

Training & Development – Competency Standards

Unit of Competency

Functional Area: Management of Training Functions

- 1. Name :** Knowledge Management
- 2. Code :** TDZZMN402A
- 3. Level :** 4
- 4. Credit :** 1 unit (1 QF unit is equivalent to 10 notional hours of learning)
- 5. Range :** Aware of the development in technology and practice in creating, capturing, coding, storing, retrieving, sharing, and interpretation of information and intelligence in organizations that impact upon the T&D function.

6. Competency : Performance Requirements

Knowledge and Intellectual Skills

- Knows where and how to acquire a broad knowledge base on the basic concepts and common practices of knowledge management (KM) in organizations in general, with some knowledge of its influence upon and application in the T&D function.
- Able to present a case introducing what KM is all about, how it is being implemented, its pros & cons/costs & benefits, the prevalent problems and hurdles in its adoption/implementation, success and failure stories, etc. to help colleagues and other internal clients gain a background understanding of KM.
- Be able to answer majority of the general queries and address the concern of colleagues and internal clients on issues relating to KM. For more specific and in-depth problems relating to this topic, is able to direct/refer the enquirers to the superior or other appropriate internal and/or external sources/parties.
- Be able to, under superior's guidance, use appropriate information search to obtain updated knowledge on KM. Knows where to pick up/learn the skills and practice models.

Process

- Carries out information search, studies, compares and analyzes the situations in which KM is being employed in the T&D practices of other organizations. Under the guidance/supervision of direct superior is confident and capable of modifying upon these models/experiences for piloting within the T&D function of own organization, as well as advising/team playing in collaboration with other functions of own organization.
- Under superior's guidance exercises discretion in selecting KM tools and practices for the T&D function of own organization, in supporting superior in presenting the case to other internal clients and/or senior management.
- Knows where to find supporting information – internally and externally, assistance, allies for internal selling, for establishing pilot schemes within own organization. Able to conduct interim/final reviews, make summaries, assess the progress/outcomes, and evaluate the

achievements of KM initiatives, be they pilot or routine/established.

Application, Autonomy and Accountability

- Be able to, in consultation with superior, apply the investigative, problem solving and project management skills to KM initiatives as applied in the T&D function, supervises the recommended actions, exercises discretion and judgment on his/her own to adjust/revise/refine as necessary to achieve the desired outcomes.
- Undertakes on one's own initiative to keep self well informed and up-to-date in KM knowledge and practice benchmark cases.
- Renders supports to superior in recommending, justifying to management, planning, organizing and implementing KM initiatives upon gaining management's approval in the T&D function in compliance with the organization's established policies and within given constraints.
- Be accountable to superior and internal clients for the outcome of the KM initiatives that he/she recommends and has been entrusted to implement.
- The KM initiatives that he/she takes are implemented as planned and bringing about outcomes as specified and within budget and other constraints, such as time.
- Shares responsibility of the KM initiatives of the T&D function of which he/she is part of it disregarding whether such initiatives directly originate from him/herself or not.

Communication, IT and Numeracy

- Able to utilize one's previous experience and the trainer competencies he/she possesses in implementing some basic KM tools, such as 'After-action Review', 'Action Learning', 'Story Telling'.
- Able to present cases of KM, be they of the same industry of the organization or different ones, to colleagues and internal clients and is able to attract their attention and stimulate their interest.
- Able to review and extract key summaries from internal and external cases of KM practice, organize them systematically, simply and in user-friendly manner to help others – colleagues and internal clients – understand and be sold on the benefits and the non-threatening side of the otherwise mysterious KM 'black-hole'.
- Can make right use of IT within the organization to search for information, to get help/input, to analyze, to organize and present the cases, and to implement KM initiatives & deliver the results that KM promises.
- Plans effectively in obtaining information and assistance for keeping oneself up-to-date in KM, in acquiring the appropriate tools and systems/practices, in identifying the critical factors that internal clients are most concerned with, and rightly building convincing cases to tackle these concerns as to gain allies/acceptance within his/her organization.

7. Assessment Guideline

The trainer must be able to demonstrate his updated knowledge of KM in general, and its application in T&D in particular. He/she should demonstrate ability/skill in applying simple KM practices, including but not necessarily be confined to employing IT. He should earn the recognition of colleagues within his/her department and the other work units that his/her department serves as an informed source of KM (after the IT and/or HRM functions).