

# “Knowledge and human-resource management for effective enforcement of competition law”

**See UNCTAD report TD/B/C.I/CLP/15/Rev.1 June 2012**

# What is KM & HRM?

**KM:** – Elements of gathering and utilization of information and enabling the gatherer of knowledge to disseminate and use it freely for the good of the organisation. (Harman C and Brelade S, 2007)

**HRM:** - UN HRMS regulations : Human-resource management can be defined as the administrative discipline of hiring and developing employees so that they can add value to the organization



## Why KM & HRM ?

- Knowledge-management and human-resource issues have been identified as part of the key pillars of an effective competition agency.
- Effective competition agencies are better placed to execute the mandate of regulating the market and ensuring a level playing field



# Managing the Knowledge Worker

- HRM as a manager for the “knowledge worker”. (Drucker, 1959)
- Being a Knowledge worker involves using available information and tools, creating and utilizing acquired knowledge in the workplace
- Also shares Knowledge with the rest of the organisation



## What are the potential benefits of a good KM & HRM strategy ?

- It enables the acquisition and effective use of available resources
- Creates an environment in which knowledge and resources are efficiently and effectively utilized
- Facilitates information sharing and storage
- Preserves institutional memory/history
- Creates a sense of belonging to staff and management



# Tools to promote effective KM & HRM strategies?

- **Promote dialogue between staff and managers**
- **Reward and recognise staff efforts**
- **Establish the relevant tools for information sharing**
- **Create a culture of information sharing**
- **Develop team work and all inclusive forums where everyone participates**



# Critical issue

**KM and HRM Systems are complimentary and should be coordinated:**

- **Both KM & HRM are dependent on People**
  - **KM; Developing, sharing and applying information within the organisation**
  - **HRM processes of such as recruitment and selection, education and development, performance management, and pay and rewards, as well as the creation of a learning culture, are drivers of Knowledge management within organisations.**
- **In the past Knowledge Management was perceived as as IT or registry based**
- **In HRM, the HR managers were perceived as an opposing agents to other staff**
- **Modern KM and HRM strategies are aimed at addressing these issues**



# Issues Raised for discussions

- (a) In the first years of competition agency operations, which areas of KM and HRM should be given priority in order to create maximum impact?**
- (b) How can young competition agencies inclusion of KM and HRM strategies into their organization's procedures?**
- (c) In cases where competition agencies are a department in a government ministry, how can the agencies influence government policy to include KM and HRM strategies that are oriented to their needs?**
- (d) What strategies can mature competition agencies adopt in order to best share KM and HRM practices with young competition agencies in developing countries?**





**THANK YOU FOR YOUR  
ATTENTION**

