



Trends in
Telecommunication
Reform 2002
Effective Regulation

**Chapter 7:
STAFFING**

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The views expressed in this presentation are those of the author and do not necessarily reflect the opinions of the ITU or its membership. The author can be contacted at doreen.bogdan@itu.int.

Organization and Staffing Aspects

- Internal organization
- Appointment and removal of leadership
- Collegial bodies- Individual Regulators
- Staff
 - Recruitment
 - Remuneration
 - Retention
 - Training
 - Outsourcing

General Observations

- ☀ Multi-disciplinary skills are required for regulatory decision-making**
- ☀ Adopting flexible structures to adapt to the changing telecommunication environment**
- ☀ Consideration of outsourcing specific functions**
- ☀ Extensive mandates may require prioritizing**

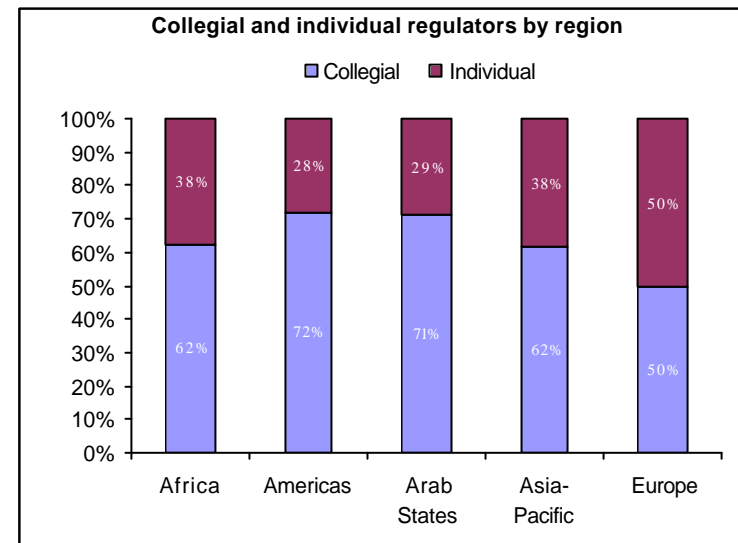
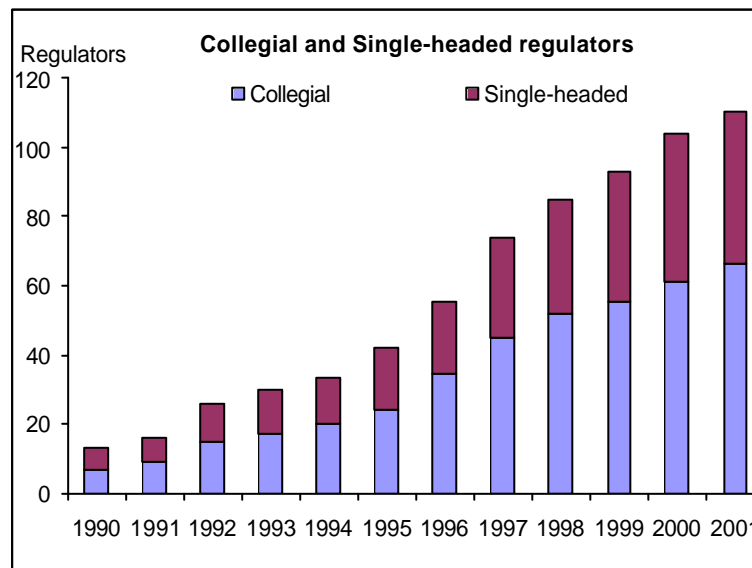
Internal organization

Functional	VS	Industry-based
enforcement consumer information media relations licensing merger and acquisition international relations		fixed-line telephony terrestrial wireless broadcasting cable public services private services

Types of Leadership Structure

➤ The Individual Regulator

➤ The Collegial Body



Senior Leadership

- Appointment
- Removal from office
- Qualifications
- Terms of office

Staffing issues ALL regulators face:

➔ Finding,

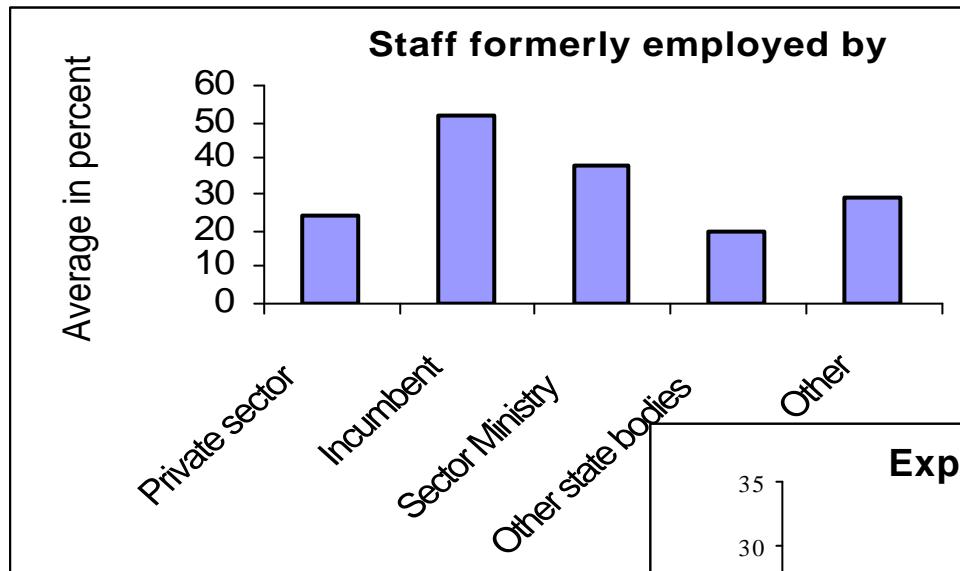
funding and

retaining professional staff

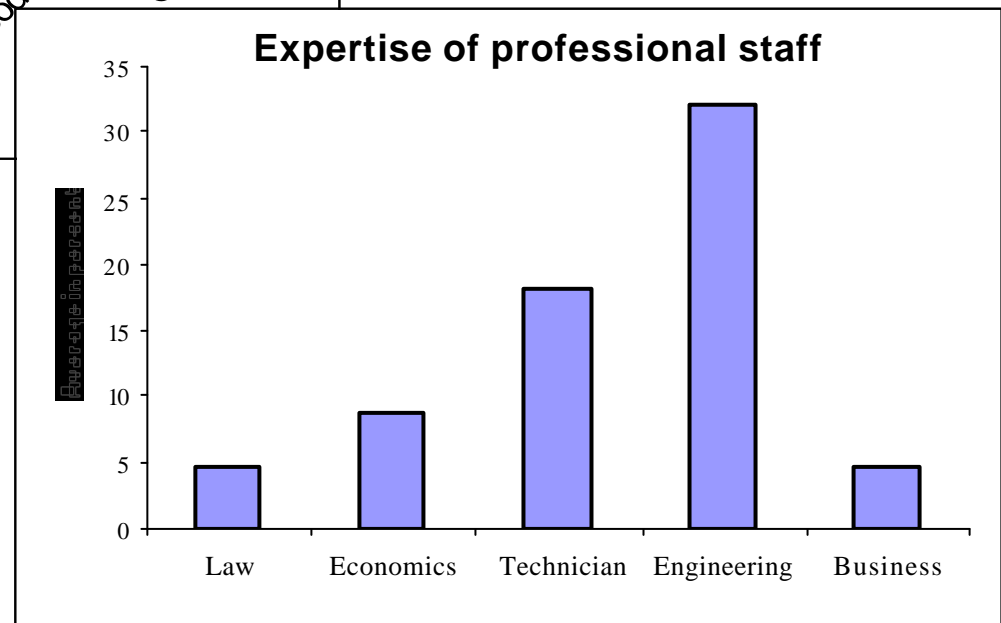


Staff Profiles

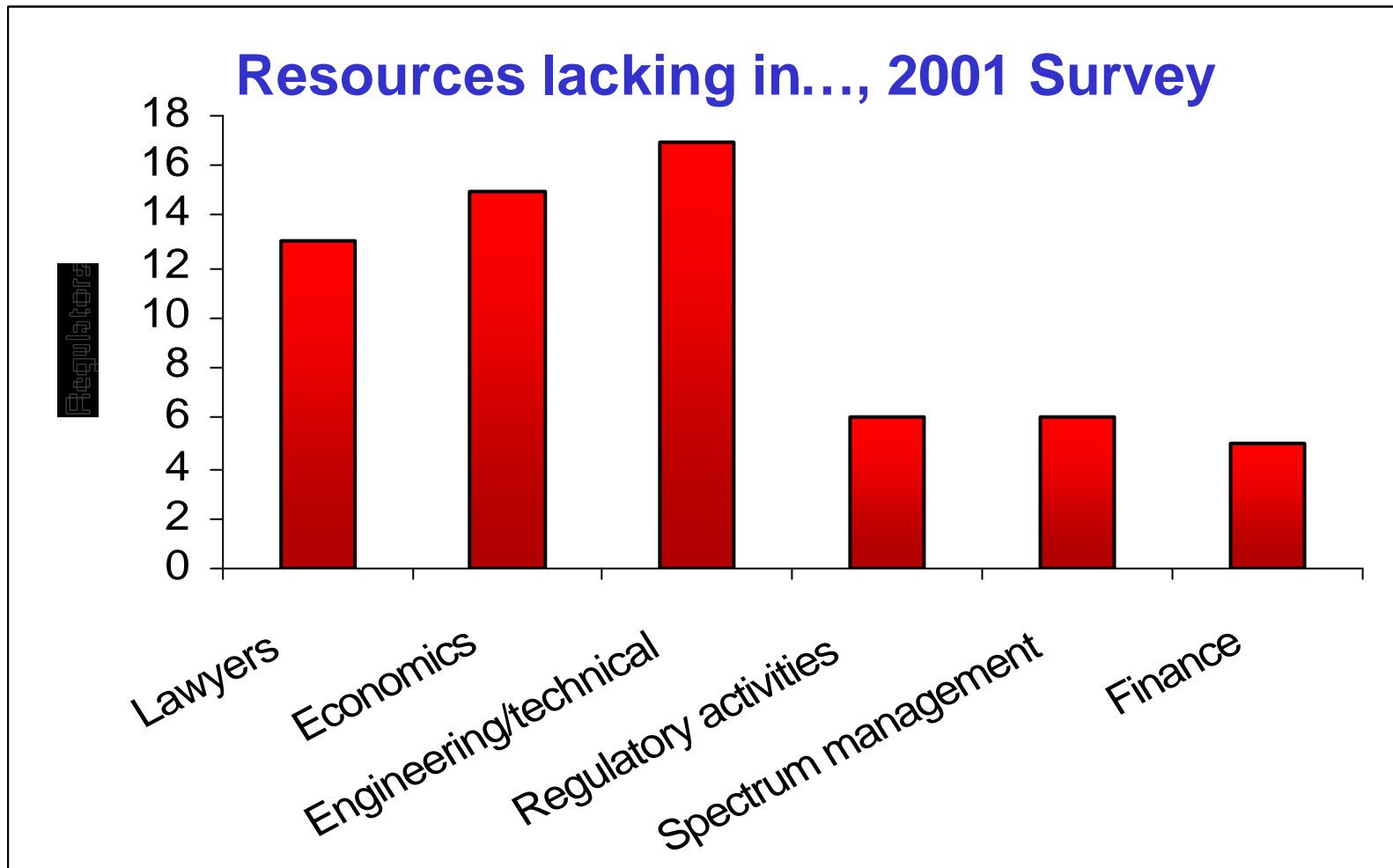
Previous employment



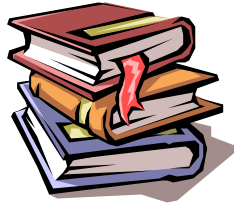
Expertise



Help wanted!



Source: ITU World Telecommunication Regulatory Database, 2001.



Training

**“[...] the lifeline of the Authority’s operations”
BTA Annual report**

Critical Skills

- Management
- Legal / regulatory
- Technical / engineering
- Finance / audit
- Negotiation
- etc ...



**Sharing
experience**



Best Practices

Governments can:

- **Pass laws allowing autonomous agencies to speed up hiring procedures and provide greater remuneration**
- **Give the regulatory authority the power to manage**
- **Grant the regulatory authority financial flexibility to recruit skilled staff**

Best Practices

Regulators can offer:



Education, training, and professional development opportunities



Excellent working conditions



High-quality work tools



Well-defined priorities



Financial incentives and bonus programmes