



**INCORPORATION OF KNOWLEDGE AND
HUMAN RESOURCE MANAGEMENT
TO ENHANCE EFFECTIVE ENFORCEMENT TO
COMPETITION LAW –
A CASE FOR KENYA**

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Introduction

- Knowledge Management – (KM) is management of intellectual capital.
- KM involves:-
 - i. Locating,
 - ii. Organizing ,
 - iii. Transferring, and
 - iv. Efficiently transmitting the information and expertise within an organization.
- All aimed at facilitating incorporation of past experiences in current and future decisions.



KM in the Competition Authority of Kenya

a) Locating

- We are locating knowledge, currently in 'Knowledge Silos'.
- These 'Silos' are related to each other but are NOT easily connected. For example, divisions have been having different market inquiries reports which are not easily accessible to all Divisions.
- This has led to a perceived info-famine leading to the Authority spending more resources on further inquiries.
- To manage info-famine we are doing a physical mapping of resources (identification of databases, document management systems to specific files).
- This will help us to find information quickly and therefore incorporate past experiences in current and future decisions.



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b) Organization

- Information is also being categorized in different ways; [market studies; case laws/decisions; staff expertise; conference reports etc].
- This will facilitate our users to efficiently visit and mine the optimal solution to their specific problem.

c) Transfer

- We are developing an IT Architecture to facilitate transfer. We are interacting with other Agencies to actualize this activity.
- We have also identified individual's (Head's) who are repository for knowledge and who can articulate it and transmit among individuals.
- However, transfer is being faced with challenges based on what knowledge we need to link seekers (current and the future) and providers (the past).



Types of Knowledge:-

- (i) Tacit knowledge** – This is knowledge embedded in our individual staff and we are facilitating its conveyance through internal meetings, workshops, coaching and mentoring.
- (ii)** The biggest challenge in its transmission is how to consolidate it and package it into a transmittal and communicable form.
 - This is because it depends with the individual owners experiences and therefore it is difficult to capture and even track for evaluation.
 - It is also affected by staff turnover.



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(ii) Explicit knowledge (EK)

- This is embedded in our organization systems [servers and other databases] and it is effectively transferred through IT.
- Therefore, it is tailored for most IT systems; it is much easier to convey and capture through TK – it does not depend on persons emotions and it can easily be quantified. The only challenge is just how to manage info-glut.
- Also to facilitate TK transmission, it can be codified and harnessed in order to develop documents which are sharable (implicit knowledge-IK). However, not all TK can be codified and quantified – some aspects of know-how and experience will always remain tacit (e.g. mentoring).
- What this means is that IT facilitates all types of knowledge (TK, EK,IK) reach the right destination at the right time and that destination share and use the knowledge to facilitate the organization.



d) Human Resource Management

- To succeed in KM as stipulated above, and hence effective enforcement of the Competition law, Human Resource Management (HRM) is critical.
- In order to develop the critical mass, 'knowledge worker': CAK has embarked on the following processes; (i) Development of a Strategic Plan; which will establish the requisite organizational structure and also the vision and mission of the Authority.

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- (ii) This process shall be followed by a job analysis/evaluation to determine the optimal numbers and the compensation rates.
- (iii) We are also developing a competitive selection procedure, as per the requirements of the law, for the appointment of all employees, consultants and experts.
- (iv) After the appointment, the employees are supposed to undergo an induction process and also assigned to a mentor and a coach.
- (v) A career progression path is documented; detailing the requirements. The Authority, through staff development programmes shall support the staff to achieve them.



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- (ii) In order to facilitate communication and knowledge sharing, quarterly town-hall meetings are conducted; monthly senior management meetings; plenary presentations to all technical staff, after attendance of a training/conference, circulation of a e-bulletins.

- (ii) Performance appraisal:
 - (i) Recognition of exemplary performance, innovation;
 - (ii) Detriment to poor performance.

- (vi) Relationship with support institutions through internship programmes and seminars. This ensures availability of the requisite supply of personnel.



Conclusion

- Interlinking HRM and KM ensures minimal budgetary outlays in enforcement; without compromising efficiency and quality.