



KENYA ASSOCIATION OF RECORDS MANAGERS AND ARCHIVISTS

Records & Information Management

COMPETENCE FRAMEWORK

RECORDS AND INFORMATION MANAGEMENT COMPETENCE FRAMEWORK

Functional Competencies												
Autonomy	Complexity	Learning and Professional Development	Knowledge	Records/Archives Practices	Technical Competencies	Security, Privacy, Ethics and Risk Management	Developing Others	Leading Teams	Leadership Competencies	Thinking Strategically		
1A	Scope: Follow • Works under close direction. • Uses little discretion in attending to enquiries. • Is expected to seek guidance in unexpected situations.	Scope: Follow • Performs routine activities in a structured environment. • Requires assistance in resolving unexpected problems. • Participates in the generation of new ideas.	Scope: Follow • Contributes to identifying own development opportunities.	Scope: Follow • Has a basic generic knowledge appropriate to area of work. • Applies newly acquired knowledge to develop new skills.	Scope 1: Follow • Captures, stores, and provides access to records/archives/information assets in accordance with organizational policies and procedures • Register/accesion information according to organizational procedures to begin the records/archives/information management process. • Disposes or transfer records/archives/information assets in accordance with policies and procedures to meet the organization's compliance requirements • Responds to specific requests by searching, locating, retrieving, and delivering records/archives/information assets through established procedures and delivery systems in a timely manner • Performs basic records centre operations in accordance with established procedures • Helps review the records/archives/information management forms (aka templates) so that they are current and consistent with organizational needs • Protects inactive and/or archival information assets by monitoring environmental controls and preventing unauthorized access following established procedures	Scope 1: Follow • Has basic digital skills to learn and use applications and tools for their role. • Uses technology effectively in support of the records/archives/information management programme	Scope 1: Follow • Complies with information security classification policy and procedures. • Supports the security of records/archives/information assets by following organizational policy	No leadership role	No leadership role	Scope 1: Relates own work to a wider and future-oriented context • Demonstrates understanding of how key priorities in own area of responsibilities address future trends that impact the organization and its environment • Identifies relevant strategic priorities in own area of responsibilities • Links day-to-day tasks to a wider context		
1B	Scope: Assist • Works under routine direction. • Uses limited discretion in resolving issues or enquiries. • Determines when to seek guidance in unexpected situations. • Plans own work within short time horizons.	Scope: Assist • Performs a range of work activities in varied environments. • May contribute to routine issue resolution. • May apply creative thinking or suggest new ways to approach a task.	Scope 2: Assist Identifies and negotiates own development opportunities.	Scope 2: Assist • Has gained a basic domain knowledge. • Demonstrates application of essential generic knowledge typically found in industry bodies of knowledge. • Absorbs new information when it is presented systematically and applies it effectively.	Scope 2: Assist • Processes incoming information and documents using appropriate technology and equipment • Performs assigned data entry to populate records/archives/information management software according to established procedures • Performs imaging, digitizing, and microfilming activities in support of the records/archives/information management program following established procedures • Performs physical file maintenance tasks, including interfiling and applying tracking or identifying labels, to maintain the integrity of the records/archives/information assets • Provides reorganizations, micrographics, and imaging services as directed	Scope 2: Assist • Has sufficient digital skills for their role. • Increases records/archives/information asset repositories' efficiency by performing data normalization, clean-up, and reconciliation activities.	Scope 2: Assist • Follow procedures to protect the integrity and authenticity of information.	No leadership role	No leadership role	Scope 1: Relates own work to a wider and future-oriented context • Demonstrates understanding of how key priorities in own area of responsibilities address future trends that impact the organization and its environment • Identifies relevant strategic priorities in own area of responsibilities • Links day-to-day tasks to a wider context		
1C	Scope 3: Apply • Works under general direction. • Receives specific direction, accepts guidance and has work reviewed at agreed milestones. • Uses discretion in identifying and responding to complex issues related to own assignments. • Determines when issues should be escalated to a higher Scope. Plans and monitors own work (and that of others where applicable) competently within limited deadlines.	Scope 3: Apply • Performs a range of work, sometimes complex and non-routine, in a variety of environments. • Applies a methodical approach to routine and moderately complex issue definition and resolution. • Applies and contributes to creative thinking or finds new ways to complete tasks.	Scope 3: Apply Takes the initiative to develop own knowledge and skills by identifying and negotiating appropriate development opportunities.	Scope 3: Apply • Has sound generic, domain and specialist knowledge necessary to perform effectively in the organisation typically gained from recognised bodies of knowledge and organisational information. • Has an appreciation of the wider business context. • Demonstrates effective application and the ability to impart knowledge found in industry bodies of knowledge. • Absorbs new information and applies it effectively.	Scope 3: Apply • Classifies and processes information according to procedures so that related records/archives/information assets are linked, retrievable, and meet organizational compliance requirements • Processes information assets involved with reorganizations by applying classification and taxonomy schemes using established controls and processes • Identifies duplicate information assets across media by reviewing workflow, current practices, and records/archives/information asset content • Performs functions to consolidate or close files in accordance with established procedures • Conducts components of an information assets inventory by gathering data, surveying the organization, and reviewing business processes as directed • Appraises and analyses recorded information for retention purposes, as directed	Scope 3: Apply • Effectively applies digital skills and explores these capabilities for their role. • Provides input for selecting software to best support the records/archives/information management programme	Scope 3: Apply • Describes how security and privacy principles are incorporated into the records/archives/information management programme • Participates in the implementation of disaster recovery plans to ensure that information assets are available after a business disruption. • Participates in disaster recovery drills as directed in accordance with the organization's disaster recovery plan	Scope 1: Supports development in a general way • Identifies and distinguishes between high and low Scope of performance • Encourages those who try to develop themselves or who show improvement • Generally supports the development needs of others	Scope 2: Uses directive approach • Assigns tasks with clear responsibilities • Gives clear instructions when delegating tasks • Treats all staff members equitably and fairly, delivers on promises made to the team	Scope 1: Relates own work to a wider and future-oriented context • Demonstrates understanding of how key priorities in own area of responsibilities address future trends that impact the organization and its environment • Identifies relevant strategic priorities in own area of responsibilities • Links day-to-day tasks to a wider context		
2A	Scope 3: Apply • Works under general direction. • Receives specific direction, accepts guidance, and has work reviewed at agreed milestones. • Uses discretion in identifying and responding to complex issues related to own assignments. • Determines when issues should be escalated to a higher Scope. Plans and monitors own work (and that of others where applicable) competently within limited deadlines.	Scope 3: Apply • Performs a range of work, sometimes complex and non-routine, in a variety of environments. • Applies a methodical approach to routine and moderately complex issue definition and resolution. • Applies and contributes to creative thinking or finds new ways to complete tasks.	Scope 3: Apply Takes the initiative to develop own knowledge and skills by identifying and negotiating appropriate development opportunities.	Scope 3: Apply • Has sound generic, domain and specialist knowledge necessary to perform effectively in the organisation typically gained from recognised bodies of knowledge and organisational information. • Has an appreciation of the wider business context. • Demonstrates effective application and the ability to impart knowledge found in industry bodies of knowledge. • Absorbs new information and applies it effectively.	Scope 3: Apply • Provides input for template revisions, oversight, and guidance to end users • Helps develop, implement, and use the records/archives/information assets classification scheme • Researches, develops, revises, and monitors a controlled vocabulary (e.g., thesauri, taxonomies) • Helps develop policies and procedures for version control within and across media • Identifies retention series and create descriptions after analysing the information assets to be incorporated into the records/archives/information management programs • Develops retention schedules by evaluating the series according to business function • Gathers information from stakeholders and end users during periodic updates of retention schedules • Reviews retention schedules prior to implementing disposition actions • Identifies records having potential archival value • Classifies and processes incoming information according to procedures to meet organizational compliance requirements	Scope 3: Apply • Effectively applies digital skills and explores these capabilities for their role. • Provides input for selecting software to best support the records/archives/information management programme	Scope 3: Apply • Describes how security and privacy principles are incorporated into the records/archives/information management programme • Participates in the implementation of disaster recovery plans to ensure that information assets are available after a business disruption. • Participates in disaster recovery drills as directed in accordance with the organization's disaster recovery plan	No leadership role	No leadership role	Scope 2: Understands and responds to the overall strategy • Demonstrates understanding of current business challenges and strategic goals set by leaders • Identifies different ways of dealing with business challenges and delivers on strategic objectives within own business area • Monitors activities and resources to ensure alignment with the strategic priorities and adjusts them accordingly when changes occur		
2B	Scope 4: Enable • Works under general direction within a clear framework of accountability. • Exercises substantial personal responsibility and autonomy. • Uses substantial discretion in identifying and responding to complex issues and assignments as they relate to the deliverable/scope of work. • Escalates when issues fall outside their framework of accountability.	Scope 4: Enable • Work includes a broad range of complex technical or professional activities, in a variety of contexts. • Investigates, defines and resolves complex issues. • Applies, facilitates and develops creative thinking concepts or finds innovative ways to approach a deliverable.	Scope 4: Enable • Maintains an awareness of developing practices and their application and takes responsibility for driving own development. • Takes the initiative in identifying and negotiating their own and supporting team members' appropriate development opportunities. • Contributes to the development of others.	Scope 4: Enable • Has a thorough understanding of recognised generic industry bodies of knowledge and specialist bodies of knowledge as necessary. • Has gained a thorough knowledge of the domain of the organisation. • Is able to apply the knowledge effectively in unfamiliar situations and actively maintains own knowledge and shares with others. • Rapidly absorbs and critically assesses new information and applies it effectively.	Scope 4: Enable • Assesses and recommends appropriate media and practices for the records/archives/information management program • Helps develop an information assets classification scheme and associated file plans • Directs the processing of information assets involved with organizational transformation (e.g. mergers, acquisitions, divestitures, and reorganizations) by applying classification and taxonomy schemes so that records/archives/information assets are handled using established controls and processes	Scope 4: Enable • Maximises the capabilities of applications for their role and evaluates and supports the use of new technologies and digital tools • Collaborate with IT to incorporate records/archives requirements into systems design or upgrade. • Monitor processes for transferring or migrating records/archives/information assets • Conduct research to provide input into the design of enterprise content management systems • Help design information management systems by translating information processes into functional requirements • Support and train others in the use of technology to accomplish tasks that support records/archives/information management programme objectives	Scope 4: Enable • Help implement the information security classification policy and procedures. • Help perform a risk assessment by identifying and prioritizing risks relating to records/archives/information assets. • Identify information containing personally identifiable information (PII), sensitive personally identifiable information (SPI), and protected health information (PHI)	No leadership role otherwise Scope 2: Encourages individuals to develop themselves further • Explains and demonstrates what a high Scope of performance looks like • Provides specific and timely feedback • Recognises tangible evidence of development and communicates it upwards • Offers guidance and support to others when planning their professional development	Scope 2: Explains what to do, why and how • Demonstrates awareness of a variety of leadership styles (as well as their preferred one) and how they can be applied to different situations effectively • Facilitates a Scope of independence in how team members deliver on their objectives by providing them with the context and rationale for their goals as well as clear expectations with regard to performance • Consistently monitors team members' progress against expected results/outcomes by using transparent measures and providing specific feedback	Scope 2: Understands and responds to the overall strategy • Demonstrates understanding of current business challenges and strategic goals set by leaders • Identifies different ways of dealing with business challenges and delivers on strategic objectives within own business area • Monitors activities and resources to ensure alignment with the strategic priorities and adjusts them accordingly when changes occur		
2C	Scope 4: Enable • Works under general direction within a clear framework of accountability. • Exercises substantial personal responsibility and autonomy. • Uses substantial discretion in identifying and responding to complex issues and assignments as they relate to the deliverable/scope of work. • Escalates when issues fall outside their framework of accountability. • Plans, schedules and monitors work to meet given objectives and processes to time and quality targets.	Scope 4: Enable • Work includes a broad range of complex technical or professional activities, in a variety of contexts. • Investigates, defines and resolves complex issues. • Applies, facilitates and develops creative thinking concepts or finds innovative ways to approach a deliverable.	Scope 4: Enable • Maintains an awareness of developing practices and their application and takes responsibility for driving own development. • Takes the initiative in identifying and negotiating their own and supporting team members' appropriate development opportunities. • Contributes to the development of others.	Scope 4: Enable • Has a thorough understanding of recognised generic industry bodies of knowledge and specialist bodies of knowledge as necessary. • Has gained a thorough knowledge of the domain of the organisation. • Is able to apply the knowledge effectively in unfamiliar situations and actively maintains own knowledge and shares with others. • Rapidly absorbs and critically assesses new information and applies it effectively.	Scope 4: Enable • Assesses and recommends appropriate media and practices for the records/archives/information management program • Helps develop an information assets classification scheme and associated file plans • Directs the processing of information assets involved with organizational transformation (e.g. mergers, acquisitions, divestitures, and reorganizations) by applying classification and taxonomy schemes so that records/archives/information assets are handled using established controls and processes.	Scope 4: Enable • Maximises the capabilities of applications for their role and evaluates and supports the use of new technologies and digital tools • Collaborate with IT to incorporate records/archives requirements into systems design or upgrade. • Monitor processes for transferring or migrating records/archives/information assets • Conduct research to provide input into the design of enterprise content management systems • Help design information management systems by translating information processes into functional requirements • Support and train others in the use of technology to accomplish tasks that support records/archives/information management programme objectives	Scope 4: Enable • Help implement the information security classification policy and procedures. • Help perform a risk assessment by identifying and prioritizing risks relating to records/archives/information assets. • Identify information containing personally identifiable information (PII), sensitive personally identifiable information (SPI), and protected health information (PHI)	Scope 2: Encourages individuals to develop themselves further • Explains and demonstrates what a high Scope of performance looks like • Provides specific and timely feedback • Recognises tangible evidence of development and communicates it upwards • Offers guidance and support to others when planning their professional development	Scope 2: Explains what to do, why and how • Demonstrates awareness of a variety of leadership styles (as well as their preferred one) and how they can be applied to different situations effectively • Facilitates a Scope of independence in how team members deliver on their objectives by providing them with the context and rationale for their goals as well as clear expectations with regard to performance • Consistently monitors team members' progress against expected results/outcomes by using transparent measures and providing specific feedback	Scope 2: Understands and responds to the overall strategy • Demonstrates understanding of current business challenges and strategic goals set by leaders • Identifies different ways of dealing with business challenges and delivers on strategic objectives within own business area • Monitors activities and resources to ensure alignment with the strategic priorities and adjusts them accordingly when changes occur		
3A1	Scope 5: Ensure, advise • Works under broad direction. • Work is often self-initiated. Is fully responsible for meeting allocated technical and/or group objectives. • Analyses, designs, plans, executes and evaluates work to time, cost and quality targets. • Establishes milestones and has a significant role in the assignment of tasks and/or responsibilities.	Scope 5: Ensure, advise • Implements and executes policies aligned to strategic plans. • Performs an extensive range and variety of complex technical and/or professional work activities. • Undertakes work which requires the application of fundamental principles in a wide and often unpredictable range of contexts. • Engages and coordinates with subject matter experts to resolve complex issues as they relate to customer/organisational requirements. • Understands the relationships between own specialist and customer/organisational requirements.	Scope 5: Ensure, advise Takes initiative to advance own skills and identify and manage development opportunities in areas of responsibility.	Scope 5: Ensure, advise • Is fully familiar with recognised industry bodies of knowledge both generic and specific, and knowledge of the business, suppliers, partners, competitors and clients. • Develops a wider breadth of knowledge across the industry or business. • Applies knowledge to help to define the standards which others will apply.	Scope 5: Ensure, advise • Oversees the operation of the records centre in accordance with established policies, standards, and best practices • Provides guidance in centralized and decentralized file management operations to improve access and control • Develops and implements training programs on records/archives/information management processes in compliance with organization policies and procedures • Reviews and updates IM policies and procedures • Delegates records/archives/information management responsibilities to ensure the creation, capture, management, preservation, retention, and disposition of comprehensive, reliable, authentic records/archives/information assets • Implements, manages, and tests the plans to protect organizational vital records.	Scope 5: Ensure, advise • Understands and evaluates the organisational impact of new technologies and digital services • Identify emerging trends and technologies to manage information assets • Establish objectives and collaborate with IT to meet the requirements for managing repositories and other information assets • Collaborate with IT to define and address the incorporation of life cycle management requirements into the design of information management systems • Collaborate with IT to implement records/archives/information management requirements during the operation, maintenance, and close-out phases of the information management system life cycle	Scope 5: Ensure, advise • Identify technology requirements to enable the organization's privacy programs. • Establish and manage access control protocols for records/archives/information management systems by following an organized and periodic review model • Develop a security classification framework, policies, and procedures according to records/archives/information management/governance best practices and organizational requirements. • Help implement, manage, and test the business continuity plan to protect the organization's mission-critical information assets	No leadership role otherwise Scope 3: Systematically supports individual development • Collects feedback from multiple people when assessing the performance of team members • Holds feedback sessions with team members throughout the year to support them in defining appropriate steps for development • Coaches team members with regard to developing their skills and reaching their potential • Encourages team members to be independent, future-oriented and open-minded	No leadership role otherwise Scope 3: Builds high performing teams • Adapts own leadership style taking into account team's engagement as well as team's stage of development and competence • Invites ideas and opinions from the team when forming decisions and making plans, implements and positively communicates decisions taken, including those not favoured by team members • Empowers individuals by ensuring that decisions are taken at the lowest possible Scope, and by regularly delegating work to team members to be independent, future-oriented and open-minded • Inspires team spirit, acknowledges contributions and achievements, and consistently finds ways of minimising stress at the team Scope	Scope 3: Articulates strategic priorities and scenarios for own team • Communicates the vision for the future to inspire a sense of purpose among the team • Translates the business area's vision and strategic priorities into concrete objectives • Thinks beyond current practices to identify new or innovative approaches when defining and translating strategic priorities • Discusses alternative scenarios when translating strategic priorities into operational objectives		
3A2	Scope 5: Ensure, advise • Works under broad direction. • Work is often self-initiated. Is fully responsible for meeting allocated technical and/or group objectives. • Analyses, designs, plans, executes and evaluates work to time, cost and quality targets. • Establishes milestones and has a significant role in the assignment of tasks and/or responsibilities.	Scope 5: Ensure, advise • Implements and executes policies aligned to strategic plans. • Performs an extensive range and variety of complex technical and/or professional work activities. • Undertakes work which requires the application of fundamental principles in a wide and often unpredictable range of contexts. • Engages and coordinates with subject matter experts to resolve complex issues as they relate to customer/organisational requirements. • Understands the relationships between own specialist and customer/organisational requirements.	Scope 5: Ensure, advise Takes initiative to advance own skills and identify and manage development opportunities in areas of responsibility.	Scope 5: Ensure, advise • Is fully familiar with recognised industry bodies of knowledge both generic and specific, and knowledge of the business, suppliers, partners, competitors and clients. • Develops a wider breadth of knowledge across the industry or business. • Applies knowledge to help to define the standards which others will apply.	Scope 5: Ensure, advise • Oversees the operation of the records centre in accordance with established policies, standards, and best practices • Provides guidance in centralized and decentralized file management operations to improve access and control • Develops and implements training programs on records/archives/information management processes in compliance with organization policies and procedures • Reviews and updates IM policies and procedures • Delegates records/archives/information management responsibilities to ensure the creation, capture, management, preservation, retention, and disposition of comprehensive, reliable, authentic records/archives/information assets • Implements, manages, and tests the plans to protect organizational vital records.	Scope 5: Ensure, advise • Understands and evaluates the organisational impact of new technologies and digital services • Identify emerging trends and technologies to manage information assets • Establish objectives and collaborate with IT to meet the requirements for managing repositories and other information assets • Collaborate with IT to define and address the incorporation of life cycle management requirements into the design of information management systems • Collaborate with IT to implement records/archives/information management requirements during the operation, maintenance, and close-out phases of the information management system life cycle	Scope 5: Ensure, advise • Identify technology requirements to enable the organization's privacy programs. • Establish and manage access control protocols for records/archives/information management systems by following an organized and periodic review model • Develop a security classification framework, policies, and procedures according to records/archives/information management/governance best practices and organizational requirements. • Help implement, manage, and test the business continuity plan to protect the organization's mission-critical information assets	Scope 3: Systematically supports individual development • Collects feedback from multiple people when assessing the performance of team members • Holds feedback sessions with team members throughout the year to support them in defining appropriate steps for development • Coaches team members with regard to developing their skills and reaching their potential • Encourages team members to be independent, future-oriented and open-minded	Scope 3: Builds high performing teams • Adapts own leadership style taking into account team's engagement as well as team's stage of development and competence • Invites ideas and opinions from the team when forming decisions and making plans, implements and positively communicates decisions taken, including those not favoured by team members • Empowers individuals by ensuring that decisions are taken at the lowest possible Scope, and by regularly delegating work to team members to be independent, future-oriented and open-minded • Inspires team spirit, acknowledges contributions and achievements, and consistently finds ways of minimising stress at the team Scope	Scope 3: Articulates strategic priorities and scenarios for own team • Communicates the vision for the future to inspire a sense of purpose among the team • Translates the business area's vision and strategic priorities into concrete objectives • Thinks beyond current practices to identify new or innovative approaches when defining and translating strategic priorities • Discusses alternative scenarios when translating strategic priorities into operational objectives		
3B	Scope 6: Initiate, influence • Has defined authority and accountability for actions and decisions within a significant area of work, including technical, financial and quality aspects. • Establishes organisational objectives and assigns responsibilities.	Scope 6: Initiate, influence • Contributes to the development and implementation of policy and strategy. • Performs highly complex work activities covering technical, financial and quality aspects. • Has deep expertise in one specialist(s) and an understanding of its impact on the broader business and wider customer/organisation.	Scope 6: Initiate, influence Takes the initiative to advance own skills and those skills required in their area of accountability.	Scope 6: Initiate, influence • Has developed business knowledge of the activities and practices of own organisation and those of suppliers, partners, competitors and clients. • Promotes the application of generic and specific bodies of knowledge in own organisation. • Develops executive leadership skills and broadens and deepens their industry or business knowledge.	Scope 6: Initiate, influence • Manages the integration or transfer of information assets resulting from internal reorganizations, mergers, acquisitions, or divestitures • Develops comprehensive procedures to document organizational IM practices • Creates and implements records/archives/information management policies, procedures, and retention schedules • Manages information retention and disposition in compliance with IM program policy; legal, regulatory, contractual, and audit requirements; and business needs • Manages records/archives/information management storage facilities (onsite and offsite) to ensure the security and protection of organizational information assets • Establishes a process to authorize individuals to access records/archives/information management program facilities and repositories by evaluating end users' needs in accordance with policies • Establishes and promotes organizational policies and practices to preserve and maintain vital records • Develops an organizational policy and practice for the collection and preservation of archival records • Develops and implements a template management program • Monitors legal developments that impact records/archives/information management practices and communicates relevant developments to management	Scope 6: Initiate, influence • Identifies and endorses opportunities to adopt new technologies and digital services. • Establish objectives and collaborate with IT to meet the requirements for managing repositories and other information assets • Collaborate with IT to define and address the incorporation of life cycle management requirements into the design of information management systems • Collaborate with IT to implement records/archives/information management requirements during the operation, maintenance, and close-out phases of the information management system life cycle	Scope 6: Initiate, influence • Lead or assist with a privacy impact assessment. • Participate in the risk assessment and audit processes related to information assets • Comply with information privacy classification policy and procedures • Collaborate with functional groups within the organization to develop and maintain a disaster preparedness and business continuity programme	Scope 4: Strengthens own team's capability • Introduces new skills, competencies or ways of thinking by developing individual team members, fostering an open working environment and encourages people to speak up • Empowers the team to develop plans independently and to solve issues through collaborative problem solving, providing support when needed	Scope 4: Fosters commitment and engagement • Encourages people to provide constructive feedback and to openly challenge ideas and actions • Fosters an open working environment and encourages people to speak up • Empowers the team to develop plans independently and to solve issues through collaborative problem solving, providing support when needed • Stands by the team when it is under criticism	Scope 4: Designs strategic outlook for own business area • Actively encourages strategic thinking at business area Scope • Defines and articulates the vision and strategy for own business area, taking into account its role in the wider organization and system context • Ensures that the organization mission and strategy are communicated at all Scopes of the organisation		
4A	Scope 7: Set strategy, inspire, mobilise At the highest organisational Scope, has authority over all aspects of a significant area of work, including policy formation and application. Is fully accountable for actions taken and decisions made, both by self and others to whom responsibilities have been assigned.	Scope 7: Set strategy, inspire, mobilise • Applies the highest Scope of leadership to the formulation and implementation of strategy. • Performs extensive strategic leadership in delivering business value through vision, governance and executive management. • Has a deep understanding of the industry and the implications of emerging technologies for the wider business environment.	Scope 7: Set strategy, inspire, mobilise Ensures that the organisation develops and mobilises the full range of required skills and capabilities.	Scope 7: Set strategy, inspire, mobilise • Has established a broad and deep business knowledge including the activities and practices of own organisation and a broad knowledge of those of suppliers, partners, competitors and clients. • Fosters a culture to encourage the strategic application of generic and specific bodies of knowledge within their own area of influence.	Scope 7: Set strategy, inspire, mobilise • Reviews the records/archives/information management program effectiveness by setting benchmarks, evaluating program performance, and reallocation resources • Develops records/archives/information management policies and procedures by reviewing and analysing recordkeeping methodologies and requirements consistent with professional best practices • Collaborates with functional groups to develop and maintain a disaster preparedness and business continuity program • Provides direction for creating and implementing a vital records program.	Scope 7: Set strategy, inspire, mobilise • Communicates the potential impact of emerging practices and technologies on organisations and individuals and assesses the risks of using or not using such practices and technologies. • Establish records/archives/information management programme methodologies for the management of information assets in electronic and digital formats • Partner with IT to develop best practices and procedures related to managing digital information repositories • Research records/archives/information management related emerging technologies and business trends to assess their applicability to the organization at the enterprise Scope • Define the current state of technology use in the business process • Monitor and evaluate technology trends	Scope 7: Set strategy, inspire, mobilise • Collaborate with functional groups to develop and maintain a disaster preparedness and business continuity programme • Collaborate with the leaders of functional groups to plan, develop, and provide support for a records/archives/information management focus within the business continuity program • Manage, evaluate, and maintain the records/archives/information management disaster preparedness and business continuity programme • Implement a strategy to identify and mitigate potential records/archives/information management risks • Partner with executive IT management and senior business leaders to identify and mitigate privacy risks for the organization's records/archives/information • Direct privacy and proprietary information initiatives with a breach notification process • Identify internal and external compliance requirements. • Prepare an organizational risk profile.	Scope 5: Strategically plans for people development • Addresses and plans for existing and future development needs of teams in own areas, to allow them to deliver on the overall strategy • Establishes feedback culture that reinforces and encourages the development of individuals and the organisational Scope • Provides feedback to team on their effectiveness in developing others outside the team	Scope 5: Empowers teams to perform independently • Encourages teams to work together without a leader • Creates a clear sense of team identity and holds teams accountable for their actions • Identifies and consistently finds ways of minimising stress at the organisational Scope	Scope 5: Contributes towards vision and strategy development beyond own area • Demonstrates significant awareness of the strategic meaning of the social/political/economic context • Identifies previously unexploited opportunities and proposes innovative solutions beyond own business area		
4B	Scope 7: Set strategy, inspire, mobilise At the highest organisational Scope, has authority over all aspects of a significant area of work, including policy formation and application. Is fully accountable for actions taken and decisions made, both by self and others to whom responsibilities have been assigned.	Scope 7: Set strategy, inspire, mobilise • Applies the highest Scope of leadership to the formulation and implementation of strategy. • Performs extensive strategic leadership in delivering business value through vision, governance and executive management. • Has a deep understanding of the industry and the implications of emerging technologies for the wider business environment.	Scope 7: Set strategy, inspire, mobilise Ensures that the organisation develops and mobilises the full range of required skills and capabilities.	Scope 7: Set strategy, inspire, mobilise • Has established a broad and deep business knowledge including the activities and practices of own organisation and a broad knowledge of those of suppliers, partners, competitors and clients. • Fosters a culture to encourage the strategic application of generic and specific bodies of knowledge within their own area of influence.	Scope 7: Set strategy, inspire, mobilise • Reviews the records/archives/information management program effectiveness by setting benchmarks, evaluating program performance, and reallocation resources • Develops records/archives/information management policies and procedures by reviewing and analysing recordkeeping methodologies and requirements consistent with professional best practices • Collaborates with functional groups to develop and maintain a disaster preparedness and business continuity program • Provides direction for creating and implementing a vital records program.	Scope 7: Set strategy, inspire, mobilise • Communicates the potential impact of emerging practices and technologies on organisations and individuals and assesses the risks of using or not using such practices and technologies. • Establish records/archives/information management programme methodologies for the management of information assets in electronic and digital formats • Partner with IT to develop best practices and procedures related to managing digital information repositories • Research records/archives/information management related emerging technologies and business trends to assess their applicability to the organization at the enterprise Scope • Define the current state of technology use in the business process • Monitor and evaluate technology trends	Scope 7: Set strategy, inspire, mobilise • Collaborate with functional groups to develop and maintain a disaster preparedness and business continuity programme • Collaborate with the leaders of functional groups to plan, develop, and provide support for a records/archives/information management focus within the business continuity program • Manage, evaluate, and maintain the records/archives/information management disaster preparedness and business continuity programme • Implement a strategy to identify and mitigate potential records/archives/information management risks • Partner with executive IT management and senior business leaders to identify and mitigate privacy risks for the organization's records/archives/information • Direct privacy and proprietary information initiatives with a breach notification process • Identify internal and external compliance requirements. • Prepare an organizational risk profile.	Scope 6: Builds culture of continuous development • Conducts systematic capability reviews in order to assess organisational capacity to deliver on overall purpose • Challenges and guides individuals and own team on how to develop their talent • Treats all staff members equitably and fairly, delivers on promises made to the team	Scope 6: Inspires teamwork at organization Scope • Looks for an leverage common ground to bind multiple organisational units into a common direction and purpose • Leads individuals into a more personal trade-offs for the benefit of the team • Develops an overall strategy based on an advanced Scope of insight and understanding of the organization mission drawn from multiple stakeholders and global trends • Articulates the direction to be taken by the organization and the system in the future, with explanation and justification	Scope 6: Creates the overall vision and strategy • Creates a coherent and innovative vision, building on core values, behaviours, structure and history of the organization and its environment • Develops an overall strategy based on an advanced Scope of insight and understanding of the organization mission drawn from multiple stakeholders and global trends • Articulates the direction to be taken by the organization and the system in the future, with explanation and justification		



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