



Divisions of General Practice

Information Management Maturity Framework (IMMF)

Toolkit – Management guide for Division IM competencies

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Information Management Maturity Framework (IMMF)

Toolkit – Management guide for Division IM competencies

Purpose

The purpose of the “Management guide for IM competencies” is to assist Divisions address the action tasks below.

Action Tasks	Capacity Gap	Element of IM
Add IM competencies to management and specified staff job descriptions	Unaware to Reactive	Capabilities
Prepare an inventory of skills/competencies displayed by individuals who have demonstrated an ability to manage risk and improve IM results in critical business projects or programs.	Unaware to Reactive	Management
Define IM roles and responsibilities for assignment to senior management within the Division.	Unaware to Reactive	Management

One or more of these tasks should have been identified from the IMMF gap analysis and toolkit specification.

This tool provides CEOs with sample IM competencies aligned to the Division’s programs and services that can be cut and pasted into existing job descriptions or used to audit the skills of existing staff.

Knowledge of IM competencies as they apply to Division staff is a pre-requisite for access to more advanced tools such as:

- Sample IM job descriptions for management, technicians, analysts and general staff.
- General practice relationship management guidelines for IM.
- Inventory of approved specialist advisors.

Explanatory notes

Defining IM competencies and occupational categories within Divisions requires a uniform national approach. This is necessary to enable national IM training programs to be established and ensure a common approach to IM, enabling Divisions to share experience and lessons learnt.

The five main IM competencies used in this guide have been derived from international experience and professional competency based training systems. They have then been adapted for use within Divisions of General Practice.

The competencies outlined in the profiles include only two levels of details: competencies, which are subdivided into tasks¹.

In order to use this tool the CEO should review the competencies and tasks against their immediate needs for staff skills. Improvement at this level of capacity is based on modifying the job descriptions of existing staff.

Instructional design

This tool consists of three parts:

Part 1 - Introduction to IM competencies.

Part 2 - Descriptions of competencies.

¹ The third level of a competency profile, ‘actions’, is beyond the scope of this guide.



Part 3 - IM competency profiles for Divisions.

Part 1 – Introduction to IM competencies

Review the introduction and determine the requirements of the Division’s local programs and services for IM competencies. Qualified SBO staff may be available to assist the review and to provide advice on how other Divisions have handled IM competency requirements for occupational categories and competency level ratings.

Part 2 - Descriptions of competencies

Review the five descriptions for occupational competencies. All staff in the Division should be able to be assigned against one of these IM job categories. All five IM job categories should be covered by existing staff within the Division.

CEOs should discuss their staff requirements with qualified SBO staff and with CEOs at other Divisions that have demonstrated a “defined” or “managed” capacity for IM capability.

Part 3 - IM competency profiles for Divisions

The profiles include a range of competencies and skills required to work in each IM discipline, allowing for consistent job descriptions and levels of training to be identified for each of the occupational categories: general staff, analysts, technicians and managers.

CEOs should discuss their staff requirements with SBO staff and with CEOs at other Divisions that have demonstrated a “defined” or “managed” capacity for IM capability.

Competencies and tasks can be cut and pasted from the table in Part 3 directly into relevant staff job descriptions.

A second application of the tool is to serve as a baseline for the acquisition and/or development of IM training.

The competency profiles can also be used by individuals in the Division to self-evaluate their own skills and determine areas where they should pursue additional training.

Summary of outcomes and resources

Workstreams	Outcomes	Resources
<p>New processes or procedures to be adopted</p>	<p>Classify all staff positions against IM occupational categories.</p> <p>Select staff in each category to update their job descriptions with IM competencies</p> <p>Choose the appropriate IM competencies for inclusion in job descriptions.</p> <p>Identify competency gaps for staff training requirements.</p>	<p>Qualified SBO staff may be available to facilitate these outcomes.</p>
<p>Culture and change management requirements</p>	<p>Staff awareness of their alignment with IM occupational categories</p> <p>Implementation of IM competencies in selected staff job descriptions.</p>	<p>Mentoring by CEOs of Divisions that have demonstrated a “defined” or “managed” capacity for IM capability.</p>



Part 1 - Introduction to IM competencies

This document provides management guidelines for the competencies and skills required for information management (IM) in Divisions of General Practice. References for these guidelines include work on competencies developed by the Canadian Government, Archives Canada, and the Australian National Archives as well as the AS ISO 15489 standard.

Structure of the competency profiles

The competencies outlined in the profiles include only two levels of detail: competencies, which are subdivided into tasks².

The five main competencies are listed below, and describe the major responsibilities or skill sets for IM relevant to the Division's core business requirements.

1. Develop and implement an IM plan.
2. Plan, collect, validate and organise information.
3. Use, disseminate, maintain and dispose of information.
4. Provide electronic IM services.
5. Demonstrate personal skills.

Tasks are listed under the competencies as 1.1, 1.2, etc. Competencies and tasks are identified in behavioural terms.

Occupational categories

IM accountability has been divided into four specific occupational categories in these profiles. The groups were determined on the basis of the levels of duties and responsibilities.

- General staff Performs routine tasks related to the handling of information
- Technicians Provides technology support for IM outcomes
- Analysts Clinical or business support for IM outcomes
- Managers Manages IM plans and recordkeeping operations

Uses of the competency profiles

The competency profiles have several potential applications. The first is to aid in the recruitment and classification of current and future IM specialists. The profiles indicate the range of competencies and skills required to work in the IM discipline, thereby allowing for consistent job descriptions and classification levels, and the recruitment of qualified staff.

The second application is to serve as a baseline for the acquisition and/or development of IM training.

The competency profiles can also be used by individuals to self-evaluate their own skills and determine areas where they could pursue additional training.

Competency level ratings

The tables included in this document depict the competencies divided by occupational category, and rated according to a scale. The ratings are intended to demonstrate the level of training required by each occupational category.

- 1 = Awareness and understanding only.
- 2 = Skilled, no supervision required.
- 3 = Advanced, can lead and review work of others.

² The third level of a competency profile, actions, is beyond the scope of this guide.



Part 2 - Descriptions of competencies

1. Develop and implement an IM plan

Divisions need accurate and reliable information to support business and program delivery. This competency describes the tasks that must be mastered to plan, design, and implement an IM plan.

An IM plan is supported by a documented framework of principles, policies and standards. These are communicated throughout the Division, and staff are guided and coached in the relevance of these.

The plan must define IM outcomes aligned to the Division's annual business and program delivery plan, and outline the activities, processes and tools to be used to achieve these outcomes.

To implement the plan, an IM manager must design and implement classification schemes for information that ensure consistent methods of organising information and storing descriptive records, and metadata to support the Division's goals and objectives.

2. Plan, capture, validate and organise information

The next step is to define the information to be collected and plan the initial stages of the information lifecycle.

This competency describes the tasks that must be mastered to support the processes of planning data sets for a new program or activity, and capturing, validating and organising that information from internal and external sources. Information must be classified and stored in a records management system and updated regularly. There is a continual process of identifying, adding to and updating records with new information as it becomes available.

3. Use and disseminate, maintain and dispose of information

Once data are stored in a records management system, the major function of information management is to ensure accurate and complete data are available to users in the format they need and in a timely manner. This competency describes the tasks that must be mastered to provide access to records and to advise management on such legal issues as information security and privacy, copyright and other compliance issues. Information in records must be able to be processed to deliver the outputs/reports required by various stakeholders.

This competency also describes the tasks that must be mastered to store, protect, preserve and dispose of information. Records must be stored and protected so that they are available, understandable and useable for those who require access to them.

4. Provide electronic information/records management services

Information technology has had an enormous impact on IM programs, whether it is electronic recordkeeping, electronic access or electronic communications. Acquiring, creating and maintaining electronic records are now a significant component of all stages in the information lifecycle.

This competency describes the tasks that must be mastered to provide systems specification, selection, implementation and training support and to advise management on technology trends and legal and compliance issues for the electronic storage and distribution of information.

5. Demonstrate personal skills

The personal skills of Division staff are crucial to the successful achievement of IM outcomes.

This competency describes the personal traits that are required for developing relationships with external stakeholders. Specifically staff must be able to communicate clearly in both written documents and verbal briefings and presentations. They must be able to explain complex concepts in simple step by step stages to engage and train general practice staff, and they must plan and organise their time effectively between many general practice members. They must be confident, honest and deliver on what they say, maintaining realistic expectations with the health care providers in each program.

Staff in IM roles must maintain advanced computer user skills. They must be competent in the use of all basic office productivity tools and be familiar with database systems and reporting tools. They should also be familiar with the most common software platforms found in general practices.



Part 3 - IM competency profiles for Divisions

1 = Awareness and understanding only

2 = Skilled, no supervision required

3 = Advanced, can lead and review work of others

	Competency/Task	General Staff	Technicians	Analysts	Managers
1	Develop and implement an IM plan				
1.1	Apply the Division's IM principles, policies and standards to business and program delivery objectives.	1	2	2	3
1.2	Coordinate the implementation of the IMMFC Checklist.	N/A	2	2	3
1.3	Define IM outcomes aligned to the Division's annual business and program delivery plan.	N/A	1	1	2
1.4	Develop business cases for the collection and utilisation of specified clinical data sets within general practices.	N/A	1	1	2
1.5	Develop business cases for the submission of specified general practices clinical data sets to the Division.	N/A	1	1	2
1.6	Develop and manage the activities, processes and tools to be used to achieve IM outcomes.	N/A	1	2	3
1.7	Design the information classification scheme for a Division records management system.	N/A	1	2	3
2	Plan, collect, validate and organise information				
2.1	Define the data sets required to support the Division's business and program delivery information requirements.	N/A	1	2	3
2.2	Develop and implement the processes and materials for the collection of data sets from internal or external sources.	1	1	3	1
2.3	Determine the resource implications for data collection, data entry and data validation for each clinical data set.	1	1	3	1
2.4	Develop and implement the processes and systems for the classification and entry of data into a records management system.	1	2	3	1
2.5	Develop and implement the processes for the validation of information stored in a records management system.	1	2	3	1
2.6	Update and reorganise information in a records management system as new data are collected.	1	2	3	1
3	Use, disseminate, maintain and dispose of Information				
3.1	Extract information from a records management system to meet internal and external users information access requirements.	1	3	2	1
3.2	Distribute reports and other information products to all authorised users in a timely manner.	N/A	3	2	1
3.3	Provide accurate advice on the compliance, security and privacy limitations to the access or distribution of information.	N/A	3	2	2
3.4	Develop and implement the processes and systems to store, protect, preserve and dispose of information.	N/A	3	1	1



	Competency/Task	General Staff	Technicians	Analysts	Managers
4	Provide electronic IM services				
4.1	Specify the technical and business requirements for systems to support the Division's information outcomes and information lifecycle.	N/A	3	2	2
4.2	Select systems that satisfy the technical and business requirements of the Division's information outcomes and information lifecycle.	N/A	3	2	2
4.3	Implement systems selected to satisfy the technical and business requirements of the Division's information outcomes and information lifecycle.	N/A	3	1	1
4.4	Provide accurate advice on technology trends and legal and compliance issues for the electronic storage and distribution of information.	N/A	3	1	1
4.5	Ensure effective operations of internal IT systems to support specified technical and business requirements.	N/A	3	1	1
4.6	Ensure adequacy of IT operations maintained by external stakeholders or member organisations.	N/A	2	2	1
5	Demonstrate personal skills				
5.1	Communicate clearly in written documents, verbal briefings and presentations.	N/A	2	2	3
5.2	Explain complex IM concepts or procedures in simple step by step stages.	N/A	2	2	2
5.3	Plan and organise time effectively.	1	2	2	3
5.4	Understand generic staff roles and work practices in general practice and community health service offices.	1	1	2	2
5.5	Understand the generic systems and work practices for handling clinical information in general practice and community health service offices.	N/A	2	2	1
5.6	Establish trusted working relationships with the Division's member GPs and their staff.	N/A	1	3	2
5.7	Maintain advanced computer user skills, for all basic office productivity tools and the Division's database systems and reporting applications.	1	3	2	2
5.8	Be familiar with the most common software platforms found in general practice.	1	2	2	1

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