

## Strategy and architecture: Business strategy and planning; Knowledge management KNOW

### Description

The systematic management of vital knowledge to create value for the organisation by capturing, sharing, developing and exploiting the collective knowledge of the organisation to improve performance, support decision making and mitigate risks. The development of a supportive and collaborative knowledge sharing culture to drive the successful adoption of technology solutions for knowledge management. Providing access to informal, tacit knowledge as well as formal, documented, explicit knowledge by facilitating internal and external collaboration and communications.

### Level 7

Leads the creation of a knowledge management culture. Develops an organisation-wide knowledge management strategy for capturing, organising and developing information, knowledge and stories from employees, customers and external partners. Embeds knowledge management across business units and develops strategic knowledge management capabilities. Reinforces the importance of knowledge sharing by aligning individual and organisational objectives and rewards. Identifies opportunities for strategic relationships or partnerships with customers, suppliers, and partners.

### Level 6

Develops organisational policies, standards, and guidelines for knowledge management which allow organisations to respond quickly, to deliver services, make decisions and take actions. Champions and leads in the development of an organisational knowledge management approach and supporting technologies, processes and behaviours. Promotes knowledge-sharing through the organisation's operational business processes and systems. Monitors and evaluates knowledge sharing initiatives, including external bench-marking. Manages reviews of the benefits and value of knowledge management. Identifies and recommends improvements. Creates the business case justification for investment in knowledge management; identifies alternative solutions, assesses feasibility. Shares experiences across communities of practice, business units, and networks on innovative approaches in knowledge sharing.

### Level 5

Provides advice, guidance, and support to help people to adopt and embed best-practice approaches to information and knowledge management into all areas of their work. Evaluates and selects appropriate knowledge management methods and tools in line with agreed policies and standards. Promotes collaborative technologies, processes and behaviours to facilitate sharing of ideas and work-knowledge among internal teams and external partners. Provides support for the establishment and nurturing of communities of practice, including workshops, one-on-one guidance, and troubleshooting. Develops and implements processes and behaviours which help people easily access and use data, learning, and knowledge to improve performance. Shares ideas and examples of existing practices to encourage adoption. Implements knowledge management at programme, project and team level including tailoring in

line with agreed standards. Contributes to the definition of organisational policies, standards, and guidelines for knowledge management.

#### **Level 4**

Organises knowledge assets and oversees the lifecycle of identifying, capturing, classifying, storing and maintaining assets. Facilitates sharing, collaboration and communication of knowledge. Monitors the use and impact of knowledge; interrogates existing knowledge content to identify issues, risks and opportunities. Implements specific knowledge management initiatives.

#### **Level 3**

Maintains knowledge management systems and content to meet business needs. Supports others to enable them to complete knowledge management activities and form knowledge management habits. Reports on progress of knowledge management activities. Configures and develops knowledge management systems and standards. Supports changes to work practices to support capture and use of knowledge.

#### **Level 2**

Maintains a knowledge management database by leveraging knowledge of a specialism in order to capture and classify content, taking expert advice when required.