



KNOWLEDGE MANAGEMENT COMPETENCY FRAMEWORK

DRAFT DOCUMENT FOR DISCUSSION

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Knowledge Management Competency Framework

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CONTENTS

1. EXECUTIVE SUMMARY	3
2. KNOWLEDGE MANAGEMENT SOUTH AFRICA (KMSA)	4
3. KMSA DESIGNATION AND PROFICIENCY LEVELS	5
4. KNOWLEDGE MANAGEMENT COMPETENCY FRAMEWORK	6
4.1 PURPOSE OF THE KNOWLEDGE MANAGEMENT COMPETENCY FRAMEWORK.....	6
4.2 PRINCIPLES OF THE KM COMPETENCY FRAMEWORK	6
4.3 COMPONENTS OF THE COMPETENCY FRAMEWORK.....	7
4.3.1 BEHAVIORAL COMPETENCIES.....	8
4.3.2 CORE COMPETENCIES	9
4.3.3 TECHNICAL COMPTENCIES.....	14
5. REFERENCES	24

1. EXECUTIVE SUMMARY

The word profession is an indicator of trust and expertise. A profession is an occupation that adheres to ethical standards, education, and training at the highest level, provided by a recognized body of learning. Professionals are governed by a code of ethics and are committed to competence, integrity, and excellence. Competencies are the knowledge, skills, and behaviors that lead to successful professional performance. Knowledge refers to learning concepts, principles, and information regarding a subject matter, while skills refer to the ability to use that information and apply it in context. Simply put, knowledge is the theory, and skills are the application of theory.

Knowledge Management has grown over the years into a profession led by set standards, a set of skills, and specialized knowledge. As articulated in ISO 30402:2018, Knowledge work is increasingly important in many societies and organizations. Many economies aspire to become knowledge economies where knowledge is the primary source of wealth. In this context, knowledge becomes a core asset for the organization. Knowledge Management also contributes to professional development, as increased access to knowledge creates opportunities for professional development through learning, practices, and exchanges. The Knowledge Management Competency Framework developed by Knowledge Management South Africa (KMSA) provides standards and procedures to promote ethical, professional, and social responsibility and accountability within the KM profession. The Framework further aims to enable KM professionals to develop and maintain professional competence to provide services of high quality in the public interest and protect the profession's reputation.

The KM Competency Framework has three components which are behaviors, core competencies, and technical competencies. Behaviors list the desired attributes recommended for KM professionals sourced from the Competency Framework for Financial Managers developed by the South African National Treasury. Core Competencies are the core functions unique to Knowledge Management, drawn from the Knowledge Management Lifecycle and the ISO 30401. Technical competencies provide for different levels of complexity described in accordance with the occupational levels, sourced from the SHL's "Great Eight" Competencies.

2. KNOWLEDGE MANAGEMENT SOUTH AFRICA (KMSA)

KMSA was formed to take advantage of the ISO 9001: 2015 (section 7.1.6), which recognised the growing importance of Knowledge Management in ensuring the quality of products and services and their continuous improvement. In addition, KM Israel was already lobbying ISO to facilitate a standard on Knowledge Management Systems that culminated in ISO 30401: 2018. Participating countries in the ISO process had strong local KM forums as a common characteristic. Public and private sectors in South Africa had widely divergent views on KM and belonged to different forums, many of which were only active on social media. As a result, we realized that to effectively champion KM in South Africa and participate in the global area, such as ISO, some sort of agreement must be reached and a unified structure created.

Subsequently, on the 8th of July 2016, the KM Study Group, representing private, public, and non-governmental organizations, was organised to facilitate the formation of a KM Society in South Africa. Based on the KM Study Group resolutions, a constitution was drafted and adopted on the 24th of November 2016 at ATNS Office, OR Tambo Airport. It was also at this meeting that an interim board was nominated. Formally, KMSA was established to promote and advance the status of Knowledge Management and act in the interests of the society (community, constituency) whom the profession serves. KMSA is dedicated to advancing the Knowledge Management profession and accreditation through research, promotion, education, upliftment, guidance, and strategic relationships.

3. KMSA DESIGNATION AND PROFICIENCY LEVELS

Professional designation is a certification from a professional association that demonstrates that an individual has attained proven skills or education in a specific profession. Certification may include the right to use a title or letters after the licensee's name representing the designation awarded by the certifying professional body. KMSA Professional Designation Policy has outlined three professional designations as follows:

- 1) Certified Knowledge Management Practitioner (CKM-Prac.)
- 2) Certified Knowledge Management Specialist (CKM-Spec.)
- 3) Certified Knowledge Management Master (CKM-Mas.)

The Certified Knowledge Management Practitioner (CKM-Prac.) and Certified Knowledge Management Specialist (CKM-Spec.) are further divided into two levels as outlined below.

Designation	Levels	Description
Certified Knowledge Management Practitioner (CKM-Pract)	• Level 1: Entry	Student, Newly qualified, Beginner
	• Level 2: Emerging	Acquired meaningful knowledge and skills
Certified Knowledge Management Specialist (CKM-Spec)	• Level 1: Established	Matured knowledge and skills with application
	• Level 2: Excelling	Mastery of knowledge and successful skills application

Designation	Levels	Description
Certified Knowledge Management Master (CKM-Mas)	<ul style="list-style-type: none"> Authoritative & Thought Leader 	Generating new knowledge and skills for self and others

4. KNOWLEDGE MANAGEMENT COMPETENCY FRAMEWORK

The KMSA Competency Framework has three components, all equally important to guide the KM profession. They are Behaviors, Core Competencies, and Technical Competencies. First, this section outlines the purpose and principles of the Competency Framework.

4.1 PURPOSE OF THE KNOWLEDGE MANAGEMENT COMPETENCY FRAMEWORK

The Knowledge Management Competency Framework aims to deliver on the following purpose statements:

- a) Provides standards and practices for the desired behaviors and required skills and competencies for the KM profession;
- b) Encourage ethical, professional, and social responsibility and accountability within the KM profession;
- c) Administer a single, integrated professional designation framework for the KM profession in South Africa;
- d) Facilitate access to and mobility and progression within education, training, and career paths, including the integration of prior learning, received within the workplace for the KM professionals;
- e) Establish a common competency framework to which human resource management activities, including recruitment and selection, performance management, training and development, and succession planning, can be aligned.

4.2 PRINCIPLES OF THE KM COMPETENCY FRAMEWORK

The Knowledge Management Competence Framework adopts the guiding principles of ISO 30402:2018 as they are relevant to the Framework. Listed and explained below, the guiding principles provide a clear intent and focus on guiding the Framework implementation. Further, the guiding principles set a standard of behavior and attitude expected of KM professionals.

PRINCIPLES	DEFINITION
Nature of knowledge	Knowledge is intangible and complex; it is created by people
Iterative	KM should be phased, incorporating learning and feedback cycles
Culture	Culture is critical to the effectiveness of KM
Value	The determinable value of knowledge is in its impact on organizational purpose, vision, objectives, policies, processes and performance
Focus	KM serves the organizational objectives, strategies and needs.
Adaptability	There is no one KM solution that fits all organizations within all contexts
Shared understanding	Interactions between people, using content, processes and technologies where appropriate
Environment	Managing the working environment, thus nurturing the knowledge lifecycle

4.3 COMPONENTS OF THE COMPETENCY FRAMEWORK

Type of Competency	Definitions
1. Behavioral Competencies	<ul style="list-style-type: none"> Competencies which reflects the desired attributes across all occupational levels and roles <i>Informed by the Competency Framework for Financial Management of South African National Treasury (2010)</i>
2. Core Competencies	<ul style="list-style-type: none"> Competencies that are the foundation of and unique to Knowledge Management <i>Informed by the KM Life Cycle and the ISO 30401 Clauses 4.5 and 4.6</i>
3. Technical Competencies	<ul style="list-style-type: none"> Functional and technical competencies that provide for different levels of complexity described in accordance with the occupational levels

- *Informed by SHL's "Great Eight" Competencies.*

4.3.1 BEHAVIORAL COMPETENCIES

Category	Definitions	Competency Title
Emotional Competencies	Self-Awareness	Emotional self-awareness Self confidence
	Self-Management	Emotional self-control Trustworthiness Conscientiousness Adaptability/flexibility Achievement drive Initiative
	Social and cultural awareness	Empathy Organisational Awareness Service Orientation
	Relationship management	Influencing Others Developing and leading others Conflict Management Teamwork and Collaboration Communication
Professional conduct	People skills	People orientation Valuing diversity
	Professional ethics	Honesty Punctuality Responsiveness

4.3.2 CORE COMPETENCIES

ISO 30401 CLAUSE 4. UNDERSTANDING THE CONTEXT

DIMENSIONS OF THE KMS	Clause 4.5. Knowledge Developments	<ol style="list-style-type: none"> 1. Acquiring New Knowledge 2. Applying Current Knowledge 3. Retaining Current Knowledge 4. Handling outdated or Invalid Knowledge
	Clause 4.6. Knowledge Conveyance and Transformation	<ol style="list-style-type: none"> 1. Human Interactions 2. Representations 3. Combinations 4. Internationalization Learning
	Clause 4.7. Knowledge Enablers	<ol style="list-style-type: none"> 1. Human Capital 2. Processes 3. Technology and Infrastructure Governance 4. Culture
KNOWLEDGE CULTURE		

CORE COMPETENCIES

Core Competency (ISO 30401 KM Cycle)	Definition	Example Activities	Tools & Techniques
<p>Knowledge Audit <i>(identify knowledge and gaps)</i> <i>Handling outdated and Invalid Knowledge</i></p>	<p>To protect the organization from making mistakes or working inefficiently, as a result of the usage of knowledge irrelevant within the organizational context through a formal determination and evaluation of how and where knowledge is used in the organisation.</p>	<ul style="list-style-type: none"> • Example activities- Knowledge deletion; curation; archiving; knowledge updating; re-training according to knowledge changes <p>AND</p> <ul style="list-style-type: none"> • Knowledge audits provide a better understanding of the flow of knowledge across the organization—and where there are areas for improvement. 	<ul style="list-style-type: none"> • Online surveys • Focus group discussions • Interviews with key stakeholders, knowledge workers, KM focal points, senior management and clients • Workflow and business processes analysis • Content analysis • IT systems analysis • Knowledge Assessment (Knowledge Loss Assessment) • Social Network Analysis

Core Competency (ISO 30401 KM Cycle)	Definition	Example Activities	Tools & Techniques
<p>Knowledge Acquisition <i>(find /create)</i> <i>Creating is key???</i> <i>Acquiring New Knowledge</i></p>	<p>To provide the organization with knowledge that was previously unknown within the organization, from both internal and external sources of the organisation through learning from peers, superiors, stakeholders, publications and engagements, etc.</p>	<ul style="list-style-type: none"> • Knowledge Creation; knowledge development; knowledge acquisition; adaptation of existing knowledge to new applications 	<ul style="list-style-type: none"> • Brainstorming • Documents and Records Management Systems • Library Systems • Benchmarking • Best Practices • Learning Systems • Knowledge Harvesting and Transfer • Learning's ideas capture • Learning Reviews • After Action Reviews • Storytelling • Communities of Practice

Core Competency (ISO 30401 KM Cycle)	Definition	Example Activities	Tools & Techniques
<p>Knowledge Organisation <i>(organise)</i> <i>Retaining Current Knowledge</i></p>	<p>To safeguard the organization from the consequences of knowledge loss and organizing knowledge through description, indexing, abstracting, cataloguing, classification, and records management to make records, information, and knowledge more easily accessible.</p> <p>Curation & Combination (CC): Synthesis, formalizing, structuring or classifying of codified knowledge.</p>	<p>System documenting ; transferring retiring experts' knowledge; system backup; documenting agreements CC: Classification and taxonomy; tagging; summarizing and structuring content; refreshing captured knowledge</p>	<ul style="list-style-type: none"> • Documents and Records Management Systems • Library Systems • Intranet • Extranet • Websites • Knowledge Hub • Learning Systems • Knowledgebase • Virtual Work Spaces • Physical Work Spaces • Taxonomy • Metadata • Knowledge Graph

Core Competency (ISO 30401 KM Cycle)	Definition	Example Activities	Tools & Techniques
<p>Knowledge Sharing <i>(share)</i> <i>Knowledge Conveyance and transformation</i></p>	<p>Knowledge sharing is about sharing knowledge through various means. Knowledge is shared by using technology tools such as s Intranets, e-mails, portals, and other ways such as conferences, journal articles, and the natural communication channels created in a collaborative environment.</p> <ul style="list-style-type: none"> • Human Interaction (HI): The exchange of knowledge through conversations and interactions between interested parties • Externalization: Making knowledge available through recording, documenting and/or codifying. 	<p>HI: system documenting; transferring retiring experts' knowledge; system backup; documenting agreements EXT: Writing procedures and guidelines; capturing lessons; recorded job handover</p>	<ul style="list-style-type: none"> • E-mails • Presentations • Documents / Reports • Meetings • Workshops • Conferences • Symposiums • Knowledge Hub / Portals • Intranet • Websites • Databases • Blogs • Wiki • Community of practice; • brainstorming sessions; • collaborative teams; • knowledge cafes; • shadowing; shift/Project- handover (Knowledge harvesting and Transfer; • succession planning; mentoring

Core Competency (ISO 30401 KM Cycle)	Definition	Example Activities	Tools & Techniques
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<p>Knowledge Application <i>(use and reuse)</i> <i>Applying Current Knowledge</i></p>	<p>to leverage and utilise (put into action) the current relevant knowledge of the organization in order to enable better actions and decisions making resulting in an increase expertise and insights. Accessibility & Internalization (AI): Making the knowledge accessible and easy to understand and learn from.</p>	<p>Knowledge transfer; knowledge sharing; knowledge capturing and codifying; knowledge reuse AI: Search and retrieval; “push” notifications; newsletters; employee on-boarding; e-learning.</p>	<p>All Tools and Techniques</p>
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4.3.3 TECHNICAL COMPETENCIES

SHL’s “Great Eight” Competencies

Competency domain title	Competency domain definition	Hypothesized Big Five, motivation, and ability relationships
Leading and Deciding	Takes control and exercises leadership. Initiates action, gives direction, and takes responsibility.	Need for power and control, extraversion
Supporting and Cooperating	Supports others and shows respect and positive regard for them in social situations. Puts people first, working effectively with individuals and teams, clients, and staff. Behaves consistently with clear personal values that complement those of the organization.	Agreeableness
Interacting and Presenting	Communicates and networks effectively. Successfully persuades and influences others. Relates to others in a confident, relaxed manner.	Extraversion, general mental ability
Analyzing and Interpreting	Shows evidence of clear analytical thinking. Gets to the heart of complex problems and issues. Applies own expertise effectively. Quickly takes on new technology. Communicates well in writing	General mental ability, openness to new experience
Creating and Conceptualizing	Works well in situations requiring openness to new ideas and experiences. Seeks out learning opportunities. Handles situations and problems with innovation and creativity. Thinks broadly and strategically. Supports and drives organizational change	Openness to new experience, general mental ability

Competency domain title	Competency domain definition	Hypothesized Big Five, motivation, and ability relationships
Organizing and Executing	Plans ahead and works in a systematic and organized way. Follows directions and procedures. Focuses on customer satisfaction and delivers a quality service or product to the agreed standards	Conscientiousness, general mental ability
Adapting and Coping	Adapts and responds well to change. Manages pressure effectively and copes well with setbacks.	Emotional stability
Enterprising and Performing	Focuses on results and achieving personal work objectives. Works best when work is related closely to results and the impact of personal efforts is obvious. Shows an understanding of business, commerce, and finance. Seeks opportunities for self-development and career advancement.	Need for achievement, negative agreeableness

SHL's "Great Eight" Competencies & UCF 20 Competency Cards

Competencies 8 UCL	Competencies 7	Certified KM (CKM-Mas)	Competencies 8	Certified KM Specialist 2	Certified KM Specialist 1	Competencies 8	Certified KM Practitioner 2	Certified KM Practitioner 1
1. Leading and Deciding	1.2. Leading and supervising	Provides others with a clear direction; sets appropriate standards of behaviour; delegates work appropriately and fairly; motivates and empowers others; provides staff with development opportunities and coaching; recruits staff of a high calibre.	1.1. Deciding and initiating action	Takes initiative, acts with confidence and works under own direction; initiates and generates activity	Makes prompt, clear decisions which may involve tough choices or considered risks; takes responsibility for actions, projects and people.			
2. Supporting and Cooperating	2.1. Working with people	Demonstrates an interest in and understanding of others; adapts to the team and builds team spirit; recognises and rewards the	2.2. Adhering to principles and values:	Encourages organisational and individual responsibility towards the community and the environment.	Upholds ethics and values; demonstrates integrity; promotes and defends equal opportunities, builds diverse teams;			

Competencies 8 UCL	Competencies 7	Certified KM (CKM-Mas)	Competencies 8	Certified KM Specialist 2	Certified KM Specialist 1	Competencies 8	Certified KM Practitioner 2	Certified KM Practitioner 1
		contribution of others; listens, consults others, and communicates proactively; supports and cares for others; develops and openly communicates self- insight such as awareness of own strength and weaknesses						
Practicing 3. Interacting and	networking 3.1. Relating and	Establishes good relationships with customers and staff; builds wide and effective networks of contacts inside and outside the organisation; relates	influencing 3.2. Persuading and	Promotes ideas on behalf of self or others; makes effective use of political processes to influence and persuade others.	Make a strong personal impression on others; gains clear agreement and commitment from others by persuading, convincing and negotiating;	communicating information 3.3. Presenting and	Speaks clearly and fluently; expresses opinions, information and key points of an argument clearly;	Makes presentations and undertakes public speaking with skill and confidence; responds quickly to the needs of an audience and to their reactions and

Competencies 8 UCL	Competencies 7	Certified KM (CKM-Mas)	Competencies 8	Certified KM Specialist 2	Certified KM Specialist 1	Competencies 8	Certified KM Practitioner 2	Certified KM Practitioner 1
		well to people at all levels; manages conflict; uses humour appropriately to enhance relationships with others.						feedback; projects credibility.
4. Analysing and Interpreting	4.1. Writing and reporting	Writes clearly, succinctly and correctly; writes convincingly in an engaging and expressive manner; avoids the unnecessary use of jargon or complicated language; writes in a well-structured and logical way; structures information to meet	4.2. Applying expertise & technology	Uses technology to achieve work objectives; demonstrates appropriate physical co-ordination and endurance, manual skill, spatial awareness and dexterity; demonstrates an understanding of	Applies specialist and detailed technical expertise; develops job knowledge and expertise through continual professional development; shares expertise and knowledge with others;	4.3. Analysing	Analyses numerical data, verbal data and all other sources of information; breaks information into component parts, patterns and relationships; probes for further information or greater	Makes rational judgements from the available information and analysis; produces workable solutions to a range of problems; demonstrates an understanding of how one issue may be a part of a much larger system.

Competencies 8 UCL	Competencies 7	Certified KM (CKM-Mas)	Competencies 8	Certified KM Specialist 2	Certified KM Specialist 1	Competencies 8	Certified KM Practitioner 2	Certified KM Practitioner 1
		the needs and understanding of the intended audience		different organisational departments and functions			understanding of a problem;	

8 UCL Competencies	7 Competencies	Certified KM Master (CKM-Mas)	8 Competencies	Certified KM Specialist 1	Certified KM specialist 2	8 Competencies	Certified KM Practitioner 1	Certified KM Practitioner 2
5. Creating and Conceptualising	5.3. Formulating strategies & concepts	Works strategically to realise organisational goals; sets and develops strategies; identifies and develops positive and compelling visions of the organisation's future potential; takes account of a wide range of issues across, and related to, the organisation.	5.2. Creating & innovating	Seeks opportunities for organisational improvement; devises effective change initiatives.	Produces new ideas, approaches or insights; creates innovative products or designs; produces a range of solutions to problems;	5.1. Learning & researching	Demonstrates a rapid understanding of newly presented information; encourages an organisational learning approach (i.e. learns from successes and failures and seeks staff and customer feedback); manages knowledge (collects, catalogues, and disseminates knowledge of use to the organisation)	Rapidly learns new tasks and quickly commits information to memory; gathers comprehensive information to support decision making;
6. Organising and Executing	6.1. Planning & organising	Sets clearly defined objectives; plans activities and projects well in advance and takes account of possible	6.2. Delivering customer results & meeting customer expectations	Works in a systematic, methodical and orderly way; consistently	Focuses on customer needs and satisfaction; sets high standards for	6.3. Following instructions & procedures	demonstrates commitment to the organisation; complies with legal obligations and	Appropriately follows instructions from others without unnecessarily challenging authority; follows procedures and

8 UCL Competencies	7 Competencies	Certified KM Master (CKM-Mas)	8 Competencies	Certified KM Specialist 1	Certified KM specialist 2	8 Competencies	Certified KM Practitioner 1	Certified KM Practitioner 2
		changing circumstances; manages time effectively; identifies and organises resources needed to accomplish tasks; monitors performance against deadlines and milestones		achieves project goals	quality and quantity; monitors and maintains quality and productivity;.		safety requirements of the role.	policies; keeps to schedules; arrives punctually for work and meetings;
7. Adapting and Coping			7.1. Adapting & responding to change	Shows respect and sensitivity towards cultural and religious differences; deals with ambiguity, making positive use of the opportunities it presents.	Adapts to changing circumstances; accepts new ideas and change initiatives; adapts interpersonal style to suit different people or situations;	7.2. Coping with pressures & setbacks	balances the demands of a work life and a personal life; maintains a positive outlook at work; handles criticism well and learns from it.	Works productively in a pressurised environment; keeps emotions under control during difficult situations;

8 UCL Competencies	7 Competencies	Certified KM Master (CKM-Mas)	8 Competencies	Certified KM Specialist 1	Certified KM specialist 2	8 Competencies	Certified KM Practitioner 1	Certified KM Practitioner 2
Enterprising and Performing	8.2. Entrepreneurial & commercial thinking	Keeps up to date with competitor information and market trends; identifies business opportunities for the organisation; demonstrates financial awareness; controls costs and thinks in terms of profit, loss and added value.	8.1. Achieving personal work	Accepts and tackles demanding goals with enthusiasm; works hard and puts in longer hours when it is necessary;	Identifies development strategies needed to achieve career goals and makes use of developmental or training opportunities; seeks progression to roles of increased responsibility and influence.			

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