

# Competence & Knowledge Organisation

Matt Moore

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Individuals



Tribes



Organisations

# 1. Competencies for Individuals

# **KNOWLEDGE ORGANISATION SYSTEM**

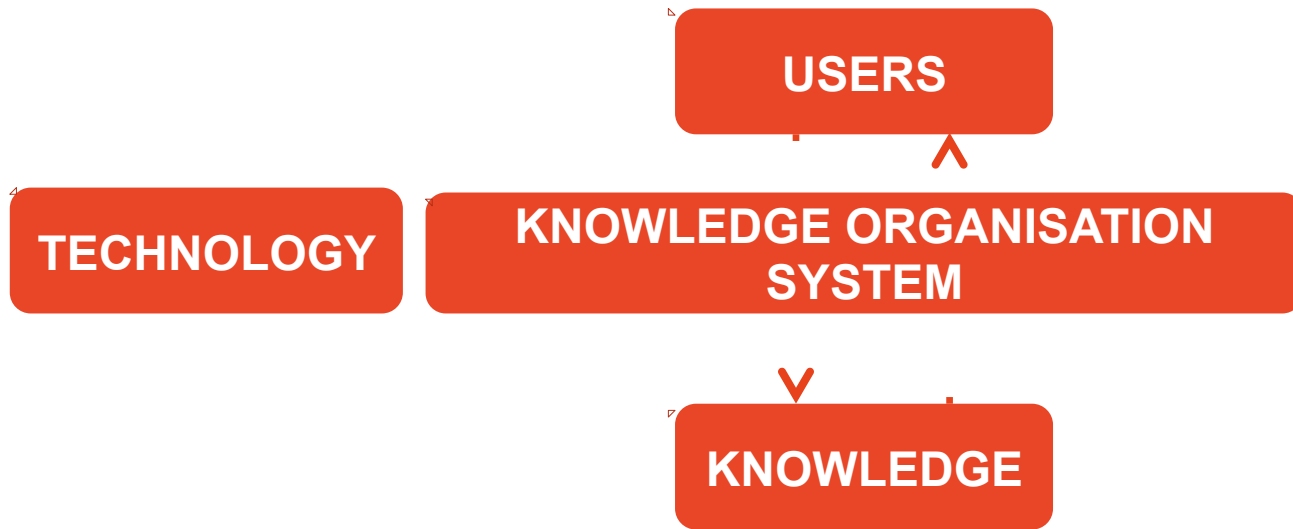
**TECHNOLOGY**

**KNOWLEDGE ORGANISATION  
SYSTEM**

**TECHNOLOGY**

**KNOWLEDGE ORGANISATION  
SYSTEM**

**KNOWLEDGE**



**CONTEXT  
OUTCOMES  
STAKEHOLDERS**

**USERS**

**TECHNOLOGY**

**KNOWLEDGE ORGANISATION  
SYSTEM**

**KNOWLEDGE**





Entities	Nouns	Verbs
Context	Business Case Project Benefits Realisation	Influencing Modelling Sensemaking Understanding Managing
Users	Interviews Observation Prototype Facilitation Personas and Segments	Interacting (with) Modelling Influencing
Knowledge	Content Documents Data Semantics Statistics	Modelling Mapping Analysing
Technology	Content Management Systems Databases SQL NoSQL Hadoop Search Visualisation	Coding Building Designing Testing Assessing
KOS	Taxonomies Ontologies Graphs Metadata Standards	Building Assessing Testing Instantiating



<b>1. Strategy &amp; Context</b>	<b>2. Users</b>	<b>3. Knowledge</b>	<b>4. Technology</b>	<b>5. Knowledge Organisation Systems</b>
1.1. KOS Business Case Creation	2.1. Developing user segments and personas	3.1. Conducting content inventories	4.1. Managing Content Management Systems (CMS)	5.1. Developing and implementing taxonomies, thesauri or controlled vocabularies
1.2. KOS Project Management	2.2. Conducting user observation and interviews	3.2. Conducting knowledge audits	4.2. Managing Relational Database Management Systems (RDBMS)	5.2. Developing and implementing ontologies
1.3. KOS Stakeholder Engagement	2.3. Facilitating user workshops and focus groups	3.3. Modelling data structures	4.3. Creating SQL queries	5.3. Developing and implementing metadata standards
	2.4. Developing and testing prototypes	3.4. Analysing content semantics	4.4. Working with graph databases	5.4. Working with text analytics and autotaxonomy tools
		3.5. Running statistical tests	4.5. Managing Hadoop installations	5.5. Working with enterprise taxonomy management systems
			4.6. Using data visualisation tools	5.6. Working with Linked Data
				5.7. Integrating taxonomies and metadata with search tools
				5.8. Building search based applications

### **Definitions of Competency Levels**

No Experience = I have no prior knowledge of this activity.

Basic Understanding = I have an understanding of the concepts at work here (e.g. academic study or peripheral involvement in a project) but I have not successfully undertaken this activity.

Undertaken Successfully = I have successfully undertaken this activity at least once.

Undertaken Repeatedly = I have successfully undertaken this activity multiple (more than 3) times. I may coach others in how to undertake this activity.

Developing & Innovating = I regularly undertake this activity and have developed new tools and techniques to improve its efficacy.

## 2. Competency Tribes

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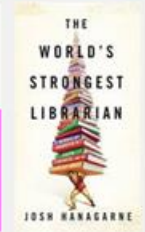
Stereotype



Costume



Sexy



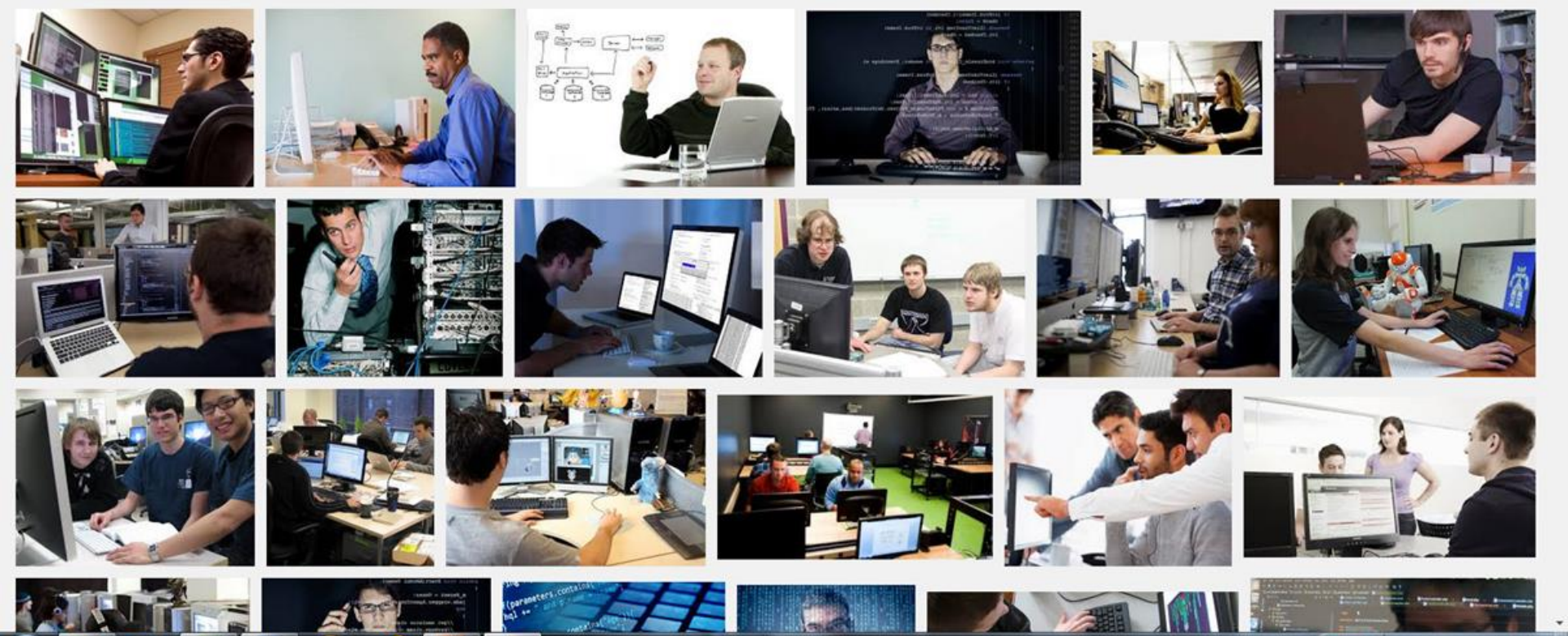
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THE LIBRARIANS



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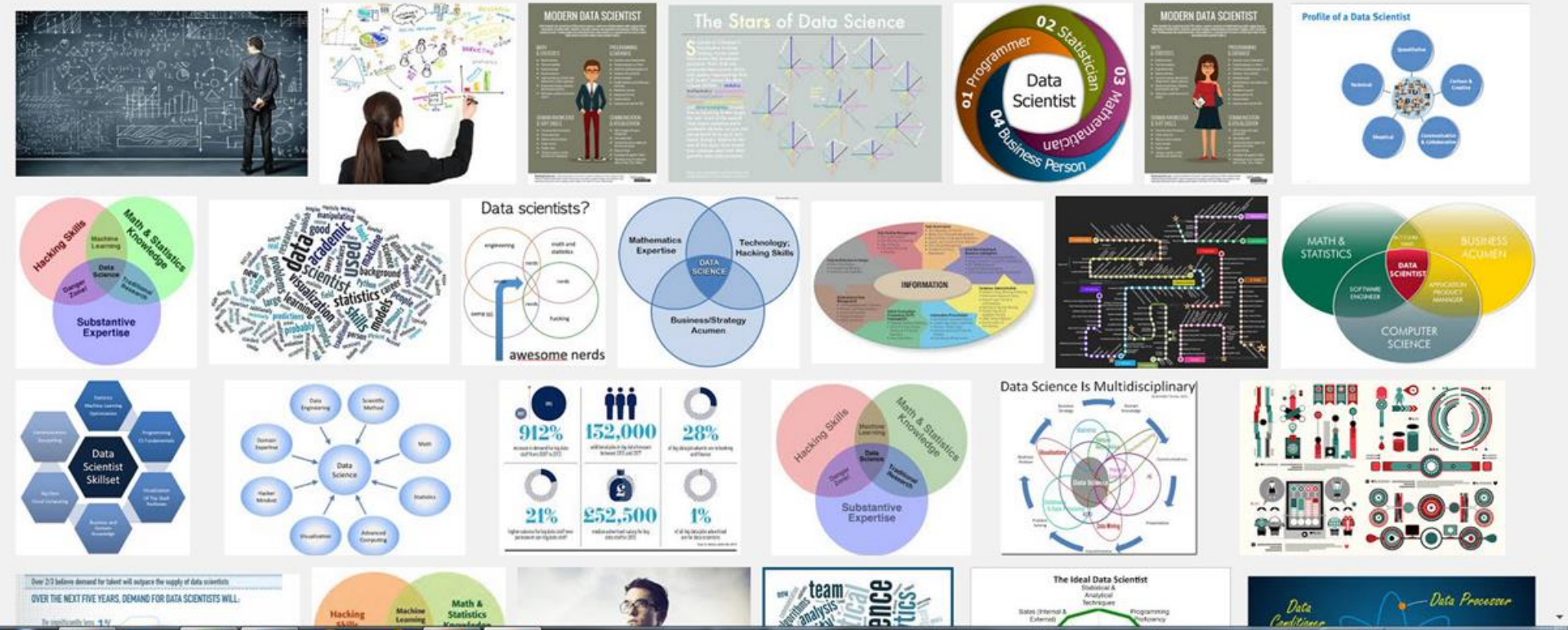
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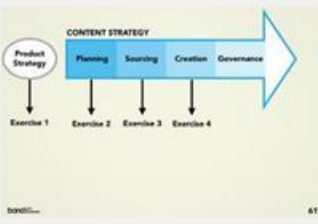
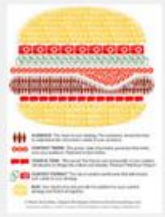
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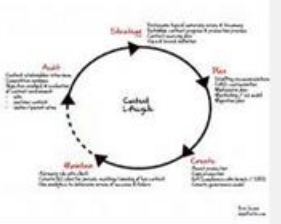
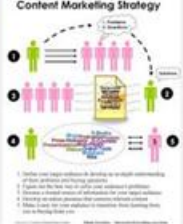




A word cloud where 'content strategy' is the largest word. Other words include 'metadata', 'keep', 'defines', 'process', 'strategist', 'collaboration', 'publishing', 'strategy', 'people', 'web', 'substance', 'key', 'usable', 'regional'.



A large, bold, red text graphic that reads 'CONTENT STRATEGY for the Web'.



SCREEN SPINNING POWER OF ANIMATED CONTENT USER ACQUISITION BUT AVOIDING ACTION BY SUCH VISUAL

The Marketing Impact of Content Strategy

CONTENT STRATEGY

Assign Based on Potential and Content type

Collaboration with Content Strategist



Tribe	Advantages	Disadvantages
Information Managers	<p>Lengthy historical experience with KOS.</p> <p>Some forward-thinking practitioners reaching out to other tribes.</p>	<p>Not deep enough in the technology to understand both its potential or its limitations.</p> <p>Not always business savvy.</p>
Technologists	<p>Technological change is a key driver of change in the KOS domain.</p> <p>Tech is hot right now.</p>	<p>Many fractious sub-tribes (corporate IT, start-ups, big vendors).</p> <p>Currently going through a boom that could blow into a bubble.</p> <p>Hubris.</p>
User Experience (UX/IA)	<p>Focus on human beings and outcomes for users.</p> <p>Input from cognitive science, psychology and design thinking.</p>	<p>Many other groups – esp. technologists – do not value their work.</p>
Data Scientists	<p>So hot right now.</p> <p>Take an empirical approach to knowledge organisation.</p> <p>Growing interest in moving from numbers to text.</p>	<p>Still forming their identity as a group.</p> <p>Struggling to articulate their insights to non-data scientists.</p>
Content Strategists	<p>Concerned with the meaning and use of the content itself.</p>	<p>New to the scene and struggling to forge their identity as separate from information architects, marketers &amp; editorial staff.</p>

## 3. Organisation Attributes

Attribute	Why This Matters
Recognised Business Imperative	If a KOS project is not driven by a compelling business imperative that is recognised by senior stakeholders (esp. those who control the funding) then it will fail.
Pragmatism	The aim is not the most technologically advanced solution nor a pristine and perfect KOS but rather an outcome that helps users and stakeholders to achieve their goals.
Cross-Disciplinary Approach	The discussion on the breadth of individual competencies required indicates why a cross-disciplinary approach is required.
Persistence	KOS development will need to go through a continuous series of iterations to deliver value and to improve. This persistence will require a recognised business imperative to be sustained.
Learning	Persistence only pays off if lessons are learned (i.e. not just identified but applied) through this process. This requires both confidence (to try new things) and humility (to admit some of those new things did not work).

Thank You!

Questions?

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# KNOWLEDGE ORGANISATION COMPETENCY FRAMEWORK

This competency framework was developed by Matt Moore in consultation with Patrick Lambe. It is intended to provide a simple self-assessment tool for practitioners working with Knowledge Organisation Systems (KOS) to identify their areas of strength and opportunities for improvement. It is indicative rather than exhaustive and we expect it to be developed further over time.

Rate yourself on the form overleaf, using the scale below:

- **No Experience** = I have no prior knowledge of this activity.
- **Basic Understanding** = I have an understanding of the concepts at work here (e.g. academic study or peripheral involvement in a project) but I have not successfully undertaken this activity.
- **Undertaken Successfully** = I have successfully undertaken this activity at least once.
- **Undertaken Repeatedly** = I have successfully undertaken this activity multiple (more than 3) times. I may coach others in how to undertake this activity.
- **Innovating** = I regularly undertake this activity and have developed new tools and techniques to improve its efficacy.

Once you have completed your self-assessment, we suggest that you identify the areas of greatest weakness **and** of most interest to your current role, and develop a simple action plan. Feel free to contact Matt Moore or the conference organisers for suggestions on self-development opportunities!

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Patrick Lambe                      *plambe@straitsknowledge.com*

Maish Nichani                      *maish@pebbleroad.com*

After the conference, we will send a link to this self assessment as an electronic survey, and if you have rated yourself **Undertaken Repeatedly** or **Innovating**, and would like to volunteer to help others, you'll have an opportunity to do so there!

My area of greatest interest are:

My action plan to develop these areas is:

	No Experience	Basic Understanding	Undertaken Successfully	Undertaken Repeatedly	Innovating
<b>1 KNOWLEDGE ORGANISATION SYSTEM (KOS) PROJECTS</b>					
1.1	KOS business case creation				
1.2	KOS project management				
1.3	KOS stakeholder mapping and engagement				
<b>2 USER ANALYSIS</b>					
2.1	Developing user segments and personas				
2.2	Conducting user observation and interviews				
2.3	Facilitating user workshops and focus groups				
2.4	Developing and testing prototypes				
<b>3 CONTENT ANALYSIS</b>					
3.1	Conducting content inventories				
3.2	Conducting knowledge audits				
3.3	Modelling data structures				
3.4	Analysing content semantics				
3.5	Running statistical tests				
<b>4 MANAGING SYSTEMS</b>					
4.1	Managing Content Management Systems (CMS)				
4.2	Managing Relational Database Management Systems (RDBMS)				
4.3	Creating SQL queries				
4.4	Working with graph databases				
4.5	Managing Hadoop installations				
4.6	Using data visualisation tools				
<b>5 DEVELOPING KNOWLEDGE ORGANISATION STRUCTURES AND FRAMEWORKS</b>					
5.1	Developing and implementing taxonomies, thesauri or controlled vocabularies				
5.2	Developing and implementing ontologies				
5.3	Developing and implementing metadata schemas and standards				
5.4	Working with text analytics and autotclassification				
5.5	Working with enterprise taxonomy management systems				
5.6	Working with Linked Data				
5.7	Integrating taxonomies and metadata with search tools				
5.8	Building search based applications				