



Asia-Pacific
Economic Cooperation

Training Program Design for Phase II Implementation

Telecommunications and Information Working Group

MRA Task Force; and

Human Resource Development Steering Group (HRDSG)

August 2004

APEC Project TEL03/2004T

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APEC #204-TC-03.1

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Training Program Design for Phase II implementation

EXECUTIVE SUMMARY

The Mutual Recognition Arrangement on Conformity Assessment for Telecommunications Equipment (MRA) was endorsed in the late nineties and since then most economies have given implementation commitment dates to the APEC TEL Working Group Chair. Fifteen economies are in Phase One of implementation and five in Phase Two with others also committed to moving into this latter Phase over the next few years.

There is a significant leap forward when entering in arrangements for Phase Two as certification as well as testing can be done in an exporting economy to the requirements of an importing economy. To enable Phase Two agreements to be made a great deal of confidence is needed to allow testing and certification to be done by another Party.

This project has identified what training needs there are in economies in building confidence and to consider what training activities may be helpful in facilitating and accelerating the confidence levels between economies. The survey conducted at and after TEL 29 only received a limited number of responses although it is considered that this is a reasonably representative sample of the APEC economies.

The project introduces the concept of knowledge management and makes the distinction between explicit knowledge, usually documented and readily accessible and tacit knowledge, knowledge that is held by individuals and is usually unwritten and interpretations based on implementation experiences.

Although Phase Two leads to arrangements between two economies there was strong support for holding a one off multilateral workshop as a solid introduction for both efficiency reasons for the five economies and also for attracting a wider audience from amongst the Phase One economies.

Most of the economies that responded also clearly recognized the need for detailed bi-lateral seminars or workshops where regulations and standards would be explored in depth to allow knowledge transfer to take place. The report also suggests some other tools and processes that may assist economies in implanting either Phase of the MRA.

The report concludes with two recommendations, one for a multilateral workshop and the other for knowledge transfer at MRA Task Force meetings. The report and both these recommendations are expected to be considered at both the Task Force and the HRDSG meetings at TEL 30.

1. INTRODUCTION

1.1 Background and purpose of project.

Project Purpose:

The Mutual Recognition Arrangement on Conformity Assessment for Telecommunications Equipment (MRA) was recognised as a key liberalisation activity by Leaders as far back as 1998. Voluntary implementation is now planned by nearly all the economies with some having progressed to Phase One and five to Phase Two implementation. Economies are and have been assisted through APEC TEL Task Force meetings and in January, March and September 2003 specifically through the TILF Special Account funded Training Delivery Project TEL 01/2000T.

The above Project was aimed at Regulators and their staff in Phase One implementation of the MRA. Significant progress has been made through the development of appropriate training materials and the conduct of the training workshops in 2003.

At the MRA Training Workshop held on 24 March in Kuala Lumpur, participants proposed that a further training program is needed for those economies who have already implemented Phase One of the MRA and are now in the process of moving into Phase Two. There are currently five economies attempting to implement Phase Two and others in Phase One that are ready for Phase Two implementation. There are many different and complex issues from legislation, regulations, standards, designation, accreditation, certification to consultation where further human resource development activities would accelerate implementation.

The purpose of this project is to conduct a training needs analysis and propose the design of appropriate human resource development activities such as workshops, expert support and additional training resource materials to assist with the implementation and uptake of the APEC TEL MRA Phase Two.

This project has engaged InfoCommunications International Pty. Ltd. to research the needs of economies currently in Phases One and Two achieve the following outcomes:

- Identification of any training needs for Phase Two implementation;
- Consideration of appropriate human resource development and management processes;
- Design of appropriate human resource development activities; and
- Identification of human resources in Phase One and Two economies who could assist and provide expert input into the development and delivery of the human resource development activities.

This project report recommends that a further project proposal for the design and delivery of appropriate training activities for APEC member economies in order to address the human resource development needs of the people responsible for Phase Two implementation, be considered at TEL 30.

1.2 Project Methodology

The project methodology adopted followed the following steps:

1. Survey design and questionnaire completed in February 2004 to identify training needs.
2. Survey conducted at TEL 29 with economies implementing or about to implement Phase Two.
3. Previous and preferred development activities identified and reviewed.
4. Appropriate management and human resource development concepts and methodologies researched.
5. Human resource development strategies designed.
 - what the training objectives and activities are;
 - who would benefit from the training;
 - what the training methodology will be; and
 - an implementation proposal.
6. Appropriate participants who could deliver identified training identified, including previous presenters from Phase One training workshops.
7. Report for endorsement by the MRA Task Force and HRDSG at APEC TEL 30 in Singapore.

1.3 Report Structure

The report in the main follows the above methodology, the contracted outputs and deliverables with perhaps some minor changes of emphasis where this has aided the achievement of the design project's objectives.

Section 2 describes the intent and elements of the survey questionnaire, analysis and conclusions about training needs from responses received.

Section 3 identifies a range of contexts within economies where there may be training needs for Phase Two implementation. A brief description of previous human resource development activities is included to show how economies may have benefited in implementing Phase One.

Section 4 discusses the conceptional framework of the emerging management discipline of Knowledge Management and its relevance to meeting the needs of economies implementing Phase Two and for that matter Phase One as well.

In **Section 5** the report proposes the design of a number of appropriate training activities, tools and follow up mechanisms to instil confidence for importing economies that certification in exporting economies has met requirements.

The report concludes with **Section 6** with recommendations for consideration by the MRA Task Force.

2. OUTCOMES OF SURVEY

The survey instrument, shown as Appendix One, was designed to solicit information about the views and experiences of economies in relation to:

- the extent to which economies had already moved into Phase Two and what training programs, if any, were used;
- any Phase Two implementation plans,
- how regulators intended to inform relevant parties in other economies about their requirements for certification;
- what training needs economies have;
- who would be the target groups for training in economies, both their own and in others;
- which training methodologies would be preferred;
- whether any training should be multi or bi-lateral; and
- how any training should be funded.

Seven economies responded to the survey, distributed at TEL 29 and included Australia, Canada, Indonesia, Japan, New Zealand, Thailand and the USA. Although further responses would have been desirable, the responses received were regarded as being a reasonable representative sample of APEC economies. Some follow up discussions for further clarification were held with the APEC TEL MRA Task Force Chair and some of the other respondents.

The findings and recommendations from this project report will, therefore, need to be discussed and confirmed by APEC economies, especially those who participate in the Task Force meetings.

2.1 Survey findings

The outcomes of the survey are presented below as general summaries of the status, views and preferences expressed by the respondents.

Status of Phase Two implementation

There are five economies who are currently implementing or about to implement Phase Two, namely Canada, Chinese Taipei, Hong Kong China, Singapore and the USA. Some progress has been made on a bi-lateral basis between a number of these economies. There are also some isolated instances where discussions have been held about Phase Two issues with other economies.

To date bi-lateral information exchange sessions between economies and workshops within economies, such as those arranged by the Telecommunications Certification Body (TCB) Council in the USA, have been the main efforts to communicate requirements.

Plans for Implementing Phase Two

Some of the above economies expressed their intent to expand their current bi-lateral agreements where relationships already exist with some of the above five economies, with others in that group and with possibly some economies outside this group as well.

Some economies, that are currently implementing Phase One as part of local regional initiatives, consider that more experience at this level is required before moving into Phase Two, although the intent to do so has been expressed by these economies.

Communication Plans and Processes

All of the economies have some plans for how regulators will inform parties in other economies about their requirements. The dissemination of information processes used or planned to be used varies widely and includes the following:

- information exchange workshops and seminars;
- english language versions of laws and regulations on regulator's website;
- information on regulators websites;
- through MRAMS;
- MRA Task Force meetings;
- accreditation processes will ensure capabilities and understanding of requirements; and
- feedback from carrying out market surveillance to identify any shortcomings.

The key point to arise from these responses is that that there are various channels and methods in use or planned to be used where information can be found and accessed.

Training needs

Respondents considered that in general training needs related to the relevant people having information about the details of laws, regulations, accreditation, designation, conformity assessment processes, etc. which are the same as for Phase One implementation except for certification requirements.

Having the information or access to it is obviously a prerequisite before in depth knowledge can be displayed that gives confidence and satisfies the requirements of regulators who have or desire to enter into bi-lateral Phase Two arrangements. In addition some of the knowledge Parties are expected to have may be unwritten, such as interpretations or economy specific requirements of different departments.

Target Groups for Training

There was general consensus about which people and organizations should be the target for training or human resource development activities in their own economy. These are part of the usual MRA entities (which vary immensely between economies), namely:

- Telecommunications regulators;
- Designation Authorities;
- Accreditation Bodies;
- Conformity Assessment Bodies;
- Certification Bodies;
- Standard setting bodies; and
- industry.

Please note that where MRA Phase Two agreements are to be considered or may already be in place, the people probably have the same or similar roles but organizations are most likely very different in the two economies party to a Phase Two agreement.

Preferred Training Processes

For those economies more advanced in implementing the MRA **Workshops** and **Seminars** are the preferred methodology followed by having access to **Online Training Courses** with easy access facilities and a simple capability for regular and timely updates.

The workshops or seminars would in the first instance help to kick start the process and allow later detailed clarification of requirements, including exchange of views on regulations and explanations of technical standards, between two economies agreeing to move into Phase Two.

Online training courses may be difficult and expensive to develop whereas access to up to date information is already what most regulators provide for their stakeholders.

Those economies in early stages of implementing the MRA prefer more structured **Training Courses** that provide instructor lead information about the MRA to help participants gain knowledge and understanding about the MRA, with interaction about their own needs and best practice examples and case studies. The MRA Phase One Implementation workshops, conducted over the last few years, provided this kind of training. The materials from these workshops that can be used again are available on the MRAMS's website.

Some economies suggested that **MRAMS** could be used more widely to disseminate information, provide useful links and host any online training courses, such as what was developed for Phase One.

Multi or Bi-lateral

There was a general consensus that for Phase Two it would be best for two economies to arrange appropriate bi-lateral workshops or seminars themselves, as detailed and specific requirements of each economy needs to be exchanged and understood. Also and importantly, MRA Phase Two arrangements are implemented between two economies.

There was also a strong school of thought that considered that a multi lateral workshop would provide significant efficiencies for regulators if all or the majority of the five economies in Phase Two would be prepared to participate in a workshop and introduce their requirements and key issues related to certification to the other four. This would provide a starting point and basis on which in-depth bi-lateral workshops could be designed and developed later.

In addition, other economies currently in Phase One and contemplating implementation of Phase Two later could observe and learn from the expectations and experiences of the five economies around the table.

Funding of Training

Respondents strongly expressed the view that if there is to be a multilateral event funding should be from APEC sources for the development and delivery of such a workshop. In

contrast, funding of bi-lateral workshops or seminars should generally be on a user pay basis or sponsored by industry.

This section has highlighted a range of views and issues that clearly indicate a way forward for APEC TEL and which will be described in the Sections that follow.

3. PREVIOUS MRA DEVELOPMENT ACTIVITIES

Economies are using a wide range of HRD processes to build the capacity and skill levels of Telecommunications Regulatory Authorities. There is increasing anecdotal evidence that basic knowledge and skills are no longer necessary with economies now focusing more on specific issues requiring deeper levels of knowledge and skills, such as implementation of the MRA Phases One and Two.

The recent APEC TEL MRA Phase I Implementation training delivery project tended to provide predominantly practical training as well as some general education. This program targeted specific APEC TEL MRA issues and needs identified and supportive of APEC TEL MRA Task Group and Liberalisation Steering Group directions.

The APEC TEL Working Group by its work program and the processes adopted already provides useful exchanges of information and lower level training in MRA regulatory matters. Examples of this are readily noted and accessible by accessing the agendas, presentations, papers and reports of the TEL and the pre-TEL seminars, workshops and MRA Task Force meetings.

The MRA Phase I Implementation training materials for the recently concluded delivery project are available on the APEC MRAMS website, www.mrams.com and are a useful starting point for people new to the MRA. The features of this training program included workshops with economy case studies and modules around the main topics of the MRA. Two modules featured task related knowledge and skills for accreditation and designation principles and processes agreed by the Task Force. The other three more personal skills related modules included consultation, exchange of information and training, all of which are part of the Information Management Guide for the APEC TEL MRA, March, 2001.

Both types of modules had specific questions to assist clarification and understanding and small group work to address economy specific issues. Individual economy support predominantly occurred at the TEL as did a follow up workshop to assist with any further implementation issues. Planned individual economy support visits were not possible due to the limited travel budget except where these were funded from other sources.

4. KNOWLEDGE TRANSFER MODEL

The human resource development activities, that have the capacity to accelerate the implementation of Phase Two of the MRA, are likely to produce the most effective results if these activities are designed and developed within a sound theoretical construct. For this project the most appropriate framework is considered to be knowledge management, a discipline similar to quality management or risk management. All of these are part of the

broad discipline of management practices. The main source document and reference used for this project is the Interim Australian Standard, Knowledge Management¹

4.1 Knowledge Management

Knowledge management is usually viewed in the context of a business or government organization. The application of knowledge management, as a conceptual construct, uses some of the elements of this discipline where these are particularly relevant to the objectives of this project. The project does not attempt to rigorously follow any specific knowledge management model as this would probably create unnecessary diversions and distract from the outcomes and recommendations of this project.

For the purposes of this project the definition of knowledge management is:

an approach to achieving APEC objectives by sharing information and knowledge about regulatory requirements to build confidence and trust leading to acceptance of MRA certification by importing economies.

Under this definition, information is basically the readily available, accessible data in the MRA Annexes I to IV, namely Technical Regulations, Designating Authorities, Accreditation Bodies, Conformity Assessment Bodies and Mutual Recognition Arrangements between economies.

Knowledge is having understanding of the intent and meaning of the above information. Knowledge is further made up of two elements.

The first is “Explicit Knowledge”² which is knowledge about information that is recorded and stored. In this case, this is taking what is listed in the Annexes and the primary source documents within economies or in MRAMS, and fully comprehending the intent and meaning of these. For Phase Two certification, relevant bodies in an exporting economy need to virtually gain the same level of understanding of information as the importing regulator, Designating Authorities or Accreditation Bodies.

Often the information that underpins Explicit Knowledge is not easy to understand at first due to different cultures, government and administrative practices, language, translations, skill levels, regulatory and industry structures in APEC economies.

The second is “Tacit Knowledge”³ which may be defined as the interpretations and practical experiences gained from applying “Explicit Knowledge”. Tacit Knowledge is generally not recorded but resides in the minds of people, in this case those who are involved in implementing MRA Phase Two. Often the foundation for this Tacit Knowledge, their personal knowledge, was formed and based on their experiences in implementing Phase One over the years.

For this project the emphasis will be specifically on the Transfer of Knowledge and includes the transfer of Explicit Knowledge but probably with more emphasis on Tacit Knowledge.

¹ Standards Australia International, Interim Australian Standard, Knowledge Management, Revised and redesignated as AS 5037 (Int)-2003.

² Et al

³ Et al

4.2 Knowledge Gaps

The survey and subsequent discussions were unable to define in any detail what specific training needs there are amongst the respondents. To further assist with an analysis of the situation and in the context of knowledge management there are four aspects that can be considered.

Content

Firstly, there is the content which applies to both Explicit and Tacit Knowledge. It is clear that there are Knowledge requirements that need to be transferred and learned. Both Explicit and Tacit Knowledge were seen to be important in the training needs analysis. Under the MRA it is reasonably clear what needs to be known, what is often unclear is where the knowledge is stored, how it can be accessed or who has the Tacit Knowledge.

Processes

Under the MRA processes are carefully spelled out and most economies are knowledgeable about the relationships between various entities that have a role in the MRA within economies particularly where they have trade relations in telecommunications equipment subject to the MRA. What may not be clear are some of the processes that apply within economies as to how these entities relate and what any unwritten processes may be.

Technologies used for communication

Knowledge transfer is enhanced by having easy access to relevant information through appropriate technologies. The enabling systems that are currently in place to provide such access are MRAMS and specific economy Regulatory Authorities' websites. Economies will need to establish how they prefer to communicate their information to others keeping in mind previous APEC and similar projects that supported the development, marketing and operations of MRAMS.

People

The people involved with implementation of both MRA Phases are from diverse economies and organizations with personnel issues and concepts that vary widely. What is clear, however, is that people in each economy with the prerequisite skill levels, need to have effective relationships with their counterparts in other economies for the MRA to work effectively.

In the past relationships between relevant parties have mainly been developed through the efforts and activities of the APEC TEL MRA Task Force and Joint Committee. A "Community of Practice" has emerged at the TEL where progress is reviewed and issues raised. It is usual for such communities to actively resolve issues as they emerge within the group or assists those who have difficulties, within as far as this is possible given the voluntary nature of APEC and the sovereignty of economies. The MRA Task Force will continue to play a significant role to facilitate the transfer of knowledge and mutual support between economies.

Other bi-lateral activities have also contributed to building relationships. There are currently APEC economies actively supporting others in implementing Phase One. As has been stated before, in Phase Two parties need to have confidence and trust in each other, which grows when knowledge is shared and relationships are nurtured and developed.

Despite the excellent efforts of the Task Force there are still knowledge gaps in the content and processes of the MRA and due to the churn of people in Regulatory Authorities, relationships have to be worked on to inspire and maintain confidence. The Task Force may also need to review the status of technologies in use to communicate information between economies.

5. TRAINING DESIGN

The training design is based on a number of findings and the conceptual model so far described in this report. There are three elements recommended for consideration as appropriate to the perceived needs of the five economies already in Phase Two implementation and for those who have a direct interest having completed or in the process of completing Phase One. Both groups can benefit from the human resource development activities and tools that follow.

The intent of the design is to minimise the time that economies would need to participate in development activities by holding an introductory **multilateral workshop** where most of the basic Explicit and Tacit Knowledge of regulatory requirements of the five economies would be dealt with. The efficiency of this design is that economies will only have to present their requirements once to all rather than repeating it at least four times at bi-lateral events.

The second element of the design is that in depth knowledge and understanding of regulatory processes and technical standards could then be exchanged later during **bi-lateral workshops** or seminars after the multilateral workshop has been held. These bi-lateral workshops are recommended to be self funding and to be arranged as required by the economies involved. Invitations to other economies to attend at their own cost could also be made.

The third element is the presentation of a range of **implementation tools** that could be utilised by economies in either Phase One or Two and includes current MRA implementation activities and training materials already produced and available.

5.1 Multilateral workshop

The key enabler to continue to build confidence and trust required for Phase Two implementation is to transfer knowledge between the five economies.

The transfer of knowledge and the building of relationships are proposed to occur at a **one week multilateral training workshop**, ideally funded by APEC, and also open for the other economies to observe.

Workshop objectives are to:

- build confidence in economies implementing Phase Two;
- present and review Phase One implementations experiences;

- exchange Explicit Knowledge about regulatory structures and requirements that impact on Phase Two implementation;
- exchange Tacit Knowledge including interpretations and any unwritten extra requirements or explanations for Phase Two implementation; and
- storage, access and maintenance of information.

Detailed human resource program development work for the one week multilateral training workshop could consider the following approach to content:

Each of the five economies in Phase Two would be invited to present up to the equivalent of one day of sessions that would cover the above objectives.

The one day sessions to be presented by economies are recommended to be structured as follows:

1. Phase One implementation experiences especially Tacit Knowledge in relation to regulatory requirements relating to:
 - Technical standards;
 - Regulations and procedures;
 - Bringing products to market;
 - Performance of CABs
 - Testing and acceptance of test reports; and
 - People and skill issues

Economies would be encouraged to present their most relevant experiences from the above and any other requirements.

2. Phase Two implementation plans and any experiences to date, including both Explicit and Tacit Knowledge in relation to certification as included in the MRA:
 - Perceived benefits of certification;
 - Which organization(s) will be the Certifying Body(ies) and reasons for such designation;
 - Major Phase One implementation issues that may impact on certification;
 - Any specific policies for certification;
 - Any additional requirements;
 - Key personnel and communication channels; and
 - Future plans and content of bi-lateral events
3. Information storage, access and maintenance are critical to the success of implementing both stages of the MRA. MRAMS is the official APEC tool for these and additional functions for disseminating information. The five economies are invited to present their intentions in relation to:
 - Continued use MRAMS;
 - Provision of practical support for the operations of MRAMS;
 - Any other ways they intend to communicate with each other.

There is obviously a massive amount of information that could be presented by economies, most likely well in excess of the time available. Economies would be

encouraged to be selective in what is presented in order to cover the major topics of interest to the other four Phase Two economies. Such coverage is expected to be of a general nature in most instances as bi-lateral workshops or seminars would be expected to go into extensive details to ensure knowledge is transferred at levels where economies can build confidence in each other.

The prerequisite for the further development of a multilateral workshop and a project proposal to APEC for funding is the willingness of each of the five economies to participate. This will need to be discussed and decided at the MRA Task Force meeting at TEL 30.

5.2 Bi-lateral Workshops

As stated in the Training Design overview the second recommended element is that in depth knowledge and understanding of regulatory processes and technical standards could follow the multilateral workshop. Such knowledge transfer could occur later during bi-lateral workshops or seminars.

At the multilateral workshop specific areas of interest, the content and format may be a useful starting point in developing programs for bi-lateral events.

It is expected that any bi-lateral workshops will be self funding and to be arranged as required by the economies involved. Like earlier events invitations to other economies to attend at their own cost could also be made.

5.3 Implementation Tools

There is a choice of many different ways of building the confidence levels, skills and basic knowledge to enable implementation of Phases One and Two to occur. This often depends on how new ways of doing things are planned, introduced, operated and monitored. What is offered here is a reference for some general tools and processes that the MRA Task Force and economies can consider to assist them to achieve their objectives and progress towards the directions set to implement the MRA.

5.3.1 Knowledge Management Processes

The Standards Australia International, Interim Australian Standard, Knowledge Management, Revised and redesignated as AS 5037 (Int)-2003 includes some useful enablers for knowledge management and knowledge transfer in Appendix A⁴. These include knowledge auditing, knowledge mapping, benchmarking, information management, technical support and a small section on portals.

Please note that there may be many other processes and references that economies may be familiar with and already have in use. The intention of giving the above reference is to introduce one way of describing the basic building blocks of knowledge management that may be useful in the APEC environment.

5.3.2 MRA Task Force Meetings

⁴ Et al pages 23 - 26

Another tool that has further potential for the transfer of knowledge about Phase One or Two implementation is MRA Task Force meetings. Generally broad policy issues and the status of implementation in economies are the major agenda items of the meetings. In the past there have also been some effective explanatory PowerPoint presentations that are probably still available through the Chair of the Task Force.

To enhance the meetings further it is recommended that an agenda item be added for future TELs. This could be entitled Implementation Information Exchange, where economies present brief case studies of what has particularly worked well with particular reference to any Tacit knowledge that is part of the experience and interpretation of the Task Force delegate. Where participants feel confident they may also wish to relate stories of cases that did not go so well. Such presentations and the following discussions would assist greatly in transferring knowledge amongst economies.

6. Recommendations

There are basically two key recommendations that follow from this report whereas some of the other activities suggested fall within the jurisdiction of economies.

Recommendation for a Multilateral Workshop

That the five economies in Phase Two, namely Canada, Chinese Taipei, Hong Kong China, Singapore, the USA and the MRA Task Force endorse the concept of holding a one week multilateral workshop as outlined (and/or amended at TEL 30) in the Training Design section of this report and indicate their willingness to participate.

That other economies with an interest in the multilateral workshop be invited to attend and participate in discussions at the workshop.

That the MRA Task Force and HRDSG accept this report (as amended at TEL 30, if required) and agree that a proposal for APEC funding be prepared and circulated prior to TEL 31.

Recommendations for MRA Task Force

That the MRA Task Force considers the suggestion for including a training session in future meetings that would facilitate the transfer of knowledge about MRA implementation experiences, practices and issues.

APEC MRA-HRD Training Program Design for Phase II Implementation

Implementation Status & Training Needs Survey

February 2004

This survey is aimed at economies that have implemented or who are in the progress of implementing Phase I of the APEC TEL MRA for Conformity Assessment for Telecommunications Equipment and have or are planning to implement Phase II of the Agreement.

This survey and where possible follow up interviews will establish any training needs and propose a design of appropriate human resource development activities that will assist economies as required.

Please complete the following questions.

Your economy:

Your name:

Your organization:

Your email address:

Question 1 Has your economy already moved into Phase II with any other economy?

Yes

No

If Yes, with whom?

What training programs, if any, were used?

Question 2 Is your economy planning to implement Phase II?

Yes

No

If Yes, please list the economies with which you think Phase II arrangements will be made?

For each economy please indicate when you anticipate this will occur?

Question 3 Are there any plans or ideas of how the regulator in your economy intends to inform relevant parties in the other economies (such as Abs, CABs and industry) about the:

- Any specific expectations of the regulator in your economy to implement Phase II
- Details of regulations
- Details of standards
- Any mandatory requirements

Yes

No

If Yes, please list how the regulator intends to disseminate this information and with whom. For example, what methods and channels of communication are likely to be used? Or use of third parties, ministries or regulators.

Question 4 What key training needs are you aware of in your own economy or in that of other economies? Please describe as fully as you can. (You may receive a follow up request for clarification.)

Question 5 Which people or organizations (like ABs, CABs, regulators, government, industry) do you believe would be the target for training or human resource development activity in your economy?

Question 6 Where MRA Phase II agreements are to be considered with other economies, which people or organizations (like ABs, CABs, regulators, government, industry) do you believe would be the target for training or human resource development activity in the other economies?

Question 7 Which training processes do you consider to be most appropriate? Please select one or more of these and indicate why you believe this process would work.

Training Course

Seminar

Workshop

Online training course

Access to training on MRAMS

Question 8 General

8.1 Should the training/human resource development activities be multi-lateral or bi-lateral, and why?

8.2 How should the training/human resource development activities be funded? For example, APEC project funds, self funding or payment of fees by participants?

Question 9 Any other comments?

Thank you for participating in this survey. You may be contacted with some follow up questions.

Please return this survey to:

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