
Overview

This standard is about managing information, knowledge and communication systems for your organisation or your area of responsibility.

This standard is relevant to managers and leaders who have responsibility to manage information, knowledge and communication systems across their organisation or area of responsibility.

This standard links to all the other standards in key area *EC Manage information and knowledge*.

Performance criteria

- You must be able to:*
- P1 Engage appropriate colleagues and other key stakeholders in developing, implementing and maintaining information, knowledge and communication systems.
 - P2 Establish the current and likely future information, knowledge and communication needs of people within your organisation or area of responsibility and other key stakeholders.
 - P3 Establish the levels of security required for information, knowledge and communication systems.
 - P4 Evaluate the capability and capacity of existing information, knowledge and communication systems to meet current and likely future needs, and identify changes and enhancements required.
 - P5 Evaluate the capability of technologies and suppliers to meet current and likely future information, knowledge and communication needs.
 - P6 Select technologies and suppliers capable of meeting current and likely future information, knowledge and communication needs to the level of security required within resource constraints.
 - P7 Establish the need for new or modified protocols to allow information, knowledge and communication systems to be used effectively and securely and make these available.
 - P8 Evaluate the training and on-going support required to enable people to use information, knowledge and communication systems effectively, efficiently and securely.
 - P9 Develop and implement plans to introduce changes and enhancements to information, knowledge and communication systems that minimise adverse impacts on business activities and enable people to benefit from the changes and enhancements as soon as possible.
 - P10 Provide user training and on-going support required.
 - P11 Ensure maintenance and updating of information, knowledge and communication systems is carried out as required.
 - P12 Monitor the security of systems and their effectiveness in meeting people's information, knowledge and communication needs, and take effective action to address any problems.

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Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage colleagues and stakeholders in managing information, knowledge and communication systems.
- K2 How to gather and analyse data about people's information, knowledge and communication needs.
- K3 Principles, methods, tools and techniques for keeping information, knowledge and communication secure and how to establish appropriate security levels and approaches.
- K4 How to evaluate current information, knowledge and communication systems and their capability and capacity to meet future needs.
- K5 Information, knowledge and communication technologies, their features and benefits for your needs.
- K6 Suppliers of information, knowledge and communication technologies and their capabilities.
- K7 Legal requirements relating to data protection and data ownership.
- K8 How to develop protocols to allow information, knowledge and communication systems to be used effectively and securely.
- K9 Training and support in the use of information, knowledge and communication systems that people need.
- K10 Change management principles, methods, tools and techniques.
- K11 How to establish the requirements for system maintenance and updating.
- K12 How to monitor the effectiveness of information, knowledge and communication systems to identify and take action to address problems.

Industry/sector specific knowledge and understanding

You need to know and understand:

- K13 Industry standards in information, knowledge and communication systems.

Context specific knowledge and understanding

You need to know and understand:

- K14 Individuals and groups in your organisation and their information, knowledge and communication needs.
- K15 Your organisation's current information, knowledge and communication systems.

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- K16 The levels of security of information, knowledge and communication required by your organisation.
- K17 The levels of security appropriate for different users of your organisation's information, knowledge and communication systems.
- K18 Your organisation's business activities and processes.

Behaviours

When performing to this standard, you are likely to demonstrate the following behaviours:

- 1 Recognise changes in circumstances promptly and adjust plans and activities accordingly
- 2 Identify people's information needs
- 3 Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding
- 4 Identify people's preferred ways of communicating
- 5 Use communication media and styles appropriate to different people and situations
- 6 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 7 Protect the confidentiality and security of information
- 8 Make appropriate information and knowledge available promptly to those who need it and have a right to it
- 9 Develop systems to gather and manage information and knowledge effectively, efficiently and ethically
- 10 Encourage others to share information and knowledge within the constraints of confidentiality
- 11 Take timely decisions that are realistic for the situation

Skills

When performing to this standard, you are likely to demonstrate the following skills:

- Assessing
- Communicating
- Decision-making
- Evaluating
- Forecasting
- Information management
- Involving others
- Monitoring
- Obtaining feedback
- Planning
- Presenting information
- Questioning
- Reviewing

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