Australian Government

Department of Education, Employment and Workplace Relations

ICADBS602A Develop a knowledge management strategy

Release: 1

INDUSTRY SKILLS COUNCILS
Creating Australia's Future

ICADBS602A Develop a knowledge management strategy

Modification History

Release	Comments
Release 1	This Unit first released with *ICA11 Information and Communications Technology Training Package version 1.0*

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to develop a knowledge management strategy for an organisation. It includes analysing existing systems, determining requirements and developing a strategy to meet those requirements.

Application of the Unit

This unit applies to those managing a knowledge management team, or working in a senior role in such a team. Those with line management responsibility should undertake this role.

Licensing/Regulatory Information

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement but users should confirm requirements with the relevant federal, state or territory authority.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Element	Performance Criteria
Elements describe the essential outcomes of a unit of competency.	*Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.*

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Elements and Performance Criteria

1. Analyse existing knowledge management arrangements	1.1 Identify existing arrangements for the capture and use of knowledge and information from internal and external sources
	1.2 Distinguish between arrangements for managing knowledge and information management
	1.3 Understand the importance of **knowledge management concepts** in the identified organisation
	1.4 Evaluate the effectiveness of existing procedures and systems in terms of meeting the needs of clients, organisational aims, objectives and standards
	1.5 Identify improvements in the organisation's strategic use of knowledge and prepare a cost-benefit analysis
2. Evaluate knowledge management options	2.1 Investigate methods for capturing and using the knowledge held by people within a business, and identify and evaluate barriers to their use
	2.2 Evaluate **knowledge management software** and make recommendations regarding its usefulness and likely benefit to the organisation
	2.3 Investigate incentives and reward systems to support knowledge management for their relevance to a business
	2.4 Determine business non-technical requirements for maintaining and accessing an integrated knowledge database, according to organisational requirements
3. Develop a knowledge-management strategy	3.1 Develop a **knowledge management strategy** in consultation with staff for the capture and strategic use of organisational knowledge
	3.2 Design business processes to support knowledge management according to the organisation's knowledge management strategy and budget
	3.3 Plan an executive support system as part of the knowledge management strategy to improve managerial decision making according to organisational requirements
	3.4 Cost technology requirements for

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	implementation of the strategy and include in knowledge management budgeting
	3.5 Design or redesign processes for the periodic review of knowledge management within the business to ensure ongoing efficiency and effectiveness
	3.6 Ensure that the knowledge management strategy meets organisational requirements identified in its overall business plan and knowledge management strategy

Required Skills and Knowledge

This section describes the skills and knowledge required for this unit.

Required skills

- analytical skills to evaluate existing knowledge management initiatives and compare these to corporate needs and directions
- communication skills to liaise with management, technical staff and end users of an organisation
- initiative and enterprise skills to plan strategies
- literacy skills to produce reports and proposals
- numeracy skills to produce a cost-benefit analysis
- planning and organisational skills to plan a strategy to be implemented over time
- research skills to identify appropriate technologies to fit with an organisational requirements.

Required knowledge

- culture of the business versus traditional business models
- database design concepts
- internal and external sources of information
- legal, ethical and security issues relating to knowledge management
- records-management principles
- relevant government legislation that may affect business operation, especially in regard to OHS and environmental issues, equal opportunity, industrial relations and anti-discrimination
- structure of the organisation and its business goals.

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Evidence Guide

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Overview of assessment	
Critical aspects for assessment and evidence required to demonstrate competency in this unit	Evidence of the ability to: • choose a knowledge management option that meets organisational requirements • develop a knowledge management strategy that is able to be implemented • explain the importance of knowledge management in contemporary organisations.
Context of and specific resources for assessment	Assessment must ensure access to: • sample organisations suitable for the implementation of knowledge management, including business plans • appropriate learning and assessment support when required • modified equipment for people with special needs.
Method of assessment	A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit: • review of candidate's written report outlining knowledge management plan and strategy • evaluation of candidate's project setting up first phases of the knowledge management plan.
Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, where appropriate. Assessment processes and techniques must be culturally appropriate, and suitable to the communication skill level, language, literacy and numeracy capacity of the candidate and the work being performed. Indigenous people and other people from a non-English speaking background may need additional support. In cases where practical assessment is used it should be combined with targeted questioning to assess required knowledge.

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Range Statement

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

Knowledge management concepts may include:	• embedded knowledge • embodied knowledge • explicit knowledge • tacit knowledge.

Knowledge management software may include:	• non-specialist software features, such as:
	  • meeting software
	  • project software
	  • calendaring software
	  • collaboration software
	  • social software
	• specialist knowledge management software, such as:
	  • Lotus Notes
	  • Microsoft SharePoint.

Knowledge management strategy may include:	• best practice transfer • collaborative technologies • communities of practice • cross-project learning • expert directories • knowledge mapping • knowledge repositories • rewards (motivation) • social web collaboration sites • storytelling (transference of tacit knowledge).

Unit Sector(s)

Database