Government Knowledge and Information Management (KIM) Professional Skills Framework

Introduction

This high-level framework is for the Knowledge and Information Management (KIM) Profession in Government. It outlines the typical skills needed by KIM Professionals at all levels, from AA/AO grades upwards; it covers the full spectrum of KIM activities, i.e. Information and Data Management and Exploitation, Information Governance, and Knowledge Sharing and Collaboration. The Professional Skills Framework should be read alongside the Civil Service Competency Framework (CSCF), which incorporates generic KIM skills, knowledge and behaviours relevant to all Civil Service roles.

Who is the Framework for?

This Framework is aimed at staff working in KIM Profession roles (i.e., those expected to spend more than 50% of their time on KIM Profession duties), including those who consider KIM as their career 'anchor' while pursuing career paths that involve more than one Civil Service profession. This usually means roles where professional qualifications and experience are directly relevant to the work being undertaken. However, it is also applicable to non-qualified KIM practitioners who wish to make this their profession of choice.
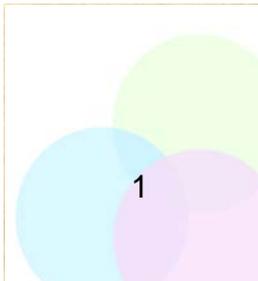
Using the Framework

The Framework is supported by guidance documents which show how the generic skills may be applied to the six core roles included in the guidance criteria for entry into/development in the Profession (see Entering and Developing in the KIM profession [link to be added when completed]). There is a range of roles in KIM; in some cases, one or more core roles may be combined within a single post. Line managers and staff may need to translate the applicability of the skills to fit within their local contexts, using their specific role's requirements as the starting point for considering which skills are most relevant and how these should apply in practice.

The framework has been designed to support the following:

- **Recruitment** – to help prepare job/person specifications when recruiting and selecting staff to KIM roles.
- **Performance Management** – a self-assessment tool [under development] is available to support job holders in assessing their learning, experience and skills, and identifying any gaps.
- **Continuous Professional Development** – the Framework has been aligned to a KIM Profession Curriculum [link to be added when completed] that signposts relevant Learning & Development (L&D) activities and helps to fill gaps identified through the self-assessment tool.
- **Career Paths** – the framework has been aligned to the KIM Profession Career Paths guidance [links to be added when completed] that describes and gives examples of career options and opportunities for members of the Profession.
- **Use of External KIM Frameworks** – the Framework has also been mapped [under development] to the KIM frameworks, where these exist, from relevant external KIM Professional bodies, e.g. Archives and Records Association (ARA), Chartered Institute of Librarians and Information Professionals (CILIP) and Information and Records Management Society (IRMS).

Although the levels have been aligned with specific grades, this is recommended as a guide only. Line managers and staff should have the flexibility to tailor the levels to fit their local requirements, bearing in mind that depth of expertise is not necessarily grade dependent. Also, the general approach is that the skills are cumulative and that roles at a higher level/grade will assume the skills displayed at lower levels.
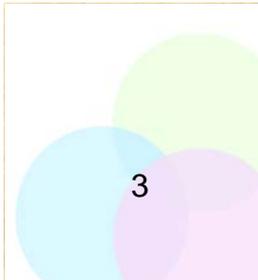
Skill Descriptions

Skill	Skill 1: Using, evaluating and exploiting knowledge and information	Skill 2: Acquiring, managing and organising knowledge and information	Skill 3: Information Governance
Skill Description	Deriving maximum value for the business from information and knowledge, through KIM techniques and collaborating, encouraging knowledge sharing and communicating effectively with stakeholders.	Acquiring, creating and managing knowledge and information throughout its lifecycle to support the business effectively.	Providing Information Governance effectively, through managing information risks and ensuring compliance and accountability.

Level Descriptions

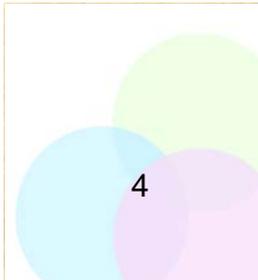| Professional Level	Level 1: Awareness (AA/AO)	Level 2: Practitioner (EO/HEO and equivalent)	Level 3: Leader (SEO/Grade 7 and equivalent)	Level 4: Senior Leader (Grade 6 and above)
Level Description	Professionals at this level will be expected to undertake routine tasks. These will comprise of tightly defined areas of responsibility.	Practitioners are required to use their knowledge and skills at an operational or routine decision-making level. It is where skills and knowledge first become crucial to the role.	A leader will have the requisite sector knowledge, skills, qualifications and experience to provide guidance and advice to senior management/staff in the organisation on major policy decisions. A leader may also manage substantial resources, both financial and personnel, and is likely to lead and manage the delivery of projects and services. **This level may also be used to reflect deep expertise in certain skills.**	A senior leader will typically have significant budgetary responsibility for resources and is recognised by the organisation and external partners for their professional authority in strategic decision-making.

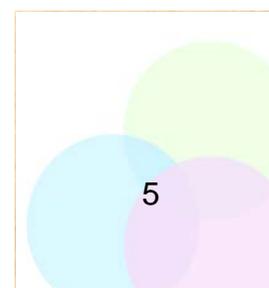| Professional Level	Skill 1: Using, evaluating and exploiting knowledge and information	Skill 2: Acquiring, managing and organising knowledge and information	Skill 3: Information Governance
Level 1: **Awareness** **(AA/AO)**	1.1.1 Has a basic awareness of KIM principles, tools, techniques and processes. 1.1.2 Follows KIM practices and procedures in accordance with instructions and knows when to seek more specialist support. 1.1.3 Recognises the importance of maintaining information quality and integrity. 1.1.4 Recognises the benefits of collaborative working and knows how to use tools, including social media, to support effective collaboration. 1.1.5 Understands the range and scope of the organisation's KIM resources and facilitates access to exploit and reuse them.	1.2.1 Applies KIM good practice and standards. 1.2.2 Has a basic understanding of the different business requirements for protecting information and applies the appropriate standards and policies for handling, storing, disseminating and preserving it. 1.2.3 Has a basic understanding of the need to manage information throughout its lifecycle and manages own information through applying retention and disposal principles. 1.2.4 Has a basic understanding of good KIM principles and ensures that own information is made available and used.	1.3.1 Has a basic awareness of relevant Information Governance legislation, policy and standards. 1.3.2 Operates Information Governance practices and procedures in accordance with instructions and knows when to seek more specialist support. 1.3.3 Highlights discrepancies/updates required in KIM policy and brings it to the attention of policy owners.

Professional Level	Skill 1: Using, evaluating and exploiting knowledge and information	Skill 2: Acquiring, managing and organising knowledge and information	Skill 3: Information Governance
Level 2: **Practitioner** **(EO/HEO and** **equivalent)**	2.1.1 Applies KIM good practice and standards. 2.1.2 Understands and applies coherent KIM techniques and relevant tools and processes, to ensure the effective use and exploitation of information. 2.1.3 Contributes to development and management of service delivery and advice to stakeholders. 2.1.4 Has good awareness of how to support information and knowledge flows across the organisation. 2.1.5 Works with stakeholders to identify information skills gaps and develops relevant services, training, advice or guidance proactively to meet business needs.	2.2.1 Applies KIM good practice and standards. 2.2.2 Understands the different business requirements for protecting information and applies the appropriate standards and policies for handling, storing, disseminating and preserving it. 2.2.3 Understands the need to manage information throughout its lifecycle and applies agreed retention and disposal policies. 2.2.4 Applies good KIM principles to manage and organise knowledge and information so that it can be made available and used.	2.3.1 Applies Information Governance good practice and standards. 2.3.2 Has a good understanding of the relevant policy and legislative framework and provides advice on how to achieve effective handling, in accordance with the relevant compliance regime. 2.3.3 Understands when, where and how to seek legal or specialist advice. 2.3.4 Works with stakeholders to identify Information Governance skills gaps and proactively develops relevant services, training, advice and guidance to meet business needs. 2.3.5 Identifies when policy needs to be established, updated or retired in line with internal and external changes. 2.3.6 Develops procedures for information handling that take into account the organisation's risk management approach.

Professional Level	Skill 1: Using, evaluating and exploiting knowledge and information	Skill 2: Acquiring, managing and organising knowledge and information	Skill 3: Information Governance
Level 3: Leader (SEO/Grade 7 and equivalent)	3.1.1 Identifies opportunities in cases where KIM is a key stakeholder. 3.1.2 Develops the right networks and relationships to ensure KIM is integral to strategic decision-making across the business. 3.1.3 Exploits opportunities for the organisation to derive maximum benefit from its knowledge and information. 3.1.4 Develops and champions best practice in using, sharing and exploiting knowledge and information. 3.1.5 Coordinates and facilitates KIM improvements for the benefit of the business.	3.2.1 Develops appropriate KIM and lifecycle policies and strategies, in line with the relevant legal and policy framework. 3.2.2 Develops innovative approaches for acquiring, maintaining and managing knowledge and information content. 3.2.3 Ensures continuity of access to KIM resources through technological and organisational change. 3.2.4 Defines the information architecture for the organisation.	3.3.1 Develops policy for the KIM aspects of knowledge and information quality, risk and handling. 3.3.2 Balances and mitigates different KIM risks in accordance with departmental approaches and strategies. 3.3.3 Monitors, promotes and continually improves the relevant compliance regime. 3.3.4 Identifies gaps and has awareness of overlaps between different compliance regimes and manages any residual risks or competing requirements. 3.3.5 Collaborates with Information Asset Owners and other stakeholders to ensure compliance with the appropriate Information Governance regime.

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Level 4: Senior Leader (Grade 6 and above)	4.1.1 Responsible for maximising KIM improvement for the entire organisation. 4.1.2 Leads and builds KIM capability and culture within the team and across the organisation. 4.1.3 Influences departmental strategy to ensure that KIM is sufficiently recognised, valued and resourced. 4.1.4 Advocates KIM and ensures the profession is visible both within government and across the wider KIM community. 4.1.5 Ensures KIM is considered as part of the strategic planning for business and organisational change.	4.2.1 Recognised as the visible authority within the organisation for managing and organising information 4.2.2 Develops and communicates the strategic direction for acquiring and coordinating KIM resources across the organisation, including for enterprise content management. 4.2.3 Drives continuous improvement in the acquisition of KIM resources. 4.2.4 Ensures that information architecture principles are communicated and integrated across the business. 4.2.5 Drives efficiencies and rationalises the use of KIM resources.	4.3.1 Identifies and develops appropriate Information Governance structures in conjunction with stakeholders and ensures there is accountability for information risks and issues and these are fully visible. 4.3.2 Ensures the appropriate internal governance and policies are in place to support compliance with relevant regimes. 4.3.3 Drives alignment with wider organisational, Civil Service and external governance to enable full visibility and prioritisation of information risks and issues.