

INTERNSHIP EXPERIENCE

The best experience of internship is based on a combination of personal support, self-reliant working and the opportunity to have access to information and knowledge management systems. Opportunities that provide for interaction and sharing during internships are the points at which knowledge is created, gained and shared. In this brief, the July 2019 group of interns discussed their experiences during their internship program; they talk about the existing documents (explicit knowledge) they had access to and made use of, and the permanent transfer of knowledge from those who were more experienced than them (tacit knowledge).

They shared their experiences with the Knowledge Management Officer, while giving insight to the skills and knowledge they gained, how they applied these to their assignments and the benefits of information and knowledge sharing.

CONTRIBUTORS

BENARD ADERA

Department :Planning, Policy & Research Department

Educational Background: Bachelor of

FELIX KANYOI

Department : Enforcement & Compliance Department

Educational Background: Bachelor of Economics, CPA II

DAVID ERENG

Department : Procurement

Educational Background: Bachelor of Supply Chain Management

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Department : Human Resource and Administration

Educational Background: Bachelor of Commerce major in Human Resource

BENARD ADERA

On a normal working day, 8:00am-5:00 pm what was your role

I used to review screening papers, do dash board analysis, do data review using literature available online, do graphical analysis and preparing graphs as assigned by senior officers or the director planning. I also used to review past screening reports and, develop activity plans.

Were are you at any point working with other departments? If yes, give an example of an assignment done with the specific department.

Oh, yes. I worked on many field investigations with the Enforcement and Compliance Department to gather information about ongoing cases in order to check if there were any issues in general. I worked on three cases with the E&C department.

I also worked with the Consumer Protection Department during the world consumer rights day, where I was part of the team that went to the field to sensitize consumers about their rights and what they need to do in case they feel their rights are infringed.

As you carried out your daily assignments, which resources (hard copy and

web based) were you making reference to?

Major resource that I was using was the Competition Act 12 of 2010. I would frequently refer to the Act when doing my screening reports. I would also get hard copy books about the economics of regulation and some competition law issues from the resource center. I also used online materials as per the specific assignment given.

There are other information resources, which are located in different places, such as the Document Management System (DMS). How often were you making reference to resources available there?

I would refer to the DMS every time I was given an assignment as I got materials that assisted me in my daily assignments.

"I gained a lot of knowledge in relation to competition law and policy. An area that I barely had knowledge on at the time I joined the Authority."

I would check the DMS and try to identify a previously done assignment or document which could be almost similar to what I would be working on and borrow from it. That helped me in a delivering, in my assignments more effectively and efficiently.

How often did you make reference to the organizational policy procedures, manuals and guidelines?

I made frequent reference to the strategic plan. Every single assignment that we used to work on either directly, or indirectly, borrowed from the strategic plan. I also would once in a while refer to the ISO procedures just to understand more about ethics but not really in performing an assignment. I would refer to it to enable me understand more about the Authority.

How often did you make reference to guidelines and procedures specific to the department?

The departmental objectives are the basic pillars that our assignments were built on. So I would refer to them every single time I had an assignment. Our manager would often ask if we were aware of the departmental objectives, and if we were working towards achievement of the same. I frequently referred to these objectives so that I could internalize them and understand what exactly they were meant to achieve.

In instances where you had an assignment and you found it difficult to deliver because you lacked critical knowledge or information, what did you do (Give an example)?

During my first week at the Authority, I was given a paper on the shipping and trucking sector that had been developed in collaboration with external consultants to review and make inferences to what the department can point out.



I found it really hard to start working on this particular assignment since I still wasn't sure of the procedure to follow in terms of the paper outline that is normally used. I consulted one of the field officers who briefed me, and gave me a template of how they've always been doing the papers. He went further and elaborated to me what I'm expected to write in the paper, and what specific issues the paper should address. That is how I was able to get the critical information I needed and was therefore able to deliver on my assignment. So whenever I had an assignment that, I wasn't sure what exactly to do, I would ask the person who gave the assignment for more information or I approached, departmental, senior officers for assistance.

Which additional knowledge and skills did you gain during your period at the Authority?

I have polished my skills on data analysis and also on case analysis. On data analysis, I took part in the Milk and Cement impact assessment study and I was majorly tasked with data entry, and analysis. I also got more skills on SPSS compared to what I knew when I joined the Authority. Additionally, I never knew about case analysis and how you're supposed to analyze cases relating to restrictive trade practices and anti-trust law. So I learnt how to do case analysis and understood how one should analyze the different cases for different departments. I also learnt more about how to carry out direct data collection. Then another skill that I improved on was Interpersonal skills, over time I was able to freely interact with my colleagues from the research and other departments.

Lastly, I gained a lot of knowledge in relation to competition law and policy, an area that I barely had knowledge on at the time I joined the Authority.

Which three Colleagues would you approach when seeking advice or information on management and leadership?

During my assignments with the E&C department, Joshua would give us a lot of information on how we should carry ourselves professionally in order to climb up the professional ladder.

Arnold, provided me with a lot of insight on research work and direction on how to effectively do my assignments. I also consulted with Arthur very often.

Which colleague/s would you approach for guidance, whom you felt was a subject matter expert in your line of assignments?

Well, in terms of expertise, I could frequently approach Arthur to ask about research and data analysis. I also consulted with other officers but mainly on Research and Data analysis I would more often approach Arthur.

Which colleagues would you go to when seeking advice/information on institutional and historical knowledge of the authority?

During assignments which required us to go to the field, I would interact with Mr. Githaka and most of the times he would provide us with a lot of historical knowledge about the Authority by virtue of having there for a while.

Mr. Feisal also provided us with a lot of information of how the Authority has grown in terms of work processes and the technical responsibilities taking place.

What constraints have you faced in being able to access information or knowledge?

I don't really think I had any constrain. Whenever I needed information from a specific area, I could easily get the assistance I needed.

What about sharing with the other colleagues the knowledge or information and skills you gained during your stay at the Authority?

I did not face any constraints in sharing what I knew. Whenever I felt I knew something that I needed to share, I could easily share it with the person I felt the information could assist.

Which information or knowledge do you think you needed to have that would enable you to do your job better? This could be in form of administrative knowledge, policies, procedures or interpersonal skills

I didn't experience any challenges that made my work, or rather my output difficult. I easily had access to information and materials I needed, hence I was adequately equipped.

Which suggestions would you give to encourage the flow of knowledge and information within the PPR department?

My suggestion is that it's really imperative that whenever different officers are working on an assignment or a study, then it's good that the other officers who are not part of that specific assignment, be aware of what other officers are working on.



Which training and development or knowledge exchange session did you find helpful and enjoyable?

The training we had in September 2019 on competition law and policy gave me more insight towards performing my duties at CAK. I got more understanding about the competition law, and issues around market regulation. The plenary sessions enabled me get additional knowledge from officers who were sharing during the sessions and the information I got played a big part in the delivery of my assignments.

What training and development would you have liked to get while at the Authority and what effect would it have had on your work?

Training on data analysis. I think if we at the department had been trained on data analysis and a specific tool of data analysis, then it could have made our work easier than it was. So, training on data analysis on a specific package for example SPSS, or deeper training on excel would have been ideal.

What suggestions do have on how the KM unit can gather and make better use of the knowledge of employees?

The KM unit is so far on the right track, what needs to be emphasized on is having the senior officers that have been at the Authority for long to give more information to the trainees. To provide Interns, YPs and young officers more information on competition law and policy. Hence creating avenues where information from senior officers can be easily tapped to assist the younger officers.

Parting Shot

I would like to commend the Authority for creating a good learning environment for me where I was tasked with assignments similar to the other officers and this enable me learn and gain additional skills. I also received great coaching and mentorship from the officers within the PPR department and other departments with whom I had interactions.



FELIX KANYOI

On a normal working day, 8:00am-5:00 pm what was your role

My duties involved activities that deal with restrictive trade practices, carrying out screening studies in the private security industry. I would also work on compliances, or cases on abuse of dominance.

Which resources (hard copy and web based) would you refer to when looking for information to enable you perform your assignments?

I would refer to the old cases that were done on Restrictive Trade Practices specifically on abuse of dominance, either compliances or cartels or screenings. I would look at how these were previously done and learn from that. The competition Act also gave me a lot of guidance on jurisdiction matters. The Act enabled me understand what to do, what we were screening on and which law we were basing the screening on. I also used to refer to the online OECD guidelines especially on bid rigging. Physical cases also being done by the Authority equally provided me with a lot of insight. I have been accessing materials from the resource center and have found useful materials on RTPs, I also used to go through the daily newspapers just to get information on current happenings

in the market and see how we can initiate cases in the department. The newspapers are a good form of surveillance where you can see someone whistle blow on certain areas or markets that have anticompetitive practices.

There are other information resources, which are located in different places, such as the Document Management System (DMS). How often were you making reference to resources available there?

I frequently interacted with the DMS and actually the CMS as well. And there's quite a lot of information in the DMS as this is the key storage area for documents. I would refer to the DMS to find previously done cases and use them as reference points for my case assignments.

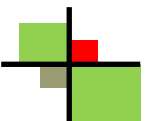
How often did you make reference to the organizational policy procedures, manuals and guidelines?

I have gone through the Human Resource Manual to get an understanding of how staff should conduct themselves in the Authority. I have also looked at the service charter and this enabled me get direction on how to deal with the external stakeholders and the timelines expected. The ISO guidelines were equally helpful in ensuring that the procedures we followed were up to standard.

In instances where you had an assignment

and you found it difficult to deliver because you lacked critical knowledge or information, what did you do (Give an example)?

Learning is a process and at the points where I did not know what to do, I would first approach the senior officers and seek further help and direction before I sought assistance from the principal or the manager. I was working on a case in bid rigging, we were doing a screening study on companies procuring electricity poles to the Rural Electrification Authority. We needed clarification and guidance on how we would evoke section 34 of the competition act that entailed informing parties on the decision we had reached based on the findings of the case. I did not know how to send out notices of proposed decisions. I therefore reached out to one of the senior officers who directed me to the DMS and instructed me review a previous matter that had been done by the department. Through his assistance I was able to get the right information and I was able to deliver on my assignment.



Which additional knowledge and skills did you gain during your period at the Authority?

The greatest skill I got was on doing investigations. I have learnt how to gather information on RTPs. I had analytical skills but only in theory but I have now been able to put that in practice particularly from the cases I have been working on, on abuse of dominance, rtps and bid rigging. I also improved on my communication skills and I have become more eloquent than before. In a nutshell I have gained analytical, investigation, teamwork and communication skills.

Which three Colleagues would you approach when seeking advice or information on management and leadership?

Mr. Mokaya provided a good mentorship platform and I learnt a lot from him in terms of management. When seeking for professional advice I would approach Mr. Nyagol and I found him very resourceful. Mr. Hesbon also provided me with a lot of insight to deal with cases so I would equally reach out to him when seeking guidance. He also showed me how to properly do external correspondences.

Which colleague/s would you approach for guidance, whom you felt was a subject matter expert in your line of assignments?

Subject matter experts I would frequently approach in the department were Mr. Mokaya and Mr. Nyagol. They possessed a lot of knowledge on matters enforcement and compliance and I would easily get information from them. I would also approach the other

officers in the department once in a while.

Which colleagues would you go to when seeking advice/information on institutional and historical knowledge of the authority?

Mr. Nyagol took me through the induction process and I realized he had a lot of knowledge about the institution from the moment it used to be monopolies and pricing and I found him quite resourceful whenever I sought knowledge about the institutions history and the cases that had been handled from there before. Through him I got to learn of cases that were handled even before I joined the university.

What constraints have you faced in accessing information or knowledge?

I did not face any constraint in accessing information since materials were centrally located on the DMS and in departmental files.

What about sharing with the other colleagues the knowledge or information and skills you gained during your stay at the Authority?

The department provided a platform where we would freely give our opinions during departmental meetings and this made it easy for me to share my knowledge and at the same time also learn from my colleagues.

In your opinion, which critical knowledge do you think was at risk of being lost within the research department

I don't think the department stands a risk of losing any knowledge since information re-

sources are properly stored in the DMS, shared folders, files and can even be accessed through emails.

Which information or knowledge do you think you needed to have that would enable you to do your job better? This could be in form of administrative knowledge, policies, procedures or skills

At the beginning of the program I did not master the policies and procedures of the department yet these were critical aspects that would guide my assignments. I had to approach a senior officer to take me through these and was eventually able to cope. These policies and procedures are quite comprehensive hence one needs to go through them keenly.

Which suggestions would you give to encourage the flow of knowledge and information within the E&C department?

To encourage the flow of information and knowledge, I would propose that every three or four months into the program, the department could organize for an officer to once again take us through the procedures and policies since they were so many and really needed one to familiarize with them well. It is difficult to take in everything at once and considering the duration of the program hence there is need for guidance on this



Which training and development or knowledge exchange session did you find helpful and enjoyable?

The plenary sessions have been really helpful since I gained a lot of knowledge that assisted me in my assignments.

I particularly remember the plenary on digital markets and algorithms. I had been working on a case which was focusing on digital markets and after this plenary session, I got clear direction on how to go about Shell market definition and how algorithms affect competition in the market and was thereafter able to deliver on my assignment.

In my first month, I also attended a plenary where an officer from the Consumer protection department was discussing on consumer issues and from that I understood the role of that department. I also attended a training on law and economics which was organized by the Authority. From this, I got to understand about law and economics in the field of competition. I have also attended online trainings GSMA to be precise, these are certified online courses and the knowledge I received was equally helpful in my assignments.

What training and development would you have liked to get while at the Authority and what effect would it have had on your work?

I would recommend a course that deals with competition in the digital economy. I feel that I would have performed better if I had skills on how to investigate anti-competitive practices in

the digital market. The world is currently edging towards the digital economy hence this is a necessary skill.

What suggestions do have on how the KM unit can gather and make better use of the knowledge of employees?

The KM unit can task team members to develop papers in different fields in the competition area and specifically on restrictive trade practices and share their findings during plenary sessions.

Parting Shot

"I would like to thank the Authority for the opportunity I was given. It has been of a great impact to my career. I gained a lot of knowledge on matters competition and also in my profession".



DAVID ERENG

On a normal working day, 8:00am-5:00 pm what was your role

I would normally prepare quarterly reports, raise local purchase orders for any order made for the Authority and prepare requests for quotations and proposals when the need arises. I also evaluated tenders with the help of the tender evaluation committee. I would once in a while do stock taking and prepare invoices then forward them to the finance department for payments.

As you carried out your daily assignments, which resources (hard copy and web based) were you making reference to?

I frequently made reference to the public procurement and asset regulatory act, 2015 every time the department was doing a procurement. I also made reference to the tender form for request for proposal which would provide me with a highlight of everything that was required whenever we were beginning a tender process. I would simply select the part I needed and insert the necessary information concerning a different tender or petition.

There are other information resources, which are located in different places, such as the Document Management System (DMS) or the resource center. How often were you making

reference to resources available there during your assignments?

I never really used any materials from the DMS or the resource center since I would get adequate resources from the department or from online sources. My main interaction based on the activities of the department was with the Enterprise Resource Planning system. I would therefore use the ERP on a daily basis because staff would make orders daily and also use it frequently to process purchase requisitions.

How often did you make reference to guidelines and procedures specific to the department?

The department has a work plan which states the quality objectives. Hence I referred to the departmental work plan quite often in order to perform my assignments as required.

In instances where you had an assignment and you found it difficult to deliver because you lacked critical knowledge or information, what did you do (Give an example)?

There is a day I was given a task on the ERP and I wasn't very familiar yet with the system. I was asked to raise an order by my supervisor who then left for an external engagement. It took me quite some time trying to find my way through the system and I was initially afraid to seek for help from the departmental manager. After a

period of struggle, I gathered courage and sought for help from the manager and he gave me the assistance I needed. This gave me confidence to be approaching my supervisors anytime I needed direction.

Which additional knowledge and skills did you gain during your period at the Authority?

I initially had theoretical knowledge about the ERP but from my stay at the Authority, I have gained practical skills on how to use the software. I also gained negotiation skills which were as a result of attending some negotiations with our service providers.

Were you at any point working with other departments? If yes, give an example of an assignment done with the specific department.

Whenever we would raise a purchase order, the finance department would be involved since they needed to make payments. Any inquiries from our suppliers on payments we would also follow up and consult with the finance department to follow up.

Which three Colleagues would you approach when seeking advice or information on management and leadership?

I would frequently approach Mr. Eric, Mr. Masinde and Ms. Faith



Which colleague/s would you approach for guidance, whom you felt was a subject matter expert in your line of assignments?

I would normally reach out to Mr. Chesaina.

Which colleagues would you go to when seeking advice/information on institutional and historical knowledge of the authority?

Mr. Masinde had quite some historical knowledge about the Authority. I would therefore reach out to him when seeking such information.

What constraints have you faced in being able to access information or knowledge?

I used to get difficulty in accessing a tender that was previously done. I would normally spend a lot of time trying to locate the document especially if it has been stored amongst a number of other materials. This would in the end slow down my work as I would spend quite an amount of time just trying to locate and retrieve the document.

In your opinion, which critical knowledge or information do you think was at risk of being lost within the supply chain department?

I think that there should be structures in place to enable proper storage of tender documents. The tender documents received are quite bulky and the storage space at the store is becoming inadequate. It is also important to ensure the security of the documents to mitigate against loss. Hence I think tender documents are at risk.

Which information or knowledge do you think you needed to have that would enable you to do your job better? This could be in form of administrative knowledge, policies, procedures or interpersonal skills

My communication skills are not that good, hence I may have needed to improve on that as I feel it may have given me a better advantage at communicating with suppliers or even negotiating contracts.

Which suggestions would you give to encourage the flow of knowledge and information within the supply chain department?

My recommendation is that new interns be properly trained at the beginning of their stay on how to use the ERP. This will greatly assist them in performing their work independently without having to consistently rely on colleagues for help.

Which training and development or knowledge exchange session did you find helpful and enjoyable?

I attended a training on bid rigging and gathering where I learned a lot on how cartels maneuver in rigging bids. This was very helpful as I was thereafter able to properly analyze the quotations we received.

Parting Shot

"I enjoyed my experience at the Authority and more so with my colleagues at the department. I was particularly impressed by the high level of integrity displayed by staff".



KELVIN ASALIKHA

On a normal working day, 8:00am-5:00 pm what was your role

My stay at the Authority has been a daily learning process. I would oversee and attend to the daily operations to ensure that processes are running without interruptions. I responded to employee requests and correspondences such as managing leave, collecting employee information, supervision of outsourced services such as security and cleaning services and any other duties assigned to me.

As you carried out your daily assignments, which resources (hard copy and web based) were you making reference to?

My main resource and point of reference were the colleagues in my department. Most of the colleagues in the department had historical information and knowledge by virtue of being at the Authority longer and having more experience. I majorly got information and guidance from them. I also used human resource files which were stored at the department.

There are other information resources, which are located in different places, such as the Document Management System (DMS). How often were you making reference to resources available there?

I did not use or get access to any resources on

the DMS since I didn't have rights to the system.

How often did you make reference to the organizational policy procedures, manuals and guidelines?

I did not make frequent reference to them. I only referred to them on instances where I would be asked to.

How often did you make reference to guidelines and procedures specific to the department?

These usually guided my daily activities especially when the department was handling matters regarding recruitment hence I made reference to these documents very often.

In instances where you had an assignment and you found it difficult to deliver because you lacked critical knowledge or information, what did you do (Give an example)?

On several occasions I found myself with a difficult assignment, I however consulted my colleagues who always gave me direction. An example is during my initial days at the Authority, I had to make transport reservations for staff, I wasn't yet conversant with the procedure and I had to consult. I later learnt that guidelines for the reservation process have been documented and it's not just a casual process. Once I was provided with the documentation I didn't have a challenge again.

Which additional knowledge and skills did you gain during your period at the Authority?

The number one skill I gained is supervision. I learnt how to supervise staff who were outsourced to provide cleaning and security services. I had joined the Authority with no idea or experience on how to supervise staff. Secondly, I got deeper knowledge on how to carry the recruitment process. I was involved in the recruitment process within two months of joining the Authority, it's a difficult process but I became better as time went by.

Which three Colleagues would you approach when seeking advice or information on management and leadership?

I would go to Mr. Eric Mwangi he has been of assistance frequently especially on matters leadership. Mr. Irungu and Ms. Marete also gave me a lot of insight on management matters. They have given me a lot of guidance and made my learning process efficient.

Which colleague/s would you approach for guidance, whom you felt was a subject matter expert in your line of assignments?

That would definitely be Mr. Irungu



Which colleagues would you go to when seeking advice/information on institutional and historical knowledge of the authority?

Mr. Hesbon Likhaya has been at the Authority for quite a while and he holds quite a wealth of knowledge about the institution and the procedures in place. He most certainly is the person I would go to for historical knowledge

What constraints have you faced in being able to access information or knowledge?

I haven't faced any challenges in accessing knowledge my colleagues have been free in giving me the, the information that I required. Resources from the department were also easily accessible.

In your opinion, which critical knowledge do you think was at risk of being lost within the human resource department?

I have not identified any critical knowledge that may be at risk of loss.

Which information or knowledge do you think you needed to have that would enable you to do your job better? This could be in form of administrative knowledge, policies, procedures or interpersonal skills

I did not get to properly familiarize myself with all the policies and procedures due to limited time. I think getting to properly internalize these would have given me a better platform as I carried out my assignments.

Which suggestions would you give to encourage the flow of knowledge and information within the

HR department?

The processes of information access and knowledge sharing within the department is well in order hence I don't have any additional suggestions.

Which training and development or knowledge exchange session did you find helpful and enjoyable?

I attend a training on Labor law in February this year. The training gave me a good sense of direction on how to be a good human resource practitioners practitioner by virtue of having knowledge of the labor laws.

What training and development would you have liked to get while at the Authority and what effect would it have had on your work?

I have loved to be trained on employee performance management since this is a key element of human resource activities.

What suggestions do have on how the KM unit can gather and make better use of the knowledge of employees?

I would propose that the exit interview physical forms be made accessible to all staff from the resource center. Staff would be able to access the forms and get to know recommendations given for improvement of the processes at the Authority so that they can also work towards implementing the same.

Parting Shot

I appreciate the Authority for the opportunity. I have learnt a lot on HR processes and procedures and it has been quite an enjoyable process.

