Roles, Competencies and Skill Sets of a CKO: A Case Study of a Public Sector Organisation

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Master of Science (Information Studies)

Two areas of concentration:
• Library and Information Services
  ➢ Public libraries
  ➢ Academic libraries ...
• Information Management and Systems
  ➢ Internet & multimedia-based IS
  ➢ Knowledge management ...
Knowledge Management Specialisation

Recommended subjects:

- Information Management
- Knowledge-Based Organisations
- Knowledge Management

Students choose remainder 3 subjects

Typical Characteristics of KBO

Knowledge is the central productive and strategic asset of a KBO.

Recognises knowledge (both explicit and tacit) is a complex concept and includes information, social relations, personal know-how, and skills.

Receptive and reactive to constant change as organisations and knowledge workers learn in the sense that they can change their behaviour on the basis of new information or knowledge.
Typical Characteristics of KBO

**Systems-level continuous learning** evidenced by knowledge sharing and continuous self-directed learning.

Management of knowledge outcomes by the ability of the organisation to create or add value through application of different specialised knowledge that are integrated in a knowledge-based system (KBS) or knowledge portal of the organisation.

Typical Characteristics of KBO

Organisation strategy is to develop **specialised expertise “core competencies”** that other organisations cannot copy easily and which cannot be marketed.

Recognises organisation is a means to an end, not an end in itself. Different outcomes expected of different organisations. Outcomes measured by both financial and non-financial indicators of success (e.g. Intellectual capital comprising human, structural and customer capital).
Typical Characteristics of KBO

Some (new) positions that exist in KBOs:

• Chief Knowledge Officer
• Chief Information Officer
• Knowledge Broker
• Knowledge Content Specialists
• Librarians
• Records Manager
• Knowledge Workers

Case Study

Undertaken by the Information Resources Management (IRM) College at the National Defense University, Washington, USA.

Work conducted under the auspicious of the CKO competencies sub-group of the Federal CIO Council.

Project leader: Dr Robert E Nielson

Web site: http://www.ndu.edu/ndu/irmc/km-cio_role/km-cio-role.htm
Case Study

Content of following slides derived from two separate automated group systems “brainstorming” sessions:

Session1 included senior executive service personnel who have either the title of CKO or have acted as a CKO in the US federal government.

Session2 included CKOs from private sector organisations from IT and consulting businesses.