



Australian Government

Department of Education, Employment and Workplace Relations

PSPMNGT614A Facilitate knowledge management

Release 3

PSPMNGT614A Facilitate knowledge management

Modification History

Release	TP Version	Comments
3	PSP12V1	Unit descriptor edited.
2	PSP04V4.2.	Layout adjusted. No changes to content.
1	PSP04V4.1	Primary release.

Unit Descriptor

This unit covers management of knowledge and information in the business unit to improve productivity and organisational efficiency, promote innovation and meet business unit goals. It includes establishing the organisational context for knowledge management, developing capability, facilitating knowledge management, and integrating aspects of knowledge management with information/records management.

In practice, facilitation of knowledge management may overlap with other generalist or specialist public sector work activities such as acting ethically, complying with legislation, applying government systems, managing change, managing diversity, facilitating workforce effectiveness, etc.

Related units in the Information competency theme in the *Working in Government* Competency field are:

- PSPGOV206B Handle workplace information
- PSPGOV307B Organise workplace information
- PSPGOV406B Gather and analyse information
- PSPGOV504B Undertake research and analysis

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication

Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements are the essential outcomes of the unit of competency. Together, performance criteria specify the requirements for competent performance. Text in ***bold italics*** is explained in the Range Statement following.

Elements and Performance Criteria

ELEMENT

PERFORMANCE CRITERIA

1. Establish the organisational context for knowledge management

- 1.1 The organisation's history, culture, functions, strategic direction, performance and **knowledge** resources are identified.
- 1.2 Organisational strategies and goals that may be assisted by the development of organisational capability in **knowledge management** are identified.
- 1.3 The current **knowledge management position** of the organisation is assessed and the **strengths and weaknesses** of its knowledge resources and activities are determined.
- 1.4 Consultation with **stakeholders** is undertaken to raise knowledge and awareness of knowledge management and to establish knowledge management **goals** for the business unit and/or the organisation.
- 1.5 The cultural aspects of knowledge and knowledge management are identified and explored in the context of the organisational environment.

2. Develop capability in knowledge management

- 2.1 The **benefits** of knowledge management are identified and promoted to build an environment where these benefits may be realised.
- 2.2 Knowledge management **initiatives** are developed and aligned with the overall organisational strategy and contribute to business unit goals.
- 2.3 Initiatives are developed to build long-term capability in knowledge management and a culture of sharing knowledge and creating new knowledge in the organisation.
- 2.4 Knowledge management initiatives are focused on the management and use of tacit knowledge in the business unit and creating new knowledge, as well as the capture and sharing of explicit knowledge.
- 2.5 Management and stakeholder support is built throughout knowledge management initiatives to ensure immediate successes are transformed into ongoing benefits.

3. Facilitate knowledge management

- 3.1 Strategies are implemented to facilitate the development of strong and trusting culturally diverse networks where knowledge can be created and shared.
- 3.2 **Methods for creating, discovering and acquiring** knowledge are facilitated in the business unit.
- 3.3 **Methods and systems for capturing and storing** knowledge are promoted in accordance with **legislation, policy and procedures**.
- 3.4 **Methods and systems for presenting, distributing and sharing** knowledge are promoted.
- 3.5 **Activities for revising and disposing of** knowledge are facilitated in accordance with legislation, policy and procedures.

ELEMENT**PERFORMANCE CRITERIA****4. Integrate aspects of knowledge management with information management**

- 4.1 Processes for the management of explicit knowledge are integrated with the organisation's information management processes/systems to ensure efficiency and to provide wide access to explicit knowledge.
- 4.2 Explicit knowledge is recorded and stored in accordance with organisational and public sector standards for information/records management.
- 4.3 Structuring, maintaining and linking of explicit knowledge to related organisational **information** is facilitated in accordance with organisational requirements.
- 4.4 Knowledge and information are managed to improve their integration and use to meet business unit goals.

Required Skills and Knowledge

This section describes the essential skills and knowledge and their level, required for this unit.

Skill requirements

Look for evidence that confirms skills in:

- applying legislation, regulations and policies relating to knowledge management and information management
- showing leadership and taking risks in the context of knowledge management
- applying organisation and resource management techniques and methods
- building strong and trusting networks
- facilitating groups and learning
- communicating with a diverse range of stakeholders to build knowledge management capacity
- responding to diversity, including gender and disability
- applying procedures relating to occupational health and safety and environment in the context of knowledge and information management

Knowledge requirements

Look for evidence that confirms knowledge and understanding of:

- legislation, regulations, policies, procedures and guidelines relating to knowledge management and information management, such as privacy, freedom of information
- principles of knowledge management
- Australian Standard AS 5037(Int)-2003 Knowledge management
- tools and techniques related to introduction of knowledge management initiatives
- intersection of knowledge management with other disciplines, such as organisational learning, information management/technology, human resources management, communications
- cultural aspects of knowledge and knowledge management
- equal employment opportunity, equity and diversity principles
- public sector legislation such as occupational health and safety and environment in the context of knowledge and information management

Evidence Guide

The Evidence Guide specifies the evidence required to demonstrate achievement in the unit of competency as a whole. It must be read in conjunction with the Unit descriptor, Performance Criteria, the Range Statement and the Assessment Guidelines for the Public Sector Training Package.

Units to be assessed together

- *Pre-requisite* units that must be achieved prior to this unit: *Nil*
- *Co-requisite* units that must be assessed with this unit: *Nil*
- *Co-assessed units* that may be assessed with this unit to increase the efficiency and realism of the assessment process include, but are not limited to:
 - PSPETHC601B Maintain and enhance confidence in public service
 - PSPGOV601B Apply government systems
 - PSPGOV602B Establish and maintain strategic networks
 - PSPLEGN601B Manage compliance with legislation in the public sector
 - PSPMNGT615A Influence workforce effectiveness
 - PSPMNGT602B Manage resources
 - PSPMNGT604B Manage change
 - PSPMNGT605B Manage diversity
 - PSPMNGT608B Manage risk

Overview of evidence requirements

In addition to integrated demonstration of the elements and their related performance criteria, look for evidence that confirms:

- the knowledge requirements of this unit
- the skill requirements of this unit
- application of the Employability Skills as they relate to this unit (see Employability Summaries in Qualifications Framework)
- management of knowledge and information in a range of (3 or more) contexts (or occasions, over time)

Resources required to carry out assessment

These resources include:

- legislation, policy, procedures and protocols relating to knowledge management and information management
- current theory and practice in knowledge management
- Australian Standard AS 5037(Int)-2003 Knowledge management
- case studies and workplace scenarios to capture the range of situations likely to be encountered when managing knowledge and information

Where and how to assess evidence

Valid assessment of this unit requires:

- an environment that closely resembles normal work practice and replicates the range of conditions likely to be encountered when managing knowledge and information, including coping with difficulties, irregularities and breakdowns in routine
- management of knowledge and information in a range of (3 or more) contexts (or occasions, over time)

Assessment methods should reflect workplace demands, such as literacy, and the needs of particular groups, such as:

- people with disabilities
- people from culturally and linguistically diverse backgrounds
- Aboriginal and Torres Strait Islander people
- women
- young people
- older people
- people in rural and remote locations

Assessment methods suitable for valid and reliable assessment of this competency may include, but are not limited to, a combination of 2 or more of:

- case studies
- portfolios
- projects
- questioning
- scenarios
- authenticated evidence from the workplace and/or training courses

For consistency of assessment

Evidence must be gathered over time in a range of contexts to ensure the person can achieve the unit outcome and apply the competency in different situations or environments

Range Statement

The Range Statement provides information about the context in which the unit of competency is carried out. The variables cater for differences between States and Territories and the Commonwealth, and between organisations and workplaces. They allow for different work requirements, work practices and knowledge. The Range Statement also provides a focus for assessment. It relates to the unit as a whole. Text in ***bold italics*** in the Performance Criteria is explained here.

Knowledge is:

- a body of understanding and skills that is constructed by people
- increased through interaction with information (typically from other people)
- tacit - residing in the mind and may include aspects of culture or 'ways of doing things'
- explicit - when recorded as information in a document, image, film clip or some other medium AS 5037(Int)-2003
- also sometimes identified as 'expert' knowledge, or 'entrepreneurial' knowledge
- affected by experience

Knowledge management is:

- a multi-disciplined approach to achieving organisational objectives by making best use of knowledge
- involves the design, review and implementation of both social and technological processes to improve the application of knowledge in the collective interest of stakeholders AS 5037(Int)-2003

The organisation's current position in relation to knowledge management may include:

- low literacy in knowledge management and no trust or networks developed (new organisation)
- low literacy in knowledge management but well-networked staff (existing organisation)
- high literacy in knowledge management but no trust or networks developed (new organisation)
- high literacy in knowledge management and well-networked staff (existing organisation)

Strengths and weaknesses may relate to:

- people
- process
- technology
- content

Stakeholders may include:

- all those individuals and groups both inside and outside the organisation that have some direct interest in the organisation's behaviour, actions, products and services, including:
 - boards of management
 - clients

- community organisations
- contractors
- employees at all levels of the organisation
- government
- Ministers
- other public sector organisations
- service providers
- suppliers
- the public
- union and association representatives
- volunteers

Knowledge management goals may include:

- new knowledge creation
- improving knowledge utilisation
- developing a community of practice in knowledge management with strong social networks

Benefits of knowledge management may include:

- improved decision making
- improved performance
- improved productivity and organisational efficiency
- retaining corporate knowledge and organisational learning
- improving networking, trust and morale
- increased innovation
- increased motivation

Knowledge management initiatives may include:

- development of knowledge management policy/strategy
- knowledge management projects
- mentoring in knowledge management
- electronic collaboration
- tools and approaches to remedy weaknesses in knowledge management or build on strengths

Methods for creating, discovering and acquiring knowledge may include:

- meetings to foster innovation
- employing staff or consultants with knowledge/skills not currently in the organisation for the purpose of knowledge transfer
- research outside the organisation
- through publications
- analysis of existing and archived information
- auditing/mapping of information
- consulting staff in similar organisations

Methods and systems for capturing and storing knowledge may include:

- traditional information management systems, such as:
 - files
 - books
 - journals
 - documentation and archives
 - intranets
 - portals
 - web sites
 - databases
 - electronic documents
- ways of making tacit knowledge visible and available (without making it explicit and storing as above), such as advertising available expertise, providing help desk facilities
- capturing learning from past activities

Legislation, policy and procedures may include:

- openness to change
- drive for continual improvement
- State/Territory and Commonwealth legislation, regulations and guidelines relating to knowledge management and information management, such as privacy, freedom of information, confidentiality, security, etc
- public sector management acts
- codes of ethics
- codes of conduct
- public sector standards, such as fraud control, security management, risk control
- disaster recovery

Methods and systems for presenting, distributing and sharing knowledge may include:

- information management systems
- intranets
- files
- databases
- work processes where explicit knowledge is formally distributed
- face-to-face meetings
- providing leadership to encourage risk taking
- development of trusted social networks for knowledge exchange

Activities for revising and disposing of knowledge may include:

- processes to authenticate and update knowledge
- processes to ensure that out-of-date or incorrect knowledge (especially tacit knowledge) is not used
- processes for destruction of explicit knowledge that follow records management standards for destruction of records and public sector/legal requirements

Information is:

- data in a context to which meaning has been attributed AS 5037(Int)-2003

Unit Sector(s)

Not applicable.

Competency field

Management.