

2.2. Training

Recognising the importance of providing its staff with continuous training on issues related to the telecommunications and postal markets, and in order to maintain their high level of qualifications, EETT organised during 2002 a number of training seminars that were mainly addressed to Special Experts. This cycle of training seminars included broader telecommunications issues and covered three subject areas: (a) telecommunications issues; (b) economic aspects of the telecommunications markets; and (c) spectrum management issues.

In parallel, the following specialised seminars were conducted:

1. Market Definition and Significant Market Power in Telecommunications

The aim of this seminar was to present and discuss the economic parameters regarding the implementation of the new European Union (EU) Regulatory Framework concerning telecommunications, and their application in the Greek telecommunications market.

2. Committees and Comitology

The aim of this seminar was to discuss the operating procedures of, and the role played by the committees operating in the framework of the EU. The presentations given and the simulation exercises conducted helped to understand the role of member states in the decision-making process.

3. Basic cost-auditing principles using the Long-Run Average Incremental Costs (LRAIC) costing model based on the Top-Down (accounting) method and the Bottom-Up (technical/financial) method.

During the same period, members of EETT staff attended seminars conducted in other EU countries on spectrum management issues for

satellite and land-based networks, as well as on corporate communication issues.

In addition, a number of Roundtable Discussion Series were organised on EETT's initiative. In this framework, a visit by representatives of the European Commission's Directorate-General on Information Society took place in May 2002. The briefing concerned the application of the new Regulatory Framework by the National Regulatory Authorities (NRAs).

Furthermore, in November 2002 a visit by representatives of the European Commission's Directorate General on Competition took place, concerning the following issues:

1. The Commission's guidelines on market analysis and the assessment of Significant Market Power (SMP).
2. Commission Recommendation on relevant product and service markets within the electronic communications sector susceptible to ex ante regulation in accordance with Directive 2002/21/EC.

The goal of EETT for 2003 is to develop and establish an integrated training programme on a permanent basis. Relocation to its own premises remains one of the main goals of EETT, and the procedures for conducting a relevant public tender have already commenced.

3. Organisational Development of the Spectrum Directorate

According to PD 387/2002 on the internal structure of EETT, primarily the Spectrum Directorate deals with radio spectrum issues.

EETT, taking into consideration: (a) the volume of applications concerning granting of licences for spectrum usage; (b) the importance of effective regulation of the relevant issues to the operation of the telecommunications market; and (c) its intention to harmonise spectrum management practices and regulations with the best practices as applied by other European countries, conducted a public tender procedure and assigned to a consultant the project of organising the Spectrum Directorate. This particular project has been submitted for inclusion in the Operational Programme "Information Society" (OPIS) under 3rd Community Support Framework (CSF III).

The Contractor will implement the following individual phases:

- Evaluation of current situation.
- Presentation of European practice and experience.
- Drafting of proposals on action plans.
- Drawing up of draft regulations to cover all EETT responsibilities in the radio spectrum area.
- Proposals on the development of an organisation plan for the Spectrum Directorate, also taking into consideration the relevant PD.
- Development of model forms.
- Assessment of needs in staff resources.
- Examination of training requirements and proposals on a training plan.
- Provision of support to EETT in connection with the implementation of the proposed organisational scheme.

Implementation of the first two stages had taken place by the end of 2002, and the project is to be completed by the summer of 2003.

4. EETT Management Plan 2003-2005

The period 2003-2005 will be of particular significance for increasing the competitiveness of the Greek telecommunications market, and EETT shall play a decisive role, in terms of both ensuring smooth operation of the market and promoting consumer rights. In order to better perform its tasks and carry out its responsibilities more effectively, EETT developed in 2002 a Management Plan for the next three years (2003-2005).

The Plan is indispensable for establishing the strategic directions of EETT, whose attainment is made possible by the implementation of specific action plans. The importance of the Management Plan and its necessity for the next three years lies in the fact that it establishes the framework for the operation and growth of EETT, by defining the Authority's policies, directions and actions within a predetermined time-horizon.

The strategic directions were established on the basis of the requirements of the environment within which EETT operates, which is external to the Authority, combined with the assessment of EETT's internal needs, which to a certain degree also depend on external requirements. Strategic directions helped in turn identify the areas on which the actions undertaken by EETT will focus, and thus the areas to which the Authority's resources will be primarily directed.

The strategic directions for the period 2003-2005 are the following:

1. Safeguarding consumer rights and consumer protection in the telecommunications and postal services sectors.
2. Ensuring provision of high-quality services by EETT to consumers and providers of telecommunications and postal services.
3. Development of the telecommunications market through the introduction of modern networks and