KMEF 2012/2013 Functions and Competencies Action Plan

Functions and Competencies CoP

Elevate KM to a Profession and Discipline in the Public Sector, Corporate Business, and Academia

Functions and Competencies CoP – Washington, D. C. Working Session

- Focused on categories of KM roles, which were labeled K-Series Categories, or KM Classification and Job Grading System.
- Consensus was reached on four categories:
  - Strategic (Transforming)
  - Business Aligned (Domain Knowledge)
  - KM Specialist
  - Universal (Knowledge Worker)
  - **Note: Differences between Government and Corporate Environments**

Roles that Align with K-series categories

Classification and Job Grading Category	Position/Role (This is not an implied title, companies can provide titles that align with these positions/roles)
Strategic (Transforming)	
	Chief Knowledge Officer (CKO)
	Chief Learning Officer (CLO)
	Chief Knowledge Strategist (CKS)
Business Aligned (Domain Knowledge)	
	Functional KM Manager
	Functional KM Specialist
	KM Evangelist
KM Specialist	
	KM Manager
	KM Specialist

Roles that Align with K-series categories

KM Specialist	Position/Role	KM Specialty (function) Area
	KM Manager	
	KM Specialist	1. Business Intelligence 2. Business Process Management 3. Change Management 4. Collaboration 5. Communities of Practice 6. Computational Linguistics 7. Etc.

Position Levels and Career Paths

- Develop "strawman" position levels and career paths associated with the K-Series position/roles. Each position/role may or may not have a four level hierarchy:
  - ➢ Entry level
  - ➢ Journeyman level
  - ➢ Senior level
  - ➢ Expert level

What are the Pros and Cons for Public vs. Corporate Business position levels and career paths?

* Need to define responsibilities and competencies (knowledge, skills and abilities) – KSAs for each position/role that can evolve into position descriptions for industry.

Questions on Position Levels and Careers

- The "strawman" 4 level model assumes the presence of KM core skills, knowledge, and/or competencies and the person is in a hierarchical organization or environment.

- In business environments, people (e.g., a machinist) may have 2 to 4 levels, but it becomes more difficult when people are shifted into KM from another role in business with less than entry level KM skills.

Questions on Position Levels and Careers

- Challenge the logic of writing multiple structured KM Series and position descriptions verses:

  1. Having a list of KM Roles and Titles defined.
  2. Then having a "Menu Pick List" approach to selecting various competencies to match the needs of the specific KM position.
  3. Business organizations fashion KM to fit their needs, they don't worry about KM position descriptions, classifications or career levels.
  4. Does the Business world want this kind of structure and discipline ?

KM Menu Approach

Function: Strategic	Transforming
Role: Community of Practice Leader	
Task:	Leads process of establishing and supporting CoP
Skills:	"Menu Pick List" to choose from:
Competency:	"Menu Pick List" to choose from: • Able to develop a charter to meet the needs of a CoP • Able to apply basic change management principles to support CoP implementation • Able to …………..
Training:	• Internal and external training required

Functions and Competencies CoP– Next Steps

1. Identify, Define and Document Responsibilities of Positions/Roles
2. Develop draft of competencies for others to review/consider (OPM, AIIM, HR Org, etc.) -- Identify, Define and Document Competencies (*KSA: Technical and Behavioral*) of Positions/Roles
3. Define and Document Position Descriptions for KM
4. Refine Role Classifications (Job classification OPM Model/Other for KM Series) -- Justify Series – Seek Guidance from outside person (consultant) OPM Guidelines, APQC and KM World…etc.
5. Establish a Business Case for KM Series – Cover Path, "Why Do This?", "What is expert-level K vs. others?"

Functions and Competencies CoP– Next Steps

6. Engage External Groups: FOSE 1105 11/28 – 11/29, Douglas Weidner Advisory Board

7. Establish Visibility – Bill Brantley, Marion Georgieff

8. Conduct Webinar KMEF 2012 – Sept. 12, 2012

9. Conduct Survey - Refine survey, as appropriate (new data collection, update annually)

10. Package and Publish results - Develop Communiqué (December, 2012)