



# **KMEF Knowledge Functions and Competencies**

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# Who Cares About Competencies?

**(Summary Transition Slide to Competencies)**

- KM Professionals - all levels and all functions
- Business professionals who are interested in KM as a discipline
- KM Educators
- Public sector professionals and workers who are engaged in or have an interest in KM
- Anyone who has an interest in KM, who wants to learn more about it and become involved in expanding this professional discipline and practice

## **KM Competency Question?**

What competencies do today's knowledge professionals need to lead knowledge organizations in the 21st century?

## What Is KM Competency?

### **Definition of Competency:**

“A competency is a set of defined behaviors that provide a structured guide enabling the identification, evaluation and development of the behaviors in individual employees” ....

"Some scholars see "competence" as a combination of knowledge, skills and behavior used to improve performance; or as the state or quality of being adequately or well qualified, having the ability to perform a specific role." .... Wikipedia

## What Is KM Competency? (cont')

### Definition of Competency:

"The U.S. Office of Personnel Management defines Knowledge, Skills, and Abilities (KSA's) as the attributes required to perform a job and are generally demonstrated through qualifying service, education, or training.

**Knowledge** - Is a body of information applied directly to the performance of a function.

**Skill** - Is an observable competence to perform a learned psychomotor act.

**Ability** - Is competence to perform an observable behavior or a behavior that results in an observable product."

## Core Elements of Knowledge Management Competencies

- **Personal/Self**
- **Leadership**
- **Management**
- **People**
- **Knowledge**
- **Information Management**
- **Information Technology**

## Types of Competencies

- **Behavioral Competency**
- **Operational Competency**
- **Technical Competency**

# Core Elements of Behavioral Competencies

## **Personal/Self Competency**

1. Creative/innovative
2. Entrepreneurial
3. Assertiveness
4. Collaborative
5. Networking
6. Attention to detail

## **Leadership Competency**

1. Communication
2. Influencing
3. Developmental
4. Facilitation
5. Vision
6. Change management
7. Consultancy

## **Management Competency**

1. Organization specific
2. Planning
3. Project management
4. Commercial management
5. Process management
6. KM Business development

## **People Competency**

1. People management
2. Team working
3. Customer management



# Core Elements of Operational and Technical Competencies

## **Knowledge Competency**

1. Knowledge context
2. Knowledge creation
3. Knowledge capture
4. Knowledge transfer
5. Knowledge exploitation
6. Knowledge processes

## **Information Management Competency**

1. Resource management (content and knowledge assets)
2. Information architecture
3. Research, analysis, advisory services
4. Dissemination/advisory
5. Records management
6. Information context

## **Information Technology Competency**

1. Infrastructure
2. Systems development and implementation
3. Applications development
4. Web development
5. Service delivery
6. Context and use



## **KM Competency Framework**

(See KM Competency Wiki )

- **General Leadership and Management Competencies - Framework**

**TFPL Knowledge and Information Management Competency Dictionary©**

- **Knowledge and Information Management Competencies - Framework**

**TFPL Knowledge and Information Management Competency Dictionary©**

<http://www.tfpl.com/training/dev/compdictionary.cfm>

## Partial Example: General Leadership and Management Framework

<b>Strategic</b>	<b>Business Aligned</b>	<b>KM Specialist</b>	<b>KM Worker</b>
Demonstrates breadth of vision	Demonstrates analysis and judgment	Uses information effectively	Uses appropriate information sources
Generates ideas	Innovates	Demonstrates creativity and solutions orientation	Demonstrates innovative problem solving
Generates options for change	a. Develops and delivers change b. Demonstrates commercial awareness	a. Adapts to change b. Scans and reviews market opportunities	Adapts to new and changing circumstances and commits to lifelong learning
Demonstrates a high level of interpersonal skills	Demonstrates customer/colleague focus	Works with others	Supports colleagues
Facilitates team working	Develops the team	Takes responsibility for team tasks	Contributes to team objectives
Develops people	Develops team members	Develops self	Supports training and development objectives
Influences	a. Manages relationships b. Negotiates	a. Demonstrates impact b. Values others	Builds positive relationships
Inspires others	Builds confidence in decisions	Engenders support	Takes the lead when appropriate
Communicates direction of the organization	Communicates direction to team	Interprets and presents key messages	Communicates effectively
Etc.	Etc.	Etc.	Etc.

## Current Status of KM Roles and Competencies

Our Survey results show:

- There is no formal consensus regarding KM roles and competencies.
- KM roles within organizations are typically found within one of the four functional areas, however, they are not consistently titled, nor have the full compliment of KM responsibilities associated with them.
- There is a wide range of KM job titles within most organizations.
- The majority of corporate and public organization's human resource departments do not have a formal KM series of KM job classifications and/or position descriptions.

## Standardization of KM Roles and Competencies

In order to have a strong KM discipline in corporations and public organizations, there needs to be standardization of KM roles and competencies. A starting point to begin standardization is to create standard KM functions, roles, competencies, and position descriptions:

### **Corporations**

- In corporations, this can be accomplished by getting the corporate HR department to adopt standard KM roles, competencies, and position descriptions. The KM materials will be customized and tailored to the specific type of work being performed by KM people.

## Standardization of KM Roles and Competencies (cont.)

### **Public Organizations**

- In public organizations, the Office of Personnel Management (OPM) will need to create standard KM series to be used by all government departments and agencies.

### **Societies, Associations, and Universities**

- International and national HR professional societies and associations will need to adopt standards created by an accredited Standards Board serving the KM discipline.
- The new standards once approved should be aggressively networked across professional societies, associations, and universities to reinforce the KM discipline.

# KM Functions and Roles

Strategic	Business Aligned	KM Specialist	KM Worker
CKO	KM Manager for Business Unit	Researcher	Knowledge Worker
KM Director	CoP Leader	Business Analyst	Knowledge Librarian
Knowledge Manager	KM Learning and Development Manager	Content Manager	Etc.
Etc.	KM Communication Manager	Information Architect	
	Knowledge Network Advisor	Knowledge Asset Manager	
	Etc.	Etc.	

# Standard KM Position Description Format

**KM Position Title:**

Knowledge Manager

**Roles and Responsibilities:**

Description of the role and responsibilities of the KM Manager

**Reporting Relationship(s):**

There could be multiple reporting relationships

**KM Position Competencies:**

- Knowledge
- Skills
- Abilities
- Attributes

**Requirements:**

- Educational Degree
- Knowledge/Experience
- KM Certification

**Years of Experience:**



## Sample of KM Position Descriptions (full descriptions are in the KM Competency Wiki)

- CKO/KM Leader
- Knowledge Manager
- CoP Leader
- KM Learning and Development Manager
- KM Communication Manager
- Knowledge Asset Manager
- Content Manager
- Knowledge Network Advisor
- KM Analyst
- KM Researcher
- Information Architect
- Knowledge Librarian
- Knowledge Worker

## Next Steps in 2012-2013

- Use Survey results in narrowing KM competencies to a specific set of KM competencies for KM organizations.
- Establish standardized roles, competencies, and sample of KM position description(s) to be included in a KM Center of Excellence and/or be shared with corporations public organizations, and academia.
- Work with the Office of Personnel Management (OPM) leadership to get them to create a series for KM roles, competencies, and position descriptions.
- Establish KM standards for presentation to a global accredited Standards Board.
- Work with International HR associations to adopt the KM Functional Model, KM role and competencies, and representative position descriptions as a KM discipline.

## Questions We Propose for 2013

Question 1:

Question 2:

Question 3: