

Introduction

Summary

Information and knowledge are vital to the work of your organisation. Information – for example, about planning activities and projects, implementing and evaluating plans, managing people, managing resources and managing change – must be collected, analysed and stored safely and efficiently. This information is important to day-to-day operations. It can also be used to develop important knowledge about leisure management or sports development and the context in which you are working, including communities, that you can use to inform key decisions and communicate to others to help them with their work.

The unit is divided into two parts. The first part (pages 2-5) describes the four things you have to do. These are:

- A45.1** **Gather and store information**
- A45.2** **Analyse information to develop knowledge**
- A45.3** **Take decisions based on information and knowledge gathered**
- A45.4** **Communicate information and knowledge**

The second part (pages 6-7) describes the knowledge and understanding you must have.

This unit is taken from the standards developed by the Voluntary Sector NTO (Managing Volunteers) where it appears as unit F10.

Target Group

The unit is for experienced leisure managers and sports development professionals with considerable autonomy in their job roles.

A45.1

Gather and store information

The National Standard

What you must do

To meet the national standard, you must:

1. gather **information** using effective and efficient **methods**
2. prioritise and select the **information** that is relevant to you, or may be relevant in the future
3. verify, where possible, the accuracy of **information** you have collected
4. treat unverified **information** with caution
5. observe requirements and agreements for data protection and confidentiality
6. store and organise **information** safely and in ways that will make it readily available and useable in the future
7. make effective use of technology in gathering, storing and disseminating **information**.

What you must cover

This element covers the following:

a information relating to:

- 1 planning activities and projects
- 2 implementing and evaluating plans
- 3 managing people
- 4 managing resources
- 5 managing change

and the following

b methods:

- 1 using information and knowledge systems
- 2 monitoring information exchanged by other people and yourself
- 3 being part of networks
- 4 carrying out research yourself
- 5 commissioning others to carry out research on your behalf

A45.2

Analyse information to develop knowledge

The National Standard

What you must do

To meet the national standard, you must:

1. identify objectives for your analysis that are consistent with the **knowledge** you wish to develop
2. select **information** that is relevant to your analysis
3. select analytical methods that are reliable, effective and efficient
4. analyse the **information** with reference to your chosen objectives
5. identify findings, supported by evidence, that assist you and your organisation to develop its **knowledge** base
6. identify the implications of the **knowledge** you have developed for yourself and your organisation
7. share your analysis and its outcomes with others and take account of their feedback
8. store your analysis, evidence and findings
9. disseminate the **knowledge** you have developed to relevant decision makers and stakeholders and help them to understand and apply it
10. make effective use of technology in the development and dissemination of **knowledge**.

What you must cover

This element covers the following:

a knowledge:

- 1 enhanced areas of knowledge in your organisation
- 2 new areas of knowledge for your organisation

the following

b information:

- 1 qualitative
- 2 quantitative.

A45.3

Take decisions based on information and knowledge gathered

The National Standard

What you must do

To meet the national standard, you must:

- 1 identify and analyse **information** and knowledge that will help you to take **decisions**
- 2 obtain advice from reliable **sources** when **information** and knowledge are unclear or insufficient
- 3 use **information** and knowledge to develop a range of possible options
- 4 evaluate the strengths and weaknesses of each possible option
- 5 decide on the option that appears to be the most effective, given the **information** and knowledge available
- 6 make sure the **decision** is compatible with your organisation's aims, objectives, values and procedures
- 7 engage others in the **decision** making process
- 8 take **decisions** in time for action to be taken
- 9 communicate your **decisions** clearly to the appropriate people using the most effective methods.

What you must cover

This element covers the following:

a decisions relating to:

- 1 planning activities and projects
- 2 implementing and evaluating plans
- 3 managing people
- 4 managing resources
- 5 managing change

the following:

b information

- 1 qualitative
- 2 quantitative

and the following

c sources

- 1 inside your organisation
- 2 outside your organisation

A45.4

Communicate information and knowledge

The National Standard

What you must do

To meet the national standard, you must:

- 1 identify the information and knowledge needs of the **people** concerned
- 2 where necessary, carry out further research to collect information and knowledge that is not readily available
- 3 identify the **communication** needs of the **people** requesting the information and knowledge
- 4 **communicate** the information and knowledge in a way that meets their needs
- 5 make sure the information and knowledge is as accurate and reliable as possible
- 6 where information and knowledge may not be accurate and reliable, make this clear
- 7 check to ensure that the information and knowledge you have provided has been correctly understood
- 8 **communicate** additional information and knowledge, clarifications and rationale as needed
- 9 observe all requirements for data protection and confidentiality
- 10 make effective use of technology when **communicating** information and knowledge.

What you must cover

This element covers the following:

a people:

- 1 requesting information and knowledge
- 2 needing information and knowledge but unaware of their needs

the following:

b ways to communicate information:

- 1 through discussions
- 2 through presentations
- 3 in reports
- 4 making recommendations.

What you must know and understand

To be competent in this unit, you must know and understand the following

Analytical and research techniques

- K1 the importance of having objectives for your analysis
- K2 techniques you can use to analyse information
- K3 how to choose an analytical technique that is efficient and effective for the type of information you need to analyse
- K4 the importance of having evidence to support your findings and how to present evidence
- K5 the importance of identifying the implications of the knowledge you have developed

Communication

- K6 the importance of disseminating information and knowledge to relevant people within the organisation and how to do so
- K7 the importance of sharing and checking the outcomes of your analysis with others
- K8 the importance of identifying the information and knowledge needs of the people requesting them
- K9 the importance of knowing what the communication needs of the people requesting information and knowledge are
- K10 how to choose communication methods and styles that are appropriate to different types of people
- K11 the importance of only communicating information and knowledge that are sound and reliable or warning people if you are unsure
- K12 methods to use to ensure that people have understood the information and knowledge you have communicated

Decision making

- K13 the importance of information and knowledge to making decisions
- K14 sources of information and knowledge you can draw on to help you make decisions

K15 the importance of developing and evaluating a range of different solutions to a problem and how to do so

K16 the importance of bringing your decisions into line with organisational aims, objectives, values and procedures

K17 the importance of involving others in the decision making process and how to do so

K18 the importance of taking timely decisions

K19 what to do when a decision cannot be taken within required timescales

K20 the importance of communicating decisions clearly and to the appropriate people

Information and knowledge management

K21 the difference between information and knowledge

K22 the importance of information and knowledge to your work and the work of your organisation

K23 the methods of collecting information and knowledge that are available to you and how you can use them to gather different types of information and knowledge

K24 how to select and prioritise information and knowledge that are relevant to you or possibly relevant in the future

K25 the importance of making sure that information and knowledge are valid and accurate, and the methods you can use to verify information and knowledge

K26 how to deal with information and knowledge that you cannot verify

K27 paper-based and electronic methods you can use to store and retrieve information and how to use these

K28 how to use information and communications technology to gather, store and disseminate information and knowledge

Legal requirements

K29 the main requirements of legislation covering data protection

K30 legal and organisational requirements for confidentiality.