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# Effective Knowledge Management

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FISCALIA  
NACIONAL  
ECONOMICA

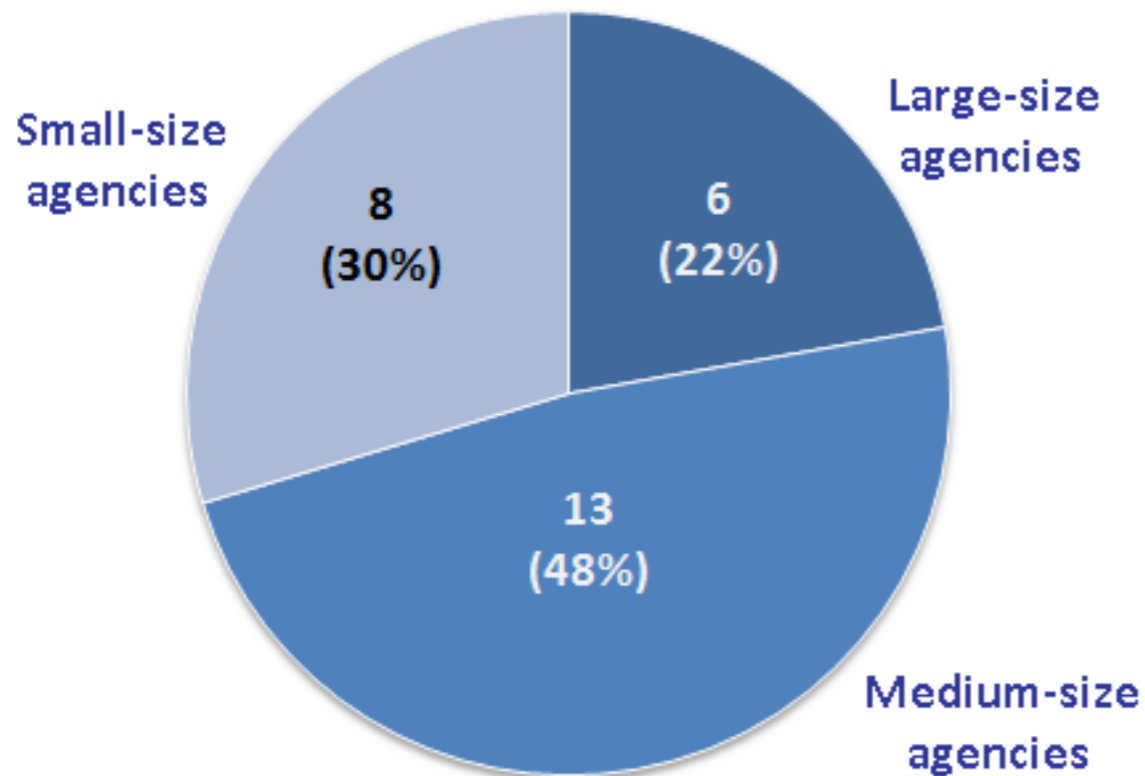
NMa



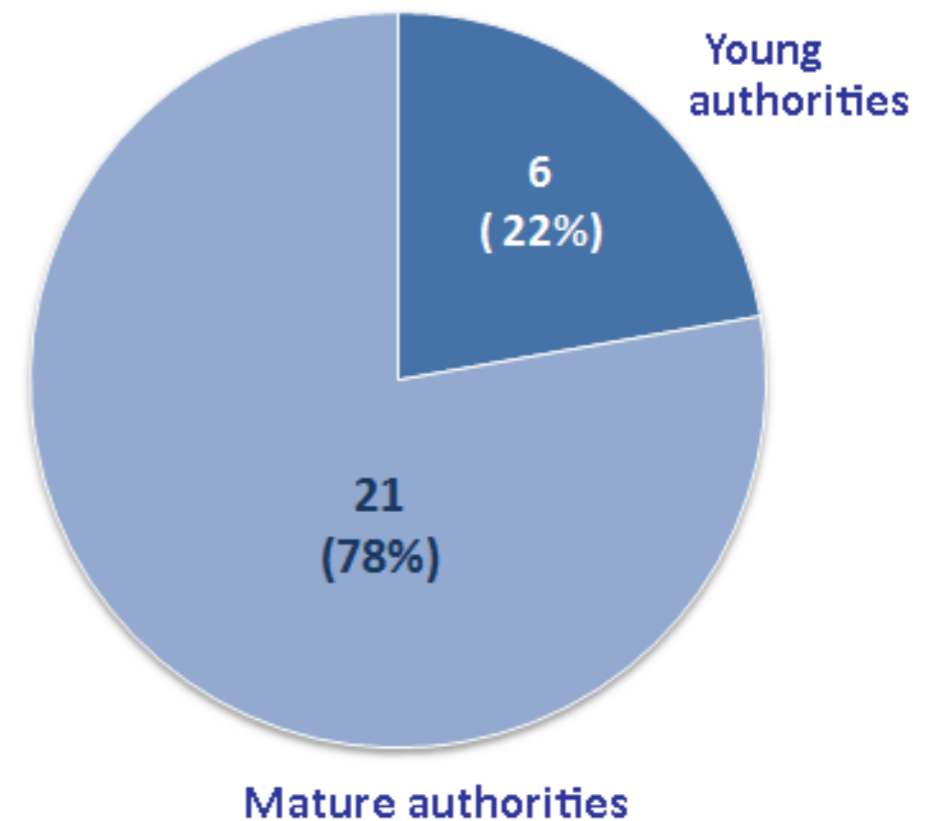
# KM among ICN members

- Questionnaire for Effective Knowledge Management
  - **27** responses from 26 jurisdictions
  - Different ‘types’ of authorities from a wide representation

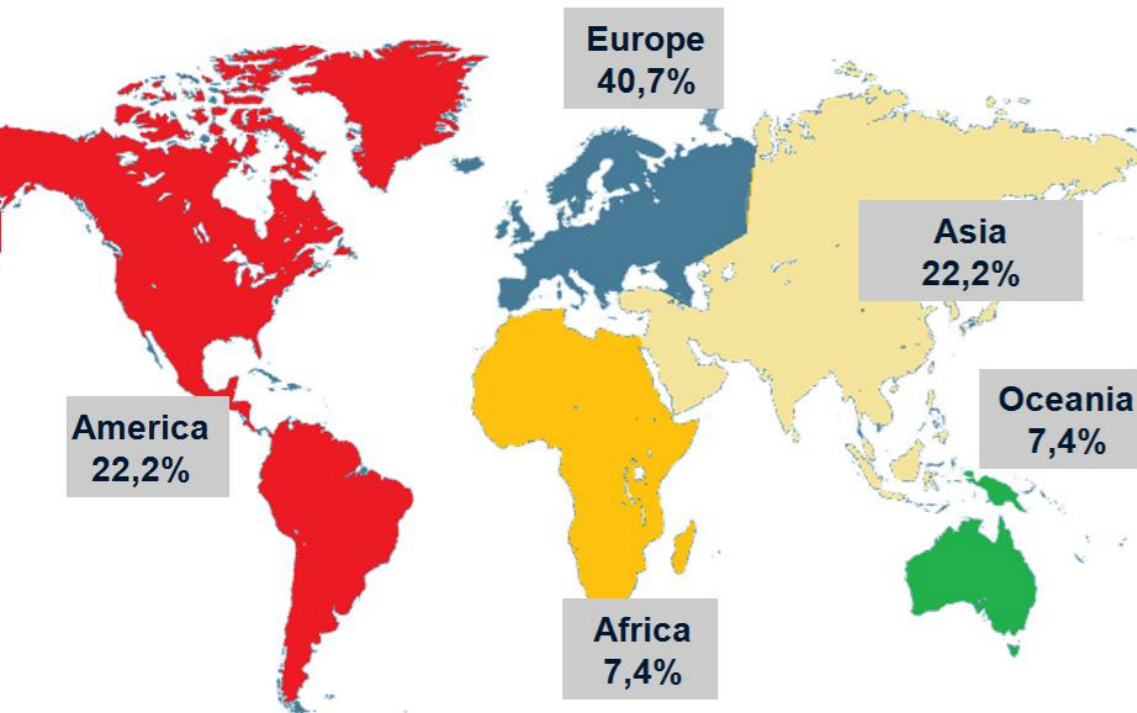
## Size



## Age



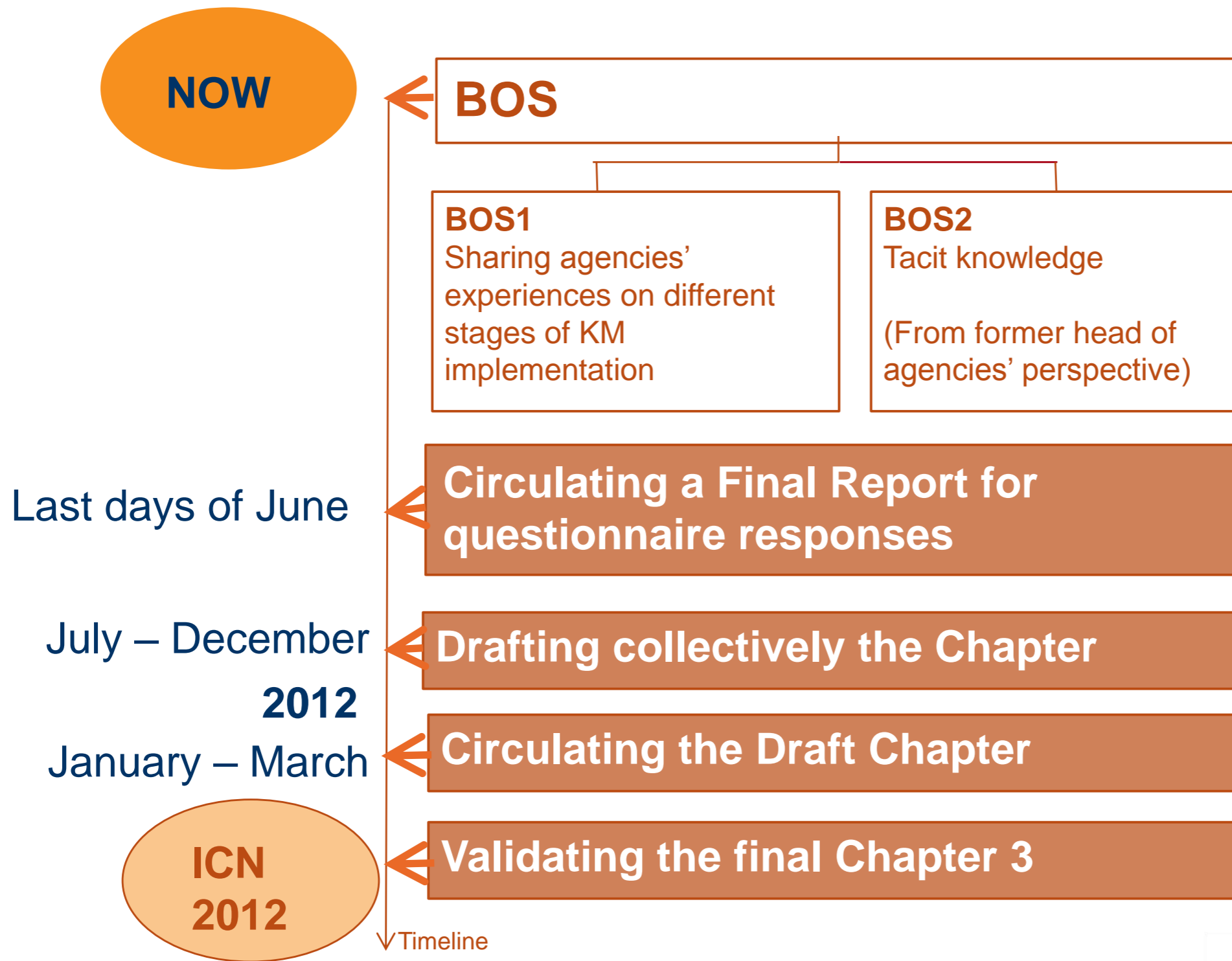
# Agencies' answers



- Australian Competition and Consumer Commission (**ACCC**)
- Brazil (Secretariat of Economic Law of the Ministry of Justice (**SDE**))
- Secretariat for Economic Monitoring of the Ministry of Finance (**SEAE**)
- Bulgarian Commission on Protection of Competition (**CPC**)
- Chile's National Economic Prosecutor's Office (**FNE**)
- Egyptian Competition Authority (**ECA**)
- European Union Directorate General for Competition (**DG-Competition**)
- French Competition Authority (**Autorité de la Concurrence**)

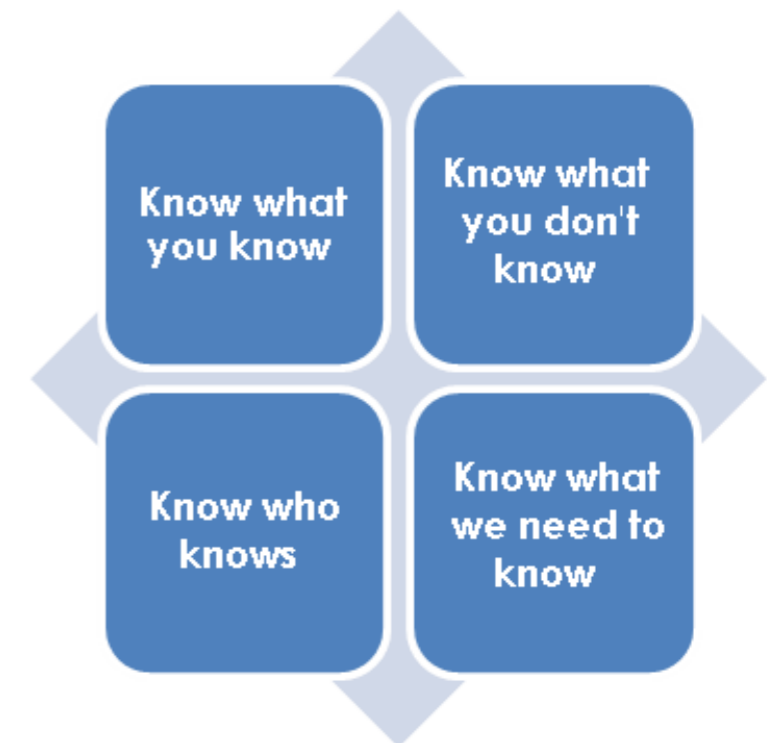
- Honduras' **Commission for the Defense and Promotion of the Competition**
- Indonesian Competition Authority (**KPPU**)
- Irish Competition Authority (**TCA**)
- Japan Fair Trade Commission (**JFTC**)
- Korean Fair Trade Commission (**KFTC**)
- Mexico's Federal Competition Commission (**CFC**)
- Netherlands Competition Authority (**NMa**)
- New Zealand's Commerce Commission (**NZCC**)
- Pakistan's Competition Commission (**CCP**)
- Poland's Office of Competition and Consumer Protection (**Urząd Ochrony Konkurencji i Konsumentów**)
- Portuguese Competition Authority (**Autoridade da Concorrência**)
- Romanian Competition Council (**Consiliul Concurenței**)
- Russia's Federal Antimonopoly Service (**FAS**)
- Singapore's Competition Commission (**CCS**)
- South Africa's Competition Commission (**CCSA**)
- Spain's Competition Commission (**CNC**)
- Swedish Competition Authority (**Konkurrensverket**)
- United Kingdom Office of Fair Trade (**OFT**)
- United States Federal Trade Commission (**FTC**)

# Next steps...



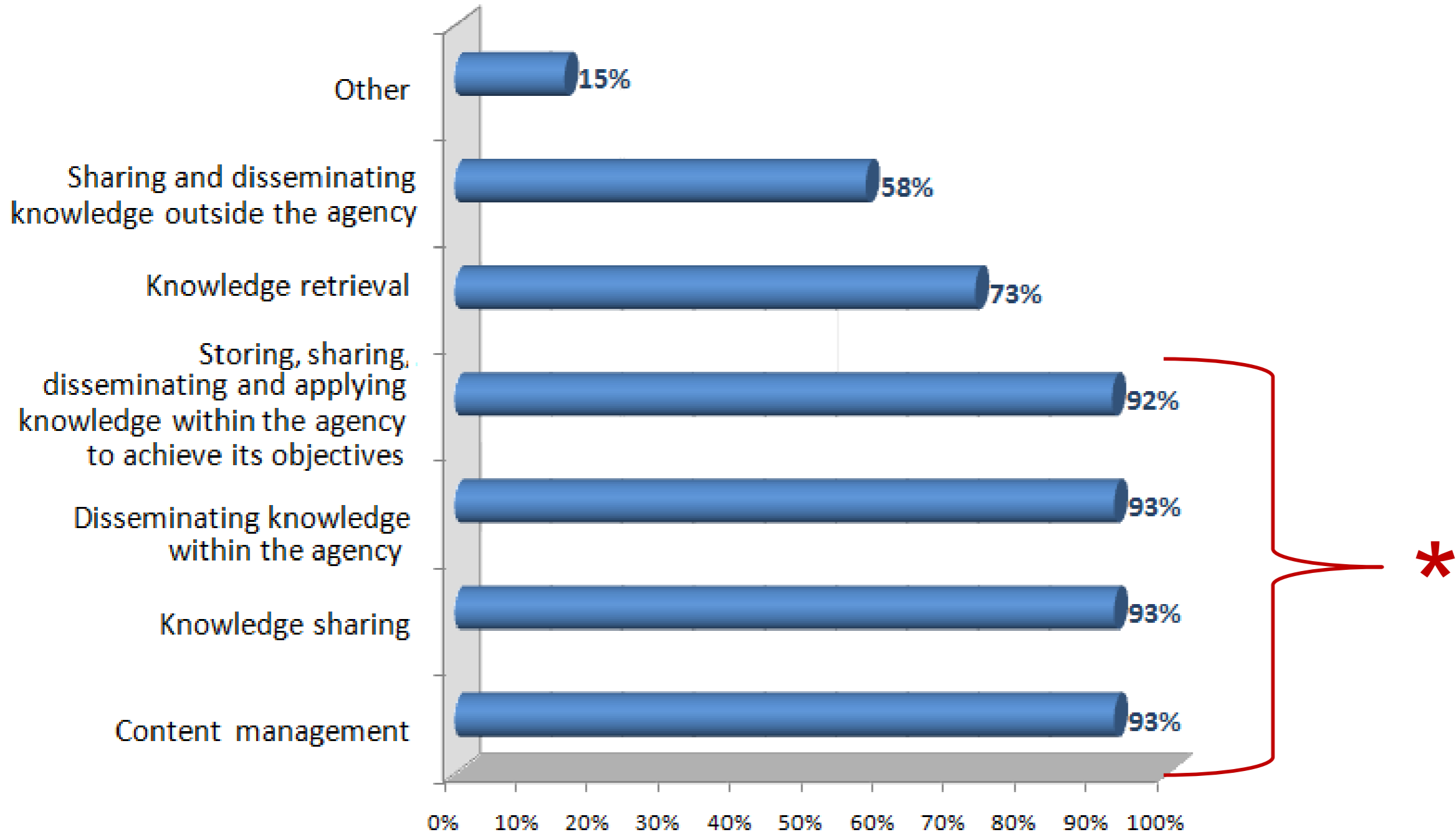
# Knowledge Management

*“Knowledge is the combination of data and information, to which is added expert opinion, skills, and experience, to result in a valuable asset, which can be used to aid decision making process.”*



# KM among ICN members

- Shared understanding of KM



# Explicit versus Tacit Knowledge

**Explicit:** *Information that has been fully, clearly and precisely expressed and is documented in standard written form for use anywhere within the organization.*

**Tacit:** *Bulk of what an individual knows, include professional insights, judgment, rules of thumb, intuition and subtle issues known only by relevant experts*

# Effective Knowledge Management

*Accomplishes the agency's objectives by structuring people, technology and knowledge contents*

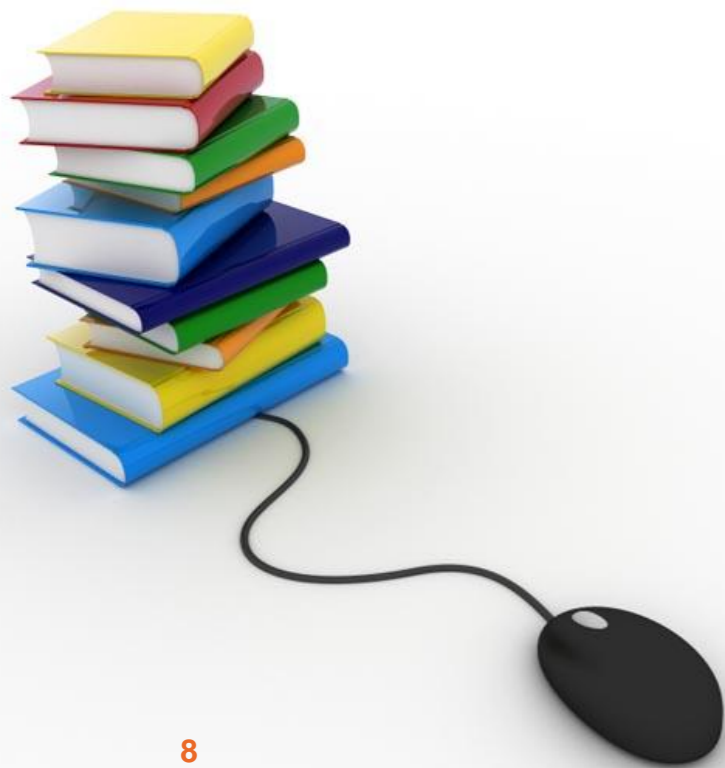
*Considers:*

- *Creation, codification, storage and dissemination of knowledge*
- *Sharing knowledge as a way to promote learning and innovation*
- *Technological tools + organizational culture and routines*



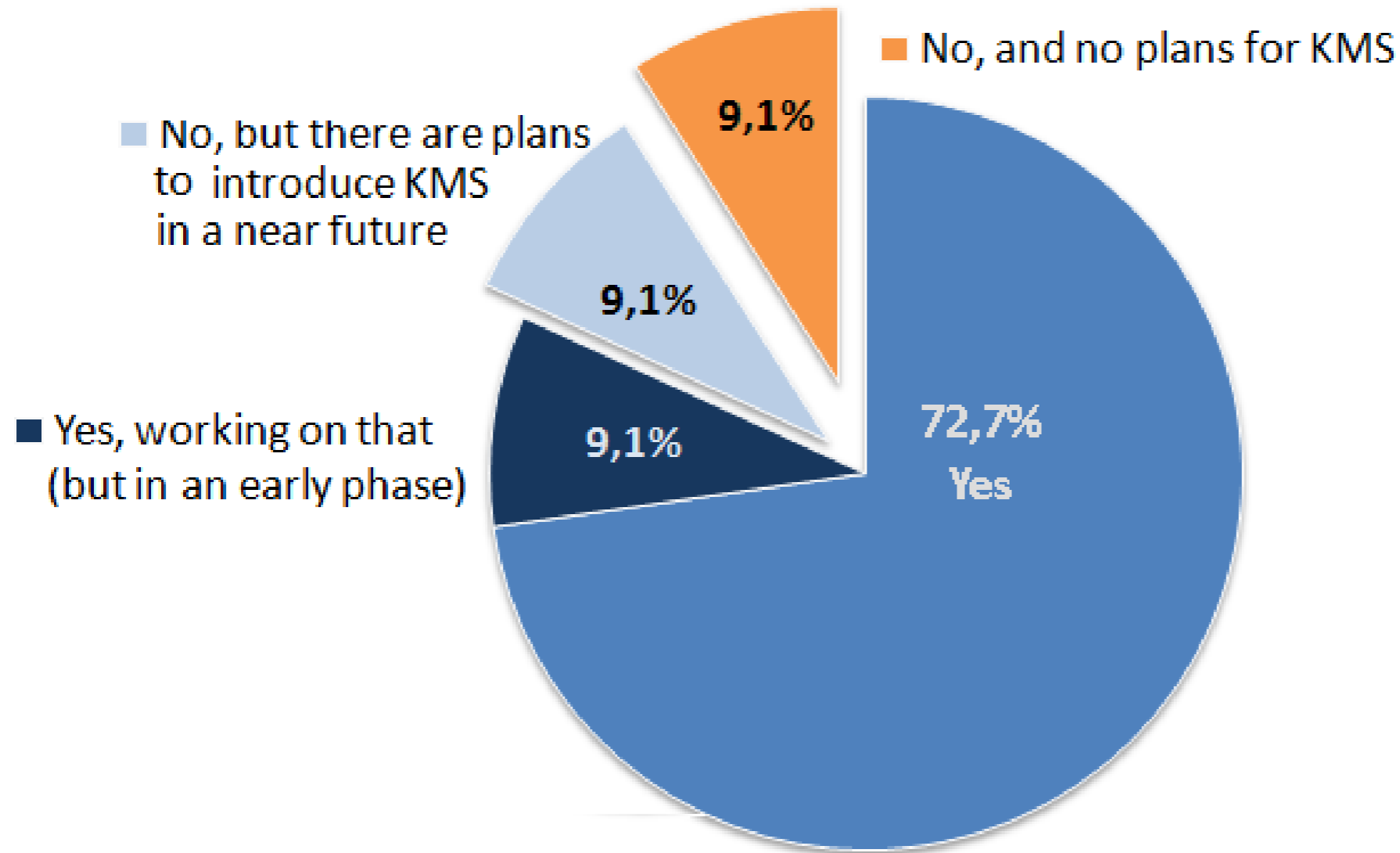
# Some KM approaches (non excluding)

- Create knowledge repositories
- Improve knowledge access
- Enhance knowledge-sharing environment (friendly culture)
- Considers a technical and organizational supporting infrastructure
- Multiple channels for knowledge transfer



# KM among ICN members

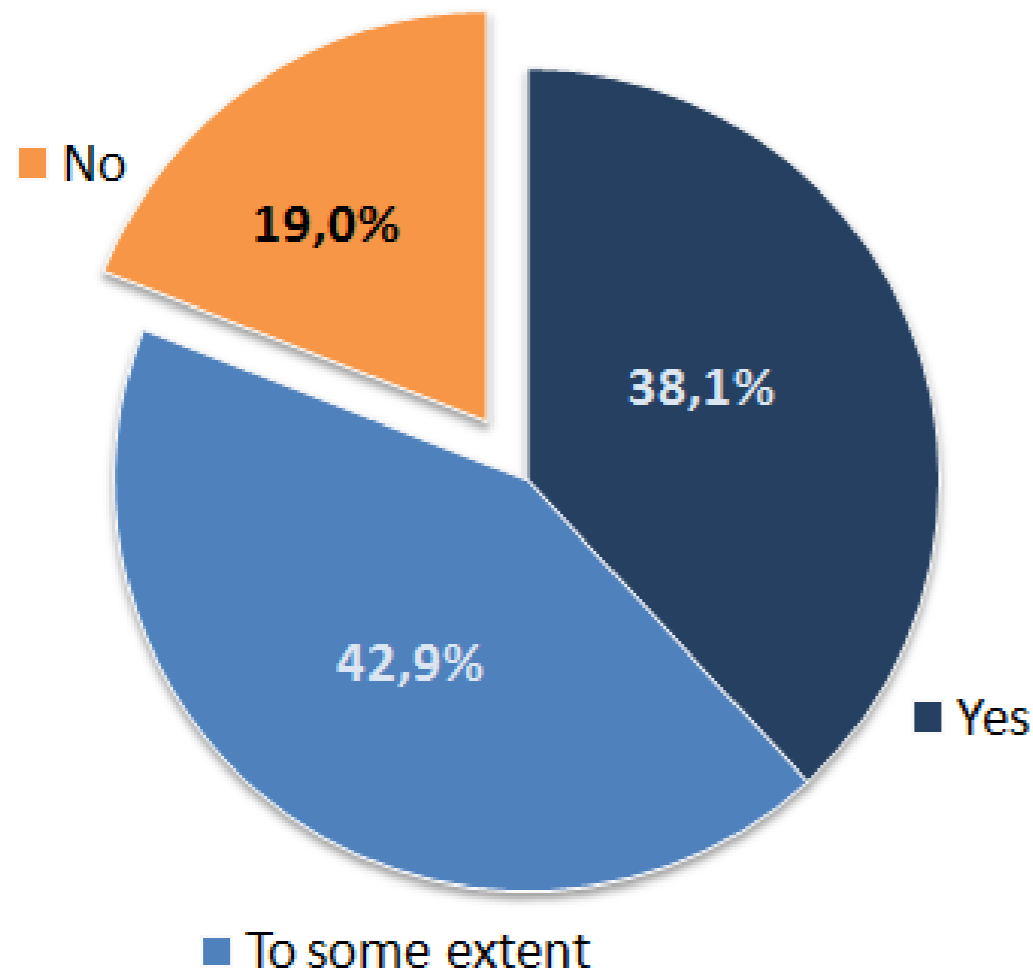
Does your agency have an organisational-wide active, ongoing KM system or elements of such a system, to preserve institutional memory for future use?



# KM among ICN members



Do you consider that your agency has an effective KM system?



**Elements which best describe why you consider your agency has an effective KM system**

**Easy access:** employees can easily consult necessary knowledge in a categorized database, just by typing-in of a search query.

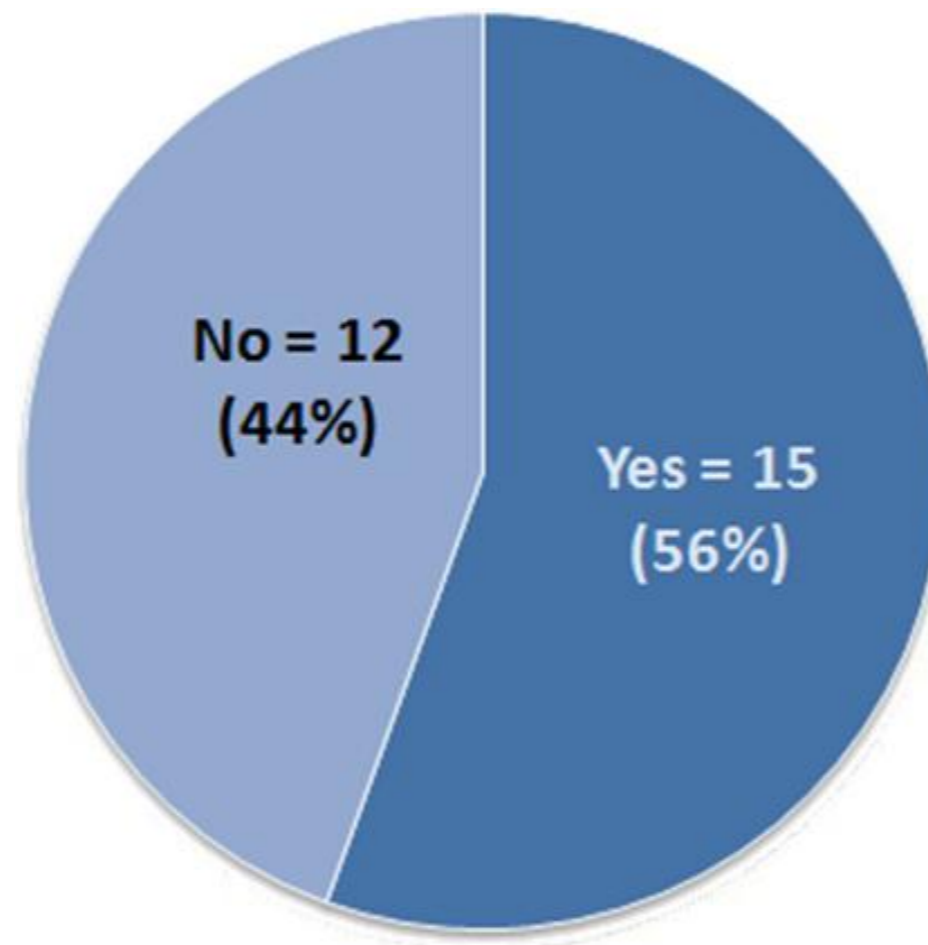
**Immediate dissemination** of new legislation, guidelines and "precedents" among the agency staff via Intranet

**Higher coordination and integration** (synergies) among the staff

**Enhance allocation of human resources and better overall results**

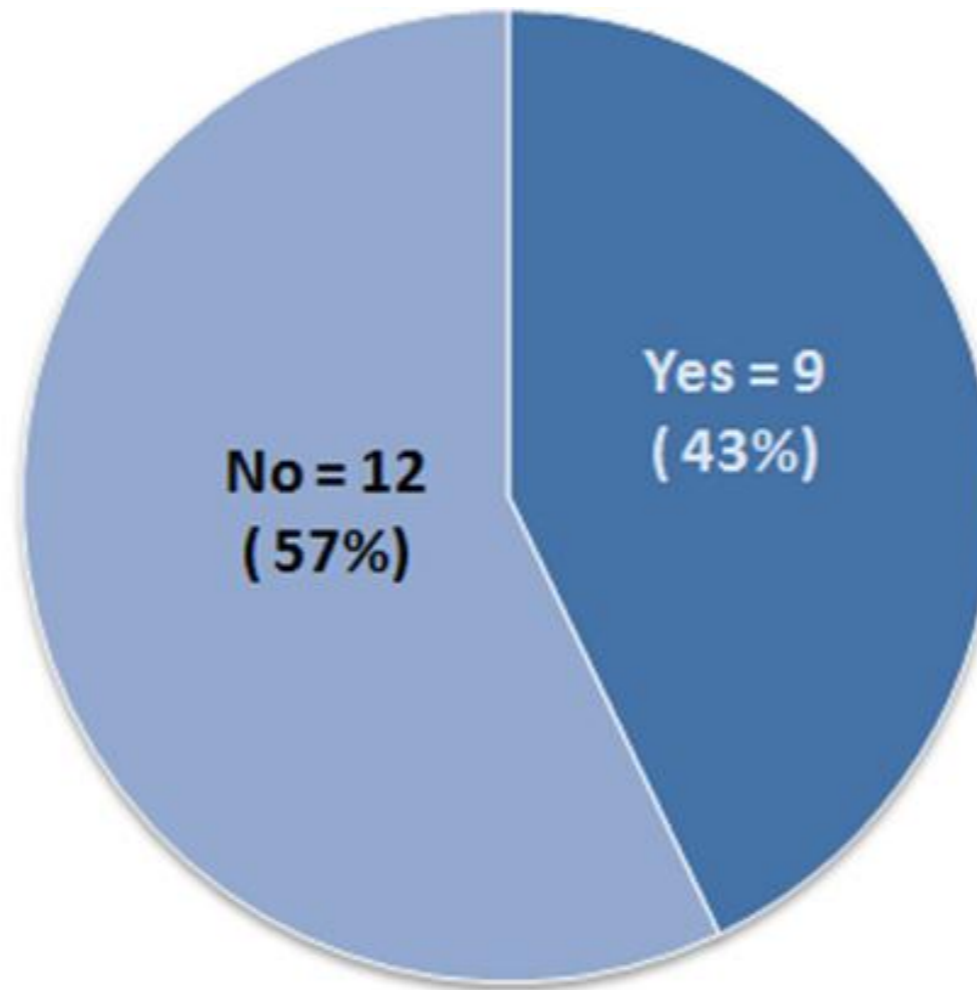
# KM among ICN members

Does your agency have a transparent strategy for KM within the organisation?



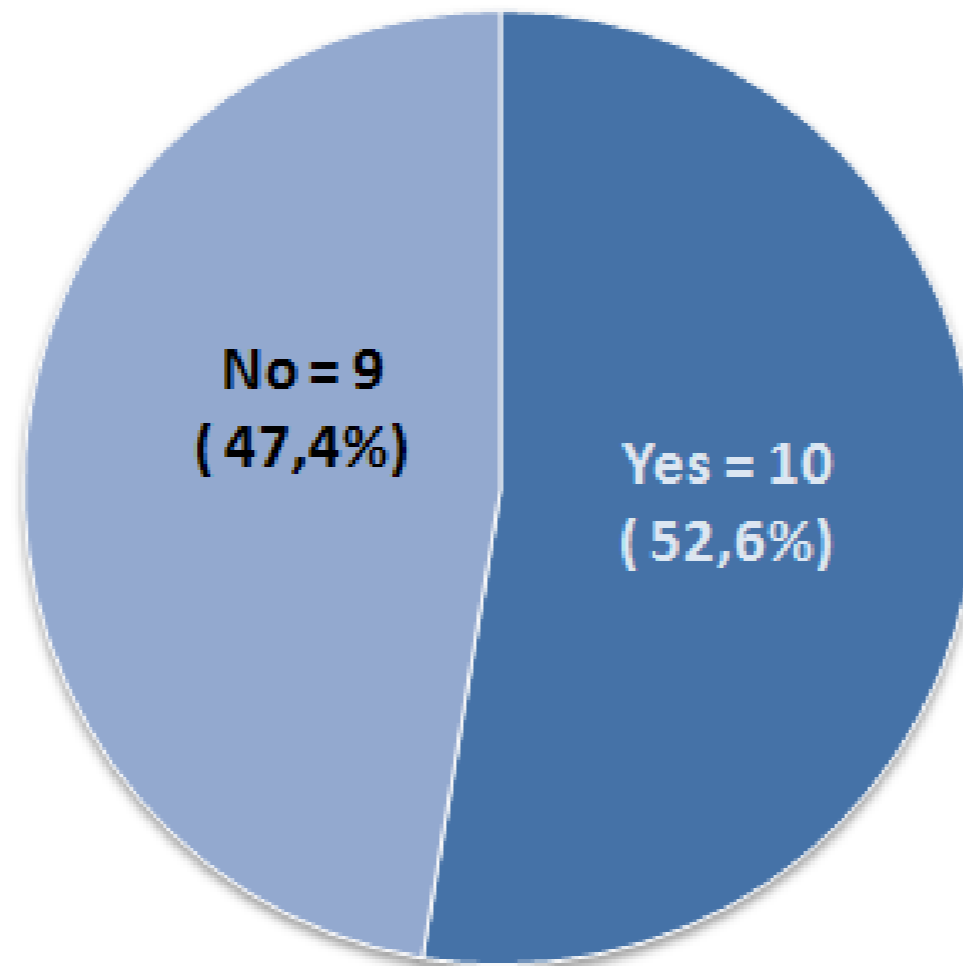
# KM among ICN members

Does your agency have a system of recognition for staff who shares their knowledge (for example rewards, competition, and internal publicity)?



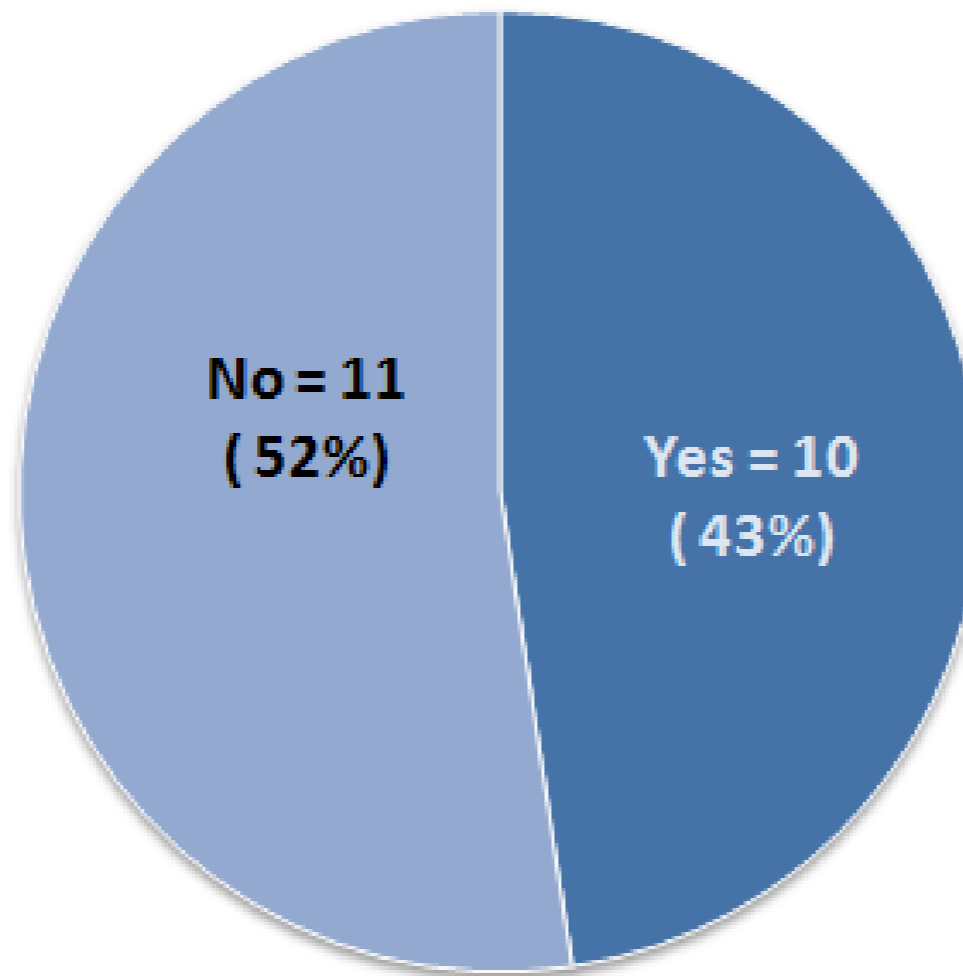
# KM among ICN members

Does your agency have a map of existing knowledge or KM data base?



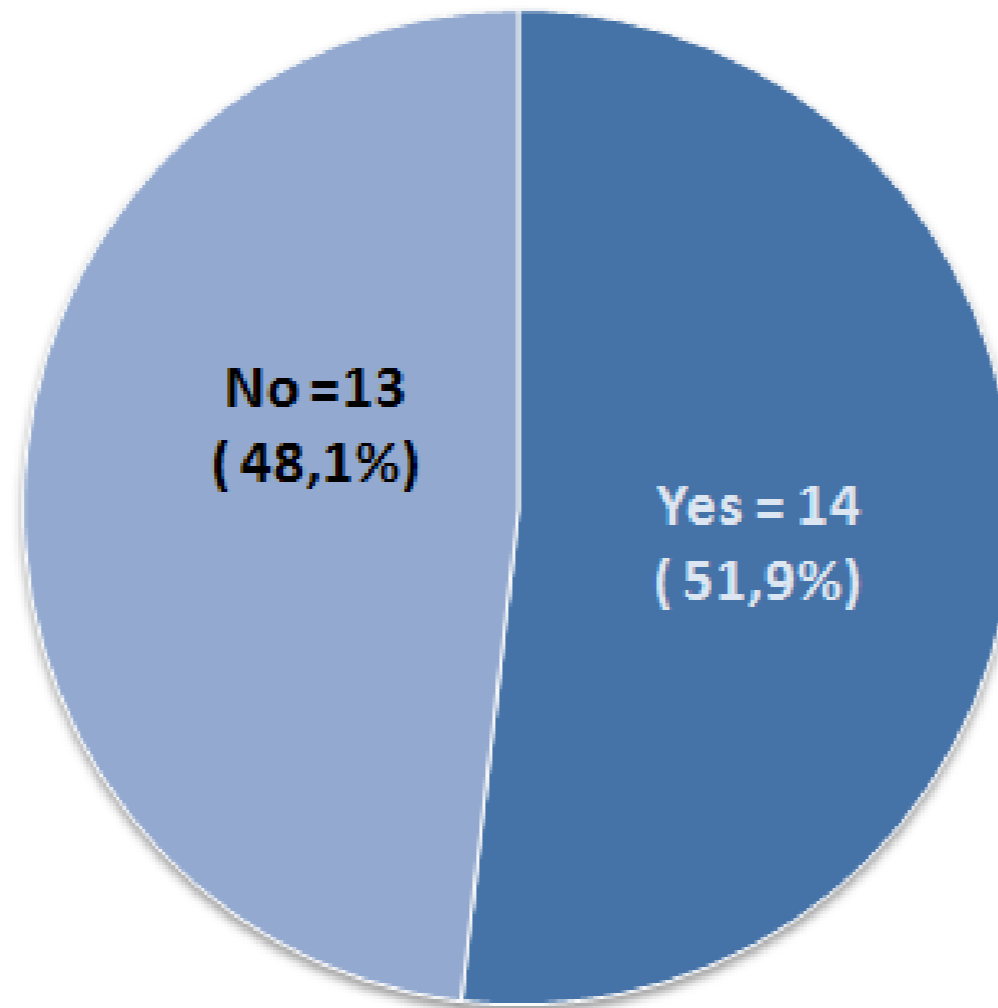
# KM among ICN members

Does your agency have written policies/procedures  
for KM system /practices?



# KM among ICN members

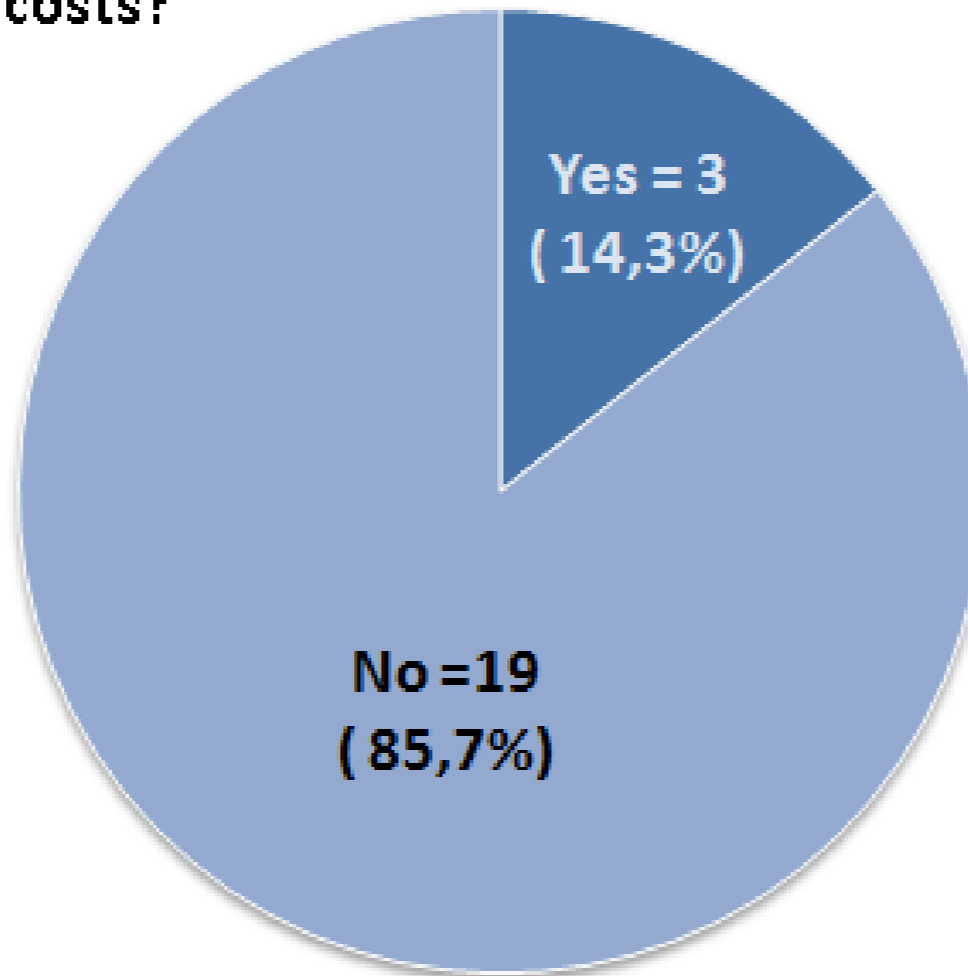
Is there an internal policy regarding the [preparation and/or dissemination of] materials prepared for participating in seminars externally or internally?





# KM among ICN members

Does your agency use any metrics to assess value-added and/or effectiveness of the KM system and KM practices, or to justify its costs?

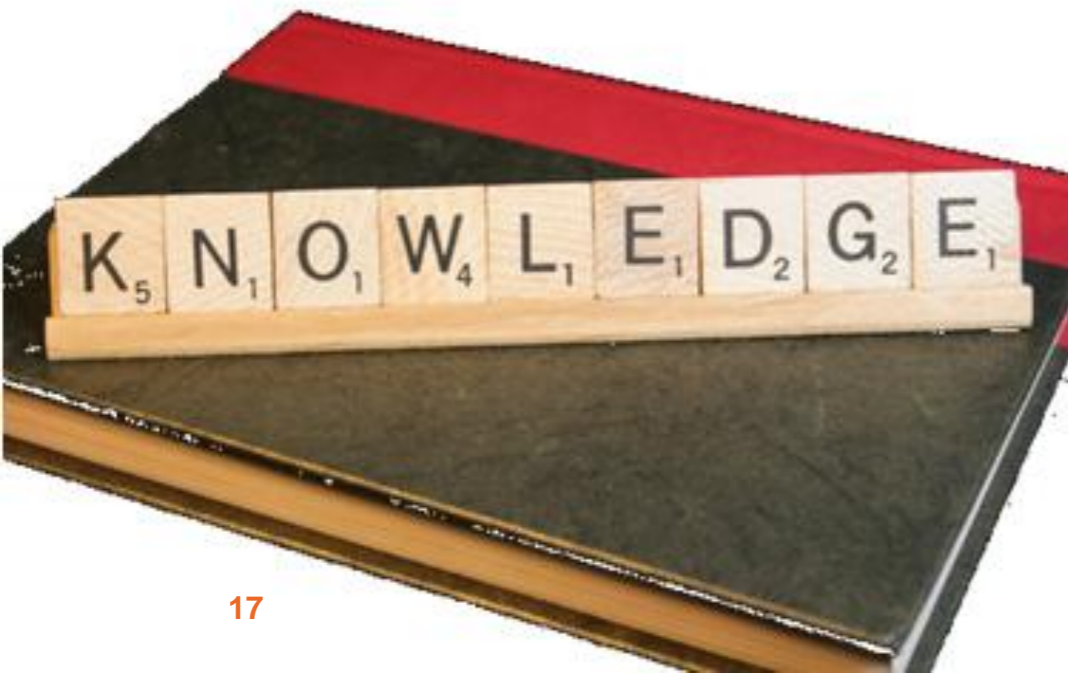


# Why it is important?

- **Better performance**
  - High standard and high quality outcomes
  - Better quality of decisions
  - Reduces knowledge shortcoming
  - Avoids potential pitfalls stemming from unrealistic assumptions

## Saves / optimises resources

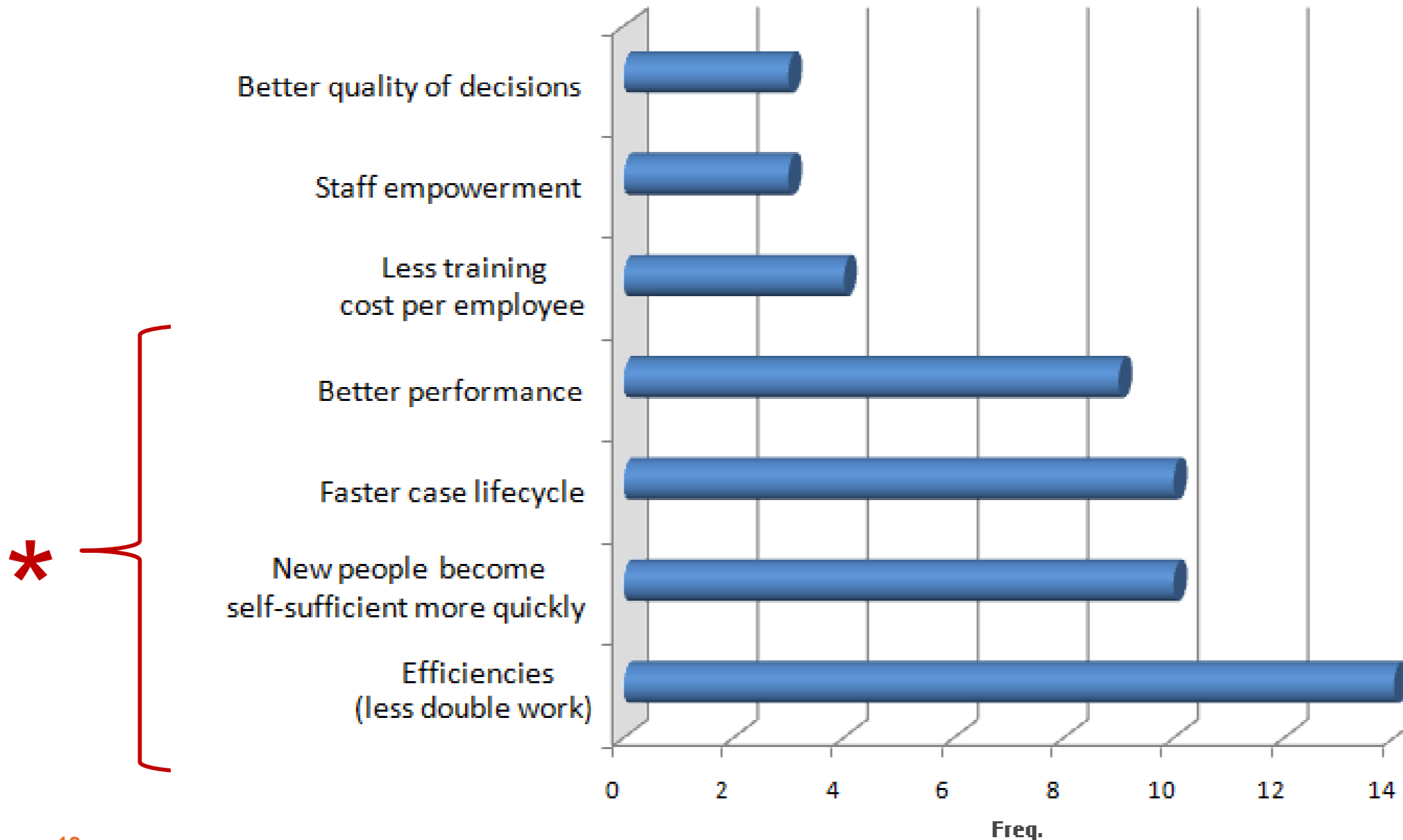
- Minimises costs of 'brain-drain'
- Efficiencies (avoiding duplicities)
- Improves staff allocation (skills-competences-experience)
- Allows defining better working teams
- Reduces time for newcomers to become self-sufficient



# KM among ICN members

- Benefits experienced or expected

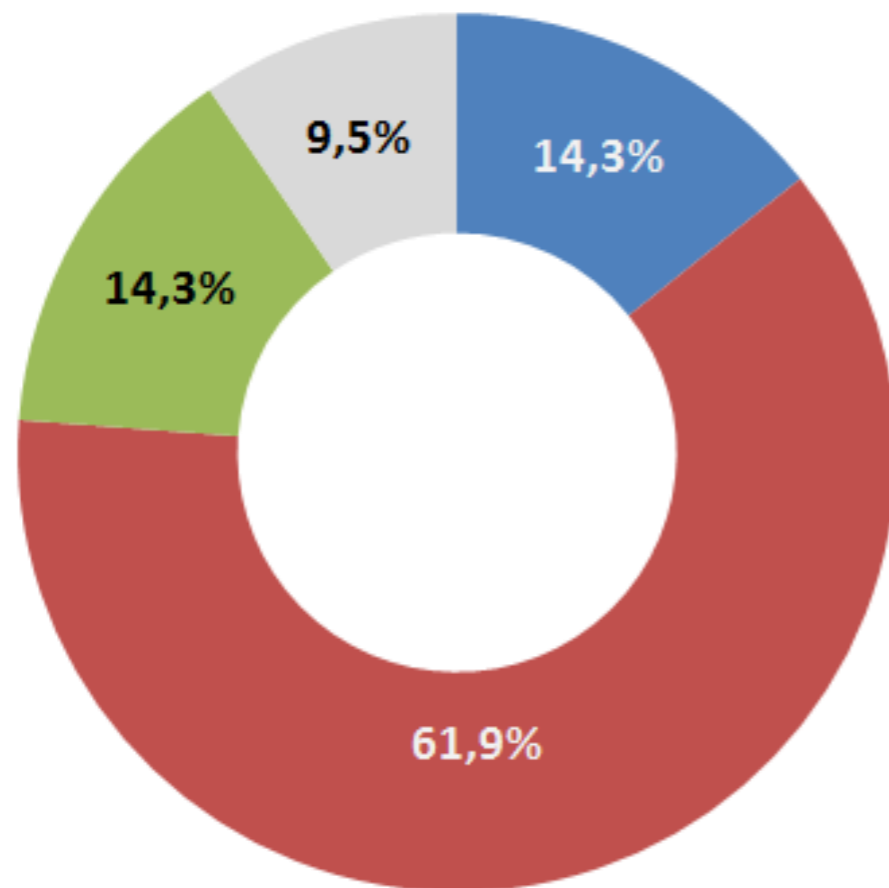
If KM system has been in place in your organisation for more than one year, what are the major returns on investment that you can see?



# KM among ICN members

- Concerning on organizational culture
  - Cultural receptivity toward KM

Overall, how would you rate your agency's cultural receptivity to KM practices?  
Is knowledge-sharing more common than knowledge-hoarding?



**76,2%** believe the staff is moving between a slight and a very high receptivity toward KM practices

- Very high receptivity
- Slightly receptive
- Indifferent
- Not very receptive



# Main challenges...?

## Technological tools

- ⑩ *Strong and reliable software*
- ⑩ *Scope of the storage: Down to earth*

## Practices and organisational culture

- ⑩ *Testing KM system application*
- ⑩ *Incentives for feeding the system*

## Tacit knowledge

- ⑩ *Retaining key public servants*

## External and internal threats

- ⑩ *Confidentiality issues*
- ⑩ *Security issues*

**Allow that each person  
excels at work,  
developing her or his  
best skills**





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