits of collaborative working. 2.Understand the nature of tools that support collaboration. 3.Understand the impact of design and architectural decisions on the effectiveness of tools. | 1.Implement design and architectural decisions in KIM systems to support use across the organisation. 2.Make suggestions about possible new tools for use. | 1.Manage, lead or facilitate improvements to KIM-related systems for the benefit of the business. | 1.Lead on the design of KIM technical capability within the team and across the organisation. 2.Drive continuous improvement in the acquisition or development of KIM tools or technologies. |  |

**Information Management**

Information Managers (IMs) develop, implement and continually review and refine an organisation’s information governance.

This includes its information management strategy as well as the policy and processes to promote good practice and maintain compliance with statutory obligations.

IMs ensure best practice is implemented within the organisation on the acquisition, management and organisation of information. They also facilitate access to information to maximise its exploitation and re-use.

IMs provide advice and guidance to the organisation about information handling, information lifecycle management and the interpretation of policy. They procure, acquire and design information assets, systems and applications, and manage then through their life and their decommissioning.

They also support information risk owners in carrying out their responsibilities, working closely with Information Assurance (IA) and Information Technology (IT) colleagues.

Some of the tasks carried out by Information Managers include:

* developing the organisation’s Information Governance strategy
* keeping abreast of legislative changes which may impact the organisation, and amending information management practices as required
* developing appropriate retention and disposal schedules for electronic content
* providing advice on information management issues and promoting best practice relating to information management
* ensuring information management processes are kept up-to-date and reviewed regularly to ensure they’re fit for purpose under the latest KIM guidelines
* collaborating with teams and networks across the organisation and across government to understand stakeholder concerns, build consensus and help KIM messaging ‘land’
* conducting information audits to make sure assets are safeguarded and the appropriate controls have been applied
* supporting the procurement of information technology systems and applications
* advising on information risk

The skills and competences in this section may be entirely suited to your KIM role in Information Management. Or you may instead choose the ones that apply to you and add them to any generic skills, or skills required for your specific role from the other five job roles in the framework.

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| **GKIM – Information Manager** |  |  |  |  |  |  |
| **A | Change and transformation** |  |  |  |  |  |  |
| **Skill** | **Description** | **Indicators: None** | **Indicators: Awareness** | **Indicators: Working** | **Indicators: Practitioner** | **Indicators: Expert** |
| CT01 | Impact of change on the use of information | Understanding the impact of change on the use of information. | 1.No Knowledge or experience | 1.Have a basic understanding of how information is effectively managed during change and transformation. 2.Have an awareness of the impact of change on information integrity. | 1.Is able to participate in the delivery of change and transformation to the benefits of information management for the organisation. 2.Process changes to information access through change and actively maintain integrity. | 1.Actively work, either as part of your KIM role or with other GKIM roles, to look for opportunities to extract best value from change and transformation. 2.Ensure integrity and access of information is maintained throughout change processes within the organisation. | 1.Drive and deliver the change and transformation that will enable an effective information management culture for the organisation. 2.Ensure information integrity and access is a key consideration in change delivery. |
| **B | Information Asset holdings** |  |  |  |  |  |  |
| **Skill** | **Description** | **Indicators: None** | **Indicators: Awareness** | **Indicators: Working** | **Indicators: Practitioner** | **Indicators: Expert** |
| IA01 | Managing Information Assets | Identifying and managing Information Assets. | 1.No Knowledge or experience | 1.Have an awareness of where information is routinely stored and the need to manage information throughout its lifecycle. 2.Apply basic retention and disposal policies. | 1.Hold a clear view of all the information assets held in different systems that need to be brought together to form records in preparation for records retention or exploitation. 2.Identify what information is an Information Asset. | 1.Understand the relationship of information to other assets in systems, and the digital continuity impacts of both (for example, data and information providing a picture together). 2.Manage the disposal of information not deemed a record. | 1.Understand potential future changes to technology and how they will affect the lifecycle of information assets. |
| **C | Information exploitation and opportunities** |  |  |  |  |  |  |
| **Skill** | **Description** | **Indicators: None** | **Indicators: Awareness** | **Indicators: Working** | **Indicators: Practitioner** | **Indicators: Expert** |
| IE01 | Exploiting information to support organisational goals | Sharing and exploiting information to support the organisation's goals. | 1.No knowledge or experience. | 1.Understand the benefits of information exploitation and support information gathering. 2.Have an awareness of the information sharing policy. | 1.Actively manage information quality and integrity for information retrieval. 2.Advise on appropriate information sharing. | 1.Retrieve, analyse and interpret information for different purposes and contexts. 2.Actively support appropriate information sharing. | 1.Lead on cultural change to support information exploitation that can influence and enable strategic decision-making. 2.Set policy and monitor information sharing at an organisational level. |
| IE02 | Information held in non-corporate communications channels (NCCC) | Understanding the information holdings in the organisation, and where the organisation holds information outside of its corporate platform. | 1.Has a basic understanding of what information is held by yourself and your team on content platforms and tools outside of your organisation's corporate platform. | 1.is able to advise users in your organisation about preferred channels for storing and sharing the corporate record. | 1.Support migration of documents between NCCCs and your corporate platform. 2.Advise on policies, settings and processes for Knowledge and Information lifecycle on NCCCs. 3.Where NCCCs do not offer practical or technical advantages over your organisation's corporate platform, encourage users to adopt applications in the corporate channels instead. | 1.Set policies and work with Digital and Technology to ensure consistent and safe collaboration on NCCCs. |  |
| IE03 | Intranet management | Designing user-centred and task-based content for the organisation's intranet. | 1.Understand the benefits of good quality user-centred content on the organisation's intranet. | 1.Use GDS best practice to design simple task-based content. 2.Carry out straightforward content updates. | 1.Have a detailed knowledge of content design best practice both within government and the wider industry, 2.Carry out large-scale content improvement exercises, and develop new content in line with user needs. 3.Undertake user-testing and user feedback exercises as part of the content design process. | 1.Ensure the right governance and strategy is in place for the organisation's intranet. 2.Use analytics to continuously improve content and the user experience. 3.Champion user-centred design across the organisation. 4.Ensure accessibility is embedded in the content design process. |  |
| IE03 | Intranet management | Designing user-centred and task-based content for the organisation's intranet. |  | 1. Understand the benefits of good quality user-centred content on the organisation's intranet. | 1. Use GDS best practice to design simple task-based content.  2. Carry out straightforward content updates. | 1. Have a detailed knowledge of content design best practice both within government and the wider industry,  2. Carry out large-scale content improvement exercises, and develop new content in line with user needs.  3. Undertake user-testing and user feedback exercises as part of the content design process. | 1. Ensure the right governance and strategy is in place for the organisation's intranet.  2. Use analytics to continuously improve content and the user experience.  3. Champion user-centred design across the organisation.  4. Ensure accessibility is embedded in the content design process. |
| IE04 | Managing corporate collaboration and document storage spaces | Understanding how stakeholders use the organisation’s corporate collaboration and document storage spaces, and what additional skills and training they need to work efficiently. Providing a service that encourages best practice to secure information and records in the right corporate spaces. Providing a customer-focused, user-orientated point of entry to KIM. | 1.Understand the importance of correct records management and how Workplaces facilitates this. 2.Direct stakeholders to relevant guidance and support pages. | 1.Engage with stakeholders and encourage the correct use of the appropriate software and applications for each use case. | 1.Have a detailed knowledge of shared space configuration and permission management.  2.Provide mandated and bespoke training to ensure the stakeholder understands the function of the corporate platform for storing documents. 3.Understand stakeholder needs, and work closely with Content Managers and teams to achieve end goals. | 1.Improve user experience though consistent and open-ended engagement. 2.Champion the corporate platform as the appropriate Records Management tool. 3.Demonstrate systems and process to stakeholders, actively engaging with them to improve ways of working and ensure our legal obligations are met. |  |
| IE05 | User-centred content design | Using the principles of user-centred design to deliver better public services and communicate clearly with our stakeholders. |  | 1. Have an awareness of content design as a skill and as a profession.  2. Understand the importance of clear and straightforward communication within government.  3. Be able to swap out some complicated words and jargon for plain English. | 1. Have a broad knowledge of the ‘Writing for GOV.UK’ guidance on content design in government.  2. Use simple techniques like bullet points and active voice to make communications succinct and easy to read. | 1. Work with content owners to improve writing they have some ownership over, explaining your thinking as you go.  2. Have a good understanding of accessibility requirements and best practice, and incorporate these into the content design process.  3. Follow the ‘Writing for GOV.UK’ guidance when creating or editing content, including the ‘words to avoid’ list.  4. Rewrite content that other people have written to make it easier to follow and reduce the reading age.  5. Use tools like Hemingway, Grammarly or Writerly to create and edit high-quality content. | 1. Explain to colleagues across the department the importance of communicating clearly and in plain English, and provide examples.  2. Edit technical, financial, legal or otherwise highly complicated content to make it easier to read for users.  3. Lead on and manage refresh projects to improve whole areas of related content at a time. |
| **D | Information flow and processing** |  |  |  |  |  |  |
| **Skill** | **Description** | **Indicators: None** | **Indicators: Awareness** | **Indicators: Working** | **Indicators: Practitioner** | **Indicators: Expert** |
| IF01 | Information flows | Understanding how information flows around the organisation and to third parties. | 1.No Knowledge or experience | 1.Have an awareness of types of information created in the organisation and the retention schedules that apply. | 1.Understand how information flows through different systems and external parties. | 1.Understand how information is processed and used by people within the organisation. 2.Advise on information flow to and from external parties. 3.Adhere to policy and legislation requirements on information sharing. | 1.Take a holistic view of how information is processed by new and emerging technologies and future algorithmic systems (for example, AI and machine learning). 2.Have a clear view of information flows across the organisation and advise on departmental policy. |
| **E | Information systems capability** |  |  |  |  |  |  |
| **Skill** | **Description** | **Indicators: None** | **Indicators: Awareness** | **Indicators: Working** | **Indicators: Practitioner** | **Indicators: Expert** |
| IS01 | Managing the information lifecycle in systems | Assessing the capability of Information Systems to manage the information lifecycle. | 1.No Knowledge or experience | 1.Demonstrate an understanding of the functions available in the information management system. | 1.Apply functions of an information system to manage information according to business requirements. | 1.Ensure information management policies are implemented in information systems. | 1.Lead on the development of the Information Architecture. 2.Understand the totality of Information Architecture holdings in the organisation. |

**Information Rights**

Information Rights management is concerned with the governance and delivery of citizens’ and staff access rights as enshrined in:

* the Data Protection Act 2018
* the Freedom of Information Act 2000
* the Environmental Information Regulations 2004

Information Rights professionals make sure that an understanding of each of the acts’ legal obligations is embedded in the business. They also ensure staff know where to go for advice and support.

Information Rights colleagues:

* understand and implement KIM best practice for the handling of information captured by these access rights
* produce guidance on meeting subject access and Freedom of Information requests
* oversee and monitor compliance with the legislation

Information Rights managers require a good knowledge of business requirements, policy and ways of working in their organisation.

They must understand legal and other statutory obligations, available technology and technological limitations. They should also understand the flow of information across their organisation and link this up with wider Information Governance and data sharing policies and strategies.

At senior levels they will need to interact with the Information Commissioner (Parliament's independent regulator of information rights legislation).

Some of the tasks carried out by Information Rights professionals include:

* providing advice and written guidance on handling citizen information rights requests
* drafting timely response to information rights requests
* conducting internal reviews of Freedom of Information cases (when required)
* monitoring organisational performance in responding to information rights requests, and taking steps to address any deficiencies
* managing stakeholder equity in information rights responses
* at a senior level, acting as the organisation’s contact point with the Information Commissioner

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| **GKIM – Information Rights** |  |  |  |  |  |  |
| **A | Advice and guidance** |  |  |  |  |  |  |
| **Skill** | **Description** | **Indicators: None** | **Indicators: Awareness** | **Indicators: Working** | **Indicators: Practitioner** | **Indicators: Expert** |
| AG01 | Drafting policy and guidance | Drafting clear and accurate guidance that communicates complex issues and options to a non-specialist. | 1.No experience or knowledge. | 1.No experience or knowledge. | 1.Contribute to the development, drafting and application of policies or guidance which cover DPA, FOI and EIR governance and compliance, as appropriate . | 1.Develops policies or guidance which cover DPA, FOI and EIR governance and compliance, as appropriate, and obtain team input into drafting and knowledge-sharing. | 1.Provide senior leadership with information on what any policies or guidance on DPA, FOIA and EIR need to cover, and check and challenges the output. 2.Recognise when other policies or guidance in the business are impacted by and impact on DP, FOI or EIR legislation. 3.Take responsibility for quality assurance and get senior sign-off for the more sensitive policies or guidance on DPA, FOI or EIR governance and compliance. |
| AG02 | Obtaining legal advice | Developing an understanding of cases where specific legal advice is needed and knowing how to instruct a legal adviser and assess the legal advice provided. | 1.No experience or knowledge. | 1.No experience or knowledge. | 1.Obtain legal advice in relation to DP, FOI or EIR, following the lead set by senior colleagues on which topics need to be referred to Legal. | 1.Obtain legal advice in relation to DP, FOI or EIR, contributing to discussions on areas where new legal advice may be required, and following the lead set by senior colleagues on which topics need to be referred to Legal. | 1.Set team policy on obtaining legal advice in relation to DP, FOI or EIR issues and, on novel issues, assess how particular advice should be followed and applied, welcoming input from more junior colleagues. 2.Approve the team policy on obtaining legal advice in relation to DP, FOI or EIR agreements, contracts or responses etc. |
| AG03 | Providing advice and guidance: DPA | Developing detailed knowledge of the law and local practice to be able to advise, guide and train others. | 1.No experience or knowledge | 1.Signpost to relevant internal and external guidance, staff contacts and enquiry points for the Data Protection Act. | 1.Provide tailored and clear guidance to colleagues on the Data Protection Act, and check the relevant guidance provided by the Information Commissioner’s Office. 2.Identify and interpret relevant law and case law. | 1.Provide tailored and expert guidance to colleagues on the Data Protection Act, and refer to and consider relevant guidance provided by the Information Commissioner’s Office. 2.Interpret relevant law and case law, and share properly considered alternative views on interpretation. | 1.Provide Data Protection Officer advice, as appropriate. 2.Take responsibility for quality assurance and sign-off for DP responses (depending on sensitivity), |
| AG04 | Providing advice and guidance on: FOI, FOISA, EIR and EIR(S) | Developing detailed knowledge of the law and local practice to be able to advise, guide and train others. | 1.No experience or knowledge | 1.Know where to find guidance on the organisation’s expectations around handling information requests under the Freedom of Information Act (FOI) and Environmental Information Regulations (EIR). 2.Signpost colleagues in business areas to relevant internal and external guidance, as appropriate. | 1.Provide tailored and clear guidance to colleagues on handling requests under the Freedom of Information Act (FOI) and Environmental Information Regulations (EIR). 2.Check the relevant guidance provided by the Information Commissioner’s Office and recognise where an alternative approach may be appropriate. | 1.Provide tailored and expert guidance to colleagues on the requirements of the Freedom of Information Act (FOI) and Environmental Information Regulations (EIR). 2.Read the guidance provided by the Information Commissioner’s Office critically. Identify and interpret relevant laws and case law. Share properly considered alternative views on interpretation. | 1.Have expert knowledge of the Freedom of Information Act (FOI) and Environmental Information Regulations (EIR), and obtain existing guidance and case law that's needed to propose and justify fresh approaches. |
| **B | Governance, compliance and assurance** |  |  |  |  |  |  |
| **Skill** | **Description** | **Indicators: None** | **Indicators: Awareness** | **Indicators: Working** | **Indicators: Practitioner** | **Indicators: Expert** |
| GC01 | Complying with FOI retention rules in relation to archiving records | Demonstrating awareness and application of disposal schedules for information created, received and retained. | 1.No experience or knowledge. | 1.Is aware of the need to manage records so they meet FOI and EIR requirements, e.g. closing records in line with FoI exemptions. | 1.Assist the organisation's records management team in any questions around FOI and EIR compliance. | 1.Assist the organisation's records management team in any questions around FOI and EIR compliance and the retention of public records. | 1.Monitor, promote and continually improve the organisation’s FoI and EIR compliance in respect of compliance with agreed retention and destruction policies. |
| GC02 | Complying with the DPA in relation to archiving records | Demonstrating awareness of DPA complaince in relation to archiving of records. | 1.No experience or knowledge. | 1.Apply DPA requirements in relation to archiving records (e.g. identifying and protecting personal data in records | 1.Monitor, promote and continually improve the organisation’s DPA compliance in relation to archiving records. |  |  |
| GC03 | Complying with the EIR and EIR(S) Codes of Practice | Understanding how the code applies to the task in hand and supporting local compliance with the code. | 1.No experience or knowledge | 1.Refer to the good practice set out in the Code, in relation to active cases where advice is being given. | 1.Refer to and applies the good practice set out in the Code, in relation to active cases where advice is being given. | 1.Monitor, promote and continually improve the organisation’s compliance with the Code. | 1.Monitor, promote and continually improve the organisation’s compliance with the Code in order to provide the best public service possible with the available resources. |
| GC04 | Complying with the FoI and FoISA Codes of Practice | Understanding how the code applies to the task in hand and supporting local compliance with the code. | 1.No experience or knowledge. | 1.Refer to the good practice set out in the Code, in relation to active cases where advice is being given. | 1.Refer to and apply the good practice set out in the Code, in relation to active cases where advice is being given. | 1.Monitor, promote and continually improve the organisation’s compliance with the Code. | 1.Monitor, promote and continually improve the organisation’s compliance with the Code in order to provide the best public service possible with the available resources. |
| GC05 | Complying with the FOIA, FOISA, EIR and EIR(S)s in relation to proactive disclosure | Demonstrating awareness and application of local operation of disclosure logs and publication scheme content. | 1.No experience or knowledge | 1.Help prepare responses to information requests for publication as part of the organisation's disclosure log, applying relevant redactions. | 1.Assist the organisation's publication team in assessing documents for proactive disclosure, as required. | 1.Set the team policy on publication of documents as part of the disclosure log and assist the organisation's publication team in assessing documents for proactive disclosure, as required. | 1.Monitor, promotes and continually improve the organisation’s FoI and EIR compliance. |
| GC06 | Following the ICO and Scottish Information Commissioner Codes | Using the ICO and Scottish Information Commissioner codes to monitor, promote and improve the organisation's compliance with relevent legislation. | 1.No experience or knowledge. | 1.Understand the requirements of the relevant ICO Codes. | 1.Understand the requirements of the relevant ICO Codes and assist with the organisation's DPA compliance. | 1.Monitor, promote and continually improve the organisation’s DPA compliance with relevant ICO codes. | 1.Monitor, promote and continually improve the organisation’s DPA compliance with relevant ICO codes. |
| GC07 | Using the ICO Accountability Framework | Using the ICO Accountability Framework to monitor, promote and improve the organisation's compliance with data protection legislation. | 1.No experience or knowledge | 1.Understand what the ICO Accountability Framework is and how it improves an organisation’s DPA compliance. | 1.Monitor, promote and continually improve the organisation’s DPA compliance. |  |  |
| **C | Information risk** |  |  |  |  |  |  |
| **Skill** | **Description** | **Indicators: None** | **Indicators: Awareness** | **Indicators: Working** | **Indicators: Practitioner** | **Indicators: Expert** |
| IR01 | Identifying and managing information risk: Data Protection | Advising on and applying privacy by design principles. Identifying data protection risks and advising on mitigations. | 1.No experience or knowledge | 1.Understand privacy by design and default principles and how this translates into processes and procedures. | 1.Monitor compliance with legislation in relation to information risk for the current casework being advised on and report on failures through appropriate channels. | 1.Carry out regular audits of DPA compliance and identify areas that need improvement to reduce risk. 2.Implement risk mitigation as appropriate to improve DPA compliance. | 1.Champion privacy by design and default principles, and secure senior support in driving DP into organisational processes and procedures. Reviews audits and risk mitigations to improve of DPA compliance. Escalate areas that need improvement to reduce risk. |
| IR02 | Identifying and managing information risk: the FOIA, FOISA, EIR and EIR(S)s | Developing and applying an awareness of sensitivities underlying information requests and taking the appropriate measures to protect sensitivities while upholding rules on transparency. | 1.No experience or knowledge | 1.Understand the benefits of openness and transparency, balancing the public interest where required by the legislation, and the explicit presumption in favour of disclosure in the EIRs. Ensure that releases assessed as suitable for wider publication are placed on the organisation's disclosure log, listed in the publication scheme, or more generally made available on the website. | 1.Monitor compliance with legislation in relation to information risk for the current casework, and report on failures and oversights such as poor redaction and undesirable disclosure through appropriate channels. | 1.Carry out regular checks of FOIA and EIR compliance and identify areas that need improvement to reduce risk, including poor understanding of risk and the need for training. Implement risk mitigation as appropriate to improve FOI and EIR compliance, particularly in regard to sensitive requests. Use a triage process or similar to identify those cases needing senior clearances because of media or political interest. | 1.Carry out regular checks of FOIA and EIR compliance and identify areas that need improvement to reduce risk. Implement risk mitigation as appropriate to improve FOIA and EIR compliance and avoid information notices and practice recommendations.  2.Report on performance to senior staff. |
| IR03 | Managing incidents relating to DPA compliance (e.g. data breaches) | Reporting, responding to and managing incidents involving personal data. | 1.No experience or knowledge | 1.Recognise incidents and signpost to relevant processes for reporting failures in DPA compliance. | 1.Manage and report on failures in DPA compliance through the appropriate channels | 1.Make recommendations on relevant actions and responses to DPA incidents to security or DPO teams. | 1.Liaise with key officials in the Information Commissioner’s Office as the independent external oversight authority on DPA. |
| **D | Policy and legislation** |  |  |  |  |  |  |
| **Skill** | **Description** | **Indicators: None** | **Indicators: Awareness** | **Indicators: Working** | **Indicators: Practitioner** | **Indicators: Expert** |
| PL01 | Working with the Data Protection Act 2018 (DPA) | Understanding, interpreting and communicating the legislation as it applies to the task in hand. | 1.No experience or knowledge. | 1.Understand and can communicate the principles behind information legislation and standards. | 1.Develop and apply knowledge and demonstrate this through accurate interpretation of the DPA and contributions to discussions. | 1.Understand how to comply with information legislation and standards, and guide colleagues and internal stakeholders to a better understanding. | 1.Apply knowledge to complex cases and appeals where that level of input is required. 2.Ensure all levels of the business understand their roles in relation to the DPA. 3.Keep abreast of legislative changes that impact the business or service. |
| PL02 | Working with the Digital Economy Act 2017 (DEA) | Understanding, interpreting and communicating the legislation as it applies to the task in hand. | 1.No experience or knowledge. | 1.Understand how to comply with the DEA. | 1.Understand and can communicate the principles behind the DEA. | 1.Guide colleagues and internal stakeholders to a better understanding of the DEA. | 1.Apply knowledge to complex cases and appeals where that level of input is required. 2.Keep abreast of legislative changes that impact the business or service. |
| PL03 | Working with the Environmental Information Regulations 2004 (EIRs) and Environmental Information (Scotland) Regulations 2004 (EIRs) | Understanding, interpreting and communicating the legislation as it applies to the task in hand. | 1.No experience or knowledge. | 1.Understand and can communicate the principles behind the EIRs. | 1.Develop and apply knowledge and demonstrate this through accurate interpretation of the EIRs and contributions to discussions. | 1.Develop knowledge from practical application of the EIRs and relevant research, and guide colleagues and internal stakeholders to a better understanding. 2.Keep abreast of legislative changes that impact the business or service. | 1.Develop an expertise based on experience of working with the EIRs and relevant research, and apply it to complex cases and appeals where that level of input is required. 2.Ensure all levels of the business understand their roles in relation to EIR. |
| PL04 | Working with the Freedom of Information Act 2000 (FOIA) and Freedom of Information (Scotland) Act 2002 (FOISA) | Understanding, interpreting and communicating the legislation as it applies to the task in hand. | 1.No experience or knowledge. | 1.Understand, interpret and communicate the legislation as it applies to the task in hand. | 1.Develop and apply knowledge, and demonstrate this through accurate interpretation of the FOIA or FOISA and contributions to discussions. | 1.Develop knowledge from practical application of the FOIA and relevant research, and guide colleagues and internal stakeholders to a better understanding. 2.Keep abreast of legislative changes that impact the business or service. | 1.Develop an expertise based on experience of working with the FOIA and relevant research, and apply it to complex cases and appeals where that level of input is required. 2.Ensure all levels of the business understand their roles in relation to FOIA and FOIS. |
| PL05 | Working with the Privacy and Electronic Communications (EC Directive) Regulations 2003 (PECR) | Understanding, interpreting and communicating the legislation as it applies to the task in hand. | 1.No experience or knowledge. | 1.Understand and can communicate the principles behind PECR. | 1.Understand how to comply with PECR. | 1.Understand how to comply with PECR and guide colleagues and internal stakeholders to a better understanding. | 1.Apply knowledge to complex cases and appeals where that level of input is required. 2.Keep abreast of legislative changes that impact the business or service. |
| PL06 | Working with the Re-use of Public Sector Information Regulations (RPSI) | Understanding, interpreting and communicating the legislation as it applies to the task in hand. | 1.No experience or knowledge. | 1.Understand and can communicate the principles behind ROPSI. | 1.Understand how to comply with ROPSI. | 1.Understand how to comply with ROPSI and guide colleagues and internal stakeholders to a better understanding. | 1.Understand how to comply with ROPSI, and apply it to complex cases and appeals where that level of input is required. 2.Keep abreast of legislative changes that impact the business or service. |
| PL07 | Working with the UK General Data Protection Regulation 2018 (UK GDPR) | Understanding, interpreting and communicating the legislation as it applies to the task in hand. | 1.No experience or knowledge. | 1.Understand and can communicate the principles behind information legislation and standards. | 1.Develop and apply knowledge and demonstrate this through accurate interpretation of GDPR and contributions to discussions. | 1.Understand how to comply with information legislation and standards, and guide colleagues and internal stakeholders to a better understanding. | 1.Understand how to comply with information legislation and standards, and apply it to complex cases and appeals where that level of input is required. 2.Ensure all levels of the business understand their roles in relation to GDPR. 3.Keep abreast of legislative changes that impact the business or service. |
| PL08 | Working with the UNECE Aarhus Convention 1998 (access to environmental information, public participation in decision-making, access to justice in environmental matters) | Understanding, interpreting and communicating the legislation as it applies to the task in hand. | 1.No experience or knowledge. | 1.Is aware of the connection between the Aarhus Convention, Directive 2003/4 and the EIRs, and can explain this to a third party. | 1.Develop a working knowledge of how the Aarhus Convention dictates or influences decisions taken under the EIRs, including the purpose of the Convention as set out in the relevant recitals. | 1.Make reference to the relevant requirements of the Aarhus Convention when advising on the application of the EIRs, as well as the matters to take into account when considering the public interest arguments for and against disclosure of environmental information. | 1.Develop and apply expertise around the requirements of the Aarhus Convention in respect of proactive and reactive disclosure of environmental information. 2.Use this expertise when advising colleagues on the rules around disclosure of environmental information. |
| **E | Processes** |  |  |  |  |  |  |
| **Skill** | **Description** | **Indicators: None** | **Indicators: Awareness** | **Indicators: Working** | **Indicators: Practitioner** | **Indicators: Expert** |
| P01 | Carrying out casework on Data Protection (including SARs and complaints) | Managing responses to individual rights requests in compliance with the legislative deadline, ensuring responses are timely and accurate. | 1.No experience or knowledge. | 1.Log cases and manage correspondence with requestors (such as acknowledgements, ID requests etc.) 2.Process data rights requests, apply redactions under instruction and prepare responses. | 1.Develop research skills in applying relevant legislation. 2.Review case law. 3.Manage data rights requests and determine applicability, review information, determine whether exemptions apply, redact information where necessary, and ensure response are timely and accurate and in compliance with the legislative deadline. | 1.Provide quality assurance on responses to data rights requests. Investigate and respond to complaints from the ICO. 2.Determine whether requests have an impact on policies or processes (i.e. update privacy notices). 3.Have an oversight of case management to ensure requests are met within statutory timeframes. 4.Develop research skills in applying relevant legislation. 5.Review case law. 6.Provide guidance to junior practitioners on data rights requests. | 1.Provide quality assurance on responses to data rights requests.  2.Investigate and respond to complaints from the ICO. Determine whether requests have an impact on policies or processes (i.e. update privacy notices). 3.Take high-level oversight and escalate requests to make sure they're met within statutory timeframes. |
| P02 | Carrying out casework on the FOIA. FOISA, EIR or EIR(S) | Developing and applying knowledge on recording and processing casework to balance access rights and transparency with the relevant protection for sensitive information. | 1.No experience or knowledge. | 1.Log cases on the recording system, send out acknowledgments, and help manage routine FOI and EIR requests as required. 2.Know when to obtain advice from more senior colleagues. | 1.Develop research skills in applying relevant legislation. 2.Handle FOI and EIR requests, checking for any central or team steer on handling more complex requests. 3.Confirm the correct regime, provide guidance as required on applicable exceptions or exemptions, and advise on relevant search strategies. 4.Conduct internal reviews and prepare draft responses to ICO complaints, with senior oversight. | 1.Check the quality of responses before forwarding for senior sign-off. 2.Handle the more complex or sensitive FOIA, FOISA, EIR or EIR(S) requests, providing accurate and timely casework guidance to internal stakeholders. 3.Manage complaints to the ICO. | 1.Use expert knowledge of the FOIA, FOISA, EIR or EIR(S) to steer sensitive requests to a timely conclusion. 2.Quality Assure (QA) internal reviews and complaints to the ICO or Scottish Information Commissioner, and ensure any further senior sign-off is obtained. 3.Provide relevant input into your organisation's policy around IT and permissions, access on shared platforms, use of unofficial IT, information held by third parties, destruction of records etc. |
| P03 | Checking compliance of contracts | Developing detailed knowledge of contracts and the relevent GDPR or security clauses. | 1.No experience or knowledge. | 1.No experience or knowledge. | 1.Ensure contracts include relevant data protection and security clauses, including Annex A and Schedule 7, as required by the particular job | 1.Develop knowledge of contract lifecycle management, including evaluating tenders for Data Protection compliance. |  |
| P04 | Understanding data sharing agreements or Memorandum of Understanding (MoUs) | Developing detailed knowledge of data sharing agreements or Memorandum of Understanding (MoUs). | 1.No experience or knowledge. | 1.Assist with maintaining a log of data sharing agreements (DSAs) and MoUs (where relevant to the role). | 1.Assist with drafting DSAs and MoUs. 2.Provide advice to colleagues on processes and signpost to relevant internal guidance. | 1.Provide advice and guidance to junior colleagues on drafting DSAs and MOUs. 2.Manage and contribute to the drafting of more complex agreements. | 1.Participate in drafting more complex agreements. 2.Oversee management of agreements, ensuring logs are maintained. |

**Knowledge Management**

Knowledge Managers (KMs) 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 an organisation. It also includes the collective experience of groups, such as business units, project teams and task forces.

An organisation’s expertise and experience is often not quantified or written down anywhere, and is held within individual members of staff. But this is 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. These can include communities of practice, skills directories, lunch and learn sessions, randomised coffee trials and collaborative ways of working.

KMs promote techniques for capturing knowledge where practicable. This includes exit interviews, job handovers and after-action reviews. They help ensure any captured knowledge is properly managed for posterity, by applying the right information and records management standards.

KMs should be able to train people in these techniques and facilitate knowledge management programmes across organisations and within individual teams. They will also contribute to the development of knowledge management policies and standards as they evolve.

Some of the tasks carried out by Knowledge Managers include:

* establishing knowledge sharing and organisational learning strategies
* advising on and implementing knowledge sharing activities in individual teams and across organisations
* training staff in knowledge sharing techniques
* measuring the impact knowledge sharing has on an organisation
* establishing systems for capturing ‘tacit’ knowledge (where appropriate)
* establishing an organisational culture that promotes and supports knowledge sharing

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| **GKIM – Knowledge Manager** |  |  |  |  |  |  |
| **Skill** | **Description** | **Indicators: None** | **Indicators: Awareness** | **Indicators: Working** | **Indicators: Practitioner** | **Indicators: Expert** |
| KT01 | Knowledge sharing and organisational learning | Using specific knowledge sharing and organisational learning techniques to support the integration of knowledge management into the organisation's culture. | 1.No knowledge or experience. | 1.Understand the different types of knowledge sharing and organisational learning techniques. 2.Understand how the different techniques can be used to encourage knowledge sharing across the business. | 1.Able to facilitate knowledge sharing sessions for customers or support them in delivery. 2.Promote collaborative working principles and techniques (i.e. sets up and contributes to communities of practice, runs after action review sessions). | 1.Take a lead in identifying, establishing, participating in and delivering knowledge sharing opportunities, both within and outside the business. | 1.Lead by example through proactively contributing to all forums for knowledge, sharing own knowledge and reinforcing the value of knowledge to the organisation. |
| KT02 | Identifying focus areas | Identifying focus areas for knowledge sharing and providing customers with consultancy advice on how to incorporate knowledge sharing techniques into BAU. | 1.No knowledge or experience. | 1.Understand the different types of knowledge sharing and organisational learning techniques, and can explain the benefits of these methods. | 1.Identify focus areas for knowledge sharing and advise customers on the most appropriate knowledge sharing or organisational learning technique for their KM needs. | 1.Take a lead in identifying, establishing, participating in and delivering knowledge sharing opportunities, both within and outside the business. | 1.Provide strategic direction and advocate the need for the business to actively engage and build knowledge management capability. |
| KT03 | Staff training | Training staff in knowledge sharing or organisational learning techniques to help embed knowledge management in BAU. | 1.No knowledge or experience. | 1.Understand the different types of knowledge sharing and organisational learning techniques. 2.Understand how the different techniques can be used to encourage knowledge sharing across the business. | 1.Identify customer skills gaps and provide relevant learning material or training to address their needs. | 1.Respond to business need by identifying systemic skills gaps across the business. 2.Develop and coordinate business-wide training schemes or materials to address knowledge gaps. | 1.Advocate the need for the business to actively engage and build KM capability. |
| KT04 | Identifying barriers to KM | Identifying challenges, barriers and potential pitfalls affecting implementation of a KM strategy. | 1.No knowledge or experience. | 1.Able to highlight any pitfalls identified through the collation of feedback or surveys to managers. | 1.Able to identify bottlenecks and feed them to strategy manager. 2.Act as a liaison point for any challenges or barriers identified. | 1.Able to advocate for and present the benefits of KM practices and initiatives. 2.Able to identify key stakeholders. | 1.Get senior management buy-in to allay apparent pitfalls or pushback. |
| KR01 | Leading KM within your team | Understanding the roles and responsibilities expected of colleagues in a typical hierarchical team structure. | 1.No knowledge or experience | 1.Is aware of basic KM principles and is able to explain at a team level. | 1.Understand KM and is able to define principles in more detail to teams within the organisation. | 1.Has a comprehensive understanding of KM and is able to explore principles at directorate level. 2.Can cross-reference KM principles with other areas of work, making relevant connections. | 1.Is recognised within the organisation as the expert in KM. 2.Can identify organisational knowledge flows. 3.Lead from a strategic vantage point, making connections to develop a knowledge sharing culture. |
| KM01 | Knowledge acquisition, creation and management | Acquiring, creating and managing knowledge throughout its lifecycle to support the business effectively. | 1.No knowledge or experience. | 1.Has a basic understanding of knowledge culture. 2.Understand when and how to undertake a handover process. 3.Recognise when individual knowledge can be made more widely available, captured and stored. 4.Understand and can apply local knowledge capture processes. | 1.Can apply knowledge management good practices and standards. 2.Understand limitations of knowledge capture, and apply different techniques following organisational procedures to index and store local knowledge (e.g. handovers, exit interviews). Can advise on how best to deploy information architecture in support of good KM. Create a resource management framework where opportunities exist for knowledge sharing (e.g. Communities of Practice). 3.Advise on how best to deploy information architecture in support of good KM. Create a resource management framework where opportunities exist for knowledge sharing (e.g. Communities of Practice). 4.Create a resource management framework where opportunities exist for knowledge sharing (e.g. Communities of Practice). | 1.Apply appropriate knowledge management strategies and policies. Ensure captured knowledge is used in-line with organisational information management practices and standards, including lifecycle management. Develop innovative approaches for acquiring, maintaining and managing knowledge (e.g. data mining). Ensure continuity of access to corporate knowledge through technological change. | 1.Is a recognised authority within the organisation on knowledge management. 2.Develop and communicate the strategic direction for sharing knowledge across the organisation. 3.Ensure KM is considered within the organisational information architecture. 4.Maximise organisational capability to help drive KM efficiencies. |
| KM02 | Knowledge identification and capture | Identify different forms of knowledge (tacit, explicit) and develop knowledge capture methods | 1.No knowledge or experience. | 1.Has a basic understanding of knowledge culture. 2.Understand when and how to undertake a handover process. 3.Recognise when individual knowledge can be made more widely available, captured and stored. Understand and can apply local knowledge capture processes. 4.Understand and can apply local knowledge capture processes. | 1.Able to identify who the key knowledge stakeholders are. 2.Able to facilitate handover processes in their early stages. 3.Identify opportunities for sharing knowledge with other areas of the business. 4.Advise on best practices for knowledge storage and how it can be used. | 1.Facilitate workshops for capturing tacit knowledge to collate for knowledge audit or asset register purposes. | 1.Delegate the need for asset or audit maintenance. 2.Report the importance of asset or audit maintenance actions to senior management to ensure a corporate memory is maintained. |
| KM03 |Encourage maximum benefit from existing knowledge resources | Using existing KM techniques and initiatives to derive maximum value for the business. | 1.No knowledge or experience. | 1.Has a basic understanding of KM techniques and principles. 2.Recognise the benefits of collaborative working and know how to use tools to support collaboration. 3.Actively participates with other colleagues in sharing knowledge | 1.Understand and promote knowledge collaboration working practices and techniques (e.g. Communities of Practice). 2.Understand that knowledge and expertise is vested in other organisational employees and a range of techniques can maximise effective exploitation of corporate knowledge. 3.Have a basic understanding of knowledge flows in and out of the organisation. 4.Contribute to KM delivery and communicates to stakeholders. 5.Work with stakeholders to identify skills gaps and proactively develop relevant training, advice or guidance to meet business needs. | 1.Develop networks and relationships, ensuring KM is integral for strategic decision-making across the business. 2.Exploit opportunities for the organisation to derive efficiencies from its knowledge and expertise. 3.Lead by example through proactively contributing to forums. 4.Develop and champion best practice in sharing knowledge. 5.Coordinate and facilitate KM improvements for the benefit of the organisation. | 1.Take responsibility for maximising KM improvement for the whole organisation. 2.Lead on and build KM capability and culture within the team and organisation. 3.Influence organisational strategy to ensure KM is recognised, valued and resourced. 4.Advocate KM, ensuring it is clearly differentiated within the KIM profession and is visible both within government and across the wider KIM community. |
| KM04 | Delivering good KM across the organisation | Engaging with colleagues on KM to create KM champions and build networks of good use of techiques like knowledge transfer discussions, communities of practice, knowledge cafes, gamification and storytelling. | 1.No knowledge or experience. | 1.Has an awareness of KM initiatives (e.g. attends sessions as an observer and note-taker). | 1.Is able to organise and participate in KM sessions. 2.Is able to identify benefits that KM initiatives bring to the business. 3.Is able to influence colleagues to join in KM initiatives for themselves. | 1.Facilitate sessions, supporting colleagues to develop the skills to deliver sessions themselves. 2.Actively promote the delivery of KM initiatives by colleagues themselves, once KM has become the cultural norm. | 1.Communicate examples of good KM practices being carried out by the business. 2.Identify how engagement in KM initiatives has benefitted the organisation overall using MI. |

**Library Management**

Librarians in government are responsible for the selection, acquisition, organisation and management of published information on behalf of their department. This includes third party information (subscription databases, e-journals, eBooks and print publications from commercial suppliers), as well as relevant published texts from their department.

Librarians contribute to the continuity of knowledge through the management of published corporate memory. Library Managers are often involved in devising complex search strategies for different online resources, as well as being able to locate obscure information or publications.

Librarians typically liaise with a variety of stakeholders, including publishers and suppliers. This ensures the organisation and the taxpayer get the best value-for-money from contracts relating to the procurement of published information. They also maintain networks of library and information services whose collections are available for reference or through inter-library loans.

In most organisations librarian posts will be held by individuals at all grades. The level attained will be dependent on the complexity of tasks and decision-making authority assigned to the individual.

Some of the tasks carried out by Librarians include:

* the selection, acquisition, organisation and management of published information and texts, maintaining the corporate memory
* responding to internal information enquiries in a timely manner, searching across a variety of catalogues and databases
* management of inter-library loans.
* ensuring that metadata for holdings is present and correct in line with RDA, AACR2 and MARC 21 rules
* using Open Access Publishing Models to ensure value-for-money as an organisation
* ensuring compliance with Copyright, Designs and Patents Act 1988 and the Legal Deposit Libraries Act 2003 (as appropriate)
* liaising with stakeholders to ensure library services are developed across the organisation

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| **GKIM – Librarian** |  |  |  |  |  |  |
| **Skill** | **Description** | **Indicators: None** | **Indicators: Awareness** | **Indicators: Working** | **Indicators: Practitioner** | **Indicators: Expert** |
| LI01 | Copyright, intellectual property and re-use of PSI | Having an awareness of copyright, intellectual property and reuse of public sector information (PSI). LIB04 - Senior Librarian [SEO] - Level may be P or E. | 1.No knowledge or experience. | 1.Demonstrate a basic awareness of copyright law and its application to libraries within the remit of own role (or example, copying and scanning). | 1.Understand the legislation and be able to answer routine customer enquiries about copyright. 2.Can identify non-compliance or gaps in policy, and highlight this. | 1.Understand policy and legislation on copyright and PSI, and apply this to advise on and ensure compliance. 2.Know when to seek advice, and when to apply exemptions. | 1.Use legislation and policy to advise on complex cases. 2.Develop library policy and ensure the right governance is in place to support compliance. |
| LI02 | Licensing | Understanding the terms and conditions of library subscription licenses and developing services in-line. Providing guidance on compliance. LIB04 - Senior Librarian [SEO] - Level may be P or E. | 1.No knowledge or experience. | 1.Have an awareness of the terms and conditions for any products you use. | 1.Understand different terms and conditions for subscription databases and provide routine advice relating to these. 2.Understand the implications of non-compliance. | 1.Have a good understanding of differences in licensing terms between resources. 2.Provide advice and develop library services with different licensing terms in mind. | 1.Have a detailed knowledge of terms and conditions and how these apply to the development of services. |
| LI03 | Resource selection and acquisition | Selecting and acquiring new resources and materials suitable for users' needs and and in the right format – taking into account changes in the publishing sector, making use of open access online repositories and special collections. LIB05 - Librarian Leader [Grade7/Grade6] - Level may be P or E. | 1.No knowledge or experience | 1.Be aware of the process for selecting and acquiring new resources and materials | 1.Understand the principles of how to identify, evaluate and acquire new resources and materials 2.Recommend resources to customers using this knowledge | 1.Use expertise to identify and evaluate new resources and materials, ensuring value for money in acquisitions | 1.Set direction for selecting and acquiring library resources and materials to reflect the needs of the organisation and provide value for money 2.Act as the recognised and visible authority within the organisation for library and information services, providing advice to senior leadership |
| LI04 | Knowledge of library management systems | Understanding library management systems, and how they can meet the needs of the organisation. LIB02 - Assistant Librarian [EO] - Level may be A or W, depending on the library context. LIB03 - Librarian [HEO] - Level may be W or P depending on context; W if there is a specialist Systems Librarian. LIB04 - Senior Librarian [SEO] - Level may be W or P depending on availability of specialist Systems Librarians. LIB05 - Librarian Leader [Grade7/Grade6] - Level may be W depending on availability of specialist Systems Librarians. | 1.No knowledge or experience. | 1.Understand the use of library management systems relevant to own role. | 1.Understand the library management systems used across the organisation's library service. | 1.Develop, use and evaluate technology to facilitate access to resources and collections and fulfil the organisation's needs. | 1.Ensure the organisation's library management systems facilitate access to resources and collections for all users. 2.Identify potential efficiencies relating to library systems by continually reviewing services, identifying opportunities for rationalisation and better value-for-money. |
| LI05 | Curation, preservation and archives management | Curating, preserving and managing physical archives, including special or antiquarian collections. LIB02 - Assistant Librarian [EO] - Level may be A or W, depending on the library context. LIB04 - Senior Librarian [SEO] - P level required if library is specialist or has large collection of conservation-grade items. LIB05 - Librarian Leader [Grade7/Grade6] - P level required if library is specialist or has large collection of conservation-grade items. | 1.No knowledge or experience. | 1.Have the ability to identify damaged material and complete basic repairs. 2.Follow principles and local policies for access to, and handling of, fragile materials. | 1.Understand organisational requirements for the management of special collections and apply this knowledge to provide advice to users. 2.Have the ability to complete basic repairs without supervision. 3.Apply basic preservation techniques. | 1.Use expert knowledge of curation, preservation and archival techniques and principles to manage special collections or archives. 2.Provide advice and guidance to colleagues on collection handling and maintenance. 3.Know when to seek services providing advanced preservation techniques. | 1.Set policy on special collections, including access and any special requirements. 2.Apply subject matter expertise to ensure materials are preserved and stored in appropriate conditions. 3.Build networks both across the GKIM profession and outside government with special or national libraries. |
| LI06 | Collection management | Understanding collection management, archiving policies, retention and disposal in a library context. | 1.No knowledge or experience. | 1.Understand the need to apply retention and disposal principles to library collections (for example, following local instructions for keeping or disposing of old editions, or applying retention policies for serial subscriptions). | 1.Understand how collection and archiving policies are applied in practice within your organisation. 2.Be able to explain what good practice looks like, and encourage it. 3.Apply knowledge to complete tasks (for example, weeding) in-line with local policies and practice. | 1.Apply expertise to stock selection and collection management within the organisation's library. This includes selection and acquisition of print and electronic content, review of subscriptions, collection development (for example, a new policy area) and applying selection principles to donations. 2.Manage the disposal of obsolete publications (both digital and paper) according to the organisation’s financial and information asset management policies and collection management policies. 3.Understand and manage legal deposits. | 1.Understand how collections are changing across the wider sector, identifying new opportunities and trends. 2.Set the direction for collection development and archiving policies, ensuring these are aligned to wider government initiatives and provide strategic fit with other KIM policies. |
| LI07 | Cataloguing and classifying information | Organising information and other resources so that they can be searched for effectively. This includes cataloguing and classification as well as the development and use of thesauri, taxonomies and subject indexing. LIB05 - Librarian Leader [Grade7/Grade6] - Level may be A or W | 1.No knowledge or experience. | 1.Have an awareness of the thesauri or taxonomies used in your organisation. 2.Have an awareness of library catalogues or document/records management systems. 3.Know how to find and access information from these systems. 4.Have the ability to carry out simple cataloguing tasks under supervision. | 1.Understand library catalogues and how to use them. 2.Have the ability to catalogue library stock according to current cataloguing rules with an understanding of classification. 3.Understand the principles of taxonomies, thesauri, metadata, code lists and ontologies to support cataloguing and retrieval. | 1.Develop and maintain taxonomies, thesauri, metadata, code lists and ontologies to support cataloguing and retrieval, as well as wider information and knowledge management activities. 2.Use expertise to curate and organise resources to make access easier for the end user (for example, by developing and maintaining webpages or creating subject guides). 3.Use subject matter expertise to structure information better (for example, for information retrieval). 4.Provide advice on cataloguing and classification standards, and ensure these are applied correctly. | 1.Take responsibility for the provision, policies and development of library catalogues and systems across the organisation. 2.Regularly review these systems to ensure they continue to meet the needs of the library. 3.May act as the subject matter expert in cataloguing and classification, thesauri, taxonomies, indexing and ontologies, and use this knowledge across the organisation. |
| LI08 | Business continuity relating to collections | Putting procedures and policies in place for the effective and consistent delivery of library services. Planning for emergencies in case of fire, flood or any other event damaging the physical collection. LIB02 - Assistant Librarian [EO] - Level may be A or W, depending on the library context. LIB03 - Librarian [HEO] - Level may be W, however it is likely many will be feeding in to wider directorate/organisational BC plan. LIB05 - Librarian Leader [Grade7/Grade6] - Level may be P or E. E may be required if library has high-level special collections which need planning beyond organisational business continuity. | 1.No knowledge or experience. | 1.Follow procedures and policies used for the effective and consistent delivery of library services. 2.Have an awareness of the emergency plan and your role in any response. | 1.Understand the emergency plan, as well as conservation techniques and your role if an emergency response is required. 2.Demonstrate understanding of the significance of procedures and policies used for the effective and consistent delivery of library services, and follow them. | 1.Use expertise to update and maintain procedures and policies used for the effective and consistent delivery of library services. 2.Use knowledge of conservation and restoration techniques to direct others during disaster recovery. 3.Contribute to the development of emergency and disaster recovery plans, and act as a response coordinator. | 1.Own and develop the library services's emergency and disaster recovery plan and ensure it aligns with wider organisational plans. 2.Contribute to organisational disaster planning with knowledge of conservation and restoration techniques. 3.Take responsibility for ensuring procedures and policies are in place to ensure the effective and consistent delivery of library services. This includes workforce planning, emergency planning, risk management and disaster recovery policies. |
| LI09 | Library and information strategy | Putting a service strategy and business plan in place, setting out strategic priorities for the library service. This should include the most important objectives and should contribute towards the organisation's aims and objectives. LIB03 - Librarian [HEO] - Level is W, however HEO in leader role likely to be developing strategy with advice from higher management. LIB04 - Senior Librarian [SEO] - Level may be P or E. E may be required if leading service at SEO level. | 1.No knowledge or experience. | 1.Have an awareness of how your role and the work of the library service contributes to the organisation's business needs, aims and objectives. | 1.Understand important library service strategies and policies, and how these contribute to organisational aims and objectives. | 1.Use experience and expertise to develop strategies and policies for library services that meet business needs and are aligned with legal and policy requirements. | 1.Act as the recognised and visible authority within the organisation for library and information services, providing expert advice and recommendations to senior leadership. 2.Develop and communicate the strategic direction for library services across the organisation, ensuring these are aligned to government initiatives and fit with wider KIM policies. 3.Actively promote library and information services, and demonstrate the organisational benefits of investment in library and information services. |
| LI10 | Maximise the benefits of library and information services | Getting maximum benefit for the business from library collections, through KIM techniques and collaboration, encouraging knowledge sharing and communicating effectively with stakeholders. LIB03 - Librarian [HEO] - Level may be W or P depending on context. LIB04 - Senior Librarian [SEO] - Level may be P or E. | 1.No knowledge or experience. | 1.Have an awareness of library principles, tools, techniques and processes (for example, who is permitted to use the service and access the different types of material). | 1.Apply good practice and standards (for example, by monitoring the quality of answers to enquiries or by ensuring customers are aware of and have access to relevant sources of information). | 1.Identify strategic stakeholders and build strong relationships with them. 2.Understand how library services contribute to business delivery and actively promote this to stakeholders. 3.Understand the library service's governance, service delivery, practices and procedures and set the direction for the local area. | 1.Build internal and external strategic partnerships to promote and maximise the benefits of library and information services for the organisation. 2.Promote the ability of libraries and librarians to support delivery of internal and cross-government programmes and projects. |
| LI11| Providing library services | Ability to assess the utility of a wide range of information resources. Skills to search for, retrieve and present information using these resources. Understanding of legal restrictions around information provision. LIB03 - Librarian [HEO] - Level may be W or P but closer to P. LIB04 - Senior Librarian [SEO] - Level may be P or E. | 1.No knowledge or experience. | 1.Operate library practices and procedures according to instructions, and know when to seek specialist support, 2.Understand basic information retrieval principles and have the digital skills to apply them. | 1.Understand and evaluate the validity, range and scope of available resources on relevant subjects. 2.Facilitate appropriate access to resources for colleagues. | 1.Identify opportunities where the library service is a stakeholder (for example, by ensuring services are developed in-line with new information products, practices, requirements or cross-government initiatives). 2.Champion and advocate for library and information services within the organisation. | 1.Advocate for library services at a senior level. 2.Ensure professional visibility within the organisation and across government (for example, participation in GKIM Heads of Profession). 3.Share knowledge and good practice with other organisations, and capture good practice from them. 4.Develop links within the wider library profession (for example, participation within professional bodies and collaboration with national libraries). 5.Build librarian capability and culture across the organisation, championing the need for resources and skills to support new ways of working. 6.Ensure librarians at all levels are adequately supported and can access and participate in continuous professional development. |
| LI12 | Information literacy | Recognising the importance of content quality and integrity. Thinking critically about sources and quality of information provided, especially on the internet and social media. Sourcing, validating and providing consistently high-quality information. LIB03 - Librarian [HEO] - Level may be W or P. Singleton/small libraries led at HEO may need to be P. | 1.No knowledge or experience. | 1.Is aware of information literacy and the need to select and validate sources. 2.Knows when to seek advice or refer to experts. | 1.Understand Information Literacy principles and apply appropriate validation skills to both sources and material. 2.Assist with the development and delivery of Information Literacy awareness and upskilling. | 1.Drive Information Literacy upskilling across the organisation. 2.Promote librarian capabilities in sourcing, validating and delivering high-quality information. | 1.Seek and share good practice with external organisations and cascade as appropriate. 2.Advocate for Information Literacy across the organisation. 3.Ensure librarian skills capability in this area is actively promoted and kept current. |
| LI13 | Information retrieval | Understanding of, and ability to assess, a wide range of information resources for basic enquiries. Developing skills to search for and retrieve information using these resources. | 1.No knowledge or experience. | 1.Understand the concept of reference interviewing. 2.Understand the breadth of information resources available and the distinction between general and authoritative resources. 3.Have a basic understanding of search and retrieval principles. | 1.Work with customers to determine their information requirements. 2.Understand and apply effective search techniques. 3.Understand and apply effective techniques to analyse, select and synthesise information. 4.Evaluate, select and clearly present search results to customers. | 1.Maintain an awareness of sector developments in information retrieval practice, and update organisational practice as required. 2.Review team information retrieval skills and provide relevant training. 3.Ensure information retrieval practices align with customer and organisational needs. | 1.Promote librarian information retrieval capabilities, and advocate for the library service as a provider of high-quality information provision. 2.Ensure colleagues across the organisation are upskilled in information retrieval. |
| LI14 | Information retrieval tools | Effectively applying a range of  tools for effective information retrieval and provision. For example, databases, hosting services, search engines, search languages, analytics and infographics software. LIB01 - Library Assistant [AA/AO] - Level may be A or W, depending on the library context. LIB04 - Senior Librarian [SEO] - Level may be P or E. E required if leading service at SEO level. | 1.No knowledge or experience. | 1.Understand and use tools that support library service delivery. | 1.Use and apply a wide range of information retrieval tools in support of service delivery. | 1.Review existing and new tools to ensure they provide good service support. 2.Look for innovative and cost-effective ways to deliver improved services. 3.Manage procurements once procurement pathway approved. | 1.Monitor and budget for tooling provision, as well as access and training. 2.Create business cases and negotiate with relevant stakeholders to ensure tools are adequate and appropriate for good quality service provision. |
| LI15 | Desk research | Using research processes, techniques and knowledge of resources to conduct desk research, literature searches or other research projects. LIB03 - Librarian [HEO] - Level may be W or P. Bigger team would expect SEO to be P. LIB04 - Senior Librarian [SEO] - Level may be P or E. | 1.No knowledge or experience. | 1.Understand what research (desk research or literature reviews) is, and when to use it. | 1.Apply and contextualise customer requirements and choose appropriate research techniques. 2.Use the right sources and methodologies to carry out literature searches, content analysis and basic historical or statistical research. | 1.Set parameters for desk research service levels, taking into account available resources and team and organisational priorities. 2.Provide guidance on selection of resources or development of search methodology. 3.Ensure training is provided and refreshed as necessary. | 1.Advocate for desk research provision, including information resources and training. 2.Develop and champion best practice in research. 3.Promote desk research capability to the organisation, and spot opportunities for the organisation to get the maximum benefit from desk research. |
| LI16 | Information presentation | Using judgment, analytical and presentational skills to tailor information provision to customer specifications. LIB01 - Library Assistant [AA/AO] - Level may be A or W, depending on the library context. Accessibility issues etc complicating presentation. | 1.No knowledge or experience. | 1.Understand the importance of delivering against customer requirements. | 1.Filter, select and (where required) summarise information to match requirements. 2.Present information clearly, accurately and concisely. 3.Understand and apply accessibility options where required. | 1.Understand options for presentation, and the impact of different presentational methods. 2.Develop presentational approaches that serve the cognitive diversity of customers while preserving the accuracy and integrity of the presented information. | 1.Ensure colleagues maintain their skills and are provided training. 2.Set standards for information delivery and presentation and monitor customer satisfaction rates. 3.Monitor external best practice and share this within the organisation. |
| LI17 | User education | Providing user training and education. Using professional skills and knowledge for the benefit of customers. LIB04 - Senior Librarian [SEO] - Level may be P or E. | 1.No knowledge or experience. | 1.Understand user education and training, and provide basic advice or instruction. | 1.Deliver library induction training. 2.Deliver training in basic information skills, such as simple internet searching, using electronic information resources and accessing e-books and online journals. | 1.Work with stakeholders to identify information skills gaps and proactively develop services, training, advice or guidance to meet business needs (for example, research techniques, evaluation of results and training on advanced search techniques). 2.Develop and implement induction and other library training. | 1.Maintain awareness of wider developments in library user education, evaluating their potential benefit to the organisation. 2.Develop services that reflect external developments in best practice. |

**Records Management**

Records Managers (RMs) are responsible for the governance, safeguarding and delivery of information held by organisations. Staff in Records Management roles manage physical and digital record holdings in line with relevant legislation.

RMs define clear policies for use of RM-related systems, and ensure business continuity. They’re also expected to support and advise staff at all levels within the organisation on records matters, and manage information transitions between organisations effectively.

In most organisations RM roles will be held by individuals at all grades. The level attained will be dependent upon the complexity and decision-making authority of tasks assigned to the individual.

At higher levels (SEO or above), RMs will typically oversee legal and policy requirements. This includes working with The National Archives (the regulatory body overseeing records management), embedding best practice and establishing information management policies.

Some of the tasks carried out by Records Managers include:

* ensuring compliance with the Public Records Act, completing regular transfers to The National Archives of physical and digital holdings
* managing and developing a file plan and naming conventions for the organisation
* implementing a records lifecycle, ensuring adequate retention and disposal as and when required
* overseeing Machinery of Government changes, ensuring new records are brought into the department securely and correctly
* developing and embedding best practice records management policies and procedures
* Overseeing sensitivity review processes for physical and born-digital content
* helping responses to information requests under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004
* conducting file searches across archive holdings.
* liaising with stakeholders to identify training gaps or business needs

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| **GKIM – Records Manager** |  |  |  |  |  |
| **Skill** | **Description** | **Indicators: Awareness** | **Indicators: Working** | **Indicators: Practitioner** | **Indicators: Expert** |
| RM01 | Records Management responsibilities | Understanding the organisation's records management responsibilities under the Public Records Act 1958 and the Code of Practice under Section 46 of the Freedom of Information Act 2000 and, where applicable, the Public Records (Scotland) Act 2011, the Code of Practice under Section 61 of the Freedom of Information (Scotland) Act 2002, and the Public Records Act (Northern Ireland) 1923. | 1.Has a basic understanding of legislation, policy and processes, and adheres to these. 2.Has the ability to locate processes, guidance and practices. | 1.Apply different techniques following organisational procedures to index and store local records. 2.Apply good RM practices and standards. | 1.Develop appropriate records management strategies and policies. 2.Ensure records are used in-line with legislation. | 1.Develop and recognise best practice and highlight wider issues to the GKIM community. 2.Act as a recognised authority within the organisation on RM with relevant qualifications or experience. 3.Have a deep understanding of the legislation, and develop and communicate the strategic direction for RM across the organisation in accordance with legislation. |
| RM02 | Retention and disposition | Understanding retention and disposition. | 1.Have a basic understanding of the purpose for retention and disposition of records. 2.Have a basic level of understanding of applying the review, retention and disposition policies. 3.Use the business's retention and disposition schedule to properly carry out retentions and dispositions. 4.Is able to review records in-line with policy and apply appropriate retentions. | 1.Has a deep understanding of the review, retention and disposition policies. 2.Has a deep understanding of the schedule, and can advise other business areas on its use and application. 3.Work with business areas to assure compliance with retention and disposition policies, including assessing where new business activities or functions need to be included into schedules. | 1.Have a good understanding of relevant legislation, guidance and best practice to consider when setting a review and retention regime, and apply same to the schedule. 2.Lead on the development and maintenance of the schedule to ensure that it's fit for purpose. 3.Work with business areas to ensure all records are managed in accordance with the relevant policies and schedule. | 1.Ensure the business remains compliant with review, retention and disposition in-line with legislation and best practice across all media and platforms. 2.Devise and take overall responsibility for the retention and disposition strategy (e.g. use of functional aggregation schedules based on business classification schemes). |
| RM03 | Guidance and training | Educating users about Records Management responsibilities through guidance and training. | 1.Has an awareness of relevant RM learning resources. | 1.Understand the purpose of learning on RM and explain this to customers. 2.Support the running of learning events. | 1.Take a lead role in shaping or coordinating programmes of learning for RM. 2.Provide training on legislation. | 1.Set direction for building capability and addressing skills and learning gaps for RM. 2.Highlight wider issues to the GKIM community. |
| RM04 | Physical archives | Managing the physical archives space. | 1.Has a basic understanding of where physical records are stored and how they can be accessed. | 1.Advise others in the organisation on how the archives operate, including sending new records to storage, recalling existing records and retention or disposal of records in storage. | 1.Lead on the management of records held in archives, either directly or through stakeholder management of a third party provider. | 1.Set the direction for the long-term approach to records in archives, including the move from paper to digital-by-default and reducing paper files. 2.Ensure third party contracts represent value-for-money. |
| RM05 | Digital preservation | Preserving digital records. | 1.Has a basic understanding of the principles of digital continuity. 2.Has rudimentary knowledge of the processes and technologies to manage risks of losing digital records. | 1.Take responsibility for implementing principles of digital continuity. 2.Operate technology or processes to support finding, opening, understanding, trusting of and working with the organisation's records. | 1.Embed digital continuity principles in relevant policies and processes. 2.Lead on and engage with internal stakeholders to support finding, opening, understanding, trusting of and working with the organisation's records. | 1.Embed digital continuity principles throughout the organisation. 2.Set direction on alignment between records, usability requirements and the technology which supports it throughout the organisation. |
| RM06 | Records systems delivery | Having knowledge of records systems and their functionality. | 1.Look for opportunities to make RM system processes more efficient and effective. | 1.Take responsibility for day-to-day delivery of Records Management processes. 2.Seek continuous improvement and compliance. | 1.Lead on internal initiatives to improve the use of and compliance with records systems through simplified approaches and improved usability. | 1. Influence senior stakeholders and partners to gain funding and approval for improved records systems. |
| RM07 | Records systems future direction | Maintaining knowledge of sector developments in technology and best practice to support good Records Management. | 1.Have an awareness of some of the themes relating to records systems futures. | 1.Have an understanding of the products in the RM sector, and the benefits and drawbacks of each. 2.Understand the benefits of supporting technologies such as machine learning. | 1.Advise on issues with existing records management technologies. 2.Advise on the potential benefits and drawbacks of new technologies. | 1.Set the strategic direction for records system approaches in consultation with stakeholders. |
| RM08 | Records management policies and processes | Establishing policies, processes and implementing them across the department. | 1.Have an awareness of RM policies and processes. | 1.Understand how the policies and process work for the organisation and how to advise colleagues. | 1.Maintain RM standards, ensuring staff are educated and aware of what the retentions, policies and legislation require for each member of staff. | 1.Create and maintain RM policies. 2.Lead by example for good Records Management practices. 3.Ensure a strong RM presence is accessible to all staff across the organisation. |
| RM09 | Retention schedules | Ensuring accurate and up-to-date retention schedules are implemented across the department. | 1.Have awareness of the retention schedules and guidance for each team. | 1.Provide advice and assistance where needed about how to implement and apply the retention schedules. | 1.Update and maintain retention schedules. Apply the principles for paper records, and maintain any schedules for digital records. | 1.Create schedules when needed, ensuring teams are aware of their work and how to structure digital records. 2.Maintain relationships across the whole organisation and promote good RM practices in accordance to their schedules. |
| RM10 | Permanent preservation | Identifying and assessing records to be retained in the department, or transferred to The National Archives. | 1.Have familiarity with appraisal and selection processes. 2.Maintain a high-level understanding of the organisation's duties to comply with the Public Records Act. | 1.Identify the type of records that should be permanently preserved. 2.Take part in appraisal and selection processes. | 1.Develop selection and appraisal policies and processes. 2.Engage with internal and external stakeholders (for example, The National Archives) to ensure compliance with the law. 3.Make timely submissions to the Advisory Council on National Records and Archives (ACNRA), or the Scottish Public Records Advisory Council, or the Public Record Office of Northern Ireland (PRONI). | 1.Set direction for maintaining compliance with relevant legislation. 2.Ensure senior leaders are aware of the requirements within their teams and divisions. |
| RM11 | Destruction | Identifying records for destruction and managing destruction. | 1.Is familiar with records review, retention and disposition policies, procedures and schedules. | 1.Maintain and update review and retention policies and disposition schedules, and ensure they're adhered to. 2.Oversee the review and consequent disposition decisions (retain, delete or destroy, or transfer) in-line with policies. | 1.Lead on developing review and retention policies and disposal schedules. 2.Work with stakeholders to ensure review and destruction is in-line with policy. | 1.Set direction on maintaining compliance with legislation and policy. 2.Work with senior leaders to ensure a good awareness of the requirements in the organisation and effective delegation is taking place. |
| RM12 | Records lifecycle | Managing records throughout their lifecycle. | 1.Understand and have familiarity with the concept that records and information are managed through a lifecycle or continuum from acquisition, identification (classification), use, re-use, and review to the disposition of records by deletion or transfer to archive. | 1.Maintain and update records lifecycle tools (e.g. Information Asset Registers, Metadata schema, Business Classification Schemes, retention or disposition schedules). 2.Understand the mechanisms by which the organisation creates and acquires records, stores records, deletes or destroys records, and transfers records to archive. | 1.Lead on developing information lifecyle policies and procedures. 2.Work with stakeholders to ensure records are created or acquired in-line with business policies and legislation, classified appropriately and are useable, retrievable and have integrity from acquisition to disposition. | 1.Take responsibility for setting the strategies to ensure compliance with legislation and policy. 2.Work with senior leaders. |
| RM13 | Sharing records with investigatory bodies | Managing sharing of records with the police or other investigatory bodies. | 1.Understand the need to provide third-party access to records in compliance with obligations. 2.Is aware of the need to have systems in place to identify and locate records for which access needs to be given. | 1.Ensure relevant records are selected and transferred to third parties where required. 2.Understand legislative or other requirements under which sharing should or should not take place. | 1.Develop policies and processes outlining where appropriate sharing of records should occur, in-line with legislative requirements. | 1.Ensure senior leaders within the organisation are aware of their responsibilities to protect and share information with third parties in-line with legislative or other requirements. |
| RM14 | Machinery of Government (MOG) changes | Dealing with Machinery of Government (MOG) changes. | 1.Have awareness of the need for correct storage of paper and digital records when business units transfer into, or out of, an organisation. 2.Understand that agreements need to be in place between DROs when transfers take place. | 1.Ensure correct storage of paper and digital records where business units transfer into, or out of, an organisation. 2.Organise and draft agreements with the relevant DROs and other stakeholders (such as The National Archives) when transfers take place. 3.Identify and arrange, where relevant, transfer of offsite records to a new provider, and organise appropriate procurement. | 1.Identify the need for future storage of paper and digital records where business units transfer into, or out of, an organisation. 2.Ensure agreements are in place with relevant stakeholders when transfers take place. 3.Oversee financial elements to records transfer, if different providers are involved. | 1.Lead stakeholder management in respect of transfers. 2.Work with senior leaders to ensure budgetary elements are in place in the event of records transfers between different offsite providers. 3.Set direction for the records element when business units transfer into, or out of, an organisation. |
| RM15 | Records systems development | Developing records systems processes and the user experience. | 1.Look for opportunities to make RM system processes more efficient and effective. | 1.Take responsibility for day-to-day delivery of Records Management processes. 2.Seek continuous improvement and compliance. | 1.Lead on internal initiatives to improve the use of, and compliance with, records systems through simplified approaches and improved usability. | 1.Influence senior stakeholders and partners to gain funding and approval for improved records systems. |

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