



**Australian Government**

**Department of Education, Employment and Workplace Relations**

# **ICAICT605A Implement a knowledge management strategy**

**Release: 1**

## ICAICT605A Implement a knowledge management strategy

### Modification History

| Release   | Comments                                                                                                          |
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| Release 1 | This Unit first released with <i>ICA11 Information and Communications Technology Training Package version 1.0</i> |

### Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to implement a knowledge management strategy for an ebusiness through technology and cultural change.

### 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 would 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                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Elements describe the essential outcomes of a unit of competency.</i> | <i>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.</i> |

## Elements and Performance Criteria

|                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1. Implement knowledge management system and procedures</p> | <p>1.1 Foster a culture of sharing knowledge within the business through a system of formal and informal incentives and rewards</p> <p>1.2 Implement policy and procedures for capturing knowledge within the organisation according to the business knowledge management strategy, and integrate this knowledge into existing business processes to change the enterprise processes</p> <p>1.3 Model methods of contributing to the organisation's knowledge management system, and provide learning and development opportunities for staff to assist them to contribute and provide feedback</p> <p>1.4 Provide coaching, mentoring and ongoing support to staff in accessing and using the organisation's knowledge management system according to the business knowledge management strategy</p> <p>1.5 Manage protection and security of knowledge or information and levels of access according to organisational requirements</p> |
| <p>2. Maintain business knowledge base</p>                     | <p>2.1 Monitor input procedures to ensure that sources are tapped and knowledge is captured according to the business knowledge management strategy, and to ensure the effectiveness of accurate <b><i>data capture</i></b></p> <p>2.2 Collect and analyse data on access and use of the knowledge management system to determine the organisation's strategic use of knowledge</p> <p>2.3 Implement contingency measures to address shortfalls in the knowledge management system and procedures, according to level of responsibility and authority</p>                                                                                                                                                                                                                                                                                                                                                                                 |
| <p>3. Review knowledge management system and procedures</p>    | <p>3.1 Evaluate the knowledge management system and procedures to ensure they are meeting the needs of clients, organisational aims, objectives and standards</p> <p>3.2 Periodically review the organisational knowledge content for accuracy and currency to ensure that it remains in line with organisational requirements</p> <p>3.3 Identify improvements to the system and to the organisation's strategic use of knowledge in consultation with users and prepare a cost-benefit analysis with recommendations</p>                                                                                                                                                                                                                                                                                                                                                                                                                |

## 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 organisation's 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 legislation from levels of government that effect business operation, especially regarding OHS and environmental issues, equal opportunity, industrial relations and anti-discrimination
- structure of the business.

## 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.*

|                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Overview of assessment</b>                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Critical aspects for assessment and evidence required to demonstrate competency in this unit</b> | <p>Evidence of the ability to:</p> <ul style="list-style-type: none"> <li>• explain the importance of knowledge management in contemporary organisations</li> <li>• encourage culture change in the management of knowledge</li> <li>• review and improve systems and procedures.</li> </ul>                                                                                                                                                                                                                                                                                                            |
| <b>Context of and specific resources for assessment</b>                                             | <p>Assessment must ensure access to:</p> <ul style="list-style-type: none"> <li>• sample organisations suitable for the implementation of knowledge management, including business plans</li> <li>• existing knowledge management strategy.</li> </ul> <p>Where applicable, physical resources should include equipment modified for people with special needs.</p>                                                                                                                                                                                                                                     |
| <b>Method of assessment</b>                                                                         | <p>A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:</p> <ul style="list-style-type: none"> <li>• review of candidate's written report outlining a knowledge management implementation plan</li> <li>• evaluation of setting up project's first phases of the knowledge management plan</li> <li>• verbal and written questioning to determine candidate's knowledge of culture change.</li> </ul>                                                                                                           |
| <b>Guidance information for assessment</b>                                                          | <p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, where appropriate.</p> <p>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.</p> <p>Indigenous people and other people from a non-English speaking background may need additional support.</p> <p>In cases where practical assessment is used it should be combined with targeted questioning to assess required knowledge.</p> |

## 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.*

|                                         |                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b><i>Data capture</i></b> may include: | <ul style="list-style-type: none"><li>• ensuring effectiveness of accurate data capture</li><li>• minimisation of inefficient processing</li><li>• using open standards:<ul style="list-style-type: none"><li>• European Article Numbering Uniform Code Council (EAN.UCC) product code</li><li>• United Nations Electronic Data Interchange for Administration Commerce and Transport (UN/EDIFACT).</li></ul></li></ul> |
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## Unit Sector(s)

General ICT